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OXFORDSHIRE COUNTY COUNCIL

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 21 December 2021 at 2.00 pm

Council Chamber - County Hall, New Road, Oxford OX1 1ND

Please note that Council meetings are currently taking place in-person (not virtually) with Covid precautions at the venue. Meetings will continue to be live-streamed and those who wish to view them are strongly encouraged to do so online to minimise the risk of Covid-19 infection.

If you wish to view proceedings, please click on this Live Stream Link. However, that will not allow you to participate in the meeting.

If you still wish to attend this meeting in person, you must contact the Committee Officer by 9am four working days before the meeting and they will advise if you can be accommodated at this meeting and of the detailed Covid-19 safety requirements for all attendees.

Please note that in line with current government guidance *all* attendees are strongly encouraged to take a lateral flow test in advance of the meeting.

Yvonne Rees
Chief Executive   December 2021

Committee Officer: **Colm Ó Caomhánaigh**
Tel: 07393 001096; E-Mail:
colm.ocaomhanaigh@oxfordshire.gov.uk

Membership

Councillors

Liz Leffman	Leader of the Council
Liz Brighouse OBE	Deputy Leader of the Council
Glynis Phillips	Cabinet Member for Corporate Services
Neil Fawcett	Cabinet Member for Community Services & Safety
Dr Pete Sudbury	Cabinet Member for Climate Change Delivery & Environment
Tim Bearder	Cabinet Member for Highways Management
Duncan Enright	Cabinet Member for Travel & Development Strategy
Calum Miller	Cabinet Member for Finance
Jenny Hannaby	Cabinet Member for Adult Social Care
Mark Lygo	Cabinet Member for Public Health & Equality

*The Agenda is attached. Decisions taken at the meeting
will become effective at the end of the working day on
unless called in by that date for review by the appropriate Scrutiny Committee.
Copies of this Notice, Agenda and supporting papers are circulated
to all Members of the County Council.*

Date of next meeting: 18 January 2022

recycled paper

Declarations of Interest

The duty to declare…..
Under the Localism Act 2011 it is a criminal offence to
(a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
(b) provide false or misleading information on registration, or
(c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?
The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.
The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *"You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself"* or *"You must not place yourself in situations where your honesty and integrity may be questioned…..".*

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:
Employment (includes*"any employment, office, trade, profession or vocation carried on for profit or gain*".), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/ or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 14)

To approve the minutes of the meeting held on 16 November 2021 (**CA3**) and to receive information arising from them.

4. Questions from County Councillors (Pages 15 - 16)

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

Currently council meetings are taking place in-person (not virtually) with Covid safety procedures operating in the venues. However, members of the public who wish to speak at this meeting can attend the meeting 'virtually' through an online connection. While you can ask to attend the meeting in person, you are strongly encouraged to attend 'virtually' to minimise the risk of Covid-19 infection.

Please also note that in line with current government guidance all attendees are strongly encouraged to take a lateral flow test in advance of the meeting.

Normally requests to speak at this public meeting are required by 9 am on the day preceding the published date of the meeting. However, during the current situation and to facilitate these new arrangements we are asking that requests to speak are submitted by no later than 9am four working days before the meeting i.e. 9 am on Wednesday 15 December 2021 Requests to speak should be sent to

colm.ocaomhanaigh@oxfordshire.gov.uk . *You will be contacted by the officer regarding the arrangements for speaking.*

If you ask to attend in person, the officer will also advise you regarding Covid-19 safety at the meeting. If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that if the technology fails, then your views can still be taken into account. A written copy of your statement can be provided no later than 9 am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

6. Business Management & Monitoring Report - October 2021
(Pages 17 - 110)

Cabinet Member: Cabinet Member for Finance
Forward Plan Ref: 2021/128
Contact: Louise Tustian, Head of Insight & Corporate Programmes Tel: 07741 607452/ Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163

Report by Corporate Director Customers, Organisational Development & Resources and Director of Finance (**CA6**).

This report presents the October 2021 performance, risk and finance position for the Council.

Cabinet is RECOMMENDED

a) **To note the October business management and monitoring report.**

b) **To agree virements set out in Annex C -2b which relate to the Covid-19 costs incurred by the directorates between July and September 2021.**

c) **To note virements set out in Annex C-2c**

d) **To approve the bad debt, write off in Annex C paragraph 48**

e) **To approve the use of the Transformation Reserve and COVID Reserve paragraphs 80 and 81**

7. Capital Programme Update and Monitoring Report - October 2021
(Pages 111 - 126)

Cabinet Member: Finance
Forward Plan Ref: 2021/126
Contact: Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163

Report by Director of Finance (**CA7**).

Finance report on capital spending against budget allocations, including any necessary capital programme approvals.

The Cabinet is RECOMMENDED to:

a) **Agree the increase in the budget for the following schemes:**

- **£1.415m for the Lord Williams's School, Thame expansion by 1 form entry funded from basic need programme contingency.**
- **£1.198m increase to the Kennington Bridge Maintenance Scheme funded from capital programme contingency.**

b)   **Approve the updated Capital Programme at Annex 2.**

8.   Workforce Report and Staffing Data - Quarter 2 - July-September 2021 (Pages 127 - 144)

Cabinet Member: Corporate Services
Forward Plan Ref: 2021/104
Contact: Karen Edwards, Director of Human Resources Tel: 07825 521526

Report by Corporate Director Customers, Organisational Development and Resources (**CA8**).

Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report.

The Cabinet is RECOMMENDED to note the report.

9.   Infrastructure Funding Statement (Pages 145 - 204)

Cabinet Member: Travel & Development Strategy
Forward Plan Ref: 2021/159
Contact: Chris Stevenson, Planning Obligations Manager Tel: 07825 052782

Report by Corporate Director Environment & Place (**CA9**).

The Infrastructure Funding Statement is a statutory statement of fact to be reported annually, by 31 December 2021 on developer contributions secured, spent or received during the previous financial year, 1 April 2020 – 31 March 2021.

The Cabinet is RECOMMENDED to:

a)   **Consider the content of the Infrastructure Funding Statement 2020/21.**

b)   **Approve the publication of the report onto the Oxfordshire County Council website.**

10.   Oxfordshire Safeguarding Adults Board Annual Report 2020/21 (Pages 205 - 234)

Cabinet Member: Adult Social Care
Forward Plan Ref: 2021/187
Contact: Steven Turner, OSAB Business Manager Tel: 07917 534230

Report by Corporate Director – Adult and Housing Services (**CA10**).

The OSAB report provides an overview of the work of the Safeguarding Board and its partners during 2020-21. It is a statutory requirement that an annual report is produced and shared with partners. Some partners, such as the Local Authority, have specific expectations placed upon them within the Care Act guidance about how they will respond to the report.

The Cabinet is RECOMMENDED to note the content of the report, particularly the findings of the Vulnerable Adults Mortality group (page 15), the merging findings from the Homeless Mortality Review group (page 16) and the overall summary of progress during the year including the outstanding work (page 24).

11. Oxfordshire Safeguarding Children Board Annual Report 2020/21 (Pages 235 - 262)

Cabinet Member: Deputy Leader of the Council
Forward Plan Ref: 2021/197
Contact: Lara Patel, Deputy Director of Children's Services Tel: 07917 534366

Report by Corporate Director of Children's Services (**CA11**).

This paper highlights findings from the Board's annual report on the effectiveness of local arrangements to safeguard and promote the welfare of children in Oxfordshire.

Cabinet is RECOMMENDED to note the annual report of the Oxfordshire Safeguarding Children Board senior safeguarding partners and to consider the key messages.

12. Libraries and Heritage Services: A Strategic Framework: 2021 - 2026 (Pages 263 - 306)

Cabinet Member: Community Services & Safety
Forward Plan Ref: 2021/056
Contact: Lesli Good, Assistant Director, Cultural Services Tel: 07930 617798

Report by Corporate Director of Customers and Organisational Development (**CA12**).

In April 2021 the Oxfordshire County Council Cabinet commissioned the development of a strategy for the future direction of the county's library and heritage services.

The Cabinet is RECOMMENDED to

a) **Agree the draft Libraries and Heritage Strategy and action plan as set out in appendices 1 and 2, developed following a programme of stakeholder engagement and feedback from the Place Overview and Scrutiny Committee.**

b) **Agree a period of 8 weeks for public consultation on the strategy on the Let's Talk Oxfordshire portal and taking place within libraries and heritage venues.**

c) **Note the feedback provided by the Place Overview and Scrutiny Committee and that an annual review of the actions to deliver the strategy**

will be reported to the Place Overview and Scrutiny Committee in the future.

13. Youth Offer Update (Pages 307 - 312)

Cabinet Member: Deputy Leader of the Council/Cabinet Member for Children, Education & Young People's Services
Forward Plan Ref: 2021/202
Contact: Jessie Dobson, Partnership Youth Development Manager Tel: 07776 997935

Report by Corporate Director of Children's Services (**CA13**).

For information only.

The purpose of this report is to share progress of the youth offer development. It provides details about the structure for the Youth Services that the Children Education and Families Department are currently putting in place

14. Forward Plan and Future Business (Pages 313 - 316)

Cabinet Member: All
Contact Officer: Alison Bartlett, Democratic Support Officer Tel: 07741 607515

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA14.** This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

CABINET

MINUTES of the meeting held on Tuesday, 16 November 2021 commencing at 2.00 pm and finishing at 2.40 pm

Present:

Voting Members: Councillor Liz Leffman – in the Chair
Councillor Liz Brighouse OBE (Deputy Chair)
Councillor Glynis Phillips
Councillor Neil Fawcett
Councillor Tim Bearder
Councillor Duncan Enright
Councillor Calum Miller
Councillor Jenny Hannaby
Councillor Mark Lygo

Other Members in Attendance: Councillors David Bartholomew, Andrew Cole, Ted Fenton, Donna Ford, Andrew Gant, Andy Graham, Nick Leverton, Kieron Mallon, Jane Murphy and Liam Walker. *[It was noted Councillor Eddie Reeves, Leader of the Opposition was unable to attend as he was at a conference].*

Officers:

Whole of meeting   Yvonne Rees (Chief Executive), Lorna Baxter (Director for Finance), Anita Bradley (Director for Law and Governance and Monitoring Officer) and Khalid Ahmed (Law and Governance)

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes

110/21 APOLOGIES FOR ABSENCE
(Agenda Item. 1)

An apology for absence was submitted by Councillor Pete Sudbury who was unwell with Covid.

111/21 MINUTES
(Agenda Item. 3)

The minutes of the meeting held on 19 October 2021 were approved and signed with the addition of Councillor David Bartholomew to the list of Other Councillors Attending.

112/21 QUESTIONS FROM COUNTY COUNCILLORS
(Agenda Item. 4)

The questions received from County Councillors and responses are set out in an Annex to these Minutes.

Councillor David Bartholomew, Shadow Cabinet Member for Finance asked a supplementary question to his question to Councillor Calum Miller, Cabinet Member for Finance:

In relation to SODC headquarters, has Abbey House been suggested as an option for a new headquarters which would facilitate a no cost end to OCC's tenancy over there.

Councillor Calum Miller replied that he was sure Councillor Bartholomew as a Member of South Oxfordshire District Council would be able to ask that question to that authority.

113/21 PETITIONS AND PUBLIC ADDRESS
(Agenda Item. 5)

The following requests to address the meeting had been agreed by the Chair:

Item 6: Business Management and Monitoring Report:
Councillor David Bartholomew

Item 8: Climate Action Programme:
Councillor Andrew Coles

114/21 BUSINESS MANAGEMENT & MONITORING REPORT - SEPTEMBER 2021
(Agenda Item. 6)

Cabinet considered a report which presented September/Quarter two 2021 performance, risk and finance position for the Council.

<u>Councillor David Bartholomew</u>, Shadow Cabinet Member for Finance addressed the financial aspects of the report:

- In relation to annex c, he expressed concern at the variances against budget for Childrens' Services, which had deteriorated by a further £600,000 in one month, with a projected overspend of £2.4m. £1.1m was attributable to front line social care and use of Agency Staff. When in Opposition, the present Administration criticised the use of Agency Social Workers, so perhaps now there was an appreciation that the use of Agency Staff was unavoidable
- Concern was expressed at the collapse of the regional memorandum of co-operation that had the intention of constraining the acceleration of Agency Staff costs. It appeared that it was every Council for itself

- Paragraph 29 of the report – Adult Services. Reference was made to the number of Care Home places which would continue to be used through the year. However, the figure quoted shows an 8% decline compared to February 2020, the same as in last months' report.
- Paragraph 37 of the report – the new Health and Social Care Team – shows that the Team was reliant on Agency Staff
- Paragraph 42 of the report – Reference was made to £4.7m allocated for financial stability in the care market. Clarification was asked on what this meant.
- Paragraph 60 – Community Operations were forecasting a higher level of activity than budgeted in respect of defect repairs based on benchmarking trends with previous years and long-term weather predictions. Could this be explained?
- The Finance Department had a £300,000 overspend, which had now dropped to £200,000. The department should lead by example.
- There was a disappointing target rate of debt collection, which he hoped the Cabinet Member would improve.

Councillor Calum Miller, Cabinet Member for Finance, thanked Councillor Bartholomew for his observations and commented that he was right to point out the increased use of Agency Staff in social care. However, what he had not pointed out was that Agency Staff were being used because of the loss of social care staff due to a hostile employment environment which had reduced the supply in the labour market. Reference was made to the need for the Government to take some action to the crisis in the social care labour sector.

In relation to the £4.7m allocated to Adult Social Care, in a market which had been consistently destabilised by Government underfunding, provision has been found to ensure some financial stability to seek to cope with a market that is facing labour shortages and uncertainty regarding government funding.

In relation to paragraph 60 and Community Operations basing forecasts on long-term weather predictions, to the Cabinet Member, it made perfect sense to make use of long- term weather forecasting for this purpose.

In relation to debt collection, the Council would do everything within its powers, to recover funds owed, but with residents facing deprivation, the end of Covid furlough scheme, and rising inflation, the Member should appreciate these pressures on residents and the difficulties of paying bills and struggling at this time.

Cabinet noted that annexes D and E, were joint reports of OCC and Cherwell District Council and these should not be considered.

RESOLVED: To
a)   **Note the September/Quarter two business management and monitoring report excluding Annexes D & E.**
b)   **Note virements set out in Annex C-2c.**

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115/21 TREASURY MANAGEMENT MID-TERM REVIEW
(Agenda Item. 7)

Cabinet considered a report which set out the Treasury Management activity undertaken in the first half of the financial year 2021/22 in compliance with the CIPFA Code of Practice. The report included Debt and Investment activity, Prudential Indicator monitoring and forecast interest receivable and payable for the financial year.

RESOLVED:

a) **That Cabinet endorses the report, and**
b) **That Council be recommended to endorse the Council's Mid-Term Treasury Management Review 2021/22.**

116/21 CLIMATE ACTION PROGRAMME UPDATE AND ANNUAL GREENHOUSE GAS REPORT 2020/21
(Agenda Item. 8)

Cabinet considered the Greenhouse Gas Emissions 2020/2021 report which was an annual report on the Council's operational greenhouse gas emissions and progress towards the target of net zero by 2030.

The report covered the financial year 2020-2021 and the period of greatest operational COVID impact.

Councillor Andrew Cole spoke on this item and welcomed the report and applauded the measures which had been made to date. However, there needed to be improvements around actions relating to biodiversity. Reference was made to the importance of biodiversity to society and how this impacted on the quality of life and on the public purse. It should be a priority. There was a challenge for society to look to nature-based solutions to climate change.

In the absence of the Cabinet Member for Climate Change Delivery and Environment, Councillor Duncan Enright, Cabinet Member for Travel & Development Strategy replied and referred to paragraph 15 of the report which detailed information on adaptations by biodiversity. Reference was made to the work in the development of infrastructure where the Council looks for biodiversity gain. An example was works along the A40 where biodiversity gains of 10 % were based in. Where possible, the Council was looking for biodiversity gains on site, in other parts of the Council.

The Leader concurred with Councillor Cole's comments and referred to an event she had been invited to by Thames Water which was looking at how we can look at biodiversity around the County's rivers whilst mitigating flood risk.

RESOLVED: That approval be given to the Greenhouse Gas Emissions report for 2020/2021 for publication on the County Council website, set out in Appendix 1.

117/21 SUSTAINABLE WARMTH FUND (SWF)
(Agenda Item. 9)

Cabinet considered a report which informed Members that OCC had applied to central Government for a grant of £3.37m from the Sustainable Warmth Fund. This money would provide energy-saving home retrofit measures for those most in need and unable to pay.

This initiative was in support of the Council's strategic priorities on climate action and healthy place shaping, as well as national commitments to a green recovery. If successful, the project would deliver home energy efficiency retrofits to 310 households living in energy inefficient properties and fuel poverty.

Both Councillors Duncan Enright and Glynis Phillips spoke on this report and Councillor Phillips expressed her disappointment at the Government's commitment to this agenda given that in Oxfordshire there were 4,000 properties which required this work, however, if successful there would only be funding for 310 houses. National Government were urged to invest even more into SWF.

RESOLVED: Cabinet,

(a)   Endorsed the submission of a funding bid to support retrofit of homes in fuel poverty within Oxfordshire under the Sustainable Warmth Fund (SWF).
(b)   Approved delegated authority to the Corporate Director Environment and Place in consultation with S151 Officer and Cabinet Member for Climate Change Delivery and Environment to review and conclude legal agreements should the application be successful.

118/21 LOCAL AGGREGATES ASSESSMENT 2020 AND 2021
(Agenda Item. 10)

Cabinet was provided with a report which informed Members that under the National Planning Policy Framework, July 2021 (NPPF), mineral planning authorities should prepare an annual Local Aggregate Assessment (LAA).

The NPPF stated that the LAA should 'forecast future demand, based on a rolling average of 10 years' sales data and other relevant information, and an assessment of all supply options.'

Cabinet was informed that the purpose of an annual LAA was to set the level of provision for the County Council as the Minerals Planning Authority to ensure an appropriate provision for Sand and Gravel and Crushed Rock extraction in Oxfordshire. This provision level was based on an assessment

between the supply and demand of aggregate in Oxfordshire and evaluated through a review of the latest sales information, and all aggregate supply options and forecast demand. This assessment for provision is based on surveys and past sales.

RESOLVED: That Cabinet

a)   Approved the Local Aggregates Assessment for 2020 (LAA2020) and the Local Aggregates Assessment for 2021 (LAA2021) as detailed in the report.
b)   Authorised the Corporate Director Environment and Place in consultation with the Cabinet Member for Climate Change Delivery and Environment to make any revisions and publish the Oxfordshire Local Aggregate Assessment 2020 and the Oxfordshire Local Aggregate Assessment 2021 on the Council website.

119/21 A4095/B4100 BANBURY ROAD ROUNDABOUT - PREFERRED OPTIONS AND IN PRINCIPLE USE OF STATUTORY POWERS
(Agenda Item. 11)

Cabinet considered a report which sought approval to progress with a junction capacity and sustainable transport improvements project at the A4095 / B4100 Banbury Road roundabout in Bicester.

<u>Councillor Duncan Enright, Cabinet Member for Travel & Development Strategy</u> reported that significant work had been carried out as part of the growth of Bicester as a town. Officers were thanked for their work on this in addition to the consultation which had taken place with groups to ensure cycling, walking and bus facilities were adequate.
,
Reference was made to the need to approve in principle, the use of The Oxfordshire County Council (Banbury Road Roundabout) Compulsory Purchase Order 202[x] in parallel with negotiations for private acquisition, with such powers of compulsory purchase used only as a matter of last resort.

Councillor Tim Bearder, Cabinet Member for Highways Management thanked Mr Bugg and other cycling groups that have been involved in this consultation.

Councillor Calum Miller, Cabinet Member for Finance, agreed with the comments made and referred to this Council putting active travel first to ensure new proposals come forward when they comply with the recently adopted policies of promoting active travel.

RESOLVED:
a)   That approval be given to the hybrid design option (Annex A of the report) and approval be given to the progression into Design and Procurement Stage 2 of the project.

b) That approval be given in principle, to the use of The Oxfordshire County Council (Banbury Road Roundabout) Compulsory Purchase Order 202[x] in parallel with negotiations for private acquisition, with such powers of compulsory purchase used only as a matter of last resort. If Compulsory Purchase Order (CPO) is required to deliver the project, further approval would be sought, subject to the scheme meeting all CPO requirements and the paper would be brought back to Cabinet, once the necessary approval has been sought, including public engagement on preferred options and submission of a planning application for the scheme.

120/21 BANBURY REGENERATION - TRAMWAY ROAD IMPROVEMENTS IN PRINCIPLE USE OF STATUTORY POWERS
(Agenda Item. 12)

Cabinet was provided with a report which provided details on the Banbury Regeneration - Tramway Road Improvements. The proposals would deliver a new bus and taxi link past the railway station and into the town centre, as well as a new access to Network Rail West Car Park, variable message signing to indicate spare car park capacity to direct drivers to the east or west station car parks and improvements to pedestrian access.

<u>Councillor Duncan Enright, Cabinet Member for Travel & Development Strategy</u> reported that the proposals were an important part of the regeneration of Banbury Town Centre. Providing good bus links to the station, good links to other types of public transport and cycleways which were compliant with national best practice.

Councillor Kieron Mallon spoke in support of the recommendations and commented that this was only the start for Banbury. The report was the first start of this regeneration. Improving access to the station would achieve far more for the green agenda. It would show the Council's commitment to delivering more homes.

Councillor Duncan Enright thanked Councillor Mallon for his support.

RESOLVED:

a) That approval be given to the update design layout (Annex A – Option D of the report) and approval be given to the progression of the layout into Design and Procurement Stage 2 of the project.
b) That approval be given in principle, to the use of The Oxfordshire County Council (Banbury Regeneration – Tramway Road Improvements) Compulsory Purchase Order 202[x] in parallel with negotiations for private acquisition, with such powers of compulsory purchase used only as a matter of last resort. If Compulsory Purchase Order (CPO) is required to deliver the project, further approval would be sought, subject to the scheme meeting all CPO requirements and the paper would be brought back to Cabinet, once the necessary

approval has been sought, including public engagement on preferred options and submission of a planning application for the scheme.

c)   That approval be given to the preparation of The Oxfordshire County Council Banbury Regeneration - Tramway Road Improvements (Classified Road) Side Roads Order 202[x] (or multiple Side Roads Orders as may be necessary) to enable the stopping-up, diversion, alteration, improvement and creation of new lengths of highway or reclassification of existing highways. This includes the stopping up of private means of access as necessary where the Project design necessitates. Formal approval for the making of Side Roads Order(s) would be reported to Cabinet, and necessary approval sought, following public engagement on preferred options and submission of a planning application for the Project.

121/21 FORWARD PLAN AND FUTURE BUSINESS
(Agenda Item. 13)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

It was noted that the Cabinet Member Decisions for Highway Management that had been moved to 16 December 2021 were being 'brought forward' not 'deferred'.

The COVID Lessons Learnt Review should be listed as 18 January 2022 Cabinet meeting and not 'to be confirmed'.

RESOLVED: Cabinet noted the items currently identified for forthcoming meetings, with the above amendments.

…………………………………………………..in the Chair

Date of signing …………………………………………..

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Questions	Cabinet Member
1. COUNCILLOR BRAD BAINES To ask the Cabinet Member whether the Cabinet currently intends on providing a specific budget allocation within the upcoming Budget Cycle towards accelerating planning and delivery of the Connecting Oxford project, in recognition of urgent need to alleviate chronic traffic within Oxford City, to ensure a modal shift to active travel and public transport, as well as to fulfil key policy commitments of the Fair Deal Alliance.	**COUNCILLOR DUNCAN ENRIGHT, CABINET MEMBER FOR TRAVEL & DEVELOPMENT STRATEGY** Funding for the planning of Connecting Oxford has already been secured via the Oxfordshire Housing and Growth Deal. Delivery costs are expected to come from several sources: the Oxfordshire Bus Service Improvement Plan includes a budget allocation of £3 million to cover the cost of implementing the Connecting Oxford Traffic Filters. Costs associated with introducing the Connecting Oxford Workplace Parking Levy (WPL) are expected to be funded by borrowing against future income raised by the levy and following scheme approval by the Secretary of State (Department for Transport). Income raised by the WPL is also expected to fund supporting bus, cycle and pedestrian improvement schemes in and around Oxford, and to secure additional external funding including from the DfT. The desire to implement Connecting Oxford as quickly as possible is understood, however, given Connecting Oxford would be the biggest change to the city's transport network and traffic management arrangements in the city's history, it is vital the programme allows sufficient time to carry out the detailed

Questions	Cabinet Member
	scheme design and assessments, and more importantly, allows the council to engage and consult with the public before proceeding. This is planned to take place throughout 2022.
2. COUNCILLOR BRAD BAINES The new LTCP commits this Council to a "well maintained highways network", yet such a target needs to reflect the growing financial cost pressures of doing so because of Government cuts and the relative risks to different user groups of poorly maintained roads. As such, can the Cabinet Member commit to ensuring that the upcoming Highways Asset Management Strategy or the final version of the LTCP will include a financially sustainable plan for managing our highways stock and will prioritise the repair of cycleways and well-cycled roads ahead of those almost solely used by motor traffic?	**COUNCILLOR TIM BEARDER, CABINET MEMBER FOR HIGHWAY MANAGEMENT** Some difficult decisions need to be made about where and how to most effectively invest the limited funding available not only to ensure compliance with our various statutory responsibilities as the Highway Authority, but also to make a positive contribution to this Councils priorities for a more accessible, active and integrated transport network. This is outlined in our 9 priorities. In order to achieve the right balance, we will be working with elected members to inform a revised Highways Asset Management Plan, which will lead to a programme that addresses the concerns such as you are raising. The revised Highways Asset Strategy and Plan will indeed see a greater focus and a proportionately higher level of investment for infrastructure that supports walking, cycling and other more sustainable transport choices.

Questions	Cabinet Member
3. COUNCILLOR DAVID BARTHOLOMEW South Oxfordshire District Council (SODC) is proposing to borrow £ millions to build a new HQ at Didcot. Given that there are six councils across Oxfordshire (four district, one city, one county) with much existing surplus office space between them, surely effective consolidation and reallocation of property based on the principle of 'One Public Estate' might mean that no new building is needed. Could the Cabinet Member please advise how much he has explored this option with SODC which would not only save money but would also be a much greener alternative. **Supplementary** Has OCC suggested Abbey House as a potential SODC HQ which would facilitate a no-cost end to OCC's tenancy there?	**COUNCILLOR CALUM MILLER, CABINET MEMBER FOR FINANCE** The County Council's property team are actively engaging with estates colleagues across the public sector organisations operating in Oxfordshire under the One Public Estate Initiative to further develop our partnership agenda. Officers are working with all councils in the county, including SODC, to focus on and understand collective needs in respect of workforce planning strategy (agile working) so that challenges and opportunities for collaboration can be explored to achieve cost saving, revenue generation and a reduction in our carbon foot-print. **Response** As a Member of SODC I am sure you will be able to put these questions directly to the Cabinet Members of South Oxfordshire. As my answer made clear, we are always looking for ways to improve the efficiency of our work under the One Public Estate Initiative and we will be looking for all opportunities to do that moving forward.
4. COUNCILLOR SALLY POVOLOTSKY I welcome the latest report on our Climate Targets and would like to thank officers and the Climate Action Team for	**COUNCILLOR PETE SUDBURY, CABINET MEMBER FOR CLIMATE CHANGE DELIVERY & ENVIRONMENT** The County Council is developing proposals for the introduction of a policy that will demand that all stand-alone

Questions	Cabinet Member
their diligence. However, I am concerned around the reliance of gas in our schools and estates and whilst I embrace the challenges faced by energy system evolutions, we have heard from members and the public alike (Shrivenham residents address to Full Council in November) around the lack of progress in our schools to reduce carbon by design and installation of Gas Boilers. I would like to ask cabinet, when can we expect to see our administration ban the installation of gas boilers in our education settings and embrace options such as Heat Pumps, Electric Systems and retrofitting of PV solar options or exploration of Biomass and Geothermals? It's time we fuelled our education and not old fossil fuel powered boilers, I urge this cabinet to not only ban the installation of Gas boilers on new build schools alongside our district partners but also would like to know when we can expect to see a programme of retrofitting our 126 schools with new, lower or zero carbon solutions and embrace the renewable heat incentive grants to help sustain a rapid payback in technology investment. When can we expect to see action from this cabinet on zero carbon fuel for schools?	new buildings including new schools are designed and constructed to carbon neutral standards. This would effectively remove gas boilers as a heating option. It is expected that this policy will be considered by Cabinet for adoption in early 2022. It is recognised that existing legal agreements in place, that fund or directly deliver new schools, are set against historic performance standards which will bring capital pressures. Projects already in design development continue to be designed to minimise the carbon impact wherever practicable to do so in light of funding and/or programme constraints, for example the project noted at Shrivenham is currently within the design phase where use of air sourced heat pumps is being proposed and Carterton Fire Station where funding has been secured to upgrade electrical infrastructure serving the site and enable air sourced heat pumps to be the heating source for the building. It should also be noted that the council has, for many years, embraced many new technologies in schools including air and ground sources heat pumps, PV's, solar not water, biomass and combined heat and power systems where appropriate and practicable to do so. The county council has supported our schools to secure Decarbonisation Grant at 4 sites which will result in the installation a heat pump system on one site and photo-voltaic / battery systems at all 4 sites which are programmed for delivery by March 2022. We have also helped seek

Questions	Cabinet Member
	Decarbonisation Grant under phase 3 of the programme at 5 further school sites which could enable heat pump and insulation measures to be delivered. We will know in early 2022 whether we have been successful. The county council will continue to seek grant funding where practicable to do so but it is however recognised that ongoing bids for government grants are oversubscribed and there is not a published timetable for funding rounds. It is also the case that Decarbonisation Grant Funding is becoming more restrictive; it is now only available as top-up grant for low carbon solutions where ''end of life'' fossil fuel heating replacement is already funded. Whilst it is recognised that ongoing investment in schools sites is restricted (through revenue funding from central government used by schools to keep buildings water tight and operational, through a school condition allocation from central government that is prioritised for major capital works to ensure schools remain operational and through central government grant or planning obligations from developers which can only be used to provide additional pupil places), the county council is about to let a contract that will deliver support to schools to help them understand their energy use, and look for energy saving opportunities in their buildings.

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CABINET – 21 DECEMBER 2021

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Questions	Cabinet Member
1. COUNCILLOR MICHAEL O'CONNOR The priorities at the intersection of Bardwell Road and Dragon Lane were changed earlier this year as a preliminary to further works that were not in fact carried out. This has made the cycle route NCN 51 significantly more dangerous. ODS have indicated that they would be willing to restore these priorities in order to make the intersection safer–in line with the wishes of many of mine and Cllr. Howson's constituents. Could the Cabinet member please let me know that he has liaised with ODS and will ensure that this does in fact happen?	**COUNCILLOR TIM BEARDER, CABINET MEMBER FOR HIGHWAY MANAGEMENT**
2. COUNCILLOR MICHAEL O'CONNOR Could the Cabinet Members please update us on the progress of Connecting Oxford and the ZEZ? And could they undertake to ensure that the resources are available to make sure it is rolled out on time?	**COUNCILLOR TIM BEARDER, CABINET MEMBER FOR HIGHWAY MANAGEMENT and COUNCILLOR DUNCAN ENRIGHT, CABINET MEMBER FOR TRAVEL & DEVELOPMENT STRATEGY**

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CABINET – 21 December 2021

BUSINESS MANAGEMENT AND MONITORING REPORT
October 2021
Report by Corporate Director for Customers and Organisational Development and Director of Finance

RECOMMENDATIONS

a) To note the October business management and monitoring report.

b) To agree virements set out in Annex C -2b which relate to the Covid-19 costs incurred by the directorates between July and September 2021.

c) To note virements set out in Annex C-2c

d) To approve the bad debt, write off in Annex C paragraph 48

e) To approve the use of the Transformation Reserve and COVID Reserve paragraphs 80 and 81

Executive Summary

1. This report presents October 2021 performance, risk and finance position for the Council.

2. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.

3. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.

4. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.1-

5. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in five annexes:
   a. Annex A: Performance October 21
   b. Annex B: Leadership Risk Register October 21
   c. Annex C: Finance October 21

6. The performance exceptions section (section 8) of this report concentrates on the Performance Exceptions (Indicators Red, off target, or Amber, slightly off target, for the last two consecutive months). The full performance report is at Annex A.

7. Performance Overview

This year's Outcomes Framework reports monthly on our six strategic priorities, including 23 indicators comprised of 90 measures on a monthly basis, at the end of October 2021 the indicators were rated as follows:

Green	Amber	Red
14 (61%)	2 (9%)	7 (30%)

Figure 1 – Summary of October performance for all indicators. RAG = Green – meets or exceeds the target, Amber – misses target by narrow margin and Red – misses target by significant margin. Please note the margins vary depending on set thresholds for each measure, established using national targets, ~~for ... ... national~~

Red indicators for October 2021
OCC 04 - Effective financial management and governance
OCC13 - Household waste reused, recycled or composted
OCC15 - We provide help early on so children are less likely to be in need
OCC16 - The number of children looked after
OCC17 - Number of child protection plans
OCC18 - Timeliness completing Education, Health & Care Plans
OCC 22 - Infrastructure delivery supports growth

Status changes – September (Q2) to October 2021	
Amber to Green ↑	OCC24 Support for local economy
Red to Amber ↑	OCC06 Timeliness of emergency response
Amber to Red ↓	OCC04 Effective financial management and governance
Green to Red ↓	OCC22 Infrastructure delivery supports growth

October performance summary:

October represents an improved monthly performance since August. This was the last time only monthly indicators were reported, September's reporting included quarterly indicators. Since August we have seen.
- Significantly more green indicators (+16%)
- Significantly fewer amber indicators (-25%)
- Only slightly more red indicators (+3%)

Financial year tracking of Indicators

Month	Green	Amber	Red	Total
April	13	2	6	21
May	11	4	7	22
June (Q1)	13	5	5	23
July	12	5	5	22
August	10	6	6	22
September (Q2)	15	7	4	26
October	14	2	7	23

Figure 2 - Please note that the total number of indicators fluctuates June and September reports include quarterly indicators, hence the higher number of measures and one additional measure introduced from May.

8. Performance Exceptions

This section of the report details each Red or Amber (consecutive for two months) indicators with supporting commentary from the Directorate including risk and financial implications of the current performance.

OCC04: Effective financial management and governance - Director: Lorna Baxter

Financial Year to date performance		
April (Green)	May (Amber)	June (Green)
July (Amber)	August (Amber)	September (Amber)
October (Red)	November	December
January	February	March

This indicator's RAG status is the result of the sum of performance of seven measures, three of them reporting Amber and four reporting Red. Below table illustrates the measures performing under target

Measure	Status
OCC04.02 Total outturn variation for the dedicated schools grant (DSG) funded services	Red
OCC04.05 % of agreed invoices paid within 30 days	Amber
OCC04.06 Invoice collection rate - Corporate Debtors	Amber
OCC04.08 Debt requiring impairment - ASC contribution debtors	Red
OCC04.09 Average cash balance compared to forecast average cash balance	Red
OCC04.10 Average interest rate achieved on in-house investment portfolio	Red
OCC04.13 Invoice Collection Rate – ASC contribution debtors	Amber

Comments from directorate: Financial Management is being highlighted as Red in terms of performance; with the particular measures that are outside of target levels detailed in Annex A and Annex C. The performance across the four red indicators is due to external factors, and not system or management issues. The financial implications are reflected in Annex C, but are limited in terms of impact, and there is no increased risk to the financial resilience of the council. The Adult Social Care debt requiring impairment is higher than last year and above the target level, however this figure is inflated due to the number of people being defaulted to full cost as the impact of the approach taken during the pandemic; therefore, this may not represent the true debt position. New procedures are in place and the impairment figure is expected to reduce by the year end as a consequence. High needs demand continues to impact on the DSG (Dedicated Schools Grant) Outturn Variation target. The position in Oxfordshire reflects the national picture of increasing High Needs demand. The risk LR3 covers this on the Leadership Risk Register.

Risk impact	LR3 High needs block funding – has a residual score 15 (Medium Risk Score), which remains the same as the previous month taking into consideration the current situation.
Financial impact	Limited in terms of impact, and there is no increased risk to the financial resilience of the council.

OCC06 Timeliness of emergency response - Director: Steve Jorden

Financial Year to date performance		
April (Red)	May (Amber)	June (Red)
July (Red)	August (Red)	September (Red)
October (Amber)	November	December
January	February	March

This indicator's RAG status is the result of the sum of performance of three measures, all three being Amber. Below table illustrates the measures performing under target

Measure	Status
More people alive due to 365 Alive prevention, protection and emergency response activity	Amber
% of emergency call attendances made within 11 minutes	Amber
% of emergency call attendances made within 14 minutes	Amber

Comments from directorate: The average response time for this year is 8:37 which is an improvement on last year (8:54 minutes); of the 584 emergency incidents in October 82 were over our 14 minute response time. Our service priorities continue to look to increase the availability of fire engines in rural areas which is a key factor in our response times - work includes further recruitment, training for competence and retention of our on-call firefighters; better use of wholetime firefighter deployments and agile working by office-based staff to support station availability. All these areas are monitored by the Community Safety Services performance framework.

Risk impact	A timely response to the majority of incidents is associated with improved outcomes at the incident. A serious delay for any reason will warrant investigation and presents a reputational risk.
Financial impact	Resourcing of the programme of work to improve our response standards has a financial impact on our budget but this pressure is managed within the budget.

OCC13 Household waste re-used, recycled or composted - Director: Bill Cotton

Financial Year to date performance		
April (Red)	May (Red)	June (Red)
July (Red)	August (Red)	September (Red)
October (Red)	November	December
January	February	March

This indicator's RAG status is the result of the sum of performance of six measures, three of them reported Red and three Amber. Below table illustrates the measures performing under target

Measure	Status
Total % of household waste which is reused, recycled or composted	Red
% of household waste recycled	Amber
% of household waste composted	Red
% of household waste re-used	Red
% of household waste send to landfill	Amber
Average weight of waste produced per household in Oxfordshire	Amber

Comments from directorate: Although amongst the best performing councils in England, Oxfordshire councils have set themselves an ambitious target to improve further. Much of the waste which is currently disposed of could be recycled and there is a need to continue to strive to drive out that material to secure not only environmental and climate benefits but also financial benefits. Figures for October are the forecast end of year performance and is the combined effort of OCC and the City and District Councils. Forecasts continue to be variable and have been impacted by the suspension of garden

waste collections in South Oxfordshire and the Vale of White Horse districts at the beginning of August. Achieving the overall recycling target for this year will be challenging and will require coordinated working by all partners across the Oxfordshire Resources and Waste Partnership. Waste tonnages overall remain above pre-Covid levels continuing from last year's exceptional high volume during the Covid pandemic.

Risk impact	There is a service level risk that failing to meet the Joint Municipal Waste Management Strategy targets for reuse, recycling and composting will lead to additional costs as disposal is more expensive than recycling. This does not need to be escalated.
Financial impact	At this stage this does not impact significantly on finances.

OCC15 We provide help early on so children are less likely to be in need - Director: Kevin Gordon

Financial Year to date performance		
April (Green)	May (Red)	June (Amber)
July (Amber)	August (Red)	September (Red)
October (Red)	November	December
January	February	March

This indicator's RAG status is the result of the sum of performance of three measures, all three being Red. Below table illustrates the measures performing under target

Measure	Status
Numbers of contacts into the MASH	Red
Number of early help assessments completed by health visitors	Red
Number of social care assessments	Red

Comments from directorate: During 2020/2021 the number of contacts into the MASH rose by 35%. This growth has continued so far during 2021/22, albeit at a slower rate, and the figure for the first 6 months of this year, 13,746 is 16% higher than last year. The council has funded 7 additional staff members to help mitigate this increase. The low number of assessments by health visitors may be exacerbated by a lag in recoding assessments. For social care assessments the last 2 weeks in October had a high level of incoming assessments, which meant that for the month the figure was worse than target. However, across the year the figure remains below (better than) target.

Risk impact	LR1 Demand management – Children has a residual score 20 (High Score Risk), which takes into consideration the current situation.
Financial impact	No variance is reported due to the additional funding via Covid 19 budget for 7 workers. The deployment of the additional funding is pegged to activity levels – 1 worker per 1000 contacts per annum. At present activity levels are higher than pre covid levels by nearly 50%

OCC16 The number of children looked after - Director: Kevin Gordon

Financial Year to date performance		
April (Amber)	May (Amber)	June (Amber)
July (Amber)	August (Red)	September (Red)
October (Red)	November	December
January	February	March

This indicator's RAG status reflects the performance of one measure, which is reporting Red for October. Below table illustrates the measure performing under target

Measure	Status
Number of Children we care for	Red

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Comments from directorate: The number of cared for children is increasing marginally as fewer children are leaving the care system. This is in line with what is happening in other areas of the country as the impacts of Covid and lockdown are seen in the rising complexity of children's needs and excessive delays in court timeframes. We engage in regular liaison with the Family Courts to try and speed up processes. Also, the implementation of the Family Solutions Plus service is showing good early impact in preventing new entries to care. In 2020/21, 288 children entered the system this was 14% lower than the average across the previous 5 years and the lowest annual figure for over 6 years.

Risk impact	LR5 Demand management - Children has a residual score 20 (High Score Risk), which takes into consideration the current situation.
Financial impact	The financial impact of the number of children in care not reducing is at present relatively small. The largest financial impact is in the significant increase in the weekly cost of residential placements (£1.7million). Since April there has been an increase of 10.8% in the unit cost of residential placements.

OCC17 Number of child protection plans - Director: Kevin Gordon

Financial Year to date performance		
April (Green)	May (Green)	June (Amber)
July (Green)	August (Amber)	September (Red)
October (Red)	November	December
January	February	March

This indicator's RAG status reflects the performance of one measure, which is reporting Red for October. Below table illustrates the measure performing under target

Measure	Status
OCC17.01 Number of child protection plans	Red

Comments from directorate: The number of children subject of child protection plans has stabilised but is higher than the start of the year. The rise is impacting on caseloads. High caseloads mean workers have less time to work with individual families; in some areas of the service caseloads are 40% higher than target levels

Risk impact	LR4 Recruitment and Retention of Children's Social Workers has a residual score 16 (High Score Risk), which takes into consideration the current situation.
Financial impact	An overspend of £1.1m in social work teams due to the need to use agency staff and an additional £0.8m allocated to this service from the Covid reserve to help meet demand.

OCC18 Timeliness completing Education, Health & Care Plans - Director: Kevin Gordon

Financial Year to date performance		
April (Amber)	May (Red)	June (Red)
July (Red)	August (Red)	September (Red)
October (Red)	November	December
January	February	March

This indicator's RAG status reflects the performance of one measure, which is reporting Red for October. Below table illustrates the measure performing under target

Measure	Status
% of Education Health & Care Plans completed within 20 weeks	Red

Comments from directorate: Performance is below target and has been falling since October last year. This is being driven by increased demand for Statutory Assessment. Teams are staffed to deal with an average of 10 requests a week, but so far this year there have been an average of 30 per week. Demand is currently 7% higher than last year. The impact of the increased demand is not only felt within the Special Education Needs Casework team, but across all teams who help complete the assessment and who similarly do not have capacity within their services. There is a particular pressure on the availability of educational psychologists. This is a national issue. We have contracted some external services for short term help with the backlog of annual reviews. Additional capacity is being added to the SEND casework team in order to reduce caseload and help with staff retention and our ability to better meet statutory assessment deadlines.

Risk impact	LR1 Demand management – Children has a residual score 20 (High Score Risk), which takes into consideration the current situation.
Financial impact	We are seeking to draw down some of the Covid reserves to deal with some of this demand pressure for SEND

OCC22 Infrastructure Delivery Supports Growth - Director: Bill Cotton

Financial Year to date performance		
April (Green)	May (Green)	June (Red)
July (Red)	August (Red)	September (Green)
October (Red)	November	December
January	February	March

This indicator's RAG status reflects the performance of one measure, which is reporting Red for October. Below table illustrates the measure performing under target

Measure	Status
Percentage of the Capital Programme delivered in line with budget	Red

Comments from directorate: This measures the capital infrastructure major programme. 66% of the revised programme for 21/22 has been spent or committed as at end of October 2021. A number of major schemes across the programmes are forecast to enter into construction contracts in this financial year. The expected year end outturn position is 88% of the revised budget against a target of 95%.

Risk impact	LR8 Capital Infrastructure Programme Delivery has a residual score of 20 (high risk), which takes into consideration the current situation.
Financial impact	At this stage this does not impact significantly on finances.

9. October business management and monitoring performance highlights:

- **We listen to our diverse residents to ensure that we can continuously improve our services**
  The Registration Service has resumed holding group citizenship ceremonies in County Hall after a long period of holding virtual ceremonies only, due to the Covid pandemic. The ceremonies, which are held on a weekly basis, are attended by 30 citizens from many different countries and by a Deputy Lieutenant who gives the citizens a formal welcome to the county of Oxfordshire. Everyone involved is thrilled to be almost back to normal with these ceremonies - in the New Year we hope to start inviting guests to attend and a photographer and then it really will be back to normal.

- **We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community**
  People in Oxfordshire from different backgrounds were encouraged to share their lived experiences as part of a new year-long storytelling campaign that was launched on World Mental Health Day (Sunday 10 October) by Oxfordshire County Council and its partners. The theme for this year's World Mental Health Day was 'Mental Health in an Unequal World'. The COVID-19 pandemic had a tremendous impact on people's mental health and brought to light the social, economic, and health inequalities faced by many.

- **We provide services that enhance quality of life and we take action to reduce the impact of climate change & protect the local environment**
  Hundreds of tonnes of material that was previously treated as waste and which needed to be safely and expensively disposed of was used to help repair Oxfordshire's roads. Oxfordshire County Council is working with its contractor Milestone and its partner OCL Regeneration to make use of the toxic tar-bound material that is removed during road and path resurfacing work. The recycled material has been used in road maintenance projects at 11 different sites in Oxfordshire between 11 October - 3 November. The process is an example of the 'circular economy' – where waste products are utilised, rather than disposed of – and will save money, reduce carbon emissions, and minimises the need for new materials.

- **We strive to give every child a good start in life and protect everyone from neglect**
  In October the Department for Education released comparative data for the autumn and spring terms 2020/21. Nationally there was an improvement in overall attendance and lower persistent absence rates in primary and secondary schools, Oxfordshire saw an even more noticeable improvement in both measures with:
  - Primary schools in the top quartile nationally for both measures – ranked 25th out of 151 local authorities
  - Secondary schools – persistent absence rates improved by 4%pts (1%pt nationally) and Oxfordshire now ranks 37th nationally (from 105th in 2017/18).

- **We enable older and disabled people to live independently and care for those in greatest need**
  The Oxfordshire Way vision continues to be implemented to support people living independently. Live Well Oxfordshire visits have increased by 94% since April as proactive and preventative community outreach is being prioritised throughout our teams by encouraging staff to update the site with localised community resources, increasing signposting opportunities.

10. Leadership Risk management update:

October update - There were no score changes to the Leadership Risk Register during October.

New risks – One new risk has been added "LR22 Deprivation of Liberty Authorisations (Care Homes and Community)". For further details please check Annex B.

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	Control Assessment Updated
LR2	Safeguarding of vulnerable children	15 Medium Risk	↔	Comments Updated
LR3	High needs block funding	15 Medium Risk	↔	Comments Updated
LR4	Recruitment and Retention of Children's Social Workers	16 High Risk	↔	Control Assessment, Mitigating Actions & Comments Updated
LR5	Insufficient placement availability for children we care for	20 High Risk	↔	Mitigating actions Updated
LR6	Safeguarding of vulnerable adults	10 Medium Risk	↔	Control Assessment Updated
LR7	Demand management - Adults	12 Medium Risk	↔	Comments Updated
LR8	Capital Infrastructure Programme Delivery	20 High Risk	↔	Risk reviewed, no changes
LR9	Local resilience, community resilience, cohesion	8 Low Risk	↔	Risk reviewed, no changes
LR10	Management of partnerships (non-commercial)	6 Low Risk	↔	Control Assessment Updated
LR11	Supply chain management	8 Low Risk	↔	Risk reviewed, no changes
LR12	Corporate governance	2 Low Risk	↔	Comments and Mitigating Actions Updated
LR13	Workforce management	9 Low Risk	↔	Comments Updated
LR14	Organisational Change and Service Design	12 Medium Risk	↔	Control Assessment & Comments Updated
LR15	Financial resilience	10 Medium Risk	↔	Comments Updated
LR16	Health and Safety	8 Low Risk	↔	Control Assessment Updated
LR17	Business Continuity and recovery plans	8 Low Risk	↔	Risk reviewed, no changes
LR18	Cyber security	12 Medium Risk	↔	Comments updated
LR19	ICT Infrastructure	8 Low Risk	↔	Comments updated
LR20	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus	9 Low Risk	↔	Control Assessment Updated
LR21	Construction, Resources and Skills Shortages	16 High Risk	↔	Risk reviewed, no changes
LR22	Deprivation of Liberty Authorisations (Care Homes and Community)	10 Medium Risk	New	New

11. Summary of the Council's financial position

11.1 This report is the fifth financial monitoring information for the 2021/22 financial year and covers the period up to the end of October 2021. This report focuses on key issues, risks, and areas of emerging pressure.

11.2 The table below sets out that there is a forecast overspend of £2.6m or 0.5%. Further detail is set out in the directorate sections below. Where variations to the budget are reported, management action is being taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget	Forecast Spend	Variance October 2021	Variance October 2021	Variance September 2021	Change
	£m	£m	£m	%	£m	£m
Children's Services	139.7	142.3	2.6	1.9	2.4	+0.2
Adult Services	198.9	198.9	0.0	0.0	0.0	
Public Health	0.2	0.2	0.0	0.0	0.0	
Environment & Place	61.2	62.9	1.7	2.8	1.3	+0.4
Customers, Organisational Development & Resources	33.4	33.1	-0.3	-0.8	-0.3	
Commercial Development, Assets and Investments	50.7	49.3	-1.4	-2.8	-2.0	+0.6
Total Directorate Budgets	**484.1**	**486.7**	**2.6**	**0.5**	**1.4**	**+1.2**
Corporate Measures	-484.1	-484.1	0.0	0.0	0.0	
Total Forecast Position	**0.0**	**2.6**	**2.6**	**0.5**	**1.4**	**+1.2**

11.3 General Balances were £34.6m at 31 March 2021 and are forecast to be £32.0m by 31 March 2022 after taking account of the current forecast directorate overspend of £2.6m. This compares to the risk assessed level of £28.8m for 2021/22 which is equivalent to 6.0% of the net revenue budget.

11.4 The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m or 75% are expected to be delivered by year end with work continuing to achieve the rest. Any budget pressures arising from the non-delivery of any savings form part of the Directorate positions reported above.

11.5 £2.6m or 16.4% are rated amber. These mainly relate to the £2.0m savings in Adult Social Care reducing the demand pressures in the pools by 1%. By

increasing the focus on maximising use of residential and nursing beds available through existing block contracts and minimising the length of any vacancies and looking for creative ways to meet needs at lower cost while also helping people to be as independent as possible spend was reduced by around 1% in the second half of 2020/21 with an on-going full year effect of £2.0m from 2021/22. The process to maintain the saving is on-going so the saving is currently shown as amber until there is more certainly about the position later in the year. However, the forecast spend across the pools is being managed within the funding available.

11.6 £1.3m or 8.3% are rated red. £1.2m relate to savings within Environment and Place and predominately relate to the delay in the realisation of the Community Redesign saving of £1.2m. In-year mitigations are being sought to minimise the financial impact.

11.7 To date, £1.4m has been transferred to Children's Services to support pressures in Education and Children's Social Care along with the further drawdown of £1.0m agreed by Cabinet on 21 September 2021 to cover COVID-19 expenditure incurred by directorates between April and June 2021. Cabinet is recommended to approve the transfer of £1.1m relating to Covid-19 costs incurred between July and September 2021 as set out in Annex 2b. A total of £8.9m is forecast to be spent in 2021/22. After this has been transferred there will be a balance of £23.4m which includes £4.9m for Local Council Tax Support Scheme. The 2022/23 Budget and Business Planning process include proposals for the use of the remaining reserve over the Medium Term Financial Strategy. It remains difficult to predict what further resources will be needed during the winter and the forecast will be updated in future reports.

11.8 See Annex C for further details and commentary.

CLAIRE TAYLOR Corporate Director for Customers, Organisational Development and Resources	**LORNA BAXTER** Director of Finance

Contact Officers:

Louise Tustian, Head of Insight and Corporate Programmes – 07741 607452

Kathy Wilcox, Head of Financial Strategy – 07788 302163

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We listen to our diverse residents to ensure that we can continuously improve our services and

Status of Indicators	31/10/2021
OCC01 Improvement Following Audit or Inspection: Status	★
OCC02 Listening to residents: Status	●
OCC03 The Council is financially resilient: Status	★
OCC04 Effective financial management and governance: Status	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC01.01 % actions dealt with on time after external inspection by Ofsted, CQC, HMICFRS	Rob MacDougall	Cllr N Fawcett	80%	80%	★	8 out of our 10 HMI actions are now closed. We expect to close the last 2 by Q4 2022	71%	71%	★
OCC02.01 Proportion of potholes reported on FixMyStreet that require OCC action	Bill Cotton	Cllr T Bearder	57%	50%	★	This measure indicates how successful the FixMyStreet interface is at communicating to the public what we will and won't fix in line with our Highways Maintenance Policy. Total public enquiries recorded in relation to pothole and other carriageway issues in month was 468. 267 (57%) was made up of • 153 (32.7%) now repaired • 105 (22.4%) don't warrant immediate action but have been placed onto our longer-term planning program (Dragon or Drainage or resurfacing programs etc) • 9 (1.9%) waiting for Milestone to repair The remaining 201 (43.0%) represents: • 92 (19.7%) did not meet our intervention criteria • 59 (12.6%) still awaiting a decision from officers • 27 (5.8%) were duplicates of other reports • 23 (4.9%) were the responsibility of other organisations FixMyStreet systems have received several recent upgrades. This forms part of wider FMS / customer enquiry improvements. Service is also running a forum with other Councils using FixMyStreet to compare metrics and explore differences in approach.	56%	50%	★
OCC02.02 Increase the number of FixMyStreet Super-user volunteers from among members of the public	Bill Cotton	Cllr T Bearder	5	4	★	The online training for FixMyStreet Super-User Volunteers continues to progress well with 5 in October. This included 2 SU's for Abingdon and 1 in Banbury, both of which came from a targeted recruitment drive to get more towns involved. In addition to these we trained 1 from Launton and Cllr Bearder. We are actively looking for more in these towns and will also start focusing on other towns e.g., Didcot.	28	28	★

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Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC02.03 Increase resident satisfaction with service received via calling customer Service Centre	Mark Haynes	Cllr G Philips	57%	TBC	NA	The customer satisfaction survey is now an opt in choice when the customer is waiting for their call to be answered. In October, 0.79%. of phone calls were surveyed (94 customers) and 57% of these customers were satisfied with the service they received and the adviser they spoke to. Work is planned to increase uptake, review the effectiveness of the questions, roll out CSat across other channels and to better understand causes of dissatisfaction. As part of this work, a new target will be identified	83%	TBC	NA
OCC02.04 Increase the % of callers whose enquiry is resolved at first point of contact	Mark Haynes	Cllr G Philips	87%	75%	★	5,792 contacts recorded from all channels. 5,063 contacts (87.4%) were resolved at first point of contact.	86%	75%	★
OCC02.05 Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	Mark Haynes	Cllr G Philips	7%	5%	▲	During October, the Customer Service Centre received 11,919 inbound calls, down 12% against September. The abandonment rate increased to 6.9% from 6.5%. On 7 October, we successfully transferred in Trading Standards and Oxfordshire Fire & Rescue telephone lines. This was the first new service to enter the CSC since 2019. Call data prior to this transition was not reliable, so we do not have anything to benchmark against. However, during the first month we received 226 calls, and abandoned 16 (7%). Contacts for Residential Parking Permits decreased by 35% compared to September. Compared to October 2020, they are down 16.7%. Contacts for Highways decreased by 4.4% compared to September. Compared to October 2020, they are down 26.9%. Contacts for Street Lighting increased 2.5% compared to September. Compare to October 2020, they are down 37.2%. Contacts for Blue Badge and Concessionary Bus Passes decreased by 11% compared to September. Compared to October 2020, they are up 16.4%. Contacts to Registration for Birth and Death appointments and Certificate ordering decreased by 6.9% compared to September. Compared to October 2020, they are down 10.8%. Calls to Adult Social Care decreased by 3.8% compared to September. Compared to October 2020, they are down 24.6% and calls to Children Social Care decreased by 11.7% compared to September. Compared to October 2020, they are down 19.7%. We also dealt with 313 webchats across seven service areas of our website. We also dealt with 14 social media contacts from the official OCC Twitter & Facebook pages, and we are looking at ways to help improve not only the customer journey, but the staff's journey with services. If we are able to implement this specifically for Social Care performance levels should start to increase.	8%	5%	▲
OCC02.07 Customer satisfaction with Registration Service	▪ Lesli Good ▪ Mark Haynes	Cllr N Fawcett	NA	90%	NA	Unfortunately, the IT system is still in the process of being changed over and as a result there are no figures available for the month of October	NA	90%	NA
OCC03.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	0.50%	0.00%	★	The overall forecast financial position for 2021/22 is an overspend of £2.6m. As set out in Annex C this reflects an overspends in Environment & Place (£1.7m) and Children's Services (£2.6m) offset by underspends by Customers, Organisational Development and Resources (-£0.3m) and Commercial Development, Assets, and Investments (-£1.4m).	0.50%	0.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC03.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	75.20%	95.00%	▲	The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m or 75.2% are expected to be delivered by year end. £4.0m or 42.8% are rated amber and red. Further details are set out in Annex C.	75.20%	95.00%	▲
OCC03.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£32,018,0	£2,880,000	★	General Balances on 31 March 2021 were £34.6m and are forecast to be £32.0m by 31 March 2022 and reflect to the current forecast directorate overspend of £2.6m. This compares to the risk assessed level of £28.8m for 2021/22 which is equivalent to 6.0% of the net revenue budget.	£32,018,000	£2,880,000	★
OCC03.05 Net increase in in-house foster placements (excl kinship)	Kevin Gordon	Cllr L Brighouse	0.00	1.70	▲	The net increase in foster carers remains at 7 for the year. An active media campaign is in place to encourage more carers	1.00	1.70	▲
OCC04.01 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	0.5%	1.0%	★	There is a forecast directorate overspend of £2.6m. This relates to overspends on Children's Social Care and Environment & Place offset by underspends by Property, Investment and Facilities Management and Customer Services. The current position is subject to management action and are likely to change by the end of the year.	0.5%	1.0%	★
OCC04.02 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Cllr C Miller	2.00%	0.00%	▲	The High Needs forecast has now been increased following confirmation of Autumn Term numbers. Demand for High Needs support is high. There has been a 16% increase in the number of Education, Health and Care Plans (EHCP) and there were 1,300 requests made for assessment in the last 12 months. Some of this demand relates to Covid and it is estimated that £1.2m of the additional spend is driven by Covid. Officers have applied to the DfE for permission to offset the Covid costs from Council resources.\n\nCouncil agreed a budget for High Needs which included a saving of £1.9m. The saving was calculated on reducing the use of independent settings by increasing places in Special Schools & bases. The saving has been achieved via the increased places and other initiatives under the SEND Transformation Project. Offsetting this has been a 15% increase in the use of independent placements. Independent placements are forecast to be between £1m to £1.5m overspent.\n\nFE colleges have recently shared the numbers of learners attending colleges. The numbers identified as High Needs learners by the colleges have increased by 31% and this may add a further £2.5m to the forecast. More work is being completed on this. Of the additional spend, Oxfordshire will receive some additional grant funding for this, but not until 2022-23.\n\nThe High Needs Forecast now stands at £17.3m, there remains uncertainty over the college numbers and the forecast will reduce if the DfE approves the movement of funding for Covid costs.	2.00%	0.00%	▲
OCC04.03 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr C Miller	100.00%	95.00%	★	All non-DSG grants are expected to be spent during 2021/22.	100.00%	95.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC04.05 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr C Miller	94.99%	95.00%	🟠	This measure tracks invoices paid within 30 days of receipt and includes invoices paid via the self-service purchase order process, as well as invoices processed by OCC's Social Care Payments team via the social care finance systems. Social Care invoices account for 30% of invoices paid this month.

Invoices paid via the self-service portal were just below target this month at 94.77% but have improved 3% on last month. The majority of these unpaid or late invoices are Legal services invoices.

Social Care invoices are just above target at 95.5% paid on time, this represents an 8% improvement since April 21 and is the result of joint improvement work between Social Care and Finance. | 94.27% | 95.00% | 🟠 |
| OCC04.06 Invoice collection rate - Corporate Debtors | Lorna Baxter | Cllr C Miller | 94.50% | 95.00% | 🟠 | This measure identifies the percentage of invoices that have been paid within 120 days of being issued; by this time all standard recovery effort should have been completed and the invoice referred to the Corporate Senior Recovery officer if not paid.

In this period, we are measuring invoices issued i n July 2021. The 120-day invoice collection rate dropped to 94.5% this month; however, collection by value was above 99% for the period and the collection rate for invoices with a value of over £10,000 was 100%. | 94.80% | 95.00% | 🟠 |
| OCC04.07 Debt requiring impairment Corporate Debtors | Lorna Baxter | Cllr C Miller | £300,533 | £300,000 | ⭐ | Debt requiring impairment is the value of invoices that have the potential to become unrecoverable and the potential loss requires recording in the accounts at year end. If there is an overall increase in the value of invoices at risk then we are required to top up the impairment balance, consequently this figure is tracked through the year to assess if we will finish the year above or below the current balance.

Debt requiring impairment reduced this month from £0.37m to £0.30m and is in line with the £0.30m target. The top ten debtors account for 49% of the total bad debt, with the top case making up 32% of the balance. As reported previously resolution is expected by December 21. As forecast last month three of last month's top ten cases were resolved and the overall balance reduced. | £300,533 | £300,000 | ⭐ |

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC04.08 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£3,785,38	£2,700,000	▲	Debt requiring impairment, as it is at risk of becoming unrecoverable, increased this month to £3.79m, £1.09m above the current Adult contributions' impairment balance. The DRI is £0.8m more than the same period last year. Increases seen this year primarily relate to a higher proportion of people being defaulted to being charged the full cost of their social care as financial assessments have not been completed. New procedures are now in month three, however as reported last month the impact of the approach taken during Covid-19 will likely been seen through to January/February 22. The service continues to work up further plans to address the rising debt levels and have agreed temporary additional resource to work in this area; new staff are being recruited during November. Five complex cases referred to legal services, with a value of £0.3m, are waiting outside counsel opinion.	£3,785,389	£2,700,000	▲
OCC04.09 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	538,052,0	428,000,000	▲	Cash balances are higher than forecast due to a higher than forecast capital balances and extra grant receipts. The level of cash balances for the remainder of the year is likely to be linked to the speed of delivery of the capital programme.	538,052,000	428,000,000	▲
OCC04.10 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	0.44%	0.58%	▲	The forecast interest rate receivable assumed that short term money market rates would be higher for the first 6 months of the year and on the forecast cash balance level. The higher than forecast average cash balance also means that we are required to place funds with a larger number of counterparties, which has resulted in a lowering of the return. As current investment rates are below the level of maturing investments, each new investment will reduce the average investment rate further below the fixed target, however it will be increasing the actual cash amount received. The average interest rate will continue to reduce as the year progresses, however trying to reverse this would be exposing the council to excessive levels of credit and duration risk, which is entirely against the principals of local government treasury management.	0.44%	0.58%	▲
OCC04.11 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3.75%	★	External Fund returns are forecast to be in line with budget.	3.75%	3.75%	★
OCC04.13 Invoice Collection Rate – ASC contribution debtors	Lorna Baxter	Cllr C Miller	88.80%	92.00%	●	The 120-day invoice collection rate remains below the 92% target at 88.9%. The service completed a review of direct debit take up to better understand the reduction in collection rates during 2020 and have introduced strategies to increase payment by direct debit. The collection of invoices by direct debit increased to 60.4% this month, the rate is now 2% above Q1 performance. As reported last month reworked communications have been developed and are pending IT allocation to apply; these are not expected until 2022. The revised communications have been designed to improve responses to reminder letters and should have a direct impact on collection rates.	89.49%	92.00%	●

We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community

Status of Indicators	31/10/2021
OCC05 Number of people helped to live safe and healthy lives: Status	★
OCC06 Timeliness of emergency response: Status	🟠

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC05.01 Number of vulnerable children and adults helped to live more secure and independent lives	Rob MacDougall	Cllr N Fawcett	941	513	★	The electric blanket testing that started last month continued into this month with 747 blankets tested with a failure rate of 31%. These figures prove how important the work of the teams involved are to help keep residents safe. Safe and Well visits increased this month due to a campaign run to promote and raise awareness of the visits.	2,834	3,593	🔺
OCC05.03 50% increase in all cycle journeys within Oxford for all purposes by 2031	Bill Cotton	Cllr D Enright	NA	NA	-	Service team received access to 2019/20 data at the beginning of November '21 which needs to be analysed and sense checked. Service team will complete the analysis in time for reporting at the beginning of December '21. This is turn will help to validate Active Lives and Annual Travel Surveys for which service team have historic figures and can project / report against. For information: 2015/17 baseline for LCWIP: 306,000 trips 2031 LCWIP target: 460,000 trips 2021/22 target: 350,000 Note: • Monthly updates included in the E&P service level dashboards for monitoring and Corporate Performance team for information. • Currently excluded from the monthly corporate Business Management & Monitoring Report for CEDR and Cabinet. Reporting expected to be ready beginning of December 2021.	NA	NA	-

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC05.04 % of people cycling for travel at least 3 times a week from Active Travel Survey	Bill Cotton	Cllr D Enright	NA	NA	NA	Service team received access to 2019/20 data at the beginning of November '21 which needs to be analysed and sense checked. Service team will complete the analysis in time for reporting at the beginning of December '21. This is turn will help to validate Active Lives and Annual Travel Surveys for which service team have historic figures and can project / report against. For information: 2015/17 Baseline: 510,000 trips 2031 target: based on doubling - 1,020,000 Or 50% increase (765,000) 2021/22 target: 646,000 (doubling), 578,000 (50% increase) Note: • Monthly updates included in the E&P service level dashboards for monitoring and Corporate Performance team for information. • Currently excluded from the monthly corporate Business Management & Monitoring Report for CEDR and Cabinet. Reporting expected to be ready beginning of December 2021.	NA	NA	NA
OCC05.05 Number of people sign posted to health services via informal conversations in libraries	■ Ansaf Azhar ■ Lesli Good	Cllr N Fawcett	328	250	★	Output remains well above target. Trajectory stabilising in line with target for end of year.	258	193	★
OCC06.01 More people alive due to 365 Alive prevention, protection, and emergency response activity	Rob MacDougall	Cllr N Fawcett	95	87	🟠	This month has seen an increase in the number of emergency incidents, resulting in a higher attendance to support ambulance crews for medical emergencies and rescuing people from non-fire incidents.	493	620	🔺
OCC06.02 % of emergency call attendances made within 11 minutes	Rob MacDougall	Cllr N Fawcett	75.68%	80.00%	🟠	Our October response standards are reflective of our usual performance and there have been no fluctuations or outliers. 11 mins standard for the year is 76%. The average response time for this year is 8:37 which is an improvement on last year (8:54 minutes); of the 584 emergency incidents in October 82 were over our 14 minute response time. Our service priorities continue to look to increase the availability of fire engines in rural areas which is a key factor in our response times - work includes further recruitment, training for competence and retention of our on-call firefighters; better use of wholetime firefighter deployments and agile working by office-based staff to support station availability. All these areas are monitored by the Community Safety Services performance framework.	75.99%	80.00%	🟠

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC06.03 % of emergency call attendances made within 14 minutes	Rob MacDougall	Cllr N Fawcett	85.96%	95.00%	🟠	Our October response standards are reflective of our usual performance and there have been no fluctuations or outliers. 14 mins standard for the year is 88%. Of the 584 emergency incidents attended within Oxfordshire in October 82 were over our 14-minute response time and 60 were over 11 minutes and under 14 minutes. We are investigating those incidents to understand if they were in an area that could have been reached within the response time standard. Our average response time this year is 8 minutes 37 seconds which is comparable to the overall average for last year at 8 minutes and 56 seconds.	87.87%	95.00%	🟠

We provide services that enhance quality of life and we take action to reduce the impact of the climate change & protect the local environment

Status of Indicators	31/10/20
OCC08 Condition of highways: Status	★
OCC09 Participation in cultural service: Status	★
OCC10 Reduction in carbon equivalent emissions from OCC's activities: Status	★
OCC11 Reduced carbon impact of our transport network: Status	★
OCC12 Air quality: Status	★
OCC13 Household waste re-used, recycled or composted: Status	▲

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC08.01 Defects posing immediate risk of injury are repaired with 24 hours	Bill Cotton	Cllr T Bearder	99.96%	100.00%	●	Rate covers all defects April to September 2021. The rate of 99.96% is as a result of a single failure to meet requirements within the month of May '21. 100% has been achieved for all other months to date. (Data for this measure is reported 1 month in arrears due to complexities of obtaining and verifying data from numerous sources.)	99.34%	100.00%	●
OCC08.02 Defects creating potential risk of injury repaired within 28 calendar days	Bill Cotton	Cllr T Bearder	99.8%	90.0%	★	Rate covers all defects April to September 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	99.7%	90.0%	★
OCC08.03 Kilometres of highway resurfaced	Bill Cotton	Cllr T Bearder	3.6	2.1	★	The annual plan target for 2021 total surfacing programme has been calculated as 3% of the network (excluding patching). As of 31st October, 3.07% of the network has been resurfaced (cumulative rate) and has exceeded the target of 3%.	138.2	129.4	★
OCC09.01 Number of visits to Heritage services (Museum of Oxford), local History & VCH inc outreach	■ Lesli Good ■ Mark Haynes	Cllr N Fawcett	9,457.00	6,730.00	★	Museum Service visitors across sites were up 50% on forecast and at circa 90% of average over last 3 'normal' years. Face-to-face delivery to schools remains strong with slow recovery of community groups continuing. History Service visitor numbers were 11% lower than predicted, but still higher than every other month, this year. Seating capacity still limited, but meeting demand for pre-booked and casual visits. Victoria County History figure was below target because planned Rewley House day school (including 2 VCH talks) was held by Zoom instead.	43,530.00	35,280.00	★

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC09.02 Number of active borrower (users who have borrowed at least on item during year)	▪ Lesli Good ▪ Mark Haynes	Cllr N Fawcett	45,830.00	55,000.00	▲	As per last month - output continues to grow but growth has slowed, and output has fallen significantly below target. Work continues to encourage customers back to libraries post COVID, but this is a challenge facing the sector across the UK. Anecdotal evidence is also that families are now only using one card between them, whereas before they would use one per person - this will result in some users not being counted as active, which may be having an impact on this output.	276,988.00	285,000.00	★
OCC09.03 Digital engagement with Heritage Services - social media reach, website hits & e-mail	▪ Lesli Good ▪ Mark Haynes	Cllr N Fawcett	120,827.00	89,400.00	★	History Service figure was 2% higher than original prediction. Increase on summer period figures chimes with expected peaking of online activity, in autumn period. Use of the service's online catalogues showed a marked rise in particular. Museum Services saw increased engagement across all platforms and virtual lectures proved popular. Use of specialist Witney Blankets website remains strong. Reduction in activity on Facebook balanced by increased use of You Tube. Victoria County History figure was 7% above target. British History Online (VCH online) stats were slightly up this month. Total includes VCH talks at Oxfordshire Buildings Record Day School and VCH breakout room at Oxfordshire Family History Society's online fair.	748,593.00	666,900.00	★
OCC09.04 Number of physical visits to Libraries	▪ Lesli Good ▪ Mark Haynes	Cllr N Fawcett	105,196.00	100,000.0	★	Output remains above target and continue to grow, but growth has slowed and may being to dip below target before year end. Return of activities and events will contribute to the growth of this figure, but anecdotal evidence as reported last month (families just using one single card) will be limiting the return of this metric to pre-COVID levels.	504,286.00	360,000.00	★
OCC09.05 Number of library issues books, DVD, CD's, E-books & audio	▪ Lesli Good ▪ Mark Haynes	Cllr N Fawcett	259,812.00	225,000.0	★	October output represents over 90% of pre-COVID levels (compared to October 2019). Output has stabilised well above target and in line with target for year end.	1,589,921.00	825,000.00	★
OCC09.06 Digital engagement with library services (social media reach, website hit, library app)	▪ Lesli Good ▪ Mark Haynes	Cllr N Fawcett	193,993.00	175,000.0	★	10/11/2021 - Outputs have been corrected for April-September, following web visit figures clarified from ICT, and social media stats now clarified.	1,492,272.00	1,225,000	★
OCC09.07 Number of children & young people accessing the Music Service	▪ Lesli Good ▪ Mark Haynes	Cllr N Fawcett	6,396.00	7,847.00	▲	Work continues in engaging new schools. Due to a reporting issue linked to timing, this figure does not include a further 22 recently bought school sessions which is anticipated to include a further 620 students.	6,396.00	7,847.00	▲

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC10.01 Yearly reduction in carbon equivalent emissions from Council estates & activities	Bill Cotton	Cllr P Sudbury	17%	6%	★	Net Zero 2030 Target (Council estates and activities): Emissions within the scope of our carbon neutrality target, decreased by 2,273 tonnes CO2e (17%) to 10,774 tCO2e in 2020/21 from 13,047 tonnes in 2019/20. This was supported by: • The Streetlighting LED conversion • Electricity grid decarbonisation accounted for 704 tonnes CO2e (31%) of the corporate emissions reduction. • In addition, changed working patterns driven by covid have led to business mileage carbon dropping (68%) from 1,204 tonnes in 2019/20 to 386 tonnes in 201/21. Gas usage in buildings did not change and electricity usage dropped by around 18%. A provisional rate of 29% was reported in July 2021. Following further analysis, the final rate is confirmed as 17% and exceeds the target of 6%.	17%	6%	★
OCC10.02 No. of streetlights fitted with LED Lanterns by March 2022	Bill Cotton	Cllr T Bearder	510.00	600.00	●	In October 2021 a further 510 LED lanterns were installed (as per the programme), raising the total number of assets now fitted with LED lanterns to 22,309. This means that 37.4% of the streetlights within the County are now fitted with efficient LED equipment. The target for the end of March 2022 is for 55% of the streetlights to have been converted. The number of planned lantern conversions for the year is 13,327. It is likely that we will not meet this target in year due to the fact that we have had to undertake a procurement exercise and the new contract mobilisation timescales has meant we have missed a month of delivery. The shortfall will be addressed in quarter 1 of 22/23 by a short-term framework contract. Although the quantities completed in-year have fallen short of the target, the in-year energy savings to date show an improvement of 25% against the baseline which goes some way to mitigate for the reduction in the number of assets to be converted.	2,839.00	3,275.00	●

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC10.05 Total number of electric vehicle charging points by end of March 2022	Tim Spiers	Cllr P Sudbury	NA	NA		Legal contracts and planning work has progressed significantly and although tight the project is now running to a clear plan. Contracts with the charge point operator (CPO EZ Charge) have been signed by CDC and WODC. Leases for CDC car parks have been signed; those for WODC are due to be completed wk beg. 8/11/21. CPO contacts and leases with SODC and VOWH are due by wk beg. 15/11/21.

New installation work has started at Curtis Place, Kidlington (1/11/21), other car parks planned to commence every week.

Three car parks are now recognised as 'at risk'. Work to find solutions to the issues causing this or alternatively consider alternative sites or redeployment of chargers in other car parks continues.

Timing for the remaining project:

OCC grant funding letter for ORCS – Complete
First grant payment to EZ-Charge (Zeta) - 12/11/21
Car park legal work complete (leases and CPO contract) – CDC complete, WODC leases 12/11/21, SODC and VoWH) are due 15/11/21.
Car park installation work start – 1/11/21 (Kidlington)
Car Park installation work finish – 28th February 2022
Project completion – 31 March 2022 | NA | NA | |

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC10.06 % of Climate Action Programme priority actions rated as green	Bill Cotton	Cllr P Sudbury	67.00%	70.00%	🟠	October saw a significant performance improvement from 53% to 67% of actions on track (target 70%). This progress was mostly due to project obstacles being removed, project timelines being adjusted and increased engagement of the Property team (which had capacity issues due to the service restructure and having to prioritise safe reopening of buildings). Activities undertaken to support delivery include: - Bid submitted for Public Sector Decarbonisation Fund 3 to support schools. - New climate action communication strategy developed. - Local businesses and community groups being engaged through COP26 communication campaign and events. - Over 80 staff completed Climate Action e-learning module, bringing the total to 510. Current issues are mostly due to delays in actions delivery, which are being actively monitored and managed by their project managers. Climate Action Programme risk has been downgraded with the development of a decarbonisation roadmap for OCC estate.	63.14%	70.00%	🟠
OCC11.01 % of highway maintenance construction, demolition & excavation waste diverted from landfill	Bill Cotton	Cllr T Bearder	99.1%	90.0%	⭐	Rate is the average for April to September 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	99.1%	90.0%	⭐
OCC12.01 Minimise the number of traffic routes diverted into Air Quality Management areas	Bill Cotton	Cllr D Enright	0	9	⭐	No diversions have been sign posted through Air Quality Management Areas.	0	9	⭐
OCC12.02 % change of average Monthly traffic flows in or near AQMAs	Bill Cotton	Cllr D Enright	-7.00%	0.00%	⭐	Traffic flows remain significantly lower than normal, particularly in Oxford, due to the continued effects of increased working from home and reduced social activity even though legal restrictions have now ended. Traffic flows outside Oxford are now close to normal in many places.	-8.86%	0.00%	⭐

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC13.01 Total % of household waste which is reused, recycled, or composted	Bill Cotton	Cllr P Sudbury	58.94%	62.00%	▲	Although amongst the best performing councils in England, Oxfordshire councils have set themselves an ambitious target to improve further. Much of the waste which is currently disposed of could be recycled and there is a need to continue to strive to drive out that material to secure not only environmental and climate benefits but also financial benefits. Figures for October are the forecast end of year performance and is the combined effort of OCC and the City and District Councils. Forecasts continue to be variable and have been impacted by the suspension of garden waste collections in South Oxfordshire and the Vale of White Horse districts at the beginning of August. Achieving the overall recycling target for this year will be challenging and will require coordinated working by all partners across the Oxfordshire Resources and Waste Partnership. Waste tonnages overall remain above pre-Covid levels continuing from last year's	58.85%	62.00%	▲
OCC13.02 % of household waste recycled	Bill Cotton	Cllr P Sudbury	30.2%	31.0%	●	As per above commentary for measure reference OCC13.01.	29.9%	31.0%	●
OCC13.03 % of household waste composted	Bill Cotton	Cllr P Sudbury	28.61%	30.50%	▲	As per above commentary for measure reference OCC13.01.	28.69%	30.50%	▲
OCC13.04 % of household waste re-used	Bill Cotton	Cllr P Sudbury	0.18%	0.50%	▲	As per above commentary for measure reference OCC13.01.	0.26%	0.50%	▲
OCC13.05 % of Household waste sent to landfill (forecasted end of year position)	Bill Cotton	Cllr P Sudbury	3.69%	3.00%	●	The figure for September is the forecast end of year performance. Most of the waste landfilled is bulky waste from the HWRCs and collected from residents by the district councils.

The forecast for this year remains uncertain until more data is available. While showing a small increase from last year this is a small proportion of residual waste, over 95% of which continues to be sent to Ardley ERF for energy recovery. | 4.12% | 2.86% | ▲ |
| OCC13.06 % of Household waste recycled, composted, re-used at Household Waste Recycling Centres | Bill Cotton | Cllr P Sudbury | 66.48% | 62.00% | ★ | The figure for September is the forecast end of year performance. Forecasts continue to be variable but the increase in recycling rate may be due to an increase in garden waste taken to HWRCs while collections in South and Vale were suspended.

All HWRCs have operated at full capacity since Covid restrictions eased. | 64.30% | 62.00% | ★ |

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC13.07 Average weight of waste produced per household in Oxfordshire	Bill Cotton	Cllr P Sudbury	1,042.00	980.00	🟠	The figure for September is the forecast end of year performance as actual weight fluctuates on a monthly / seasonal basis. Last year the average weight of waste produced per household increased for the first time since 2016/17 due to Covid restrictions and more people working at home during the pandemic. It is expected that households will continue to produce more waste this year than preCovid, but quantities could reduce over time. This is difficult to predict, and the forecast is currently highly uncertain.	1,060.50	980.00	🟠

We strive to give every child a good start in life & protect everyone from neglect

Status of Indicators	31/10/2021
OCC15 We provide help early on so children are less likely to be in need: Status	▲
OCC16 The number of children looked after: Status	▲
OCC17 Number of child protection plans: Status	▲
OCC18 Timeliness of completing education, health, and care plans: Status	▲
OCC19 Children are supported to attend school: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC15.01 Number of contacts into the MASH	Kevin Gordon	Cllr L Brighouse	2,092.00	1,516.00	▲	During 2020/2021 the number of contacts into the MASH (rose by 35%. This growth has continued so far during 2021/22, albeit at a slower rate, and the figure for the first 6 months of this year, 13,746 is 16% higher than last year. The council has funded 7 additional staff members to help mitigate this increase. The low number of assessments by health visitors may be exacerbated by a lag in recoding assessments. For social care assessments the last 2 weeks in October had a high level of incoming assessments, which meant that for the month the figure was worse than target. However, across the year the figure remains below (better than) target.	2,261.57	1,516.00	▲
OCC15.02 Number of early help assessments	Kevin Gordon	Cllr L Brighouse	168.00	167.00	★	The current trajectory is for around 3000 early help assessments this year, against a target of 2000. Benchmark data suggests for a population of Oxfordshire's size we should expect around 2750 assessments to be at the national level. However, we wish to develop early help, so it is the first response to need wherever possible and are in the process of agreeing stretched targets across our local partners (including a new health visitor target to support greater access to children under 5yrs). The directorate has committed dedicated strategic leadership to refresh the Early Help strategy and help deliver these stretched targets	1,606.00	1,169.00	★
OCC15.03 Number of early help assessments completed by health visitors	Ansaf Azhar	Cllr L Brighouse	5.00	17.00	▲	The number of assessments by health visitors is below target for this point in the year (78 against a target of 119). This will increase in the year as there can be some lag in recording. We continue to monitor this, and this will be part of the refresh of the Early Help strategy	11.14	17.00	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC15.04 Number of social care assessments	Kevin Gordon	Cllr L Brighouse	622.00	605.00	▲	The last 2 weeks in October had a high level of incoming assessments, which meant that for the month the figure was worse than target. However, across the year the figure remains below (better than) target. We remain concerned that you are much more likely to have a social care than early help assessment and many social care assessments lead to no statutory plan. Caseloads in teams remain higher than target levels	541.29	605.00	★
OCC16.01 Number of children we care for	Kevin Gordon	Cllr L Brighouse	785.00	760.00	▲	The number of cared for children is increasing marginally as fewer children are leaving the care system. This is in line with what is happening in other areas of the country as the impacts of Covid and lockdown are seen in the rising complexity of children's needs and excessive delays in court timeframes. We engage in regular liaison with the Family Courts to try and speed up processes. The implementation of the Family Solutions Plus service is showing good early impact in preventing new entries to care. In 2020/21, 288 children entered the system. This was 14% lower than the average across the previous 5 years and the lowest annual figure for over 6 years. We continue to embed this service.	788.86	766.00	▲
OCC17.01 Number of child protection plans	Kevin Gordon	Cllr L Brighouse	545.00	500.00	▲	The number of children the subject of a child protection has stabilised but is higher than the start of the year. The rise is impacting on caseloads. High caseloads mean workers have less time to work with individual families; in some areas of the service caseloads are 40% higher than target levels	513.14	500.00	●

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Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC18.01 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	38.00%	59.00%	▲	Performance is below target and has been falling since October last year. This is being driven by increased demand for Statutory Assessment; teams are staffed to deal with an average of 10 requests a week, but so far this year there have been an average of 30 per week. Demand is currently 7% higher than last year. The impact of the increased demand is not only felt within the Special Education Needs Casework team, but across all teams who help complete the assessment and who similarly do not have capacity within their services. There is a particular pressure on the availability of educational psychologists. This is a national issue. We have contracted some external services via agency to support in the short term with the backlog of annual reviews. Additional capacity is being added to the SEND casework team in order to reduce caseload and help with staff retention and our ability to better meet statutory assessment deadlines.	50.57%	59.00%	▲
OCC19.01 Number of electively home educated children	Kevin Gordon	Cllr L Brighouse	860.00	NA		Measure is to be monitored only. Though some people proactively choose to educate their children there can be occasions when home education reflects people's view on services or where it can mean vulnerable children are not seen by professional staff.	891.71	NA	
OCC19.05 Mainstream Total No. entitled students conveyed by contracted transport services per month	Bill Cotton	Cllr T Bearder	6,704.00	NA		During October the service have ended journeys for non-paying Spare Seats students, and also arranged transport unexpectedly for over 60 students from Afghan refugee families.	5,727.57	NA	
OCC19.06 Special Education Needs entitled students conveyed by contracted transport services	Bill Cotton	Cllr T Bearder	963	NA		Rate was previously including post 16 students. These have now been removed and are commented as part of the below measure relating to Continuing Education (FE Colleges). There has been an increase of 57 students being transported. This number has been mitigated by parents taking up DTPS (Direct Travel Payment) and bus passes. The number of routes has been managed by effective transport planning and effective lone transport management. Data for September is not up to date and is to be reported next month. SEN transport has spent a significant amount of time procuring transport for 60 students that the team had not been made aware of, combined with additional demand managing issues surrounding the inception of existing planned new transport arrangements. This has negatively impacted the updating of transport records.	907	NA	

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC19.07 Continuing Education (FE Colleges) entitled students conveyed by contracted transp. serv	Bill Cotton	Cllr T Bearder	233	NA		College transport is usually allocated late as colleges plan their classes later than schools and it has now been allocated to all college students that require it. There has been an increase of 29 students in the uptake of transport although there has also been wrought to ensure uptake in DTPS (Direct Travel Payment) and bus passes. ITT (Independent Travel Training) focussed on college students has been undertaken to manage this number.	156	NA	
OCC19.08 Travel model shift (Bus Passes, Direct Travel, Independent Travel Training)	Bill Cotton	Cllr T Bearder	320	200	★	7 students have now been trained on ITT (Independent Travel Training) and work continues with schools to train trainers as well as assist in training students by the ITT trainer. DTP (Direct Travel Payment) and bus pass uptake continues to thrive through discussions with parents introducing alternative methods to arranged home to school transport.	1,536	1,400	★

We enable older and disabled people to live independently and care for those in greatest need

Status of Indicators	31/10/2021
OCC20 Number of people with control over their care: Status	★
OCC21 People needing social care are supported to stay in their own homes: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC20.01 % of people with safeguarding concerns who define the outcomes they want	Stephen Chandler	Cllr J Hannaby	92.2%	90.0%	★	Performance has improved in the month and is back on target.	93.1%	90.0%	★
OCC20.02 % of people receiving adult social care with a personal budget	Stephen Chandler	Cllr J Hannaby	90.00%	92.00%	●		90.29%	92.00%	●
OCC20.03 % of people 65 plus using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	22.00%	17.00%	★	Performance remains above target and the national benchmarking figure	22.57%	17.00%	★
OCC20.04 % of people under 65 using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	41.00%	39.00%	★	Performance remains above the target and the national average	41.43%	39.00%	★
OCC20.05 Reduce number of older people needing placement in a care home > than 14 per week	Stephen Chandler	Cllr J Hannaby	23.00	61.00	★	For most people living in their own home and community is their preferred option. We look to support people to stay at home and reducing any unnecessary care home admissions. Performance continues to be better than target and the national average.	35.57	61.00	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC21.01 Increase the number of home care hours purchased per week to 25,300 hours by March 2022	Stephen Chandler	Cllr J Hannaby	24,510.00	25,121.00	🟠	• Home care hours dropped in the month, though are considerably higher than the same period 2 years ago. We are committed to providing home care to help people stay in their own home for as long as possible; however we also want people living at home to be as independent as possible and will look to support independence through services such as reablement which may reduce the number of home care hours needed on a case-by-case basis. • Home care hours dropped in the month, though are considerably higher than this time 2 years ago. We support the continued use of home care so we can help people stay in their own home for as long as possible; however we are also wanting people living at home to be as independent as possible and will look to support independence through services such as reablement which may reduce the number of home care hours purchased.	25,075.43	24,997.43	⭐
OCC21.02 Reduce by 10% the number of people aged 18-64 entering permanent residential care	Stephen Chandler	Cllr J Hannaby	1.00%	3.25%	⭐	For most people living in their own home and community is their preferred option. We look to support people to stay at home and reducing any unnecessary care home admissions. Performance continues to be better than target and the national average.	1.57%	3.25%	⭐
OCC21.03 % 18-64 age service users with LD support, living on own or with family	Stephen Chandler	Cllr J Hannaby	87.00%	76.00%	⭐	For most people living in their own home and community is their preferred option. We look to support people to stay at home and reducing any unnecessary care home admissions. Performance continues to be better than target and the national average.	87.81%	76.00%	⭐
OCC21.04 % of older people in long term care supported to live in own home	Stephen Chandler	Cllr J Hannaby	57.70%	57.00%	⭐	For most people living in their own home and community is their preferred option. We look to support people to stay at home e.g. through purchasing more home care and reducing any unnecessary care home admissions. Performance continues to be better than target but is below the national average (60%)	58.93%	57.00%	⭐

We support a thriving & inclusive local economy that recovers strongly from the covid crisis

Status of Indicators	31/10/2021
OCC22 Infrastructure delivery supports growth: Status	▲
OCC23 Number of new homes: Status	★
OCC24 Support for a strong local economy: Status	★
OCC25 Levels of disruption to journeys: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC22.01 Percentage of the Capital Programme delivered in line with budget	Bill Cotton	Cllr D Enright	2.00%	7.90%	▲	This measures the capital infrastructure major programme. 66% of the revised programme for 21/22 has been spent or committed as at end of October 2021. A number of major schemes across the programmes are forecast to enter into construction contracts in this financial year. The expected year end outturn position is 88% of the revised budget against a target of 95%.	66.00%	55.30%	★
OCC23.01 We support the delivery of new affordable housing starts by March 2022	Bill Cotton	Cllr D Enright	744.00	1,322.00	●	The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also had an impact on the programme which was extended to March 2022 to accommodate a fourth year of delivery. A recent change to the funding process means that remaining deliverable schemes, while still counted towards the Growth Deal target of 1,322 units, may be delivered through alternative funding routes, alongside Growth Deal funding, predominantly the Homes England Affordable Housing Programme 2021-26. The new arrangement will provide additional flexibility and support to the delivery of schemes. Please note the target of 1,322 new affordable housing starts is by end of March 2022. The status of the overall programme remains amber.	744.00	1,322.00	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC24.01 No of businesses given support by trading standards intervention or via risks inspection	Rob MacDougall	Cllr N Fawcett	98	276	★	The Trading Standards team have been active with investigations and prosecutions for illegal tobacco sales and traffic enforcements. The figure is not fully representative of the work carried out by the TS team due to some issues in the transfer to new reporting software. Challenging enforcement workloads have combined with intensive courses and sickness to limit the number of audits during October, but we remain above target and the number of overdue risk-based inspection programme audits continues to fall. 100% of building regulations consultations received have been responded to by the Fire Safety team within the statutory 15 days.	1,588	1,984	★
OCC24.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Tim Spiers	Cllr D Enright	3.00	2.50	★	3 new projects this month. Encoded as Autonomous Vehicle Project to investigate the safety requirement of teleoperation of vehicles on our roads. Utilising connectivity (whether it's 4G, 5G or beyond) it will be essential to getting autonomous vehicles (AVs) onto both public and private roads, today and in the near future. Connectivity in this context means that the vehicle can communicate with infrastructure and connected with a web of tools, to give help where needed. This is where Streetdrone will be using teleoperation (the control of a device or machine remotely) to great effect. Streetdrone is the lead partner. Also, Microgreen farms in community are working with a Living Oxfordshire partner to trial vertical farming equipment in the community. Looking at data usage and education around food miles, food production and meeting Oxfordshire's Carbon Footprint targets. Solar playgrounds involve working with Innovation Partners and schools to implement a pilot for solar playgrounds, and 10 new bids for future mobility have been submitted this month.	17.00	17.50	●

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Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC25.01 Percentage of utility works that have passed inspections	Bill Cotton	Cllr N Fawcett	76.00%	90.00%	▲	From 1,357 sample A/B/C inspections conducted in September (including all follow up inspections) 1,035 passed. This equates to 76% pass rate. This is below the target of 90%, due to our increasing vigilance with the quality and timing of works on the network. Increasing numbers of inspections are taking place with more defects being identified with the quality of the live works and the reinstatements. Failures are attributed to all the utility companies (at varying numbers) and these are being pursued with the Works Promoters to drive improvements. This is being pursued through escalation with the companies concerned and issuing of fixed penalty notices.	75.44%	90.00%	▲
OCC25.02 Number of overrun days on carriageway work phases identified & action taken	Bill Cotton	Cllr T Bearder	30.00	15.00	★	Overrunning works are being identified and charged in accordance with the Oxfordshire Permit Scheme and income expectation.	20.71	15.00	★
OCC25.03 Reduce the number of return repairs to the Council's own works	Bill Cotton	Cllr T Bearder	0.27%	5.00%	★	The reported rate is for October. The level of non-compliant defects is expected to be low. This is because over 95% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. During October there were 6 return repairs/visits to own works (NCDs). Total potholes fixed were 2,242.	0.41%	5.00%	★
OCC25.04 Delivery of the 2021-22 Programme - number of highway trees surveyed within 4-year cycle	Bill Cotton	Cllr P Sudbury	7.00%	8.00%	●	4-year inspection programme is in place. 93% of the planned annual programme for inspecting 72 parishes has been completed as at end October 2021.	93.00%	56.00%	★
OCC25.05 % of frequent bus services departing within scheduled intervals	Bill Cotton	Cllr T Bearder	94.72	90.00	★	Performance in October exceeds the target, and the reported rate is in accordance with the joint OCC/bus operator PIP (Punctuality Improvement Partnership) agreement.	94.72	90.00	★

Annex B – Leadership Risk Register as at 01/12/2021

Level of risk	How the risk should be managed
High Risk (16-25)	**Requires active management** to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	**Contingency Plans** - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	**Good Housekeeping -** may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks					
		Probability			
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic		LR6 - LR15 -	LR2 - LR3	LR1 - LR8	
	4 - Major		LR9 - LR11- LR16 - LR17 - LR19	LR7- LR14 - LR18	LR4 - LR21	LR5
	3 - Moderate		LR10	LR13 - LR20		
	2 - Minor					LR22
	1 - Insignificant		LR12 -			

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation's governance, operation and ability to deliver services

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment (Fully effective / Partially effective / Not effective)	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR1	**Demand management - Children- :** managing the impact of increased demand on council services	Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Potential for statutory requirements not being met. Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Reduced confidence in the Council's ability to deliver services Financial – significant overspend in annual budgets	4	5	20	Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services.	Partial	Cllr L. Brighouse	Kevin Gordon	Hannah Farncombe	4	5	20	↔	Continue to provide area early help networks and Locality Community Support Service (LCSS) support to universal professionals to ensure good access to early help for families	The service has been adversely affected by Covid. Forecasting future demand is unpredictable. A medium term assessment of demand will be undertaken as part of budget and business planning over the year. Key demand measures such as caseloads and activity into the MASH and FS+ are reviewed at DLT monthly and reported through to CEDR by the Business Monitoring report. Caseloads are still higher than target levels, but some relief is being provided by the council's additional funding of MASH staff and two-managed agency teams. The early help strategy is being refreshed to improve access to preventative support for families, so that children are helped before the need for social care. Family Solutions Plus is showing good impact on preventing child abuse, neglect and family breakdown.	23/11/2021 - Changes to Control Assessment
						Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH.	Fully								1. Continued funding of additional workers 2. Continued working with partners to reduce unnecessary demand		
						Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention, and monitor re-referrals.	Fully								Staff absence and impact on services continues to be closely monitored via Covid Programme O+P7ffice and Directorates.F:R		
						All services are tasked with managing activities within allocated budgets including additional Covid funding for agency staff.	Partial								All budgets are monitored monthly, but additional demand driven by covid means some budgets are insufficient. Negotiation with CEDR on use of additional Covid funding to cover these budgets		
															Work with resourcing arm of HR to recruit and retain qualified social workers and agency workers. Review of MOC in the SE Region is in progress.		
															Procurement of additional teams for frontline social care agreed and in progress		
LR2	**Safeguarding of vulnerable children:** ensuring there are effective arrangements in place for safeguarding	Impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	4	5	20	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage.	Fully	Cllr L. Brighouse	Kevin Gordon	Lara Patel & Hayley Good	3	5	15	↔	No further actions required	As above demand in the service is high due to Covid and children have been safeguarded due to the additional investment in front line staff Demand at the front door can be unpredictable and we need to be able to be flexible to respond. EHE (Elected Home Education) numbers have stabilised since September 2020 although approximately 30% higher than pre pandemic levels.	10/11/21 - Comment updated
						Monitored weekly through CEF Performance Dashboard and Performance Management Framework.	Partial								No further actions		
						Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments.	Fully										
						Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH.	Fully								Excess demand still seen in the MASH which is mitigated by additional workers as agreed by CEDR		
						Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation.	Fully								No further actions		
						Quality assurance framework in children's social care -for reach, effectiveness and impact.	Partial								Review of capacity to meet QA and continuous improvement requirements completed and resourcing underway		
						Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted.	Fully								No further actions		
						School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools.	Fully								Additional temporary staff added to attendance and EHE teams to support additional workload as a result of additional COVID pressures.		
						Numbers of electively home educated children are monitored.	Fully										

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
2021/22																	
LR3	**High needs block funding:** Deficit in national funding and increasing local demand	The national High Needs Dedicated Schools Block funding allocation for Oxfordshire is some £11million less than the cost of provision locally, reflecting both the increase in demand identified in the specialist placement risk, but also a shortfall in the government's grant. The national SEND review is delayed (over 12 months) uncertainty exists around how much, if any additional national funding will be made available through the national review.	4	5	20	SEND assurance board meets fortnightly to provide oversight at strategic level	Fully	Cllr L. Brighouse	Kevin Gordon	Hayley Good & Sarah Fogden	3	5	15	↔	The assurance board is meeting fortnightly and any key updates on actions will be reported here	Assurance board continues to meet regularly, focus is upon preparing for consultation and ensuring that there is sufficient capcacity within the service to deliver the necessary proposals. Demand in the service is high due to Covid. Legal advice has been sought to advise on various considerations prior to public consultation. Consultation to begin in January	10/11/21 Comments Updated
						Consultation on more inclusive approach to SEN delivery planned.	Partial										
LR4	**Recruitment and Retention of Children's Social Workers:** Failure to recruit and retain staff	Failure to recruit and retain staff will impact quality of service and effective safeguarding work with vulnerable children Dependency on agency staff results in further financial pressures and increased turnover of personnel	4	4	16	Setting up a new academy to ensure recruitment of NQSWs	Fully	Cllr Liz Brighouse	Kevin Gordon	Hannah Farncombe	4	4	16	↔	New academy NQSW centre in place; recruitment branding in progress; trade show attended and presented to by Snr Op Managers in October	There are 2 distinct parts of this risk: * Recruitment of newly qualified social workers. The existing controls are effective. 15 NQSWs have started in the new academy unit, with 15 more being planned to start in March 22. * Recruitment of experienced social workers, as with the rest of the country and existing controls are becoming less effective. There is a severe national shortage of social workers and a local shortage of satisfactory agency workers, leaving gaps in the service. The SE memorandum of cooperation on agency rates for social workers is under review to gain more control of the agency market. * Retention of staff where most controls are ineffective. The main issue with staff retention is workload - which links to increased demand and greater complexity of cases. Two additional temporary teams have been set up to help the most stretched part of the service. To date this has not improved staff retention, but the project is only a few weeks old. We are working to maintain morale through visibility of senior managers; improved communications and developing our compliments systems. This though will not work without addressing some of the other issues. Deep dive review into future workforce pipeline agreed at CEDR, currently being commissioned by HR. Awaiting appointment to this role.	23/11/21 - Changes to Control Assessment
						Recruitment branding to make Oxfordshire more appealing to a prospective employee	Fully										
						Attendance at trade shows -e.g. Community care matters to promote OCC	Fully								6 x SW apprenticeships in progress		
						Grow our own; Apprenticeships and Post Grad diplomas	Partial										
						Key worker housing											
						Monitor workloads against demand	Fully								This is a key issue both in terms of the number of cases and complexity. Will be partly addressed in the short term by 2 new teams		
						Independent 'deep-dive' review of Recruitment & Retention Strategy by industry expert	Partial								The transformation programme including implementation of FS+ is making a difference, but the impact of Covid is lessening the effect		
						Regular case and personal supervision	Fully										
						2 new agency teams supporting Family Solutions teams for 6 months	Fully								In place until Feb 22		
						Social work early professional development team provide support to newly qualified social workers	Fully								Working with other areas in the SE to review Memorandum of understanding. New MoC drafted for SE Directors.		
						Review of memorandum of agency workers	Partial										

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2021/22																	
LR5	**Insufficient placement availability for children we care for:** ensuring the timely availability of high quality placements for children we care for	Can impact Council's service judgements from OFSTED Increased financial cost due to increased complexity of need, lack of choice and availability and increased need for crisis provision Impact on patient flow though hospital settings, as small numbers of children may occupy bed in wards prior to a placements becoming available .	5	4	20	Placement sufficiency strategy 2020-25 developed and implemented with oversight of actions through monthly board chaired by DD for Corporate Parenting Increased investment in in-house fostering to increase capacity of in-house foster placements with ongoing recruitment campaigns Capital investment in development of new build OCC children's home due to open in spring 2023 Market engagement routinely taking place to inform Market Position Statement and Sufficiency Strategy Block contracts and frameworks in place and contract management for commissioning of external foster and residential placements Monthly review of occupancy data for in-house OCC residential and fostering placement and for block contracts Implementation of new Young People's Supported Housing Pathway. Robust approval and monitoring of unregistered arrangements by DD through weekly Placement and Resource Panel and escalations Weekly Placement and Resource Panel chaired by DD for sign off of placement requests and additional resources .	Partial	Cllr L Brighouse	Kevin Gordon & Stephen Chandler	Lara Patel & Pippa Corner	5	4	20	↔	Development of business case for small residential homes underway and application for DfE capital funding for one home submitted Contract monitoring in place to enhance delivery of YPSA beds to ensure that all beds commissioned are delivered within agreed timeframe Housing provision for increased numbers of unaccompanied children arriving through the National Transfer Scheme identified and scheduled for opening Robust quality & improvement system for placements developed and awaiting sign off Working with South Central Framework to assess tenders for enhanced foster care recruitment Autumn recruitment campaign for in-house foster carers underway Recruitment to additional agency staff in Children's Brokerage to meet demand and backlog in placement searches. HESC Recruitment is in progress to achieve a full establishment in near future.	There has been a progressive increase in the overall number of children we care for, predominantly due to less children leaving care. The complexity of children's needs is increasing making it more difficult to find appropriate placements to meet their needs in a timely way. Covid has impacted on the availability of suitable foster care and residential placements which has impacted on the already challenged national and local sufficiency of placements. There is a national shortage of welfare secure and tier 4 health beds. The reorganisation of HESC has impacted on staffing in children's brokerage with new staff requiring time to be inducted and gain experience.	17/11/2021 - Mitigating actions updated
LR6	**Safeguarding of vulnerable adults:** Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the Council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.	• Vulnerable people not protected from abuse or neglect. • Serious injury or death of a vulnerable adult • Significant reputational damage for the council	3	5	15	Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire	Fully	Cllr J. Hannaby	Stephen Chandler	Melanie Pearce	2	5	10	↔	The number of concerns reported to the council is increasing the methodology and approach through the consultation service is struggling to meet demand. The services is realigning resources to ensure adequate priority is possible. The timings of responding to and dealing with concerns and enquiries are monitored daily and reported via Operational Services management team. The quality of providers in Oxfordshire remains higher than elsewhere as evidence by the CQC ratings though clearly due to lock down there has been a reduction in the number of on site inspections carried out nationally by CQC, the resumption of inspections has started and we will review accordingly. Multi agency meetings have continued to take place to ensure appropriate sharing of information and other intelligence; regular audits of case work in place and a prioritised programme of quality visits has commenced. No additional actions are felt to be required but we will respond to any issues raised in the on-going monitoring. The current state of overall safeguarding activities and quality monitoring is reviewed monthly by the Directorate Management Team (DLT).	The statutory demand for Adult Safeguarding remains high across Oxfordshire. Additional staff agreed to manage the incease and complexity of work.	24/11/21 - Changes to Control Assessment
						The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away.	Partial										
						Centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity.	Fully										
						Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers)	Partial										
						Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system.	Partial										
						Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission.	Fully										
						Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern.	Fully										
						Daily, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly performance report to the Performance Subgroup of the board on wider partnership issues.	Fully										
						Cross partnership training plan in place.	Fully										

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LR7	**Demand management - Adults-** Adult social care services aren't help people remain independent and healthy for as long as possible	More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.	4	4	16	a. The service has an agreed model for predicting demographic pressure and this is funded by the Council, a robust system is in place to monitor demand, the councils response to demand and any ongoing pressures. b. Investment in services to reduce demand (e.g. reablement) and to support emerging models of support (Community Led). c. A pooled budget arrangement is in place with health which allows whole system investment and prioritisation. d. Referrals into the service via First point of contact and then onwards into locality teams continues to show and increase compared to the same time last year. The increase in referrals have been managed effectively and have ensured more people are supported outside of long term care. e. Medium and long term impact from Covid is still not fully known though we are starting to see increased activity in all our key areas (Hospital activity, Community activity and Safeguarding activity). f. Autumn and winter planning is taking place with partners across the health and care system. g. The implementation of the new Live Well At Home contract is in progress and we are actively working with providers to maintain continuity of services, and identify alternatives to support people's independence and reduce demand where possible.	Partial	Cllr J. Hannaby	Stephen Chandler	Pippa Corner	3	4	12	↔	Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire and responding to demand is a core thread of the Adults transformation programme.

Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A retender of the reablement support provider was completed during August 21 with new service commencing in October 21. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector and is progressing in line with plans, impacts are as expected. | The new reablement service went live on 1st October with 4 new providers covering 5 geographical zones. We are currently working with the outgoing NHS service provider to maximise capacity during an extended transition phase. Several initiatives will support demand management under these new arrangements, including an increased role played by the voluntary sector to support people retunirng home from hospital, and increased MDT / multi agency input to reduce avoidable admissions to hospital. We continue to develop our preventative measures as part of the Oxfordshire Way, and working with partners on the Community Services Strategy. During October and November we have seen very high levels of attendances and admissions to hospital, locally and nationally. While flow has been managed and maintained, this will result in high numbers of packages of care over the winter. The new Home First MDT arrangements are providing evidence that more people would be able to return home without formal support as a proportion of all discharges as our practice develops as a system. However, we are also seeing higher numbers of people overall with higher needs. | 25/11/21 - Coments updated and Changes to Control Assessment |
| LR8 | **Capital Infrastructure Programme Delivery** | HIF1 potentially could cost OCC £6m per month after the end date of Nov '24. HIF2 could cost OCC £2m per month after Feb '25. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities.

Reduced delivery of affordable housing and related impact on the community

Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a sever impact on the network or the Council objecting to new development.

Additional strain on the highways network that could restrict the county's ability to improve productivity.

Lack of a strategic framework for future growth in the county.

Constraint on economic development . | 4 | 5 | 20 | A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes. Review of major schemes to reflect changes in environmental legislation, and intelligence from early contractor engagement is under way. | Partial | Cllr D. Enright | Bill Cotton | Owen Jenkins | 4 | 5 | 20 | ↔ | A Service Improvement Plan has been enacted that links to the Communities directorate redesign and will ensure the long term resources and skills are put in place and all processes are modernised and to manage this large and complex set of programmes. A corporate Assurance Board has been set up, chaired by the CEO to ensure the cross council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed. Ongoing dialog with funding bodies such as MHCLG and Homes England takes place to manage funding agreements. | Mitigating Action that were put in place have taken effect and significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving, hence the risk reduced across the majority of schemes. However emerging cost pressures and programme pressures as a result of further scheme development have increased the risk of delivery on some key schemes. These are currently being actively managed. | 23/11/2021 - Risk reviewed, no changes |

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LR9	**Local and community resilience** : ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Potential reduction in public trust if the council is not seen to be acting appropriately.	3	4	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. — Partial Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed. — Partial		Cllr N. Fawcett	Yvonne Rees	Rob MacDougall	2	4	8	↔	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance and Oxfordshire System communications. Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum. Government Winter Plan to Recovery being reviewed by all relevant groups.	Covid remains the main factor envisaged to cause community tension although there is no significant intelligence being raised to this effect. Oxfordshire is heavily involved with supporting refugees from Afghanistan - this could increase community tension in some areas and is being monitored by the System Silver group supporting this.	25/11/21 - Changes to Control Assessment
LR10	**Management of partnerships (non-commercial)** maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	Deterioration of key relationships could reduce the Council's ability to: • meet desired outcomes for residents, • achieve efficient delivery • take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention).	2	4	8	Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts. Formal/informal meetings with main bodies and sector representatives. Participation and engagement in local partnerships, forums and project / policy development work. The Civilian / Military Partnership is implementing changes to how it operates, and has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme. Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements. Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. Systems structures in place to deliver on-going response to CV-19 and plan for recovery. Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning.	Partially	Cllr G. Phillips	Claire Taylor	Emily Schofield	2	3	6	↔	Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bi-laterals. New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022. Community development strategy and approach to be produced and implemented jointly with VCS and partners. Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk. Support Democratic Services with new Member induction packs and support new Portfolio Holder through advising and briefing of relevant relationships to establish as priority.		23/11/2021 - Changes to Control Assessment

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2021/22																	
LR11	**Supply chain management:** ensuring effective delivery through the supply chain	Delays to meeting service requirements or service provision.	2	4	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.		Cllr C. Miller	Steve Jorden	Melissa Sage	2	4	8	↔	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	The Contract Management Intelligence Team, as part of Provision Cycle, is taking a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles.	04/11/2021 - Risk reviewed, no changes
LR12	**Corporate governance:** creating and embedding an effective and robust management and governance system that provides accountability and transparency.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. return to in person formal meetings and compliance with restored legal regime). Elements of the Covid-19 response may be compromised or delayed.	2	2	4	Council governance framework is regularly reviewed and updated by senior managers and members. Constitution - updated and annually reviewed by Monitoring Officer and Full Council - Amendments made to the Constitution to facilitate return to in-person formal meetings with provisions for virtual attendance by non-voting members, the press and public. System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes		Cllr G. Phillips	Anita Bradley	Glenn Watson	1	2	2	↔	Continue to undertake control measures throughout 2021-22 and respond to specific matters as they arise. Annual Governance Statement process for reflecting back on the year 2020/21 is now completed, with approval from the Audit & Governance Committee. Process now begun for embedding Local Code of Corporate Governance and Annual Governance Statement process (for 2021/22 year) with ELT and CEDR. CEDR approved plan and first meeting held with ELT. Follow up meeting with ELT on 30 Nov. ELT members being approached outside the meeting with detailed follow up. Whistleblowing Policy review being taken to November Audit & Governance Committee following positive response from the Audit Working Group in October. Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC. CEDR has agreed a quarterly reporting process for CEDR/ELT and Corp Gov Assurance Group Proposals for a Constitution Review for Oxon CC agreed by Audit & Governance Committee and Full Council in March agreeing a fuller review to be owned by the new incoming Council after the May 2021 elections. Cross party working group approved by Audit & Governance Committee in September with outline terms of reference and timeline for the review. Political Groups being approached for cross-council membership of the Working Group. Elections successfully delivered and Induction Programme has completed its first phase. Consultation with the administration, CEDR and potential councillor working group to develop future stages. Sessions delivered to councillors on the constitution, finance, code of conduct, equalities and service overviews. Sessions also delivered in September to strengthen scrutiny skills for chairs and members, led by the Centre for Governance and Scrutiny. Recruitment is taking place to achieve Interim and then permanent Committee Officer posts following vacancies created by two part time posts (1 FTE) and the committee work. This is to mitigate the risk that meetings are not adequately resourced. Interim and permanent scrutiny officers also being recruited (one interim started 15 Nov) to embed the scrutiny function to mitigate risks that scrutiny is not effective.	Recruitment taking place in Democratic Services to fill 2 FTE vacancies for committee officers. Plus recruitment to 2 FTE specialist scrutiny support officers. Interim scrutiny officer started 15 Nov. Allocation of work will then ensure key meetings are adequately supported. Transition planning taking place re: governance activity - with Principal Governance Officer developing governance resilience among the wider Law & Governance Team (to enable continuity once Principal Governance Officer leaves later in December). Agilisys review of Law & Governance officer has had input from across Democratic and Governance functions.	15/11/2021 - Mitigations and comments updated

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2021/22																	
LR13	**Workforce management:** long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff •Increased costs in training and development •Underperformance or lack of delivery	4	3	12	On-going monitoring of issues and HR data. [Partial] Key staff in post to address risks (e.g. strategic HR business partners, reward manager) [Fully] Ongoing service redesign will set out long term service requirements . [Partial]	Partial / Fully / Partial	Cllr G. Phillips	Claire Taylor	Karen Edwards	3	3	9	↔	Development and adoption of sector relevant workforce plans. Development of new People and Organisational Development strategy. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships. Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence. There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods.	As the response to Covid evolves and we move towards a new 'norm' such as greater agile working, both workforce and management development infrastructure and plans will require a re-focus to enable this transition for the long term. A review of HR and Organisational Developments Services is underway and a business case is being prepared. This risk remains stable. The situation continues to be monitored. Turnover (planned and unplanned) is significantly below the national level. HR is working with areas experiencing recruitment difficulties.	11/11/21 - Comments updated
LR14	**Organisational Change and Service Design:** ensuring there are effective plans and governance in place to deliver required organisational change.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	4	4	16	All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans. Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process. Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services. All project resourcing considered monthly, roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity. Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. Where joint activity is planned the Partnership Working Group review progress and delivery. Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management.	Partial	Cllr G. Phillips	Claire Taylor	Tim Spiers	3	4	12	↔	Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required. Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects. Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium Term Financial Planning process. CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. Align work with CDC programmes wherever possible to achieve increased benefits. The IT Services are being closely joined which will support alignment	Initial consultation work on IT reorganisation complete, key posts now filled with staff supporting both CDC and OCC giving more alignment. Gartner have been engaged to undertake PMO maturity baseline and to identify areas for further improvement. The IT, Digital and Programme Board membership has been reviewed and refreshed to ensure all service areas are represented. Business Partners in the IT Customer Engagement team have been aligned to specific areas in the Council matching their experience and knowledge. These will be an initial contacts in IT for a service to explore and discuss change initiatives. Ensuring they are aligned with the broader Council change agenda and the IT Strategy. Currently IT Services are reviewing all programmes and projects to ensure they are adequately resourced to deliver required outcomes.	23/11/2021 - Control Assessment and comments updated

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2021/22																	
LR15	**Financial resilience**: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	Significant overspend at year end leading to: • extensive use of general balances, taking them below their risk assessed level • extensive use of earmarked reserves resulting in no funding available for earmarked purpose • further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	3	5	15	Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. — Fully Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG. — Fully Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting. — Fully Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks. — Fully	Fully / Fully / Fully / Fully	Cllr C. Miller	Lorna Baxter	Ian Dyson	2	5	10	↔	'The financial impact of COVID- 19 is being tracked and is being reported to CEDR, Cabinet and Performance Scrutiny Committee and as part of the monthly Business Management report. The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain.	This risk remains amber as although the probability is unlikely, the impact could be level 5 should the risk occur. The controls are effective, performance is monitored monthly, and continues to be Green. Budget and Business planning to set the 22/23 budget and the 22/23-25/26 MTFS is in progress and whilst there is currently some uncertainty regarding future settlements following the Governments 2021 Spending Review, the financial resilience of the council remains strong.	15/11/2021 - Comments updated
LR16	**Health and safety**: ensuring effective arrangements are in place to meet our duties	Unsafe services leading to injury or loss. Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions)	3	4	12	H&S policies and procedures have been reviewed and adopted. — Fully Risk Assessments completed including COVID-19. — Fully Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19. — Fully Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information. — Fully H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. — Fully Additional budget has been allocated for rectifying all H&S compliance items across our buildings and to bring full statutory compliance. — Fully We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance. — Fully H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19; — Fully Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. — Fully Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs. — Fully	Fully (all)	Cllr N. Fawcett	Steven Jorden	Paul Lundy	2	4	8	↔	COVID-Secure arrangements and safe working practices remain effective and are regularly reviewed to ensure they are inline with government guidance. Even though positive outlook with reducing cases controls are expected to remain in place for longer term e.g. IPC procedures including PPE. Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include: - Task and Finish group established to review and recommend improvements for the role of Responsible Premises Manager. This will be delivered as part of the Property function redesign which will look holistically at property management and include system improvement. - As part of delivering the future and agile working a review is underway to ensure the health and safety is adequality considered for home working. This has included improvements around DSE Assessments, provision of work equipment and prevention of ill health. Policies and procedures are regularly reviewed to ensure safe operating framework.	Risk score remains amber to reflect status of COVID cases nationally and in Oxfordshire. H&S Risk Assessments and Procedures remain effective in controlling workplace exposure and reducing transmission alongside vaccination programme. To achieve 'Green' RAG rating a downward trend and low case numbers needed to reduce likelihood of exposure. Currently at Stage 4 of Roadmap. Important to note legal duties under H&S legislation still apply including red to assess risks to our staff and customers and take appropriate mitigations in line with the current gov working safely guidance: Frontline services e.g. social care continuing to apply IPC protocols incl. PPE etc. H&S/FM developing proposals for return to offices with focus on improving ventilation, CO2 monitors in meeting rooms, regular cleaning and encouraging hand hygiene and wearing of face coverings. Mandatory COVID Vaccinations for health and social care staff. Flu vouchers offered to health and social care staff in addition to those entitled under national immunisation programme. Lone worker mobile app project on track and onboarding of services in progress. Rolling out to 650 CSC staff Oct-Nov 2021. Field Monitoring by H&S Team has restarted including libraries, CSS, Children's Residential Homes in Q2 and Q3 - No significant concerns raised to date. Corporate H&S for OCC/CDC now aligned in terms of management support and where possible aligned governance processes.	23/11/2021 - Changes to Control Assessment

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment Fully effective Partially effective Not effective	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR17	**Business continuity and recovery plans:** Resilience to a additional significant disruption during the Covid-19 Response	Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	3	4	12	Business continuity plans remain under review to reflect the on-going COVID situation .The business continuity improvement programme has led to significant and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans.	Partial	Cllr N. Fawcett	Steve Jorden	Rob MacDougall	2	4	8	↔	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance and Oxfordshire System communications Agile working guidance continues to be developed across services Business Continuity Plans have been reviewed and business impact assessments are being completed for 21/22.	Staff absence and impact on services continues to be closely monitored via Covid Programme Office and Directorates.	15/11/21 - Risk reviewed, no changes
LR18	**Cyber security:** assurance that effective controls are in place to prevent security issues.	A serious and widespread attack (like WannaCry in Health or Ransomware attacks in Hackney and Recur) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are currently undertaking 'Cyber Essentials Plus' accreditation. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	Fully Fully Partial Fully Partial Fully	Cllr G. Phillips	Claire Taylor	Alastair Read	3	4	12	↔	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards. As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed , to undertake: •Responsibility for managing security threats and prevention methods •Working with Information Management to ensure implications of GDPR on data security are understood and built in •Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats •Documenting processes and policy to define roles, responsibilities and procedures •Maximising tech to reduce cyber risks •Ensuring all new and existing suppliers meet cyber security requirements Launched a 'Cyber Security Awareness' project to evaluate and improve Cyber awareness across the Council, including new eLearning material and security exercises. Implemented 'Microsoft Cloud App Security' which protects our use of cloud services, providing advanced threat detection against ransomware, inside threats and data leaks. Trialling an email banner to highlight external emails – providing protection against phishing attacks, spoofed emails and scams.	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat. IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Work is being planned to increase awareness. We are now engaging our annual PSN review. With the changes we have put in place this process has become easier to execute with less requirement on people resources. Our ongoing patching and asset management has helped the process. There is more work to be done but we have made great steps forward. NCSC have advised that all County Councils have an offline backup solution to fully mitigate against Ransomware. To add this to out infrastructure the cost would be in the region of £250k that has not been budgeted for. IT are now running an awareness programme. There is a national Cyber Security campaign in October, IT will be using this to promote the new 'Staying Safe Online' course to all staff across the Council. This will be advertised on the intranet and promoted in the manager's briefing. All staff are expected to complete the course and managers will be asked to monitor staff progress in doing this. PSN due for completion first week of December	19/11/2021 - Comments Updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
2021/22																	
LR19	**ICT Infrastructure:** assurance that IT infrastructure is reliable and fit for purpose	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	3	4	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational.	Fully	Cllr G. Phillips	Claire Taylor	Alastair Read	2	4	8	↔	Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19	We now have a migrated datacentre, the DR solution is in place and less complex than previous. We have tested all parts of the solution. We now have to run a full DR test to confirm our testing. In preparation for DR testing all servers have be prioritised according to the services they are running. This has been paired with the priority applications list approved by the Business Continuity Steering Group. Work continues to record the point to which we can restore data to for each application for presentation and awareness to Business Continuity Steering Group. Awaiting funding news from CEDR to agree off line backup to guard further against Ransomware.	19/11/2021 - Comments Updated
						The new backup service is operational. The cloud Disaster Recovery solution is configured and running.	Fully								Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness		
															Replacement datacentre, disaster recovery and backup solution are fully operational.		
						IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home.	Fully								Datacentre network equipment has been updated and the amount of core space used rationalised.		
															Measures remain in place together with the resilience testing to maintain core IT services.		
															Staff resources are assigned to the most in demand IT requirements.		
															An expanded duty team will support delivery of critical services out of hours		
															New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks.		
						IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements.	Fully								Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection.		
															All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave.		
						IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit.	Fully								A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until December.		
															Installation of more cost effective DR is underway. Completion by Feb 2021.		
															Due to COVID work this has been delayed. We also fixed some networking issues that had caused outages over the last 3 Sundays, making the infrastructure even more resilient.		
LR20	**Covid-19. Ability of the Council to focus on recovery and renewal from the COVID-19 period while retaining the capacity to adapt and respond to new developments and requirements, and deal with new increased levels of service demand**	•Ongoing pressures on service delivery with increased level of service demand and ongoing limitations on delivery may reduce the Council's ability to deliver its objectives •Long term direct and indirect impacts of COVID on community, economic and individual wellbeing including the differential impact on different sections of society,	4	4	16	System-wide pandemic governance is in place. The Council has prepared, revised and is delivering a Local Outbreak Management Plan to minimise the spread and impact of COVID-19. This has been updated in September 2021 to reflect the changing course of the pandemic. Coordinated communications continue to public, stakeholder and staff audiences Regular updates from Director of Public Health, shared internally and externally. A RAG rating reporting system is in place to provide updates at directorate/service level on a fortnightly basis for areas forecasting significant staff and service pressures due to COVID-19 impact. This data is monitored at OCC/CDC Silver and escalated to CEDR (Gold) as required). Recovery and renewal planning is underway within the system governance structures and through sector specific partnerships (eg Health and Wellbeing Board and OxLEP)	Fully	Cllr G. Phillips	Claire Taylor	Robin Rogers	3	3	9	↔		The Council's Recovery Strategy (Re-start, Re-Cover and Re-New) has been revisited and a report was submitted to Cabinet in June 2021 to reassess recovery planning alongside the controls and capacity that need to remain in place through the transitional horizon. Further reporting will come forward in the next quarter on lessons learnt and recovery and renewal	23/11/21 - Changes to Control Assessment

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment Fully effective Partially effective Not effective	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR21	**Construction Resources and Skills shortages** - Availability of construction materials and skills could lead to high inflation for construction projects and a potential lack of appropriate skills and resources to complete programmes on time/ budget.	Impact on Property, Major Infrastructure and Maintenance programmes. Projects get stalled. Increased costs mean fewer projects can be completed within funding envelopes. Skills shortages lead to increased costs. Skills shortages lead to projects slowing down or being undeliverable. Contractors unable to commit to quoted prices due to market conditions.	4	4	16	Grow your own – bringing in more junior staff and training them up. Utilisation of contracted and temporary staff where necessary. Increased supply chain base to increase the chances of success. Closer working with supply chain partners to influence an Oxfordshire first strategy. Communicating longer term programmes to gain market confidence.	Partial	Cllr T. Bearder	Bill Cotton	Owen Jenkins	4	4	16	↔	Further work with supply chains to secure resources for Oxfordshire. Communication with government departments to increase flexibility and funding.	There maybe a need to rebalance programmes if risk is realised, and prioritise those projects that give the best outcomes, delaying or halting those that are less favourable.	23/11/2021 - No changes
LR22	**Deprivation of Liberty Authorisations (Care Homes and Community)** We may be unable to fulfil our legal duty to vulnerable adults in care homes, hospitals and the community by completing authorisations for deprivation of liberty for those who lack capacity to consent to their care and support arrangements.	Insufficient resource to complete assessments and prepare Court applications in light of the dramatic increase in scope of qualifying criteria following the Cheshire West judgment. Non-compliance with legal duties leading to potential risk of litigation, damages and reputational damage. Delays mean person is deprived of their liberty without assessment and authorisation.	3	5	15	a. Substantive team in place to complete assessments for DOLS and community cases requiring applications to the Court of Protection. b. All team members are qualified BIA's so can complete both statutory and community applications as required. c. LAS module for both workstreams - easier to manage and monitor performance as well as keep a live database of current cases. d. Triage referrals with highest priority given to people objecting to their care arrangements, subject to restraint or sedation, high levels of 1:1 or concerns about arrangements. e. Best Interests Assessor rota reinstated following Covid pandemic. f. agency staff recruited on temporary basis to assess longest waits.	Partial	Cllr J. Hannaby	Stephen Chandler	Melanie Pearce	2	5	10	NEW		Review of all outstanding cases to ensure correct prioritisation and allocation. Reinstatement of the BIA rota to increase throughput of assessments. Temporary recruitment of agency BIA's to assess longest waiting cases. Regular review of community DOL cases with providers to ensure accurate prioritisation.	20/10/2021 - No changes

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Summary of Financial Position at October 2021

Introduction

1. This annex sets out the latest financial monitoring information for the 2021/22 financial year and is based on information to the end of October 2021. Key issues, risks and areas of emerging pressure are set out below.

   The following additional information is provided to support the information in this
   Annex:
   Annex C – 1 (a) to (f)   Detailed directorate positions
   Annex C – 2a   Virement Summary
   Annex C – 2b   COVID-19 forecast and virement request
   Annex C – 2c   Virements to Note
   Annex C – 3   Government Grants Summary
   Annex C – 4   Earmarked Reserves

Overall Financial Position

2. The table below sets out that there is a forecast overspend of £2.6m or 0.5%. Further detail is set out in the directorate sections. Where variations to the budget are reported, management action is being taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget	Forecast Spend	Variance October 2021	Variance October 2021	Variance September 2021	Change
	£m	£m	£m	%	£m	£m
Children's Services	139.7	142.3	2.6	1.9	2.4	+0.2
Adult Services	198.9	198.9	0.0	0.0	0.0	
Public Health	0.2	0.2	0.0	0.0	0.0	
Environment & Place	61.2	62.9	1.7	2.8	1.3	+0.4
Customers, Organisational Development & Resources	33.4	33.1	-0.3	-0.8	-0.3	
Commercial Development, Assets and Investments	50.7	49.3	-1.4	-2.8	-2.0	+0.6
Total Directorate Budgets	**484.1**	**486.7**	**2.6**	**0.5**	**1.4**	**+1.2**
Corporate Measures	-484.1	-484.1	0.0	0.0	0.0	
Total Forecast Position	**0.0**	**2.6**	**2.6**	**0.5**	**1.4**	**+1.2**

Directorate Financial Positions

Children's Services

3. As at the end of October a £2.6m variance to the budget of £139.7m is forecast for Children's Services. This is all within Children's Social Care, but as noted in previous reports there are a number of on-going risks across the directorate which are being monitored.

Service Area	2021/22 Latest Budget £m	Variance October 2021 £m	Variance September 2021 £m	Change £m
Education & Learning	32.8	0.0	0.0	
Children's Social Care	35.9	0.4	1.1	-0.7
Children's Social Care Countywide	65.9	2.2	1.3	+0.9
Schools*	0.2	0.0	0.0	
Children's Services Central Costs	4.9	0.0	0.0	
Total Children's Services	**139.7**	**2.6**	**2.4**	**+0.2**

*Maintained Schools are funded by Dedicated Schools Grant

Education & Learning

4. Within Education & Learning there are on-going risks and uncertainties for both the Home to School Transport and the Special Educational Needs (SEN) service.

5. There was a significant underspend in Home to School Transport in 2020/21 that was in part linked to home learning for many children for part of the year due to COVID-19 pandemic. The benefits realised through alternative or more efficient transport solutions have resulted in ongoing cost reductions. However, these are forecast to be offset by the impact of demographic and price growth with a balanced budget position forecast.

6. Within the Special Education Needs service there are considerable pressures on the SEN casework team and Educational Psychologists due to the continued high number of education, health and care plan (EHCP) requests. This additional workload is likely to result in a budget pressure if additional staff are required to manage the demand. Further work has identified that the level of demand for assessment and additional SEN support is also higher than anticipated. This is likely to be an effect of the COVID-19 pandemic and further work is underway to identify options for managing this.

COVID-19 Impact

7. Committed and agreed spend on COVID-19 to date is forecast to be £0.8m. There are a number of emerging pressures which may increase this forecast in the second half of the year, and it may be necessary to keep resources in place for longer than currently planned. £0.4m of the agreed spend relates to an ongoing commitment to support early years sufficiency by supporting providers at risk of

closure. £0.2m relates to meeting pressures within paediatric therapy services where waiting lists have increased as a result of COVID-19. The balance relates to attendance, elective home education, SEN casework and admissions pressures.

Social Care

8. Recruitment and retention of front-line children's social workers is an issue in the majority of local authorities and represents an increasing challenge in Oxfordshire. COVID-19 has amplified these pressures with workers dealing with higher levels of need and complexity of cases.

9. Based on the current use of agency social workers to fill vacancies it is anticipated that there will be an overspend within the front-line social care teams of at least £1.1m in 2021/22. Work is ongoing to address the vacancies over the medium term, which may reduce the pressure in future years if successful, but there remains a significant risk this pressure could significantly increase further this year. Additional work is underway to identify longer – term solutions, but it is currently anticipated that a pressure will continue into 2022/23.

10. Consideration is also being given to the impact of COVID-19 on hourly rates of pay and increased use of agency social workers. The regional Memorandum of Cooperation which aims to control the cost of agency staff has been unable to continue to operate due to service demand regionally. This is creating increased competition for available experienced social workers, which in turn has led to increased hourly rates across the region. In addition, the high agency rates of experienced temporary staff appear to have had an impact on the ability of the council to recruit and retain our own permanent experienced social workers, although recruitment of newly qualified social workers remains stable. Most south east authorities have agreed that an updated Memorandum of Co-operation should restart from 1 January 2022. This relaunch will be closely monitored to assess if it helps to stabilise growth in agency costs.

11. Unanticipated government grant income for Holiday Activities and Food Programme has contributed to a forecast underspend of £0.7m in the budget for youth.

12. In addition to the impact on staffing an increased pressure of £2.2m on placement spend is now forecast within Corporate Parenting. This has mainly been caused by a 10.8% increase in the average residential unit cost since March 2021 and a significantly increased spend on placement staff to child ratios to manage complex needs and risks.

13. The 2021/22 budget for residential home placements is £18m. An increase of 10.8% has a significant effect on the budget creating a £500 per week increase in the cost of the average package, against an expected increase of 2% (or £100 per week). The number of children placed in residential remains in line the forecast, however in common with other authorities Oxfordshire is heavily exposed to price increase within the national market for children's placements.

14. The variance also reflects an increased reliance on specialist agency staff within

placements. In addition to this the staff to child ratio and subsequent ratio of agency to core staff fluctuates considerably in response to the needs and risks for each child. Changes in staff to child ratios are unpredictable, making it difficult to forecast accurately; an increase in staffing for one child can result in an unexpected and steep increase in costs.

15. The national increase in demand and complexity of need presents a challenge in identifying appropriate placements to meet children's needs in a timely way. On average there are over 50 children nationally waiting for a welfare secure bed every day. In September 2021 there were 21 eligible children in the South East waiting for a tier 4 mental health bed. In the absence of specialist secure and tier 4 beds children with the most complex needs and risks are being cared for in mainstream settings requiring increased and specialist staffing as outlined above.

COVID-19 Impact
16. The effect of COVID-19 on spend within Children's Social Care continues to be monitored. There is likely to be a longer-term impact on children and families due to the social and economic impacts of the pandemic. This is seen both in terms of increased demand and one-off costs, and complexity of cases that front-line teams are experiencing. This is reflected in authorities across the country.

17. The most significant increase in demand to date has been seen within social care contacts which have been much higher over the last 12 months and are expected to continue during much of this financial year. Although there is evidence that Family Solutions Plus is having an impact on slowing down the rate of new child protection plans and entries to care, there is still significant pressure due to a decrease in case closures, delays in court timescales, and increased complexity. This is leading to social workers' caseloads being higher than they should be. At this stage there is no certainty on how long or how significant this increased demand will be.

18. At present the forecast spend on COVID-19 for Children's Social Care is £1.5m, however there are a number of emerging pressures and it may be necessary to retain additional resources and spend for a longer period than currently forecast. Pressures include £0.3m for additional resources in the Multi Agency Safeguarding Hub and £0.8m for additional resources in Family Solutions Plus teams to increase capacity.

Dedicated Schools Grant (DSG)

High Needs DSG
19. The High Needs forecast has now been increased following confirmation of autumn term numbers. Demand for High Needs support is high. There has been a 16% increase in the number of Education, Health and Care Plans (EHCP) and there were 1,300 requests made for assessment in the last 12 months. Some of this demand relates to COVID-19 and it is estimated that £1.2m of the additional spend is driven by COVID-19. Officers have applied to the DfE for permission to offset the these costs using council resources.

20. Council agreed a budget for High Needs which included a saving of £1.9m. The saving was calculated on reducing the use of independent settings by increasing places in Special Schools & bases. The saving has been achieved via the increased places and other initiatives under the SEND Transformation Project. Offsetting this has been a 15% increase in the use of independent placements. Independent placements are forecast to be between £1.0m to £1.5m overspent.

21. Further Education colleges have recently shared the numbers of learners attending colleges. The numbers identified as High Needs learners by the colleges have increased by 31% and this may add a further £2.5m to the forecast. More work is being completed on this. Of the additional spend, Oxfordshire will receive some additional grant funding for this, but not until 2022/23.

22. The High Needs Forecast now stands at £17.3m (increased from £12.6m in the last report), but there remains uncertainty over the college numbers. The forecast will reduce if the DfE approves the movement of £1.2m of funding for COVID-19 costs.

Early Years DSG
23. Early Years DSG had been reported as breakeven but due to the previously reported technical adjustment to reserves, the variance is now £0.7m. There are forecast overspends on the deprivation and SEN Inclusion Fund elements of the funding formula, but these will be funded from the Early Years DSG Reserve.

Contain Outbreak Management Fund (COMF)
24. In 2020/21 Children's Services was allocated £1.0m of COMF funding, with £0.4m spent by the end of the financial year, leaving a balance of £0.6m, which is forecast to be spent during 2021/22. Significant programmes include £0.3m to provide additional support to young people in supported accommodation and £0.2m to support children at risk of exploitation to access education.

Adult Services
25. The service is currently forecasting a breakeven position against a budget of £198.9m. The directorate forecast outturn includes £0.6m of costs relating to COVID-19.

Service Area	2021/22 Latest Budget £m	Variance September 2021 £m	Variance August 2021 £m	Change £m
Better Care Fund Pooled Budget	82.9	0.0	0.0	
Adults with Care and Supporting Needs Pooled Budget	97.6	0.0	0.0	
Non- Pool Services	13.0	0.0	0.0	
Commissioning	5.4	0.0	0.0	
Total Adult Services	**198.9**	**0.0**	**0.0**	**0.0**

Better Care Fund Pooled Budget

26. The pool combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people and adults with physical disabilities.

27. A break-even position is reported for the council elements but there are on-going risks and uncertainties around activity levels and the on-going impact of the Hospital Discharge Scheme and COVID-19 pandemic on assessed needs and demand for care.

28. To date there are no costs arising as a result of COVID-19 that require additional funding in 2021/22. The longer run impact of COVID-19 on the level of need in the local population remains unclear.

29. The initial budget contributions to the pooled budget in 2021/22 need to be agreed by the Joint Commissioning Executive (JCE) in December 2021. Because of the on-going impacts of COVID-19, the temporary financial regime that the Oxfordshire Clinical Commissioning Group (OCCG) are currently working under has been extended until the end of the financial year. The expectation is that each partner will continue to manage their own variations against the agreed contributions for the whole of the financial year this is to be formally agreed by the JCE in December.

30. Subject to agreement by the JCE (but assumed within the agreed budget) the council's share of the Better Care Fund held within the pool is £26.3m. This has increased by 5.3% (£1.3m) in 2021/22. The additional funding supporting Adult Social Care services will be used to support the costs relating to hospital discharges.

31. The new Live Well at Home contracts for the provision of home care and reablement, became live on 1 October 2021. A dedicated mobilisation team are providing support to ensure the smooth transition into these new contracts. This will require up to £0.3m of extra one - funding to backfill posts and cover other associated costs; the cost of this team is included within the current forecast position.

32. The Hospital Discharge Scheme continued to provide funding for up to six weeks for anyone who needs to be assessed on discharge from hospital or to avoid admission to hospital up until 30 June 2021. From 1 July 2021 to 30 September 2021 the scheme funded up to four weeks of care for people discharged from hospital. It has now been confirmed that this scheme will continue for the rest of the financial year. As at 31 October 2021 £0.6m of social care costs had been charged against the scheme relating to 2021/22.

33. At the beginning of 2021/22 the total number of care home placements was 12% lower than the pre-pandemic level of activity in February 2020. The number of placements began to increase over the first 6 months of the year and the forecast assumes activity will continue to rise although the rate of increase has reduced over the last two months. As at the end of September 2021 the number of placements was 1,467, and this remained 8% lower than in February 2020. While there has been a reduction in the number of placements this has been offset by an increase

in the average cost. The average weekly cost of a care home placement is currently £863 compared to £807 in early 2020. The activity level and average cost will continue to be monitored and reported on to assess risks around the on-going impact of COVID-19 on levels of need over the winter and beyond.

34. To scale the impact of additional activity if 20 new placements over and above the forecast level were made at the beginning of November 2021 at the current average rate those would cost an estimated £0.4m for the remainder of the year.

Adults with Care and Support Needs Pooled Budget

35. The pool supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs

36. A breakeven position is currently being reported. There are currently no costs arising as a result of COVID-19 in 2021/22 that require additional funding.

37. The budget contributions to the pooled budget in 2021/22 will be agreed by the JCE in December 2021. The OCCG contribution to the pool is now proposed to be £18.3m a 3.9% increase on last year. The expectation is that the council will continue to manage the majority of any variation for the whole of the financial year. This is to be formally agreed by the JCE in December 2021.

38. There is a **£0.2m** forecast underspend for Learning Disabilities and High Functioning Autism, this is has not changed from the previous month, this will continue to be monitored throughout the year.

39. An overspend of £0.2m relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust (OHFT) is included within the forecast, with the council responsible for all of the £0.2m pressure under the current risk share arrangement, this is no change from the previous month.

Non-Pool Services

40. A breakeven position is being reported for all non-pool services. Included in the forecast is £0.6m of expenditure relating to costs arising from the COVID-19 pandemic. This relates to additional staffing costs to support review activity.

Commissioning

41. A breakeven position is being reported. The new Health, Education & Social Care team has now been live since March 2021. The recruitment process for a number of posts is on-going so agency staff are providing interim cover to allow service delivery to be maintained. It is still anticipated that the additional cost of these agency staff will be offset by staff vacancies currently existing within the structure.

COVID-19 Ringfenced Grants

42. For the first six months of 2021/22 the council have received a third and fourth tranche of Infection Prevention and Control and Rapid Testing grant funding. The use of these grants is shown in the table on the next page.

Period Covered	Grant	Care Homes £m	Domiciliary Care £m	Other Support £m	Returned to DHSC £m	Total £m
April 2021- June 2021	Infection Prevention & Control	1.18	0.96	0.26	0.06	2.46
	Rapid Testing	0.93	0.72		0.01	1.66
Total		**2.11**	**1.67**	**0.26**	**0.07**	**4.12**
July 2021 – September 2021	Infection Prevention & Control	1.00	0.52	0.22		1.75
	Rapid Testing	1.03	0.25		0.05	1.33
Total		**2.04**	**0.77**	**0.22**	**0.05**	**3.08**

43. A fifth tranche of the Infection Control Testing Fund will cover the period between October 2021 and March 2022 and is aimed to enable providers to put in place key measures to prevent the transmission of COVID-19 within and between care settings, including restricting staff movement between settings, and ensuring that staff are paid full wages when required to self-isolate. Oxfordshire has been allocated £4.8m in total; £2.9m to support adult social care providers infection prevention control, £1.6m in relation to costs associated with rapid testing and £0.3m to support care providers and social care staff with the costs associated with accessing COVID-19 and flu vaccinations. The funding will be received in two parts; £2.9m was received in October and November with the balance of £1.9m expected to be received in January 2022.

44. The council has also been notified that it will receive £1.5m as part of the Workforce Recruitment and Retention Fund from the DHSC. The aim of the grant is to support local authorities to address adult social care workforce pressures in their geographical are this winter. The grant must be used to deliver measures that address local workforce capacity pressures for adult social care between 21 October 2021 and 31 March 2022 through recruitment and retention activity. Further detail on the use of this funding will be included in the next report.

Other Government Grants

45. The council will receive funding from the DHSC to facilitate timely discharges into the community to reduce the number of people with learning disabilities who are inpatients, which was used to help fund housing modification within the service – the level of funding for 2021/22 is awaited.

46. Reflecting the position at the end of 2020/21, £10.7m is held in the council's reserves. £7.9m of this is available to be used to meet future cost pressures on a one - off basis within Adult Social Care (ASC) and is expected to be used as follows:

- £4.7m to manage unforeseen one – off risks in the current and future years arising as an outcome of the COVID-19 pandemic and other pressures within the social care system.

- £2.2m for anticipated pressures relating to mental health needs (£1.2m) and transformation costs (£1.0m). £0.5m of the transformation element of this reserve is expected to be used this year. The council have also been notified that 80% of the OHFT pressures, linked to mental health needs, will continue to be funded through the temporary NHS funding arrangements in the second half of the year resulting in the remaining 20% being funded from this reserve, £0.1m in 2021/22. The balance will be required in 2022/23.
- A contribution of £1.0m towards ASC transformation costs in 2021/22.

47. The amount held in reserves at the end of 2020/21 also included £2.5m that was released from the Council's contribution to the Better Care Fund Pool as a result of an additional contribution from the OCCG over the last two financial years. £2.0m will be used to support service risk and on-going costs relating to hospital discharges and other system pressures within 2021/22. The remaining £0.5m will be used to support mental health commitments with the OHFT in 2021/22.

Bad Debt Write off Request

48. Cabinet is recommended to write off an Adult Social Care contribution debt of £31,025.93. In this case the estate was partially insolvent, £5,200 was provided by the estate administrators. The balance owed was being pursued from a former Power of Attorney, however, they have since been declared bankrupt with no assets to distribute.

Public Health

49. A breakeven position is reported. An underspend of £1.1m against the Public Health Grant will be carried forward through the Public Health reserve and used to fund eligible spend in future years.

Service Area	2021/22 Latest Budget £m	Variance October 2021 £m	Variance September 2021 £m	Change £m
Public Health Functions	31.2	-1.1	-0.4	-0.7
Public Health Recharges	0.6	0.0	0.0	
Grant Income	-31.6	0.0	0.0	
Transfer to Public Health Reserve		1.1	0.4	0.7
Total Public Health	**0.2**	**0.0**	**0.0**	**0.0**

50. There are no anticipated increases in costs or loss of income arising from the COVID-19 pandemic for this financial year but there is a possibility of a continuation of one-off savings within the sexual health services and National Health Service (NHS) health checks due to reductions in service provision in line with national directives. Team members will be called upon for expert advice & Information, but costs of backfill will be covered from the Test and Trace Service Support Grant.

51. There is still a £0.2m forecast underspend relating to staff vacancies. The sexual health service is reporting a £0.3m underspend, an increase of £0.2m from last month. There is also a £0.1m underspend now being reported within the NHS Health Check programme and a £0.3m underspend linked to a delay in targeted action to address health inequalities. There is also a £0.2m underspend being reported within substance misuse, a £0.1m increase from last month.

52. Following a change in the responsibility for all council funded Domestic Violence budgets, this is now being reported as part of Public Health. Further work to validate this is needed but latest indications are highlighting a possible underspend in this area. An update will be included in the next report.

53. A possible pressure related to the 2021/22 NHS pay award as sexual health and public services for 0-19-year-olds are delivered by NHS providers. Confirmation has now been received that additional funding will be made available to NHS providers directly covering the cost of the 2021/22 pay award on an exceptional basis so these costs will not need to be met from the Public Health grant.

Government Grants

54. The Public Health grant is £31.7m in 2021/22. This includes £0.2m awarded to Oxfordshire to support the delivery of routine commissioning in relation to pre-exposure prophylaxis (PrEP) for HIV.

55. The council has received a £1.1m ringfenced grant to help fund the provision of support within safe accommodation for victims of domestic abuse in 2021/22 in accordance with the new Domestic Abuse Act. To meet the requirements of the Act, a needs assessment has been undertaken, which will inform a draft strategy on safe accommodation. This will direct how the funds are spent.

56. The Community Testing Programme grant (CTP) aims to accelerate a reduction in prevalence of COVID-19 by identifying asymptomatic cases through local testing. The county council has worked in collaboration with the district councils and testing in Oxfordshire began in early February 2021. The four Community Testing Sites closed at the end of June 2021 and a final grant claim for those arrangements was submitted to the Department of Health & Social Care (DHSC) in July 2021. The total cost of the four sites from April to June 2021 was £0.645m.

57. From August 2021, home test kits have been available for collection from 38 libraries in Oxfordshire. In addition, there is an ongoing expression of interest process to identify community-based projects who can assist in distributing home test kits to disproportionately affected and underrepresented Groups. Grant funding is now capped based on the number of sites and hours of operation and additional costs incurred over and above existing budgeted activity need to be claimed from DHSC monthly. The submitted plan includes costs totaling £0.094m until the end of September 2021. Based on expected activity the anticipated costs are within the maximum capped grant funding for each month. A claim for £0.048m for costs associated with developing the new arrangements in July 2021 has been submitted to DHSC, £0.018m for costs incurred in August 2021 and £0.011m for cost incurred during September. The October claim is still being

finalised and will feature in next month's report.

58. The council has been awarded £0.2m from Public Health England in relation to Adult Weight Management to be spent in 2021/22. This will be used to support additional weight management programmes addressing dietary intake, physical activity, and behaviour change for adults who are overweight or living with obesity.

59. The Drug Treatment, Crime and Harm Reduction Grant (£0.4m) will be used to enhance support for criminal justice clients including additional harm reduction interventions such as needle exchange and Naloxone, additional residential treatment capacity, dedicated workers for the Criminal Justice pathway, and a further community based "Refresh Café" recovery project.

60. In 2020/21 the council received £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19, including the four key pillars of:
   - Surveillance of data and intelligence to monitor COVID-19 activity
   - Communication to support the minimisation of COVID-19 outbreaks
   - Rapid testing in Oxfordshire
   - Measures to interrupt further transmission

61. £1.6m is available to support eligible spend in 2021/22. As at the end of October 2021, all of the £1.6m had either been spent or committed to meeting on-going costs of support to the four pillars. Final audit sign off is required by 30 June 2022.

Reserves

62. As set out in Annex 3 earmarked reserves managed by the directorate are expected to be £4.2m as at 31 March 2022.

63. £0.3m of the £0.8m Rough Sleeping Drug and Alcohol Treatment Grant was not spent during 2020/21. This will be used to continue to support homelessness and rough sleeping initiatives in line with the grant agreement in 2021/22 and is currently held in the council's governments initiatives reserve.

64. £0.5m of the Community Outbreak Management Fund (COMF) was allocated to Public Health under the assumption that any unspent Test and Trace grant could not be carried forward into 2021/22, this was not the case and so the COMF allocation currently held in a Public Health COMF reserve is no longer required within Public Health and will be returned to corporate reserves.

Environment & Place

65. This Directorate is made up of three individual service areas: Planning & Place, Community Operations and Growth & Economy and a directorate management area, Communities Management, which includes the redesign budget saving. Each area is responsible for a specific function to ensure an effective delivery of Council's corporate objectives through an effective and efficient use of council's resources.

66. An overspend of £1.7m (2.8%) is forecast compared to a budget of £61.2m. This

has increased by £0.4m compared to the position at the end of September.

Service Area	2021/22 Latest Budget	Variance October 2021	Variance September 2021	Change
	£m	£m	£m	£m
Planning & Place	3.3	0.0	0.0	
Community Operations	58.9	0.7	0.3	0.4
Communities Management	-1.1	0.0	0.0	
Growth & Economy	0.1	1.0	1.0	
Total Environment & Place	**61.2**	**1.7**	**1.3**	**+0.4**

67. The forecast overspend of £1.0m reported for Growth & Economy is unchanged since last month. The service is currently looking at options to reduce this pressure and an updated position will be included in the next monitoring report.

68. There is a £0.4m increase in the forecast overspend for Community Operations. This relates to an increase in activity and costs for transport fleet services. It was originally hoped that potential underspends within other areas would absorb this, but it is becoming less likely that this will be possible. A further update will be provided in the next report. The service is continuing to work on managing the majority of the pressure through use of the Bus Service Operators Grant.

69. An expected loss of income of £1.0m in Parking Services, due to the COVID-19 pandemic, is currently forecast. Usage and associated income continue to recover, but slowly. Some of the unachieved income for quarter one of the year is expected to be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by DLUHC. The reconciliation process for that is now underway so an update will be provided once that is complete and the grant is confirmed. Unachieved income in the Parking Account will be met through the reserve initially, with the on-going impact being considered through the budget and budget planning process along with proposals to generate additional income streams in enforcement and charging.

Customers, Organisational Development & Resources

70. The Customers, Organisational Development & Resources (CODR) Directorate works with members to set the direction of the Council and supporting the organisation through a period of significant change. This directorate is made up of six individual key service areas: Corporate Services, Human Resources & Organisational development, Communications Strategy & Insight, ICT & Digital, Culture & Customer Experience and Finance. The latest budget is £33.4m.

Service Area	2021/22 Latest Budget	Variance October 2021	Variance September 2021	Change
	£m	£m	£m	£m
Corporate Services	2.4	0.0	0.0	
Human Resources & Organisational Development	3.2	0.0	0.0	
Communications, Strategy & Insight	2.6	-0.3	-0.3	
ICT & Digital	10.7	0.0	0.0	
Culture & Customer Experience	8.6	-0.2	-0.2	
Finance	5.9	0.2	0.2	
Total Customers, Organisational Development & Resources	**33.4**	**-0.3**	**-0.3**	

71. Culture & Customer Experience are forecasting an underspend of £0.2m and Communications, Strategy & Insight an underspend of £0.3m. These reflect various combined underspends in each area.

72. Finance continues to forecast an estimated £0.2m overspend. This is primarily attributable to increased demand on the services resulting in an increase of resource within the function. Due to the immediate requirement to meet the existing demand there is also a temporary reliance on more expensive temporary staff to deliver the work required.

Commercial Development, Assets & Investment

73. This directorate is made up of three main service areas, Legal Services (including Procurement), Property Investment & Facilities Management and Fire & Rescue and a directorate management area.

74. Commercial Development, Assets & Investment directorate are forecasting an underspend of £1.4m (2.8%) position when compared to the budget of £50.7m.

Service Area	2021/22 Latest Budget £m	Variance October 2021 £m	Variance September 2021 £m	Change £m
Property & Facilities Management	18.4	-1.5	-2.1	0.6
Law & Governance	7.0	0.1	0.1	
Fire & Rescue and Community Safety	25.0	0.0	0.0	
CDAI Management Costs	0.3	0.0	0.0	
Total Commercial Development, Assets & Investments	**50.7**	**-1.4**	**-2.0**	**0.6**

75. The overall underspend position within the directorate mainly reflects the impact of an ongoing restructure in Property, Investment & Facilities Management services. The new structure is anticipated to be finalised by the end of the financial year and the service would be aligned towards a breakeven position. With the restructure completed the directorate will focus on delivering a balanced budget by reviewing existing pressures and savings within the service. The change since last month reflects the movement of the forecast underspend relating to repairs and maintenance activity for Joint Use Sports agreements to reserves so that this can be used to fund costs in 2022/23.

76. Legal services are currently forecasting a small overspend of £0.1m, although there has been no change in previously reported position. There is an underlying budget pressure due to increases use of external counsel (barrister) for children's social care court cases and the increased reliance upon locum provision due to recruiting difficulties.

77. Legal services are currently working to recruit to outstanding posts and reviewing external counsel spend on children's social care cases to assess how these pressures can be mitigated throughout the year.

Corporate Measures

General Balances

78. General Balances at 31 March 2021 were £34.6m and are forecast to be £32.0m by 31 March 2022, after taking account of the current forecast directorate overspend of £2.6m. This is £3.2m higher than the risk assessed level of £28.8m.

Reserves

79. As set out in Annex C-3 Earmarked Reserves are forecast to be £160.8m at 31 March 2022. The decrease of £2.8m since the last report relates to a revised forecast for the use of Growth deal funding being held in the Partnership Reserve and for the Parking Account. This is offset by an additional contribution to the Budget Prioritisation Reserve relating to Joint Use Agreement with the District Councils of £0.6m for sports centre maintenance costs delayed by the Covid-19 pandemic. There is also £1.3m reduction in the Transformation Reserve as set

out in the paragraph below.

80. In accordance with the planned use of the reserve it is recommended that Cabinet endorse the use of £1.3m funding held in the Transformation Reserve for the following transformation projects. This leaves a balance of £2.8m to be allocated during 2021/22 or future years.

- £0.1m Law and Governance Service Redesign Project
- £0.3m Capital Programme Governance review and implementation
- £0.1m Joint Working Partnership Review
- £0.2m Social Care Finance Improvement Project (Adults and Children's Social Care)
- £0.6m SEND (Special Educational Needs and Disabilities Service) Transformation Project

Use of COVID-19 Reserve

81. To date, £1.4m has been transferred to Children's Services to support pressures in Education and Children's Social Care along with the further drawdown of £1.0m agreed by Cabinet on 21 September 2021 to cover COVID-19 expenditure incurred by directorates between April and June 2021. Cabinet is recommended to approve the transfer of £1.1m relating to COVID-19 costs incurred between July and September 2021 as set out in Annex 2b. A total of £8.9m is forecast to be spent in 2021/22. After this has been transferred there will be a balance of £23.4m which includes £4.9m for Local Council Tax Support Scheme. The 2022/23 Budget and Business Planning process include proposals for the use of the majority of the remaining reserve over the Medium Term Financial Strategy. It remains difficult to predict what further resources will be needed during the winter and the forecast will be updated in future reports.

Grants

82. As set out in Annex C-3 government grants totalling £427.6m will be received by the Council during 2021/22 and have increased by £11.6m since the last report. The changes this month reflects the fifth tranche of the Infection Control Grant (£4.8m), Social Care Workforce Recruitment and Retention Grant (£1.6m), Household Support Grant (£3.5m), Practical Support for Self- Isolation (£0.3m), COVID-19 Sales, Fees and Charges Compensation Scheme (£0.8m) and additional COVID-19 Schools Grants totaling £0.6m.

Medium Term Financial Strategy Savings

83. The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m or 75% are expected to be delivered by year end.

84. £2.6m or 16.4% are rated amber. These mainly relate to the £2.0m savings in Adult Social Care reducing the demand pressures in the pools by 1%. By increasing the focus on maximising use of residential and nursing beds available through existing block contracts and minimising the length of any vacancies and looking for creative ways to meet needs at lower cost while also helping people to be as independent as possible spend was reduced by around 1% in the second half of 2020/21 with an on-going full year effect of £2.0m from 2021/22. The process to maintain the saving is on-going so the saving is currently shown as amber until there is more certainly about the position later in the year. However, the forecast spend across the pools is being managed within the funding available.

85. £1.3m or 8.3% are rated red. £1.2m relate to savings within Environment and Place and predominately relate to the delay in the realisation of the Community Redesign saving of £1.2m. In-year mitigations are being found to minimise the financial impact in 2021/22.

86. The budget pressures arising from the non-delivery of savings form part of the Directorate positions reported above.

Strategic Measures

87. The budgeted interest receivable for in-house Treasury Management during is £1.9m, based on an average interest rate of 0.58%. Whilst interest rates remain very low, it is unlikely that interest rate will be achieved, however as cash balances are higher than originally expected, the forecast outturn remains in line with budget.

88. Externally managed funds in Strategic Pooled funds are forecast to return £3.8m, in line with budget. Financial markets are expected to remain volatile in the near future, and there remains a risk that there could be fluctuations to the capital value of the funds, however the statutory override for movement in value of such funds mean that any fluctuations will be reversed out of the general fund.

89. The corporate contingency budget for 2021/22 is £5.6m. The government announced a national pay freeze as part of the Spending Review in the Autumn 2020, but this was pending negotiations with the individual pay awarding bodies. On 14 May 2021 an offer of 1.5% for the Green Book pay award was made by the National Employer's for Local Government. This offer has been rejected by the Unions. The National Employers have increased this offer to 1.75% which the unions are considering. A 1.75% increase would be a call of £2.8m on the contingency budget. A similar offer has been made in respect of Firefighters which has been accepted by the unions and was paid to staff in September 2021 at a cost of £0.3m. There has also been an increase in the inflation rates compared to expectations when the budget was set in February 2021. This has led to the cost of contract inflation increasing by £0.3m above budget. The total estimated calls on the corporate contingency budget are approximately £3.4m, which is within the budget available.

Debt

Corporate Debtors

90. The 120-day invoice collection rate dropped to 94.5%, .0.5% below the 95% target; however, collection by value was above 99% for the period and the collection rate for invoices with a value of over £10,000 was 100%.

91. Debt requiring impairment reduced this month from £0.37m to £0.30m and is in line with the £0.30m target. The top ten debtors account for 49% of the total bad debt, with the top case making up 32% of the balance. As reported previously reported resolution is expected by December 21. As forecast last month three of last month's top ten cases were resolved and the overall balance reduced.

Adult Social Care Debtors

92. The 120-day invoice collection rate remained below the 92% target at 88.9%. The service completed a review of direct debit take up at the start of the year to better understand the reduction in collection rates during 2020 and have introduced strategies to increase payment by direct debit. The collection of invoices by direct debit increased to 60.4% this month, the rate is now 2% above Q1 performance.

93. Increases seen this year primarily relate to a higher proportion of people being defaulted to being charged the full cost of their social care as financial assessments have not been completed. New procedures are now in month three, however as reported last month the impact of the approach taken during Covid-19 will likely been seen through to January/February 22. The service continues to work up further plans to address the rising debt levels and have agreed temporary additional resource to work in this area; new staff are being recruited during November.

94. Five complex cases referred to legal services, with a value of £0.3m, are awaiting outside counsel opinion.

Business Management & Monitoring Report
Position to the end of October 2021
Budget Monitoring

Directorate	Net Budget (Latest Estimate) £000	Projected Full Year Spend £000	Projected Year End Variance underspend- overspend+ £000	Projected Year End Variance £000	Projected Year End Traffic Light Red > 1.5% Amber >1.1% <1.5% Green on track
Children's Services	139,710	142,310	2,600	1.86%	R
Adults Services	198,921	198,921	0	0.00%	G
Public Health	151	151	0	0.00%	G
Environment and Place	61,200	62,900	1,700	2.78%	R
Customers, Organisational Development and Resources	33,467	33,170	-297	-0.89%	G
Commerical Development, Assets and Investments	50,731	49,310	-1,421	-2.80%	G
Directorate Total Net	**484,180**	**486,762**	**2,582**	**0.53%**	G

Business Management & Monitoring Report
Position to the end of October 2021
Budget Monitoring

Directorate	Net Budget (Latest Estimate) £000	Projected Full Year Spend £000	Projected Year End Variance underspend- overspend+ £000	Projected Year End Variance £000	Projected Year End Traffic Light Red > 1.5% Amber >1.1% <1.5% Green on track
Contributions to (+)/from (-)reserves	29,525	29,525	0		
Contribution to (+)/from(-) balances	0	-2,582	-2,582		
Public Health Saving Recharge	-425	-425	0		
Contingency	5,036	5,036	0		
COVID-19 Budget	0	0	0		
Insurance	1,280	1,280	0		
Capital Financing	23,705	23,705	0		
Interest on Balances	-10,845	-10,845	0		
Strategic Measures Budget	48,276	45,694	-2,582		
Unringfenced Government Grants	-38,686	-38,686	0		
Council Tax Surpluses	-6,273	-6,273	0		
Business Rates Top-Up	-62,454	-62,454	0		
Business Rates From District Councils	-17,089	-17,089	0		
Council Tax Requirement	407,954	407,954	0		

Business Management & Monitoring Report: Children's Services
Position to the end of October 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Month	Change in Variance
		£000	£000	£000	£000	£000
CEF1	**Education & Learning**					
CEF1-1	Management & Central Costs	1,321	1,321	0	0	0
CEF1-2	SEND	4,313	4,313	0	0	0
CEF1-3	Learning & School Improvement	1,204	1,204	0	0	0
CEF1-4	Access to Learning	25,611	25,611	0	0	0
CEF1-5	Learner Engagement Service	369	369	0	0	0
	Total Education & Learning	**32,818**	**32,818**	**0**	**0**	**0**
CEF2	**Children's Social Care**					
CEF2-1	Management & Central Costs	5,948	5,948	0	0	0
CEF2-2	Social Care	29,994	30,394	400	1,100	-700
	Total Children's Social Care	**35,942**	**36,342**	**400**	**1,100**	**-700**

Business Management & Monitoring Report: Children's Services
Position to the end of October 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Month	Change in Variance
		£000	£000	£000	£000	£000
CEF3	**Children's Social Care Countywide Services**					
CEF3-1	Corporate Parenting	52,565	54,765	2,200	1,300	900
CEF3-2	Safeguarding	3,527	3,527	0	0	0
CEF3-3	Services for Disabled Children	8,974	8,974	0	0	0
CEF3-4	Youth Offending Service	804	804	0	0	0
	Total Children's Social Care Countywide Services	**65,870**	**68,070**	**2,200**	**1,300**	**900**
CEF4	**Schools**					
CEF4-1	Delegated Budgets	0	0	0	0	0
CEF4-2	Nursery Education Funding (EY)	0	0	0	0	0
CEF4-3	Non-Delegated School Costs	216	216	0	0	0
CEF4-4	School Support Non-Negotiable Recharges	0	0	0	0	0
CEF4-5	Capitalised Repairs & Maintenance	0	0	0	0	0
	Total Schools	**216**	**216**	**0**	**0**	**0**

Business Management & Monitoring Report: Children's Services
Position to the end of October 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Month	Change in Variance
		£000	£000	£000	£000	£000
CEF5	**Children's Services Central Costs**					
CEF5-1	Management & Administration	1,021	1,021	0	0	0
CEF5-2	Premature Retirement Compensation	3,243	3,243	0	0	0
CEF5-3	Commissioning Recharge	600	600	0	0	0
	Total Children's Services Central Costs	**4,864**	**4,864**	**0**	**0**	**0**
	Total Children's Services	**139,710**	**142,310**	**2,600**	**2,400**	**200**
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)						
	Schools DSG	123,115	123,115	0	0	0
	High Needs DSG	65,082	82,382	17,300	12,600	4,700
	Early Years DSG	39,277	39,977	700	700	0
	Central DSG	4,616	4,616	0	0	0
	Total DSG Funded Expenditure	**232,090**	**250,090**	**18,000**	**13,300**	**4,700**

Business Management and Monitoring Report: Adult Services
Position to the end of October 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Month	Change in Variance
		£000	£000	£000	£000	£000
SCS1	**Adult Social Care**					
SCS1-1A	**Better Care Fund Pool Contribution**	82,932	82,932	0	0	0
SCS1-1B	**Adults with Care and Support Needs Pool Contribution**	97,541	97,541	0	0	0
SCS1-2 to 9	**Other Adult Social Care Services**					
SCS1-2	Adult Protection & Mental Capacity	3,666	3,666	0	0	0
SCS1-3	Provider & Support Services	3,419	3,419	0	0	0
SCS1-4	Domestic Violence & Abuse Support Service	459	459	0	0	0
SCS1-5	Housing Related Support	1,133	1,133	0	0	0
SCS1-6	Other Funding	-9,232	-9,232	0	0	0
SCS1-8	Adult Social Care Recharges	4	4	0	0	0
SCS1-9	Adult Social Care Staffing & Infrastructure	13,651	13,651	0	0	0
	Total Other ASC Services	**13,100**	**13,100**	**0**	**0**	**0**
	Total Adult Social Care	**193,573**	**193,573**	**0**	**0**	**0**
SCS2	**Commissioning**	5,348	5,348	0	0	0
	Total Adult Services	**198,921**	**198,921**	**0**	**0**	**0**

Business Management & Monitoring Report : Public Health
Position to the end of October 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
				underspend- overspend+		
		£000	£000	£000	£000	£000
PH 1 & 2	**Public Health Functions**					
PH1-1	Sexual Health	6,440	6,140	-300	-100	-200
PH1-2	NHS Health Check Programme	645	545	-100	0	-100
PH1-3	Health Protection	8	8	0	0	0
PH1-4	National Child Measurement Programme	154	154	0	0	0
PH1-5	Public Health Advice	150	150	0	0	0
PH1-6	0 - 5 year olds	8,848	8,848	0	0	0
PH2-1	Obesity	802	802	0	0	0
PH2-2	Physical Activity	90	90	0	0	0
PH2-3	Public Health General	2,161	1,961	-200	-200	0
PH2-4	Smoking and Tobacco Control	615	615	0	0	0
PH2-5	Children's 5-19 Public Health Programmes	2,302	2,302	0	0	0
PH2-6	Other Public Health Services	1,249	1,249	0	0	0
PH2-7	Drugs and Alcohol	7,733	7,233	-500	-100	-400
	Total Public Health Functions	**31,197**	**30,097**	**-1,100**	**-400**	**-700**
PH3	**Public Health Recharges**	**633**	**633**	**0**	**0**	**0**
PH4	**Grant Income**	**-31,679**	**-31,679**	**0**	**0**	**0**
	Transfer to Public Health Reserve	**0**	**1,100**	**1,100**	**400**	**700**
	Total Public Health	**151**	**151**	**0**	**0**	**0**

Business Management & Monitoring Report: Environment and Place
Position to the end of October 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Month	Change in Variance
		£000	£000	£000	£000	£000
PG2	Planning & Place	3,292	3,292	0	0	0
PG3	Growth & Economy	93	1,093	1,000	1,000	0
COM1	Communities Management	-1,132	-1,132	0	0	0
COM2	Community Operations	58,947	59,647	700	300	400
	TOTAL ENVIRONMENT AND PLACE	**61,200**	**62,900**	**1,700**	**1,300**	**400**

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of October 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
				underspend- overspend+		
		£000	£000	£000	£000	£000
COD1	Corporate Services	2,413	2,413	0	0	0
COD2	Human Resources & Organisational Development	3,223	3,223	0	0	0
COD3	Communications, Strategy & Insight	2,588	2,271	-317	-317	0
COD4	ICT & Digital	10,705	10,705	0	0	0
COD5	Culture & Customer Experience	8,632	8,402	-230	-230	0
COD6	Finance	5,906	6,156	250	250	0
	Total Customers, Organisational Development & Resources	**33,467**	**33,170**	**-297**	**-297**	**0**

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of October 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Month	Change in Variance
		£000	£000	£000	£000	£000
CDAI1	Property & Community Facilities Management	18,420	16,928	-1,492	-2,084	592
CDAI2	Law & Governance	6,993	7,064	71	98	-27
EE4	Fire & Rescue and Community Safety	24,985	24,985	0	0	0
CDAI4	CDAI Management Costs	333	333	0	0	0
	Total Commercial Development, Assets & Investment	**50,731**	**49,310**	**-1,421**	**-1,986**	**565**

Business Management & Monitoring Report: Children's Services
Position to the end of October 2021
Revenue Budget Monitoring

		Original Budget	Movement to Date	Latest Estimate
		BUDGET 2021/22		
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	100,922	1,348	102,270
	Gross Income	-68,284	-1,168	-69,452
		32,638	180	32,818
CEF2	Children's Social Care			
	Gross Expenditure	36,146	2,929	39,075
	Gross Income	-2,257	-876	-3,133
		33,889	2,053	35,942
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	72,287	-1,048	71,239
	Gross Income	-5,505	136	-5,369
		66,782	-912	65,870
CEF4	Schools			
	Gross Expenditure	194,016	2,212	196,228
	Gross Income	-193,800	-2,212	-196,012
		216	0	216
CEF5	Children's Services Central Costs			
	Gross Expenditure	5,953	-703	5,250
	Gross Income	-519	133	-386
		5,434	-570	4,864
	Expenditure Total	409,324	4,738	414,062
	Income Total	-270,365	-3,987	-274,352
	Total Children's Services Net Budget	**138,959**	**751**	**139,710**

MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)

		Original Budget	Movement to Date	Latest Estimate
	Schools DSG	123,115	0	123,115
	High Needs DSG	65,530	-448	65,082
	Early Years DSG	39,277	0	39,277
	Central DSG	4,616	0	4,616
	Total Gross	**232,538**	**-448**	**232,090**

Business Management & Monitoring Report: Adult Services
Position to the end of October 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
SCS1	**Adult Social Care**			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	81,493	1,439	82,932
	Gross Income.	0	0	0
		81,493	1,439	82,932
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	97,694	-153	97,541
	Gross Income.	0	0	0
		97,694	-153	97,541
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	34,152	11,283	45,435
	Gross Income	-19,928	-12,407	-32,335
		14,224	-1,124	13,100
	Total Adult Social Care	**193,411**	**162**	**193,573**
SCS2	**Commissioning**			
	Gross Expenditure	5,888	224	6,112
	Gross Income	-1,540	776	-764
	Total Commissioning	**4,348**	**1,000**	**5,348**
	Expenditure Total	219,227	12,793	232,020
	Income Total	-21,468	-11,631	-33,099
	Total Adult Services Net Budget	**197,759**	**1,162**	**198,921**

Business Management & Monitoring Report: Public Health
Position to the end of October 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	**Movement to Date**	**Latest Estimate**
		£000	**£000**	**£000**
PH 1 & 2	Public Health Functions			
	Gross Expenditure	30,921	1,250	32,171
	Gross Income	-228	-746	-974
		30,693	504	31,197
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	144	997	1,141
	Gross Income	-31,240	-1,580	-32,820
		-31,096	-583	-31,679
	Expenditure Total	31,698	2,247	33,945
	Income Total	-31,468	-2,326	-33,794
	Total Public Health Net Budget	**230**	**-79**	**151**

Business Management & Monitoring Report: Environment and Place
Position to the end of October 2021
Revenue Budget Monitoring

		Original Budget £000	Movement to Date £000	Latest Estimate £000
		BUDGET 2021/22		
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
PG2	Planning & Place			
	Gross Expenditure	10,098	-166	9,932
	Gross Income	-6,686	46	-6,640
		3,412	-120	3,292
PG3	Growth & Economy			
	Gross Expenditure	630	0	630
	Gross Income	-537	0	-537
		93	0	93
COM1	Communities Management			
	Gross Expenditure	-1,162	30	-1,132
	Gross Income	0	0	0
		-1,162	30	-1,132
COM2	Community Operations			
	Gross Expenditure	102,980	-262	102,718
	Gross Income	-44,282	511	-43,771
		58,698	249	58,947
	Expenditure Total	**112,546**	**-398**	**112,148**
	Income Total	**-51,505**	**557**	**-50,948**
	Total Environment and Place Net Budget	**61,041**	**159**	**61,200**

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of October 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CODR1	Corporate Services			
	Gross Expenditure	2,953	52	3,005
	Gross Income	-593	1	-592
		2,360	53	2,413
CODR2	Human Resources & Organisational Development			
	Gross Expenditure	4,395	0	4,395
	Gross Income	-1172	0	-1,172
		3,223	0	3,223
CODR3	Communications, Strategy & Insight			
	Gross Expenditure	3,859	-180	3,679
	Gross Income	-1,090	-1	-1,091
		2,769	-181	2,588
CODR4	ICT & Digital			
	Gross Expenditure	13,851	252	14,103
	Gross Income	-3,517	119	-3,398
		10,334	371	10,705
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,496	-102	16,394
	Gross Income	-7,885	123	-7,762
		8,611	21	8,632
CODR6	Finance			
	Gross Expenditure	8,449	-387	8,062
	Gross Income	-2,491	335	-2,156
		5,958	-52	5,906
	Expenditure Total	50,003	-365	49,638
	Income Total	-16,748	577	-16,171
	Total Customers & Organisational Development and Resources Net Budget	**33,255**	**212**	**33,467**

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of October 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CDAI1	Property, Investment & Facilities Management			
	Gross Expenditure	26,556	-231	26,325
	Gross Income	-8,137	232	-7,905
	Total Property, Investment & Facilities Management	18,419	1	18,420
CDAI2	Law & Governance			
	Gross Expenditure	8,511	1	8,512
	Gross Income	-1518	-1	-1,519
	Total Law & Governance	6,993	0	6,993
CDAI3	Community Safety			
	Gross Expenditure	27,598	585	28,183
	Gross Income	-2,852	-346	-3,198
	Total Community Safety	24,746	239	24,985
CDAI4	Management Costs			
	Gross Expenditure	130	203	333
	Gross Income	0	0	0
	Total Mangement Costs	130	203	333
	Expenditure Total	62,795	558	63,353
	Income Total	-12,507	-115	-12,622
	Total Commerical Development, Assets & Investment Net Budget	**50,288**	**443**	**50,731**

Business Management Report
Position to the end of October 2021

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Dec	Oct	Covid Spend YTD Q2 - Adult Services	SCS1-3	Provider & Support Services	T	0	12
				SCS2	Commissioning	T	330	0
				VSMMGT	Strategic Measures	T	-342	0
			Covid Spend YTD Q2 - Environment & Place	COM1	Communities Management Costs	T	25	0
				VSMMGT	Strategic Measures	T	-25	0
			Covid Spend YTD Q2 - Children's Services	CEF1-2	SEND Service	T	-39	7
				CEF1-3	Learning & School Improvement	T	17	0
				CEF1-5	Learner Engagement	T	-12	0
				CEF2-2	Social Care	T	10	0
				CEF3-1	Corporate Parenting	T	197	0
				CEF4-2	Early Years Funding Formula	T	168	0
				CEF5-1	Management & Admin	T	63	0
				VSMMGT	Strategic Measures	T	-411	0
			Covid Expenditure Virement Q2 - CDAI	CDAI2	Law & Governance	T	9	0
				CDAI4	CDAI Management Costs	T	200	0
				VSMMGT	Strategic Measures	T	-209	0
			Covid Expenditure Virement Q2 - CODR	COD1	Corporate Services	T	137	0
				VSMMGT	Strategic Measures	T	-137	0
Grand Total							-19	19

Business Management Report
Position to the end of September 2021

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Dec	Oct	OFRS/Trading Standards	COD5	Culture & Customer Experience	P	15	0
				EE4-1	Fire & Rescue	P	-15	0
CS	Dec	Oct	Extension of the Role of Virtual School Heads to Children with a Social Worker Implementation Grant	CEF1-3	Learning & School Improvement	T	135	-135
			Income/Expenditure budgets to match exepcted grant amounts	CEF1-3	Learning & School Improvement	P	277	-277
				CEF4-1	Delegated Budgets	P	363	-363
			HN DSG Contingency Fund Adjustments	CEF1-2	SEND Service	P	953	-953
				CEF4-1	Delegated Budgets	P	-1,080	1,080
AS	Dec	Oct	Pooled budget correction. Price increase added into wrong pool	SCS1-1A	Better Care Fund Pool Contribution	P	29	0
				SCS1-1B	Adults with Care and Support Needs Pool Contribution	P	-29	0
			ICF5 Grant	SCS1-6	Other Funding	T	4,813	-4,813
PH	Dec	Oct	Better Housing Better Health	PH1 & 2	Public Health Functions	T	150	-150
				PH4	Grant Income	T	0	0
CODR	Dec	Oct	Removal of income target	COD5	Culture & Customer Experience	P	-128	128
Grand Total							5,483	-5,483

Business Management & Monitoring Report - August 2021
Cabinet - September 2021
Earmarked Reserves

	2021/22			Last reported forecast as at 31 March 2021	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2021	Movement	Balance at 31 March 2022			
	£m	£m	£m	£m	£m	
Schools' Reserves	11.8	0.0	11.8	11.8	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2.1	-0.1	2.0	1.2	0.8	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	20.8	-1.3	19.5	19.4	0.1	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Public Health Grant
Government Initiatives	2.1	-0.7	1.4	1.8	-0.4	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	0.5	-0.1	0.4	0.2	0.2	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	0.8	0.0	0.8	1.0	-0.2	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.

Business Management & Monitoring Report - August 2021
Cabinet - September 2021
Earmarked Reserves

	2021/22			Last reported forecast as at 31 March 2021	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2021	Movement	Balance at 31 March 2022			
	£m	£m	£m	£m	£m	
Partnership Reserves	3.0	-1.5	1.5	3.0	-1.5	This relates to funding for the Growth Deal
On Street Car Parking	3.2	-1.3	1.9	3.2	-1.3	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	1.1	1.7	2.8	4.1	-1.3	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Demographic Risk Reserve	6.0	3.0	9.0	9.0	0.0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	0.7	-0.7	0.0	0.0	0.0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Budget Prioritisation Reserve	14.6	-3.0	11.6	11.3	0.3	This reserve is being used to support the implementation of the Council's proirities and the Medium Term Financial Strategy.
Insurance Reserve	12.5		12.5	12.5	0.0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1.0	2.0	3.0	2.5	0.5	This reserve is to smooth the volatility of Business Rates income.

Business Management & Monitoring Report - August 2021
Cabinet - September 2021
Earmarked Reserves

	2021/22					Commentary
	Balance at 1 April 2021	Movement	Balance at 31 March 2022	Last reported forecast as at 31 March 2021	Change in closing balance to last forecast	
	£m	£m	£m	£m	£m	
Capital Reserves	47.4	1.1	48.5	48.5	0.0	This reserve has been established for the purpose of financing capital expenditure in future years.
Investment Pump Priming Reserve	2.0		2.0	2.0	0.0	
Council Tax Collection Fund Reserve	6.0		6.0	6.0	0.0	
Redundancy Reserve	1.7	1.0	2.7	2.7	0.0	
Covid-19 Reserve	14.2	9.2	23.4	23.4	0.0	
Total Reserves	**151.5**	**9.3**	**160.8**	**163.6**	**-2.8**	

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Esimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Children's Services					
	Dedicated School Grants					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	123,115	0	0	123,115
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,616	0	0	4,616
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	39,277	0	0	39,277
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	65,530	-448	0	65,082
	Subtotal DSG Grants		**232,538**	**-448**	**0**	**232,090**
	School Grants					
R	Pupil Premium	DfE	6,871	0	114	6,985
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	0	-38	186
R	PE and Sport Grant	DfE	2,265	0	0	2,265
R	Universal Infant Free School Meals	DfE	3,973	0	-106	3,867
R	Teacher's Pay Grant	DfE	0	98	0	98
R	Teacher's Pension Grant	DfE	0	278	0	278
R	Coronavirus (COVID-19) Workforce Fund	DfE	0	3	0	3
R	Coronavirus (COVID-19) Catch Up Premium	DfE	0	2,329	0	2,329
R	Coronavirus (COVID-19) Recovery Premium	DfE	0	0	350	350
R	Coronavirus (COVID-19) National Testing Programme	DfE	0	142	-30	112
R	Coronavirus (COVID-19) Free School Meals Additional Costs	DfE	0	66	0	66
R	Coronavirus (COVID-19) School Let Tutoring Grant	DfE	0	0	310	310
R	Coronavirus (Covid-19) Schools Fund	DfE	0	0	0	0
	Subtotal School Grants		**13,333**	**2,916**	**600**	**16,849**

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Esimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Other Children's Services Grants					
R	School Improvement Monitoring & Brokering Grant	DfE		90	0	90
R	Youth Justice Board	YJB	548	0	0	548
R	Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
R	Role of the Virtual School Head	DfE	0	66	0	66
R	Extension of the Role of Virtual School Heads to children with a social worker	DfE	0	0	135	135
R	Extended Personal Adviser Duty Grant	DfE	103	0	0	103
R	Staying Put Implementation Grant	DfE	271	0	0	271
R	Remand Framework	YJB	77	0	0	77
R	Reducing Parental Conflict Workforce Development Grant	DWP		28	0	28
R	Holiday Activities and Food Programme	DfE	0	636	0	636
	Subtotal Other Children's Services Grants		**2,843**	**820**	**135**	**3,798**
	TOTAL CHILDREN'S SERVICES		**248,714**	**3,288**	**735**	**252,737**
	Adult Services					
R	Improved Better Care Fund	DHSC	10,391	0	0	10,391
R	Infection Control Grant 3	DHSC		4,123	0	4,123
R	Infection Control Grant 4	DHSC		3,081	0	3,081
	Infection Control Grant 5	DHSC		0	4,813	4,813
	Workforce Recruitment and Retention Fund	DHSC		0	1,551	1,551
R	Community Discharge Fund	DHSC	0	0	0	0
	TOTAL ADULT SERVICES		**10,391**	**7,204**	**6,364**	**23,959**

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Esimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Public Health					
R	Public Health Grant	DHSC	31,240	429	0	31,669
R	Adult Weight Management	DHSC		180	0	180
R	Drug Treatment, Crime and Harm Reduction Grant	DHSC		416	0	416
R	Domestic Abuse	MHCLG		1,141	0	1,141
R	Community Testing	DHSC		693	0	693
	TOTAL PUBLIC HEALTH		**31,240**	**2,859**	**0**	**34,099**
	Environment & Place					
R	Bus Service Operators Grant	DfT	795	0	0	795
R	Natural England	DEFRA	227	0	0	227
	TOTAL ENVIRONMENT & PLACE		**1,022**	**0**	**0**	**1,022**
	Customers, Organisational Development & Resources					
R	Music Service	AC	837	0	0	837
R	MaaS:CAV	Innovate UK	313	0	0	313
R	OmniCAV	Innovate UK	1	0	0	1
R	Park & Charge	Innovate UK	206	0	0	206
R	Virgin Park & Charge	Innovate UK	7	0	0	7
R	Data Driven Safety Tool	Innovate UK	91	0	0	91
R	Quantum Gravitometer	Innovate UK	69	0	0	69
R	Resilient CAV	Innovate UK	25	0	0	25
R	Heart Park Project	DFT	90	0	0	90

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Esimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
R	GTC DfT Congestion Tool	DFT	59	0	0	59
R	CAVL4R	DFT	11	0	0	11
	TOTAL CUSTOMERS, ORGANISATIONAL DEVELOPMENT& RESOURCES		**1,709**	**0**	**0**	**1,709**
	Commercial Development , Aseets & Investment					
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361	0	0	1,361
R	Fire Service Covid-19 Contingency Grant	MHCLG		47	0	47
R	Fire Fighter's New Dimensons Grant	MHCLG	40	0	0	40
	TOTAL COMMERCIAL DEVELOPMENT, ASSETS & INVESTMENT		**1,401**	**47**	**0**	**1,448**
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45	-45		0
U	Extended Rights to Free Travel	DfE	278			278
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	685			685
U	Troubled Families Attachement Fees - Phase 2	MHCLG	0			0
U	Troubled Families Payment by Result	MHCLG	0			0
U	New Homes Bonus	MHCLG	3,589			3,589
U	Local Reform & Community Voices Grant	DfE	515			515

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Esimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	548	-90		458
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG	11,896			11,896
U	New Social Care Grant	MHCLG	572			572
U	Local Council Tax Support Grant	MHCLG	4,925			4,925
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		21		21
U	Wellbeing for Education Return Grant	DfE				0
R	Contain Outbreak Management Fund	DHSC		3,070		3,070
R	Support for Clinically Extremely Vulnerable	DHSC				0
R	Household Support Grant	DWP			3,500	3,500
R	Sales, Fees and Charges Compensation	MCLG			773	773
R	Pratical Support for those Self-Isolating	DHSC		124	254	378
R	Covid Local Support Scheme (formerly Winter Support Grant)	MHCLG		1,608		1,608
U	Support for Care Leavers at Risk of Rough Sleeping Grant	DfE		95		95
U	Financial Transparancy Grant	DfE		9		9
U	Tax Income Guarantee Scheme for Business Rate Losses	MHCLG		545		545
U	Section 31 Grant for Business Rate Compensation	MHCLG	21,908			21,908
U	Business Rates Top-Up	MHCLG	40,546			40,546
	Subtotal Strategic Measures		**101,205**	**5,337**	**4,527**	**111,069**

Business Management Report
Government Grants 2021/22

Ringfenced		Directorate	Issued by	Esimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
		Grants held on behalf of Local Enterprise Partnership					
R		Oxford Innovation Business Support	BEIS	205			205
R		European Regional Development Fund		900			900
R		DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
		Subtotal Grants held on behalf of Local Enterprise Partnership		**1,605**	**0**	**0**	**1,605**
		TOTAL STRATEGIC MEASURES		**102,810**	**5,337**	**4,527**	**112,674**
		Total All Grants		**397,287**	**18,735**	**11,626**	**427,648**

CABINET – 21 DECEMBER 2021

CAPITAL PROGRAMME UPDATE AND MONITORING REPORT

Report by the Director of Finance

Recommendations

1. **The Cabinet is RECOMMENDED to:**

   a)   Agree the increase in the budget for the following schemes:

   - £1.415m for the Lord Williams's School, Thame expansion by 1 form entry funded from basic need programme contingency.
   - £1.198m increase to the Kennington Bridge Maintenance Scheme funded from capital programme contingency.

   b)   Approve the updated Capital Programme at Annex 2.

Executive Summary

2.   This report is the third monitoring report and Capital Programme update for 2021/22. Cabinet considered the first monitoring report for 2021/22 at its meeting on 20 July 2021 and the second on 19 October 2021. This update sets out the monitoring position based on activity to the end of October 2021. It also provides an update to the Capital Programme overview approved by Council in July 2021 taking into account additional funding and new schemes.

3.   The latest outturn forecast spend for the capital programme for 2021/22 is **£205.3m** (excluding earmarked reserves). This has decreased by **£29.2m** compared to the latest approved capital programme. This reflects the anticipated spend profile from the latest delivery programme.

4.   The total ten-year capital programme (2021/22 to 2030/31) is now **£1,345.8m**. This has decreased by **£25.1m** compared to the capital programme approved by Cabinet in October 2021. The updated capital programme summary is set out in Annex 2. The main variations are set out in this report.

Introduction

5.   Capital expenditure is defined as spending that creates an asset for the Council (e.g. buildings, vehicles and equipment), and spending which meets the definition in regulations specified under the Local Government Act 2003 which includes spend on non-current assets that are not owned by the Council such as academies and the award of capital grants and funding agreements.

6.   The Capital Programme sets out how the Council will use Capital expenditure to deliver the Council's priorities. The Capital Programme is

updated quarterly and fully refreshed annually as part of the Budget and Business Planning Process to ensure that it remains aligned to the latest priorities, reflects the latest cost projections and profile for delivery, and incorporates the current funding position.

7.   The capital programme is currently structured as follows:

- **Pupil Place Plan:** including basic need (new schools and expansion), maintenance, health and safety and improvements
- **Major Infrastructure Schemes:** including the Growth Deal Infrastructure programme
- **Highways and structural maintenance:** including street lighting, and bridges
- **Property and Estates:** including health & safety, maintenance, improvements and the Investment Strategy
- **ICT Strategy:** including broadband and End User equipment
- **Passported Funds:** including Disabled Facilities Grant and Devolved Schools Capital
- **Vehicles and Equipment:** including fire and rescue vehicles and equipment

8.   The investment profile for the 2021/22 Capital Programme is shown below and in the summary table at paragraph 12.

2021/22 Programme - Latest Spend Forecast

- £7.6m ICT
- £31.1m Passport Funding
- £0.8m Vehicles & Equipment
- £37.7m Pupil Places
- £12.8m Property & Estates, and Investment Strategy
- £67.6 Major Infrastructure
- £47.6m Highways Asset Management Plan
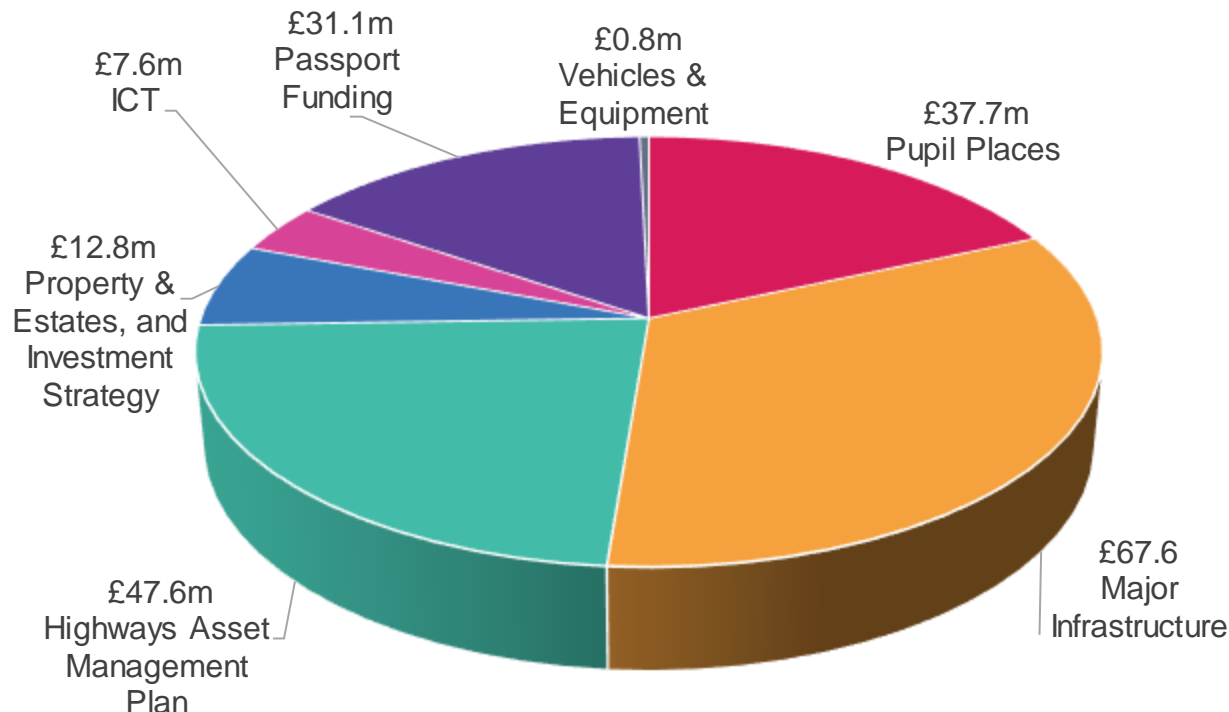
9.   The following annexes are attached:

        Annex 1   Capital Programme Monitoring 2021/22 (Summary)
        Annex 2   Updated Capital Programme 2021/22 – 2030/31 (Summary)
        Annex 3   Housing & Growth Deal Infrastructure Programme – Capital
                  Funding Allocations

Overview

10.   The capital monitoring position set out in Annex 1 shows forecast directorate programme expenditure for 2021/22 totalling **£205.3m** (excluding earmarked reserves). This has decreased by **£29.2m** compared to the latest approved capital programme.

11.   The table below summarises the changes by strategy area:

Strategy Area	Last Approved Programme 2021/22 * £'m	Latest Forecast Expenditure 2021/22 £'m	Change £'m
Pupil Places	37.7	37.7	+0.0
Major Infrastructure	72.0	67.6	-4.4
Highways Asset Management Plan	48.2	47.7	-0.5
Property, Estates & Investments	12.8	12.8	+0.0
ICT	7.6	7.6	+0.0
Passport Funding	55.4	31.1	-24.3
Vehicles & Equipment	0.8	0.8	+0.0
Total Strategy Programmes	**234.5**	**205.3**	**-29.2**
Earmarked Reserves	0.00	0.0	0.0
Total Capital Programme	**234.5**	**205.3**	**-29.2**

* Approved by Cabinet 19 October 2021

12.   The total ten-year capital programme (2021/22 to 2030/31) is now **£1,275.4m** (excluding earmarked reserves). This has decreased by **£26.0m** compared to the capital programme approved by Cabinet in July 2021.

13.   Actual capital expenditure at the end of October 2021 was **£70.7m.** The combined spend to date and current forecasted in-year commitments for the Capital Programme is **£133.8m** or 65% of the revised estimate for the year but this is expected to increase in the remaining months of the year.

Strategy Area	Last Approved Total Programme (2021/22 to 2030/31) * £'m	Latest Updated Total Programme (2021/22 to 2030/31) £'m	Variation £'m
Pupil Places	233.8	233.8	+0.0
Major Infrastructure	647.7	644.6	-3.1
Highways Asset Management Plan	246.7	248.4	+1.7
Property, Estates & Investments	69.4	70.5	+1.1
ICT	31.5	30.1	-1.4
Passport Funding	62.9	38.6	-24.3
Vehicles & Equipment	9.4	9.4	+0.0
Total Strategy Programmes	**1,301.4**	**1,275.4**	**-26.0**
Earmarked Reserves	69.5	70.4	+0.9
Total Capital Programme	**1,370.9**	**1,345.8**	**-25.1**

* Approved by Cabinet 19 October 2021

14. The updated capital programme is set out in Annex 2. Changes in each programme area are set out in Annex 1 and detailed below.

Pupil Places

15. The Pupil Places Programme is forecast to spend to budget **(£37.7m)** for 2021/22 and there are no overall programme changes. Eleven projects (8 expansions, 2 new schools and SEND resource bases at two schools) have been completed in year.

16. The remaining project within the Pupil Place programme for 2021/22 is due to be complete by the end of 2021/22. This is at John Watson School, Wheatley for the expansion to accommodate an additional 16 SEND secondary pupil places and provide a permanent sixth form classroom.

17. A number of projects planned to be completed in 2022/23 are currently on-site or about to start construction. These include:

- Wallingford Secondary School – Expansion by 2 form entry (FE) to create 300 additional places being delivered by the Trust.

- William Morris Primary School, Banbury – Improvements to support 1FE and replacement of Temporary Classrooms being delivered by the Trust.

- Blessed George Napier School, Banbury– Expansion by 2FE to create 300 additional secondary school places being delivered by the Trust.

- St Nicholas Primary School, East Challow – lowering age range to 3-11 to provide places for 3-year-olds. The project is being delivered by the Trust.

- Radley Primary School – Expansion to 1FE to create 105 additional places.

- Faringdon 2FE Primary School – this is a new school to replace Faringdon Infant School, providing 420 primary pupil places, a nursery and 8 SEND resource base places.

18. Lord Williams's School in Thame is managed by the Thame Partnership Trust. The school operates from a Lower Site (years 7-9) and an Upper Site (years 10,11 and Post 16). The project to expand the school from 11 forms of entry (11fe) to 12 forms of entry (12fe) will provide 150 additional pupil places, with the immediate need to expend the lower site for September 2022.

19. Thame Partnership Trust are self-delivering the expansion project. The current budget of **£4.774m** is funded through held S106 contributions. The latest cost plan has resulted in a request to increase the funding provision by **£1.415m** to **£6.189m** as a consequence of increased costs arising from detailed information regarding works to existing buildings and changes in market conditions. This will be funded from the basic need programme contingency totalling **£8.5m**. The information has been reviewed by the council's Property Team to ensure the scope of work is proportionate to the requirements for expanding the school and confirmed as acceptable. As the additional cost is directly related to the delivery of additional pupil places to mitigate housing growth in the local area, the council will seek to recover this from future s106 agreements and / or funding secured through the Community Infrastructure Levy (CIL).

20. The Trust have also reviewed the scope of works through a reduction in classroom provisions beneath recommended standards to mitigate the increased cost.

21. There is no change to the overall ten-year programme.

Major Infrastructure

22. The Major Infrastructure Programme is now forecast to spend **£67.6m** in 2021/22. This is **£4.4m** less than the last capital programme. Further detail is provided below:

- **HIF 1** – no change to the 2021/22 budget provision of **£7.7m**. Following a review of the cost and programme the funding allocated to this scheme is being considered as part of the council's Budget & Business Planning Process.

- **HIF2 & A40 (+£0.2m)** – revised up to **£24.9m** in current year spend profiles for the projects within the HIF2 & A40 programme. Overall budgets are unaffected.

- **Banbury & Bicester (-£2.0m)** – revised to **£11.6m** in current year, due to the receipt of the final account for the North West Bicester Underbridge project **(-£0.7m)**, which is less than the project budget. Reprofiling of the Upper Heyford A40 Junction project **(-£0.5m)** following revised spend profiles from National Highways, and the

balance due to reprofiles resulting from delays in some projects coming into contract.

- **Kennington Bridge (-£0.7m)** – the profile of existing planned spend has been updated to accommodate revised timings of the detailed design stage. The funding allocated to this scheme is being considered as part of the council's Budget & Business Planning Process.

- **Oxford (-£1.7m)** – revised to **£13.7m** in current year, revised completion of some elements of Phase 1.3 of the Botley Road project **(-£1.3m)** into early 2022/23 and delays in completing some elements of the Active Travel 2 programme **(-£0.6m)**. Partially offset by increased in-year commitments on the Woodstock Road project **(+£0.4m)** due to acceleration of survey activities.

23. The following schemes are planned to be fully completed in 2021/22:

- A40 [Oxford North] – New Bus Lane (east bound), improved urbanised corridor supporting connection to the new commercial and residential area. Current Status: On-site and completion forecasted to be completed in Quarter 4 of 2021/22.

- Active Travel [Bicester and Witney] – two pedestrian and cycle improvement schemes to promote Active Travel and provide better links to and from Bicester and Witney town centres respectively. Current Status: Construction complete and close down activities underway.

- A4095 Underbridge and Underpass North West Bicester – the construction of an underbridge and underpass through the embankment supporting the twin train track (Marylebone to Aynho line) at Bicester. Current Status: Construction completed and close down activities underway.

- Phase 1.2 of the Botley Road Corridor works – a series of improvements between Eynsham Road and Binsey Lane. Current Status: Complete and next phase (1.3) underway. This phase includes improvements to bus, cycle & pedestrian facilities on the section of Botley Road that junctions with the A34/A4210 slip road.

24. The full business case for the Science Transit Phase 2 scheme, aimed at capacity improvements with the focus on improved and more reliable journey times for express bus services along the A40, was submitted to the Department for Transport (DfT) in May 2021. This has now been approved with funding from the DfT capped at **£35m**. The scheme is also funded through the Oxfordshire Housing & Growth Deal, Oxfordshire Local Enterprise Partnership and S106 contributions. It will now move into contract for both the Design and Construction elements.

25. The scheme will see a new park and ride facility built to the north-west of Eynsham, two new bus lanes created along the carriageway, taking bus-users eastbound from the new site to just before Dukes Cut, and westbound on the approach to Cassington. The works will form the first

part of the wider **£158m** A40 transport programme which includes the HIF 2 A40 Smart corridor proposals.

26. A number of schemes including HIF1 (Didcot) and HIF2 (A40) programmes, are expected to progress to planning application this year.

27. The initial Farmfield and Oxford Road junction improvement scheme was included within the capital programme with development budget provision only (feasibility stage only) as the full funding identified to support the scheme was not in place. As the appropriate S106 agreements are now being finalised, the scheme has been updated to include the full scheme budget provision of **£0.995m**, an increase of **£0.815m**. The scheme is expected to be fully funded from various S106 agreements.

Housing & Growth Deal Infrastructure Programme Funding

28. The Housing & Growth Deal Infrastructure programme remains on track to deliver by March 2023 with multiple schemes now in the process of submitting planning or entering their construction phases. The programme is continually monitored and assessed for its deliverability and for the infrastructure's ability to accelerate housing delivery as per the Housing & Growth Deal core agreement with Homes England.

29. As a result of this review of Housing & Growth Deal deliverability, **£14.2m** of Growth Deal funding has been re-allocated from the A4095 re-alignment scheme to the A34 Lodge Hill interchange and the Milton Heights Bridge schemes. This will lead to a cessation of work on the A4095 until an alternative funding and delivery source has been identified. The A34 Lodge Hill interchange is a new addition to the Housing & Growth Deal Infrastructure programme. As a result of this the anticipated Cherwell District Council contribution of **£4.25m** towards the A4095 re-alignment will now not be realised. The latest Growth Deal infrastructure funding allocations are included in Annex 3.

30. The overall ten-year programme has reduced by **£3.1m** due to the change in the NW Bicester A4095 Road Realignment Scheme and the full inclusion of the Farmfield & Oxford Road Junction Improvement scheme.

Highways Asset Management Plan

31. The Highways Asset Management Plan Capital Programme is currently forecasted to spend **£47.7m** and there is a **-£0.5m** variation to the latest approved budget. The main variations include:

- **Structural Maintenance (+£0.2m)** – reduced spend of **£0.3m** in the annual Street Lighting maintenance programme which if offset by the additional **£0.5m** spend relating to the new traffic signals project. An additional grant of **£0.5m** has been received from the Department for Transport (DfT) to upgrade ageing traffic signal infrastructure to bring to modern standards at key locations across the county.

- **Major Schemes (-£0.8m)** – Though the Street Lighting LED replacement programme as a whole is planned to be delivered on time

(by end of 2023/24), the delays in the procurement of main suppliers for the replacement programme, will likely see further significant slippage in this year programme. To date the forecast has been reduced by **£0.6m** to **£10.8m** for 2021/22. The other major change relates to the increase costs of the maintenance scheme towards Kennington Bridge. The overall cost has increased by **£1.198m** in year (funded from the Capital Programme contingency provision) to **£4.663m**, as work concludes to clearly separate the safeguarding maintenance work from the main replacement scheme. The Network Rail Electrification Betterment programme of **£1.3m** has been moved to future years.

32. The overall ten-year programme has been increased by **£1.7m**. This includes the additional grant of **£0.5m** from the DfT and the funding of the additional budget required of **£1.2m** for the Kennington Bridge Maintenance Scheme.

Property, Estates and Investments

33. The year end forecast for the Property, Estates and Investment Programme for 2021/22 is forecasted at **£12.8m**, in line with the latest approved budget.

34. Several variations exist on certain projects/programmes that have resulted in a no change position, and these are identified below:

- **Corporate Estate Programme (-£1.2m)** – Aston Children's Home revised profile to reflect the latest delivery timeframe of Quarter 4 2022/23. The overall budget provision has been reduced by **£0.450m** to **£2.550m** to reflect the revised plans for the provision of accommodation.

- **Climate Action Programme (+£1.2m)** – the inclusion a new grant award of **£1.2m** towards installing 238 electric vehicle charging points (119 charging units) in 20 District Council car parks across Oxfordshire. Work has already commenced in 4 car parks and works are due to complete by the end of December 2021. Work will commence in further car parks at the rate of 2 per week up until mid-January 2022 and all works are planned to be completed by the end of March 2022.

35. The ten-year programme has increased by **£1.1m** mainly due to the additional **£1.2m** grant for electric vehicle charging points. The reduction of **£0.450m** in the Aston Children's Home budget has been offset by several small changes including the Carterton Community Safety Centre project which has progressed through the Stage 1 gateway process with the budget increasing by **£0.150m** to **£4.512m**.

ICT

36. The year end forecast for the ICT Programmes in 2021/22 is estimated at **£7.6m**, in-line with the latest approved budget.

37. Significant progress has been made on the OCC/CDC Connectivity Programme. The procurement of network equipment and connectivity is expected before end of March 2022. Procurement activities have commenced on the kit refresh and Joint Property Services Management system.

38. Progress continues to be made on the implementation of Children's Services Phase 2 project, although there are some delivery timeline issues to be resolved.

39. As reported in the second monitoring report, the Better Broadband for Oxfordshire (BBFO) programme is now complete, the remaining contingency provision of **£1.4m** is no longer required (held in future years). As this was a mixture of OCC and partner funding, the net balance of **£1.0m** has been returned to capital earmarked reserves to be used as part of the pain/gain share mechanism under the agreement of the BBFO programme.

40. The overall ten-year programme has therefore reduced by **£1.4m** as result of the removal of this provision from the programme.

Passported Funding

41. The spend forecast of **£31.1m** for capital funding passported to other organisations has decreased by **£24.3m** from the latest approved budget. An increase of **£0.2m** is due to the Local Growth Fund and the issue of grants to third party schemes from the OxLEP programme. The programme is funded by the Local Growth Fund grant which is received by the Council on behalf of OxLEP in the Council's role as Accountable Body. The expectation is that all remaining grants are issued this financial year.

Oxfordshire Affordable Housing Programme

42. The Oxfordshire Affordable Housing Programme (OAHP) is expected to provide funding to support the delivery of up to 1,322 units of affordable housing. The programme has continued during the first four years of the Growth Deal following agreement to extend the original three-year programme by a year into 2021/22 in order to deliver against the target.

43. The actual funding claimed is agreed periodically with Homes England (HE) based on the number of affordable housing units that are in contract to be delivered. To support the cashflow of the housing authorities, it has been agreed with Homes England to move from an annual claim to a quarterly claim process. This will also support the in-year monitoring by giving greater visibility of progress to date.

44. Funding of **£25.6m** was claimed in the first three years of the programme and supported 658 units of affordable housing.

45. Following analysis of the current delivery plan, a bespoke approach has been agreed with Homes England and the Department for Levelling Up, Housing & Communities (DLUHC) to maximise the number of affordable

homes deliverable in the remaining period of the deal. this year, and as necessary, into the future.

46. 86 units with combined grant requirement of **£4.8m** have been delivered in Quarter 1 and 2 of 2021/22. A further 115 units with a combined grant requirement of **£5.2m** are expected to be delivered in the second half of the year and will be funded from the revised OAHP budget of **£10.0m** confirmed by DLUHC.

47. The remaining deliverable schemes in the programme will be funded directly through Homes England's Affordable Housing Programme (AHP) and other government funding streams. This combined approach will provide flexibility and support to the delivery of schemes. DLUHC have agreed in principle that all these schemes will be recognised as contributing to the OAHP targets.

48. Some schemes in the original programme are not eligible for Homes England funding according to their criteria and alternative funding routes are being identified for these.

Capital Funding & Earmarked Reserves Update

49. The level of capital earmarked reserves previously reported was **£69.5m**. These have increased by **£0.9m** to **£70.4m**. Budget provision of **£1.0m** has been returned from the BBFO programme. A further **£1.0m** has also been added to the reserves which is available to be reallocated to priorities as part of the Budget and Business Planning process. This was from higher receipt of developer contributions than forecasted thus releasing council resources. The additional cost of **£1.2m** on the Kennington Bridge Maintenance Scheme has been met from the Capital Programme contingency provision.

Risk Management

50. As noted in the previous report there are a number of factors increasing the risk to the deliverability and cost of capital schemes in 2021/22 and beyond. These include supply chain issues and inflation, the on-going impact of COVID-19 and the HS2 project absorbing market capacity.

51. The combined impact of these factors is affecting delivery across three key areas:
   - Workforce – both skilled and unskilled
   - Availability of materials
   - Contract price

52. Difficulties in obtaining the right skills and or materials, at the right time could put further pressure on the overall cost of projects and will present increased challenges with programming.

53. General uncertainty in the market is also impacting on the risk contractors are comfortable to take when bidding for work. Prices, which used to be

held for several months, are now being held for a number of days so contract prices are much more volatile.

Staff Implications

54. There are no staffing implications arising directly from the report.

Equality & Inclusion Implications

55. There are no equality and inclusion implications arising directly from this report.

Financial Implications

56. This report is mostly concerned with finance and the implications are set out in the main body of the report.

Comments checked by:
Lorna Baxter, Director of Finance

Legal Implications

57. In year changes to the capital programme must be approved by Cabinet in accordance with Financial Regulation and in particular paragraph 5.1.1(IV) permitting Cabinet to agree resource inclusion into the capital programme via a periodic Capital Report to Cabinet, based on the recommendation of the Director of Commercial Development, Assets, and Investment and the S.151 Officer

Comments checked by:
Sukdave Ghuman, Head of Legal Services
Sukdaveghuman@oxfordshire.gov.uk

LORNA BAXTER
Director of Finance

Background papers:

Contact Officer: Kathy Wilcox, Head of Financial Strategy. Tel: 07788 302163

December 2021

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Annex 1

Capital Programme Monitoring 2021/22

Strategy / Programme	Latest Approved Capital Programme (Cabinet Oct 2021)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2021)		
	2021/22	Future Years	Total	2021/22	Future Years	Total	2021/22	Future Years	Total	Actual expenditure to date	Commit-ments	Expenditure Realisation Rate	Actuals & Commitments	Current Year	Variation	Use of Resources Variation
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	%	£'000s	£'000s	%
Pupil Places	37,685	196,120	233,805	37,685	196,120	233,805	0	0	0	17,996	17,006	48%	93%	33,752	3,933	12%
Major Infrastructure	72,000	575,713	647,713	67,639	576,926	644,565	-4,361	1,213	-3,148	25,124	21,801	37%	69%	114,624	-46,985	-41%
Highways Asset Management Plan	48,205	198,526	246,731	47,648	200,781	248,429	-557	2,255	1,698	14,869	18,162	31%	69%	48,174	-526	-1%
Property & Estates, and Investment Strategy	12,844	56,511	69,355	12,793	57,711	70,504	-51	1,200	1,149	1,497	3,739	12%	41%	12,595	198	2%
ICT	7,627	23,893	31,520	7,627	22,454	30,081	0	-1,439	-1,439	1,350	2,325	18%	48%	10,538	-2,911	-28%
Transport Funding	55,400	7,522	62,922	31,121	7,522	38,643	-24,279	0	-24,279	9,830	96	32%	32%	58,385	-27,264	-47%
Vehicles & Equipment	800	8,553	9,353	800	8,550	9,350	0	-3	-3	0	0	0%	0%	1,603	-803	-50%
Total Capital Programme Expenditure	234,561	1,066,838	1,301,399	205,313	1,070,064	1,275,377	-29,248	3,226	-26,022	70,666	63,129	34%	65%	279,671	-74,358	-27%
Earmarked Reserves	0	69,472	69,472	0	70,420	70,420	0	948	948					0	0	0%
OVERALL TOTAL	234,561	1,136,310	1,370,871	205,313	1,140,484	1,345,797	-29,248	4,174	-25,074	70,666	63,129	34%	65%	279,671	-74,358	-27%

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HOUSING & GROWTH DEAL PROGRAMME
INFRASTRUCTURE - CAPITAL FUNDING

Growth Deal Schemes	Capital Grant
	£
NW Bicester A4095 Underbridge & Underpass	7,800,000
NW Bicester A4095 Road Realignment	1,562,000
M40 J10 Improvements	18,880,000
A422 Hennef Way, Banbury	200,000
Tramway Road Banbury	3,787,000
A361 Road Safety Improvements	300,000
Access to Headington	3,500,000
Botley Road Corridor	3,250,000
Oxpens to Osney Mead Cycling and Pedestrian Bridge	6,000,000
Oxford Citywide Cycle and Pedestrian Routes	3,798,000
Banbury Rd Improvements (Banbury Road Corridor)	2,370,000
Woodstock Rd Improvement (Woodstock Road Corridor)	12,500,000
Connecting Oxford	1,602,000
A4260 and A44 Corridor Improvements	14,530,000
North Oxford Corridors - Kidlington	6,000,000
Cowley Branch Line	250,000
Watlington Edge Road	7,100,000
Benson Relief Road	1,800,000
Milton Enterprise Pedestrian and Cycle Bridge	5,188,000
Frilford Junction	1,500,000
Relief to Rowstock	4,700,000
Jubilee Way Roundabout & Didcot Central Corridor	1,000,000
Golden Balls Roundabout Junction (A4074/B4015)	1,000,000
A40/Minster Lovell West Facing Slips/Access to Carterton	710,000
Wantage Eastern Link Road	1,000,000
A40 Oxford Science Transit	12,000,000
A40 Access to Witney at Shores Green	5,900,000
Shrivenham New School	2,500,000
A34 Lodge Hill	12,000,000
CAPITAL FUNDING - TOTAL	**142,727,000**
Allocate to Revenue	7,273,000
TOTAL GRANT PROVISION	**150,000,000**

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CABINET REPORT

21 December 2021

**WORKFORCE REPORT AND STAFFING DATA Q2 2021/2022
JULY TO SEPTEMBER 2021**

Report by Corporate Director Customers,

Organisational Development & Resources

RECOMMENDATION

1. The Cabinet is RECOMMENDED to note the report.

Executive Summary

2. Our workforce is the most valuable asset the council deploys. It is our people that make a difference to our residents and our communities. The very nature of the work, and the services we provide, is people intensive. Our residents are reliant on the professionalism of our workforce to deliver high quality services and the future ambitions of the Council.

3. During Q2 and as social distancing rules relaxed, staff have started to return to the workplace albeit not on a full time or mandatory basis as staff continue to be encouraged to work in an agile or hybrid way.

4. This report provides an update for Quarter 2 on key HR activities along with a refreshed workforce profile at Appendix 1.

Quarter 2 overview of activity.

*   General Overview of the HR, OD and Corporate Health and Safety Team
*   Organisational Development Activities
    o Equalities, Diversity and Inclusion
    o Managing for Performance 12:3:2
    o Apprenticeships
    o Delivering the Future Together Programme
*   Corporate Health, Safety and Wellbeing
*   Organisational Change and Redundancies
*   Q2 Staffing Data (1st July – 30th September 2021)
*   Equality and Inclusion
*   Sustainability Implications
*   Risk Management

General Overview of the HR, OD and Corporate Health and Safety Team

5.   The HR, OD and Corporate Health and Safety team is a team of professionals with a range of people expertise including HR Business Partnering and Advisory, Employee Relations, Resourcing, HR Business Systems, Reward, Organisational Development, Learning and Development and Health, Safety and Wellbeing.

6.   The team continues to work in an agile and hybrid way utilising office space as required for specific meetings and collaborative events and where the nature of the work being carried out is better suited to face to face meetings. Some team members regularly work across a range of sites and this continues as part of their normal working routine as necessary.

7.   The team continues to respond to both strategic and business as usual activities whilst maintaining advice, guidance and support for the workforce in response to COVID including the reduction in social distancing measures, a return to the workplace and the introduction of the vaccination regulations for those staff working in CQC registered premises.

8.   We continue to update and maintain the COVID FAQ's as necessary and a weekly manager's briefing continues to be produced with a wealth of information and top tips for managers relating to business as usual and in response to common queries arising from the change in guidance around COVID.

9.   Informal meetings continue to take place every 4 weeks with the trade unions. These meetings continue to have a COVID focus but also offer the opportunity for a regular dialogue on any matters that are of concern. A recent meeting had a particular focus on staff who may be suffering from long Covid. These are well attended by all trade unions and allow us to deal promptly with emerging issues whilst sharing information, maintaining good communication and enabling positive collaboration across Oxfordshire.

Organisational Development (OD) Activities

Equality, Diversity and Inclusion

10.   Work continues on the workforce action plan aligned to the Including Everyone: Equalities, Diversity and Inclusion Framework with 5 of the 9 actions now complete. These include:

- creating more opportunities for staff, particularly those in underrepresented groups in our management cohort, to have shadowing and mentoring opportunities so that everyone can reach their full potential

- introducing a mentoring for diversity scheme. (see below for details)

- having produced a draft ethnicity pay gap report for the first time last year, we have worked to understand and tackle the barriers to accessing career progression and more senior roles for those from diverse backgrounds, including those from a Black, Asian or Minority Ethnic background or those with a disability.

- Providing clear and consistent communication to staff about our approach to tackle bullying and harassment through our new Anti-Bullying, Harassment and Discrimination policy (previously the Dignity at Work policy). This includes how staff can report any instances and how these will be investigated.

- Our Reverse Mentoring Programme; Mentoring for Diversity pilot is now complete with the final review to take place during Q3. Of the 15 trained mentors from the BAME Network, 14 completed the programme.

- Feedback from the final training session was very encouraging with many positive comments received such as *"my Mentee described how he was more confident and open to talking to his team about Race; this was really poignant",* and *"I have a strong feeling that I have an ally. At the beginning I didn't know to what degree or how receptive my mentee would be to discussions or ideas. My stand-out moment was just realising that!"*

11. A second cohort of mentors will be trained in Q1 (2022/23)

12. All the mentors from the BAME Network have had the opportunity to individually discuss with the Organisational Development (OD) lead for the programme next steps and development opportunities; all our mentors have indicated that they are interested in continuing with the programme. Some pairings have agreed to continue either with a formal mentoring arrangement or on a more ad-hoc basis. Many of the BAME Network have expressed an interest in undertaking further development to become a qualified coach. A development programme will be planned for 2022/23.

13. Work is in progress to provide increased OD support to all the inclusion networks to allow the networks to focus on their objectives and to provide an improved focus and voice for the work the networks undertake on behalf of the organisation.

14. An external review has taken place of the EDI training offer; actions for improvement will be taken forward from Q3 (2021/22).

Managing for Performance – 12.3.2.

15. 12.3.2. is the council's framework for managing for performance. As part of the Delivering the Future Together programme and the new values and behaviours, 12.3.2. is a key area of focus. 12 is the recommended number of one to one meetings employees should have in a 12 month period, 3 being the number of extended one to ones a year to set and review objectives and discuss personal

development opportunities and 2 being the minimum number of team meetings that include discussions around corporate priorities and how they relate to service plans and individual objectives. Our new values and behaviours are embedded into all one to one discussions.

16.   A programme of training commenced in Q1 to train all managers on how to carry out quality one to one meetings with approx. 100 managers completing the programme in Q2 and a further 300 managers commencing the programme in the same quarter. In Q1 (2022/23), a third roll-out will commence for all remaining managers and supervisors, estimated to be approx. a further 300 staff. In addition, a training programme will commence in Q4 (2021/22) for newly recruited managers to ensure they receive the same consistent message around managing for performance.

Apprenticeships

17.   At the end of Q2 there were 276 Apprentices on programme, 67 of these were in schools. 80 % of these are permanent staff undertaking an apprenticeship as CPD or career progression.

18.   During Q1 and Q2 (2021/22) there were a total of 94 new apprenticeship enrolments compared to the same time period last year when there were 43. The committed spend for these first two quarters is £650,272. By the end of Q4 it is estimated that there will be a committed spend for 2021/22 of approximately £1,300,000.00 with new enrolment numbers around 150 - 160. To note that committed spend on enrolments is across the duration of the apprenticeship and these range from 1 - 5 years in duration subject to the apprenticeship standard.

19.   During 2020/21 there were 48 Completions and 4 withdrawals During Q1 and Q2 of 2021/22 there were 16 Completions and 2 withdrawals.

20.   There has been an increase on levy spend year on year since 2017 and we anticipate this will increase again in 2021/22 based on the number of candidates enrolled in Q1 and Q2.   With the added benefit from additional resource within the new Apprenticeship hub we are looking to introduce new programmes across a variety of service areas and enrol further cohorts onto the Leadership and Management, Business Improvement, Project Management and Learning Mentor programmes.

21.   During the COVID 19 pandemic the Education and Skills Funding Agency introduced incentive payments for all employers who employed new apprentices into the organisation. The payments are per new employee and range from £1,500 - £3,000 per candidate. To date this has resulted in a total of £29,000 being received in total which has been transferred to the individual services employing the apprentice/s. From 1st October 2021 – 31st January 2022, the incentive has changed and is £3,000 per new apprentice employed.

Delivering the Future Together (DTFT) Programme

22.   The Delivering the Future Together (DTFT) programme is our internal programme for change. The programme is about supporting, engaging, enabling and developing our people. The launch of new/refreshed values and behaviours took place on 9 June 2021 following widespread employee engagement in 2020. The refreshed values are: (1) Always learning; (2) Be kind and care; (3) Equality and Integrity in all we do; (4) Taking responsibility; and (5) Daring to do it differently.   These five values underpin the DTFT programme.

23.   The DTFT Champion Network supports bringing to life the values and behaviours in addition to sharing and collaborating on key activities under the Delivering the Future programme. The DTFT Champion Network now consists of over 160 DTFT Champions across all Directorates within OCC. The DTFT Champions have a 12-month schedule of topics to explore at team meetings and to-date these have included our values of 'always learning' and 'be kind and care'.

24.   Phase 2 of DTFT has now been fully scoped and each one is led by a member of the Senior Leadership Team. The five key projects are:

Agile – creating effective ways of working between home, office and mobile that put the communities of Oxfordshire at the heart of our business, creating a work-life balance and doing work differently focussing on performance and outcomes;
Leadership and Management – growing our leadership and management approach, across all levels, that develops an individual's ability to influence, motivate, and enable others to contribute towards the success of OCC;
Recognising great people – instilling a culture and approach where great examples of living OCC values are regularly commented on and celebrated, together with life and career events;
Recruitment and Onboarding – recruiting great people, effectively and efficiently, who understand and align with OCC values and setting them for success to thrive and flourish; and
Communications and Engagement – reviewing and developing OCC's approach to regular two-way feedback through a variety of channels to improve engagement and understanding, including regular temperature checks through employee surveys with consideration to an employer accreditation scheme.

25.   Project plans and resources are to be finalised and delivery of these will be throughout 2022.

Health, Safety and Wellbeing

Vaccination of staff for COVID-19

26.   From 11 November, all those who work in or professionally visit CQC Registered Care Homes must now have had both (2x) vaccinations against COVID-19, this excludes the booster. This will apply mainly to adult social care settings but may also include some children's dual-registered

(CQC/Ofsted) care homes e.g. disabled children and other visiting professionals.

27. All staff affected have been written to informing them of the requirements and overall the council has a very high level of compliance. For the small number of staff who have not been vaccinated, each case will be reviewed individually taking into account their specific circumstances and reasons. For roles where COVID Vaccination will be essential, this is now included as part of the recruitment process to ensure all applicants comply with the necessary requirements.

Flu Vaccination of frontline health and social care staff

28. Those persons in at risk groups (e.g. aged 50+ or those with health conditions) will be offered flu vaccination as part of the national immunisation programme via their GP/NHS. Additionally, the Council offers flu vaccination for its 'frontline health and social care workers'.

29. Approx. 400 priority flu vaccination vouchers have been offered across adult and children's social care.

COVID-19 Update

30. Council buildings and services are 'open' for business. Some occupancy capacity limits may apply whereas in some buildings this has been increased. Risk Assessments are in place with ventilation and cleaning being the main areas of focus to reduce the risk of transmission. Staff are still encouraged to adopt agile working and utilise virtual workstyles. Infection Prevention and Control (IPC) / Personal Protective Equipment (PPE) protocols remain in place for some higher risk tasks in social care.

Health and Safety Monitoring

31. With the easing of COVID restrictions the Health and Safety Team have restarted the Corporate Health and Safety Monitoring Programme which includes service audits and inspections. Services where audits are currently in progress include:

- Children's Residential Services
- Community Support Services
- Household Waste Recycling Centres
- Libraries

32. Audits will cover health and safety management, premises and facilities and specific service risks. Findings from audits are reported to management together with any actions which are assigned to the responsible person.

Wellbeing

Absence Recording

33.   From February 2021, the Council was able to change the way absence can be recorded through the IBC. Previously an entirely employee self-service activity, the change has resulted in managers also being able to record absence in the system should an employee be unable to do so, due to, for example, hospitalisation. Prior to this change, absence was often being entered retrospectively by the employee on their return to work and as a result absence data was not as robust or accurate as it should be.

34.   With managers able to enter sickness absence into the system on behalf of the employee, as anticipated, we are seeing both an increase in the level of absence recorded and more real time recording. Q2 is the first full quarter that we are seeing an impact on the data.   The % of working time lost has increased from 2.74% in Q1 (2021/22) to 3.35% in Q2 (2021/22). This will continue to be monitored and managers encouraged to utilise occupational health (OH) services and ensure that staff are aware of the Employee Assistance Programme (EAP).

Absence relating to Stress/Anxiety/Depression

35.   Sickness absence arising as a result of stress/anxiety and depression accounts for 29% of all sickness absence. This has remained fairly constant throughout 2020/21 but is a significant increase on pre-Covid trends where stress related absences accounted for approximately 19% of all sickness absence. The number of Directorate based staff reporting absence resulting from stress/anxiety /depression has increased to 181 in Q2 (2021/22) from 154 in Q1 (2021/22).

36.   Occupational Health (OH) referrals for stress/anxiety/depression and other psychiatric illness remains constant with an average of 70 referrals per quarter for this absence category and over a year, approximately 38% of all referrals to OH are for these conditions. Given the increase in absence rates, this would suggest that referrals to OH for stress/anxiety and depression are perhaps not as swift as they could be. The HR team will remind managers of the importance of referring to OH and HRBPs will raise this at Directorate Leadership Teams.

Long term sickness absence

37   Long term sickness absence is denoted as continuous absence of 20 days or more. In Q2, there was an increase of 20 employees who met this threshold compared to Q1.   Whilst 45% of those who were off long term sick in Q1 remained off sick in Q2, 42% returned to work and 14% of staff left the Council.

38.   Whilst there was an increase of new long term sickness cases in Q2, OH referrals for long term absence reduced by 1.26%. The HR team will remind managers the importance of referring staff to OH quickly to ensure they can be supported.

39. The spread of OH referrals for long term absence were 52% for Adults and Children's (a near equal split), 20% from Schools, 11% from Commercial Development, Assets and Investment, 11% from Environment and Place, 4% from Customers, Organisational Development and Resources and 2% from Public Health

Covid Related Absence

40. Of 5087 staff, 172 (3.38%) reported an absence due to a Covid related sickness during Q2 which is an increase on Q1. However, of these, 101 were absent for between 1-3 days which may have been directly linked to either the side effects resulting from the vaccine or because the impact of the vaccination programme is reducing the level and impact of the illness experienced.

Employee Assistance Programme - VITA

41. The Council provides all employees with an Employee Assistance Programme (EAP) which provides access to a trained counsellor and 6 sessions of counselling if this is recommended at the point of assessment. Staff do not require a management referral to access these services and can self-refer. Other advice and guidance services are also provided as part of the EAP service.

42. The following tables provides the first year statistics for VITA (Sept 2020 – Oct 2021) broken into personal and work related calls.

Reason for Call (Personal)	Number
Personal Calls	292
Legal	47
Information and Advice	29
Manager's Hotline	6
Career Coaching	4
Total	**378**

43. Just under 30% of personal calls made to Vita were for work reasons of which;

Reason for Call (Work Related)	Number
Work Stress	50
Covid Concerns	12

Grievance/Disciplinary/Suspension	9
Bullying and Harassment	7
Concerns over work	7
Total	85

44. Most employees were made aware of the services available from Vita by their line managers which is positive.

- 80% of all calls were made by female staff but this is proportionate to our gender workforce split.
- 36% made by staff from Children's services
- 23% made by staff from Adult services
- 16% made by staff from Environment and Place and Commercial Development, Assets and Investment.

45. Vita also provides a Manager's advice hotline which was only utilised 6 times, a utilisation rate of 3.4% compared to an industry average of 5.3%. Further work will be undertaken to promote this aspect of the EAP with managers.

Neurodiversity Group

46. Neurodiversity refers to the different ways the brain can work and interpret information. It highlights that people naturally think about things differently. We have different interests and motivations and are naturally better at some things and poorer at others. Most people are neurotypical, meaning that the brain functions and processes information in the way society expects.

47. However, it is estimated that around 1 in 7 people (more than 15 per cent of people in the UK) are neurodivergent, meaning that the brain functions, learns and processes information differently. Neurodivergence includes:

- Attention Deficit Disorders
- Autism
- Dyscalculia
- Dyslexia
- Dyspraxia
- Epilepsy
- Tourette's syndrome

48. The Council recently established a Neurodiversity group for staff. The group continues to grow and now has over 30 members. ICT are working with the Wellbeing team to improve the experience for staff that require specialist software to support them in the workplace. The group offers those staff who consider themselves neurodivergent, or wan to support someone who is neurodivergent, support and adjustment can be accessed.

Wellbeing Webinars

49. The following Wellbeing webinars will be run over the next 3 months.

- Managing Anger, worry and burnout
- 2 steps to happiness
- Managing and alleviating isolation and loneliness
- Promoting good sleep
- Menopause
- Cancer in the Workplace.
- Volunteering Opportunities
- Men's Health
- Back Care
- Mental Health
- Supporting mental wellbeing at work - managers course
- DSE Set Up
- 2 steps to happiness

Organisational Change and Redundancies

50. During Q2 the HR Business Partners and Advisory team have continued to support several organisational change programmes.

51. Consultation of phase 2 and 3 of the joint Property, Investment and Facilities Management change programme concluded in Q2 and is moving forward to the implementation phase.

52. It is anticipated that consultation on the new senior structure in Environment and Place will commence in Q3 or Q4.

53. A consultation on a restructure of business support in adult social care concluded on 27th August 2021. The new structure will achieve greater levels of self-service from employees, managers and teams across the service, with tasks being done at the appropriate level across the organisation. This will ensure that resource is used in the most efficient way, which aligns with the council's transformation approach. Five redundancies may result if suitable redeployment cannot be identified.

54. A consultation on the introduction of 7 day working for Occupational Therapists, Coordinators, Practice Supervisors and the Team Manager working within the Reablement Outreach Team (ROT) concluded on 23rd August 2021. The Hospital Discharge Operating Policy, 2020 Department of Health and Social Care (DHSC) states that all discharge to assess services should operate a 7-day service without exception, to ensure integrated relationships between health and social care partners and better outcomes for the individual. This integrated working will aid the flow of people into Home First across the whole week and to remove pressure points immediately before and after weekends. ROT staff are an essential part of the Home First initiative and will be working on supporting hospital discharge and admission prevention from the

community, whilst promoting sustainable independence and wellbeing. The new arrangements are effective from 4th October 2021.

55.   In Q2 (2021/22) there were a total of 2 redundancies at the Council, arising from the organisational change programme taking place in the Directorate of Commercial Development, Assets and Investment.

Q2 Staffing Data (1st July – 30th September 2021)

56.   Appendix 1 of this report provides staffing data relating to the workforce profile including sickness absence, turnover, apprenticeship numbers and agency spend.

57.   Workforce data and trends are published in more detail on the Council's intranet. This includes a breakdown of staffing numbers and trends over the past five quarters by Directorates and Schools, including temporary and part time employees, turnover and sickness rates along with diversity and salary profiles. This data provides information by service and includes the spend and use of agency workers.

Equality and Inclusion Implications

58.   Equality and inclusion implications are considered across all our workstreams as identified in the section above.

Sustainability Implications

59.   There are no sustainability implications arising from this report.

Risk Management

60.   There are no risk management issues arising from this report.

CLAIRE TAYLOR
Corporate Director Customers, Organisational Development and Resources

Annex: Appendix 1 - Workforce Profile Q2

Background papers: Nil

Contact Officer: Karen Edwards, Director Human Resources
                             November 2021

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Headcount and Full Time Equivalent (FTE) comparison

Overall, the headcount has remained relatively stable in the last year with some minor fluctuations between quarters which are likely to be caused by the normal rhythm of starters and leavers and the end of fixed term contracts.

Headcount and FTE at the end of Q2 (2021/22) is 5087 and 4169.18 respectively, a marginal increase on Q2 last year. The overall increase in headcount from Q1 to Q2 is minimal, and likely to be the result of permanent appointments to the Service, Health Education and Social Care (HESC) which replaced Joint Commissioning.

A detailed workforce profile showing a 5-quarter trend for each Directorate and Service area is available on the intranet on the Workforce Data webpages.

Headcount as at 30 September 2021

Directorate	Headcount
Adults	887
Children	1529
CDAI	1211
Environment and Place	548
CODR	879
Public Health	33
Ox Cam Arc	3
OCC Schools	5824

Headcount

Quarter	Headcount
Q2_2021	5070
Q3_2021	5076
Q4_2021	5087
Q1_2122	5076
Q2_2122	5087

Employee FTE

Quarter	FTE
Q2_2122	4169.18
Q1_2122	4140.61
Q4_2021	4126.93
Q3_2021	4152.92
Q2_2021	4139.52

Employed FTE as at 30 September 2021

Directorate	FTE
Adults	763
Children	1274
CDAI	928
Environment and Place	484
CODR	688
Public Health	31
Ox Cam Arc	3
OCC Schools	3210

Age and Gender

The directorate workforce gender split remains consistent with two thirds women and one third men. The full time/part time split is more even across genders. 44.5% of the OCC workforce (excluding schools) are part time. The workforce age profile also remains stable and highlights a slightly older workforce with 52% of the workforce aged 45 years and over.

Of the 5087 staff employed across the Directorates, 306 (6%) have temporary contracts. The profile of these staff is slightly different from the above in that there is a slightly higher percentage (71%) of female employees in this group and a much higher proportion of employees aged under 45 (69%). 8% of these temporary contracts can be attributed to apprenticeships.

Age band in All Directorates by quarter

Legend: 16-24, 25-34, 35-44, 45-54, 55-64, 65 +
(Quarters: Q2_2122, Q1_2122, Q4_2021, Q3_2021, Q2_2021)
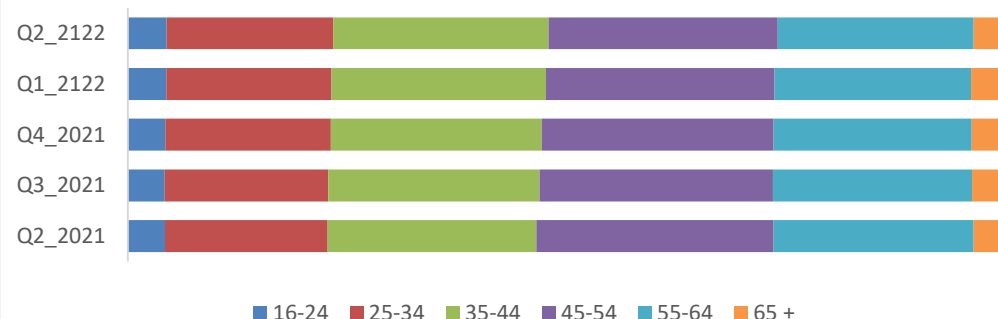
Ethnicity and Disability

The working population of Black, Asian and minority ethnic (BAME) in Oxfordshire per the 2011 census was 9.2%. (See below)
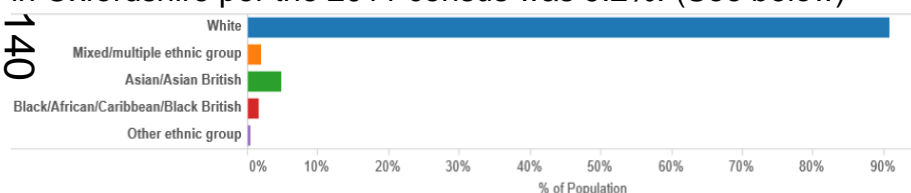
At OCC 8.79% of the directorate workforce are recorded as BAME. 84% are white (77.4% white British, and 6.6% white other), and 6.88% remain undeclared. The proportion of BAME employees remains higher within our social care workforce at 12.33%. 1.12% of the workforce have selected 'Prefer not to say' and there is no data held for 5.76% of the directorate workforce.

Disability: 5.19% of the directorate workforce are recorded as having a disability, this % has increased on last quarter following the data cleanse and employees updating their records. We are actively promoting the changes in the recording of all equality and diversity data and hope to reduce the number of 'not known' entries which will improve our data quality.

Q2 Directorate Ethnicity Profile Chart

Asian, 3.09%
Black, 3.54%
Mixed, 1.32%
No data, 5.76%
Other, 1.08%
Prefer Not to Say, 1.12%
White, 84.10%

Legend: Asian, Black, Mixed, No data, Other, Prefer Not to Say, White
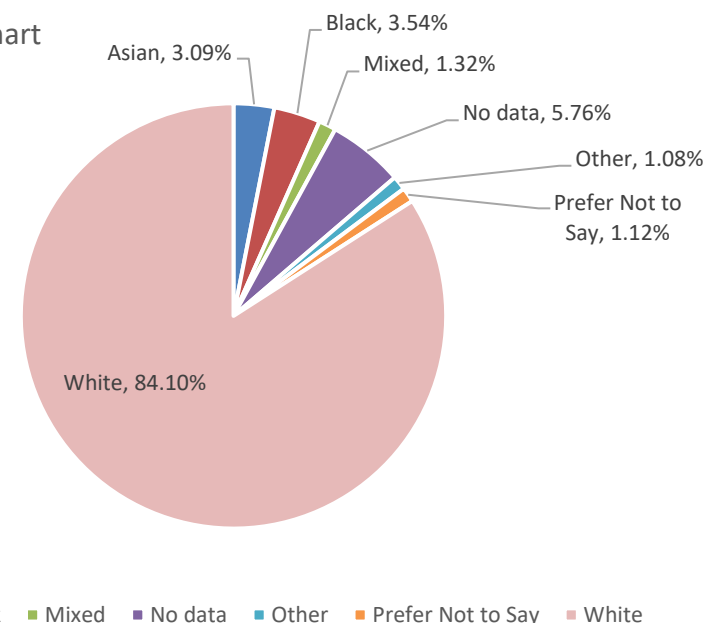
Apprenticeships

During 20/21 there were 48 apprenticeships completed and 4 withdrawals. So far during 21/22 there have been 16 completions and 2 withdrawals.

95% of new apprenticeships during Q2 relate to permanent staff undertaking an apprenticeship as CPD. The split across directorates/ schools and apprenticeships/CPD are shown to the right, together with the ethnicity profile of all apprentices as at Q2.

Directorate	Apprentice	CPD	Total
Adults	0	9	9
Children	3	9	12
CDAI	0	7	7
CODR	0	3	3
Env & Plc	0	2	2
OCC Schools	1	19	20
Grand Total	4	49	53

There were 53 new enrolments during Q2 (20 were in schools) with a committed spend of £412,786 across the duration of the apprenticeships which can be between 1 and 5 years. This is an increase on Q1 when there were 41 new enrolments and a committed spend of £237,486.   During Q2 there were 276 active apprenticeships, 67 of these were in Schools. 7 apprenticeships were completed and there was 1 withdrawal.

Directorate	Q1	Q2	Q3	Q4
Adults	44,500	47,000		
Childrens	57,486	63,486		
CDAI	19,000	55,000		
CODR	55,000	44,000		
E&P	44,500	9,500		
Schools	17,000	193,800		
Total	237,486	412,786		
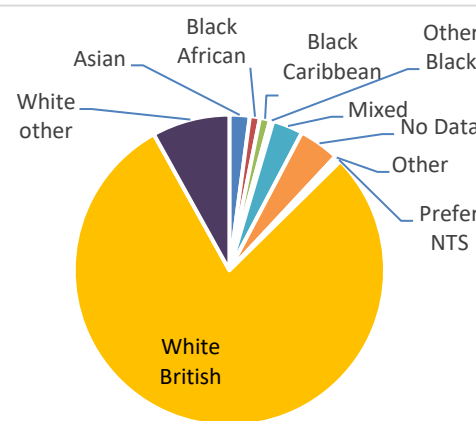
Ethnicity Profile of All Apprentices - Q2

Apprenticeship vs CPD spend during Q2

Directorate	Apprentice	CPD	Total(£)
Adults	0	47,000	47,000
Children	13,486	50,000	63,486
CDAI	0	55,000	55,000
CODR	0	44,000	44,000
Env & Plc	0	9,500	9,500
OCC Schools	6,000	187,800	193,800
Grand Total	19,486	393,300	412,786

Comparison of committed spend on new enrolments
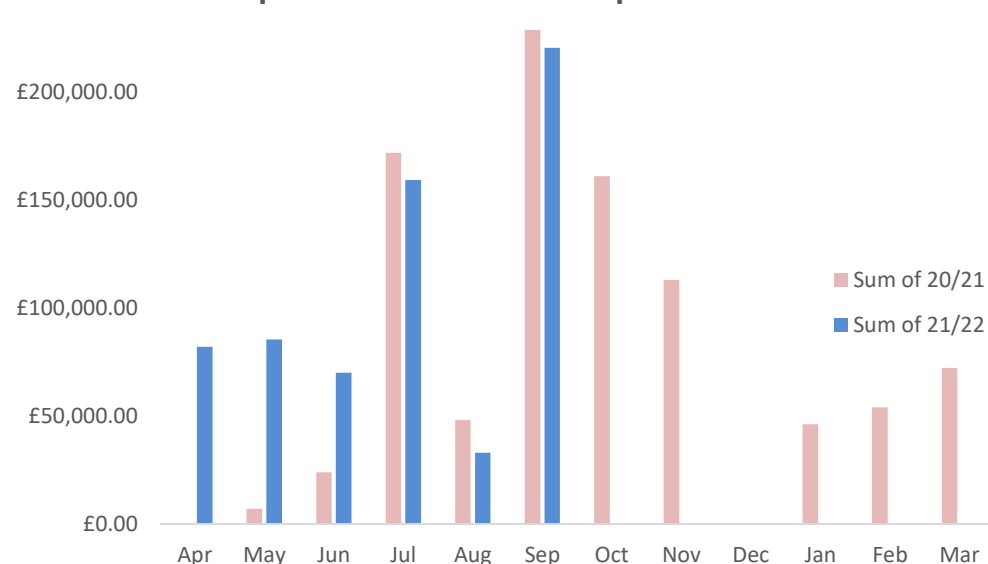
It is estimated by the end of Q4 there will be a total of £1,300,000 committed spend for 2021-22.

Sickness Absence

Recorded sickness absence increased during Q2 which does not follow the usual trend and is significantly higher than for Q2 2020/21. It is important to note that this could be partly attributable to the recent change in the way that absence is recorded and the result of improved reporting and accuracy of absence data.

The percentage of working hours lost to sickness absence has increased from 2.74% (Q1) to 3.35%. It is also higher than in previous quarters. Sickness absence has increased across all directorates.

The percentage of stress related absence had levelled over the past 3 quarters but has increased for Q2 and is now significantly higher than in Q2 20/21 with 29.03% of all absence recorded as stress related. The number of directorate based staff reporting sick due to a stress related absence has increased from 154 in each of the previous 2 quarters to 181 this quarter.

172 of 5087 staff (3.38%) reported an absence due to a Covid related sickness during Q2 which is an increase on Q1. However, of these, 101 were absent for between 1-3 days which is likely to have been directly linked to the side effects resulting from the vaccine or a reduced level of illness.

There were 121 employees on long term sickness (20 days or more) in Q2, an increase of 20 on Q1. 45% of those on long term sick in Q1 continued their absence in Q2, 42% returned to work, 14% left. The rolling absence over the last 12 months is 7.01 days absence per fte which is higher than the target rate of 7 days per fte.

The top 5 reasons for absence continue to include stress, anxiety and depression as the top reason (29.03%), Covid-19 has returned to the top 5 list as the third highest reason (8.65%) with the other top 5 identified as injury/fracture (9.08%); operation/post op (6.53%); and gastrointestinal problems (5.59).

% working hours lost by quarter

	Q2_2021	Q3_2021	Q4_2021	Q1_2122	Q2_2122
	2.16%	2.49%	2.87%	2.74%	3.35%

Total sickness fte days by quater (long term, stress related and target)

	Q2_2021	Q3_2021	Q4_2021	Q1_2122	Q2_2122
Days absence per fte	1.30	1.56	1.77	1.66	1.99

Legend: Days absence per fte; Days absence per fte-long term; Days absence per fte - stress related; Target
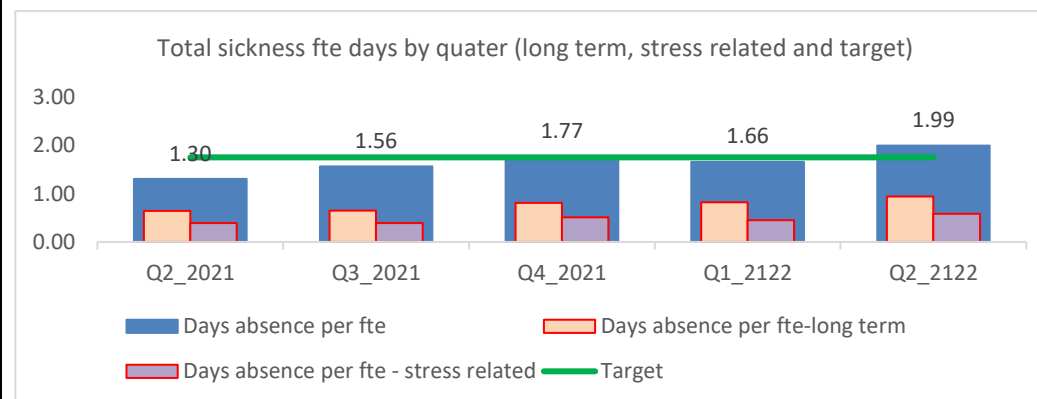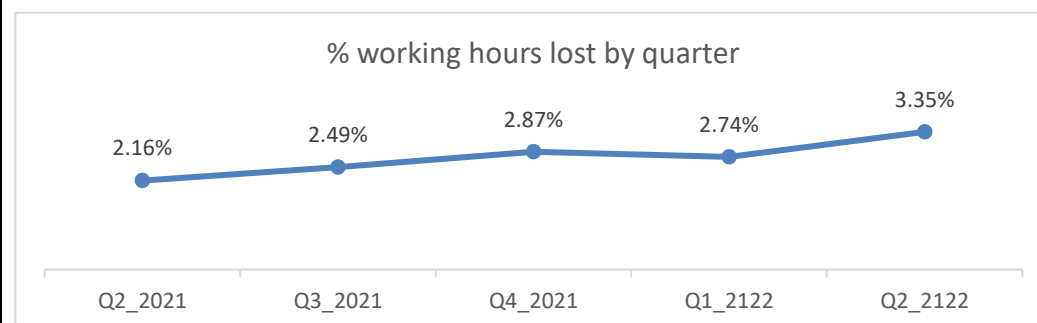
Short Term Sickness by Directorate for Q1	Headcount at end of Q1	No of staff on short term sickness Q2	% of staff on short term sickness Q1
Children	1529	416	27.21% ▲
Adults	887	312	35.17% ▲
Environment and Place	545	122	22.39% ▲
CODR	879	237	26.96% ▲
CDAI	1211	359	29.64% ▲
Public Health	33	10	30.30% ▲
Grand Total	**5084***	**1456**	28.64% ▲

*excludes 3 employees on secondment to OxCam Arc

Turnover

Turnover for Q2 for Directorates was 3.7% which is a marginal increase on Q1. Turnover for the rolling 12-month period was 11.6% for all Directorates, increasing to 15.9% when including schools. There were no Academy conversions during Q2.

% of Turnover Rate in All Directorates by quarter

| | 2.8% | 2.0% | 2.9% | 3.0% | 3.7% |
| Q2_2021 | Q3_2021 | Q4_2021 | Q1_2122 | Q2_2122 |

■ % total turnover rate   ■ % Turnover (involuntary)   ■ % Turnover (voluntary)

Length of Service of Leavers — **All Directorates**

Quarter	under 1yr	under 5yrs	under 10yrs	10 plus yrs
Q2_2122	21	85	21	60
Q1_2122	21	54	21	56
Q4_2021	14	64	18	51
Q3_2021	7	44	9	43
Q2_2021	23	54	20	43

■ under 1yr   ■ under 5yrs   ■ under 10yrs   ■ 10 plus yrs

Length of Service of Leavers by Directorate

Directorate	under 1yr	under 5yrs	under 10yrs	10 plus yrs
Adults	5	6	2	13
Children	9	36	10	24
CDAI	3	24	6	7
CODR	3	10	2	12
Env & Place	1	9	1	3
Public Health	1			

■ under 1yr   ■ under 5yrs   ■ under 10yrs   ■ 10 plus yrs

11.2% of leavers during Q2 left with less than 1 years' service, 45.5% had between 1-5 years' service, and 32% had more than 10 years' service. 45.5% of leavers in Children's Services and 60% of leavers in CDAI left with less than 5 years' service.

Top 5 reasons or leaving in the last quarter

Reason	
Resign - Alternative Employmt	59
Resign - No Reason given	19
Retirement - Voluntary	19
Retirement Normal Pension Date	15
Resign - Family Commitment	12

Leavers by Age Group Q2

| | Under 25 | 25-34 | 35-44 | 45-54 | 55+ |
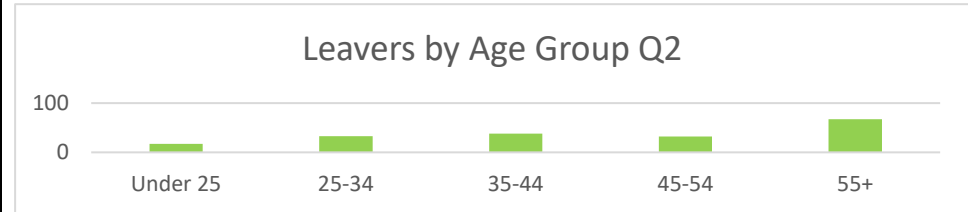
35.8% (67) of the leavers in Q2 were in the over 55 age group, of which 37 retired (voluntary, normal and over retirement age), 2 were made redundant, 9 left to go to alternative employment and 3 left due to family commitments. The average length of service of our employees is relatively stable at 9.4 years, with the average length of service of leavers for Q2 at 9.1 years.

Of the top 5 reasons for leaving, 31.6% took up alternative employment. 18.2% retired, 10.2% gave no reason and 6.4% resigned due to family commitments. We are currently working towards improving our exit data with a revised questionnaire which prompts managers and employees to engage in the exit review process to help us understand why employees leave the Council.

Agency Spend (Comensura and Off Contract)

<u>Agency staff expenditure (Comensura contract only)</u> has increased this quarter to £5,007,314 (an increase of £593,732).

There were 137 new bookings this quarter for 150 positions, 60% (90) were to cover a vacancy, 16% (24) to cover project work and 13% (19) for unplanned demand. 8% (12) of the new bookings were to cover Covid-19 related absences, which is a decrease on previous quarters. At the end of Q2 there were 335 active bookings, a slight increase (of 14) on Q1.

Total Agency Spend per Quarter by Directorate (Comensura & Off-Contract
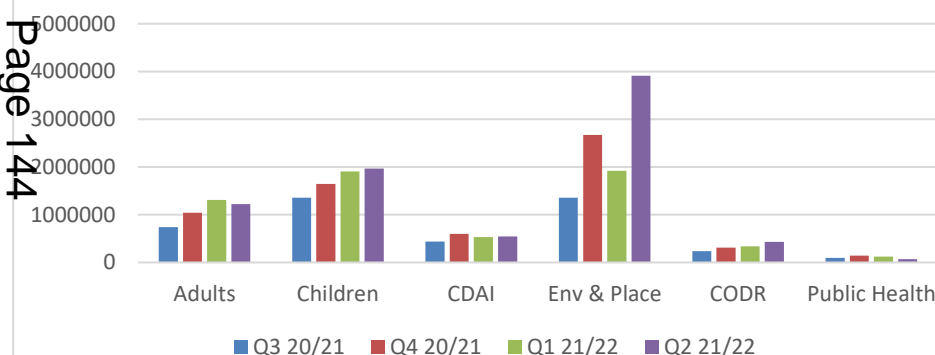
<u>Off contract spend (agency usage outside of the Comensura contract)</u> has more than doubled in Q2 from £1,186,976 in Q1 to £3,143,440. 83% of this (£2,606,551) is related to Environment and Place. However, some of this E&P spend appears to relate to previous quarters' invoices being paid in Q2. As in previous months, the off-contract spend in E&P relates to use of the MHA framework for contractors to fill vacancies to deliver major infrastructure projects pending the outcome of the Directorate review and permanent recruitment.

Cost and reason for cover (Comensura only Q2)
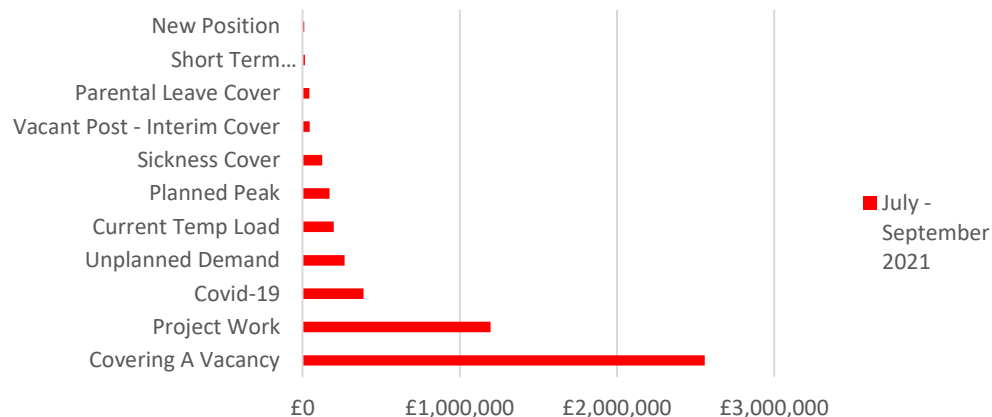
Approximately 25% of Comensura spend continues to relate to the need for qualified Social Care staff, although Q2 is continuing to show increased spends against the use of Interims and Engineering & Surveying workers.

Total Agency spend - All directorates by Quarter
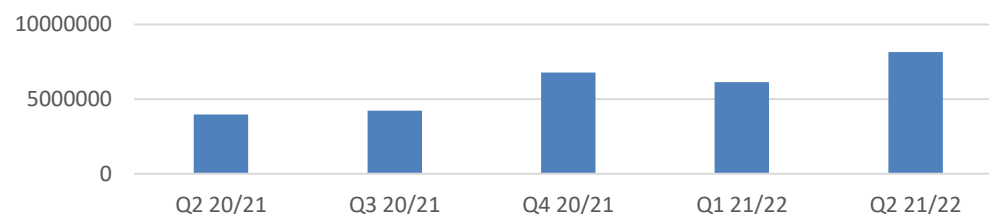
The total spend in Q2 for all agency expenditure is £8,150,754 - an increase on last quarter of £2,014,229.

Agency costs appear to be on the increase across all Directorates this quarter except for Public Health and Adults with the latter likely to be due to the replacement of the Interims in Health Education and Social Care (HESC) with newly recruited contracted staff.

Divisions Affected - All

CABINET – 21 December 2021

Infrastructure Funding Statement

Report by Corporate Director for Environment and Place

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to:**

   a) Consider the content of the Infrastructure Funding Statement 2020/21.

   b) Approve the publication of the report onto the Oxfordshire County Council website.

Executive Summary

2. The Infrastructure Funding Statement is a statutory statement of fact to be reported annually, by 31 December 2021 on developer contributions secured, spent or received during the previous financial year, 1 April 2020 – 31 March 2021.

3. The Infrastructure Funding Statement will be published on the authority's website and shows that:

   (a) The county council secured 42 new planning obligations in 2020/21 for developer contributions worth £20.2m

   (b) £31.1m funding was spent on projects in 2020/21

   (c) £67.4m of developer contributions was received in 2020/21, mainly for education and transport

   (d) future service priorities to be funded either in full or part from developer contributions include new schools, school expansions and transport infrastructure

   (e) £102k was received in admin fees which contributes towards the service costs of monitoring the planning obligations and collecting developer contributions.

Infrastructure Funding Statement 2021

4. Local authorities are required to produce an Infrastructure Funding Statement on an annual basis in accordance with Schedule 2 of the Community Infrastructure Levy Regulations 2010 (as inserted by the 2019 regulations).

5. The reporting period is the previous financial year, so this statement covers the period 1 April 2020 to the 31 March 2021. The purpose of the Statement is to give policy makers and communities better insight into how developer contributions are supporting new development and local infrastructure priorities.

6. The report is broken down into a number of different sections that cover new planning obligations entered into; funding of projects within the financial year; contributions received and future funding priorities.

New planning obligations entered into

7. The county council secured 42 new planning obligations in 2020/21. The value of contributions secured from these planning obligations is £20.2m. The contributions are index linked and invoiced according to relevant trigger points in the delivery of the proposed developments.

Funding of projects within the financial year

8. £31.1m of developer contributions was spent on projects in 2020/21. The majority of this was spent on education schemes such as school expansions or new builds.

Contributions received

9. £67.4m of developer contributions was received in 2020/21. The majority was for education, with transport the next highest level of receipts.

10. £102k was also received in admin fees which contributes towards the service costs of monitoring the planning obligations and collecting developer contributions.

Future funding priorities

11. The report identifies future service priorities to be funded either in full or part from developer contributions. These priorities include new schools, school expansions and transport infrastructure, namely the Connecting Oxford initiative; Oxford zero emission zone and local cycle and walking infrastructure plans.

Corporate Policies and Priorities

12.   Developer funding can be used to support corporate plan priorities providing the schemes that are to be funded meet with the terms of the planning obligation. Examples include, reducing the impact of climate change and protecting the local environment through transport projects referred to above and striving to give every child a good start in life through the provision and expansion of schools.

Financial Implications

13.   There are no new or additional financial implications in this report. The report is a statement of fact relating to developer contributions.

Comments checked by:
Fillip Skiffins, Assistant Finance Business Partner (Finance)

Legal Implications

14.   There are no new legal implications in this report. Legal agreements are used to secure developer contributions which must be spent in accordance with the terms of the agreement.

Comments checked by:
Jennifer Crouch, Principal Solicitor, Environment Team (Legal)

Staff Implications

15.   There are no new staffing implications within this report. The report is introducing the Infrastructure Funding Statement, which is an annual, statutory requirement for the council. The work undertaken to produce the report is achieved within existing resources.

Equality & Inclusion Implications

16.   There are no equality and inclusion issues arising from this report. Equalities will be considered within service areas at the point at which funding is sought for a scheme.

Sustainability Implications

17.   There are no sustainability implications arising from this report. Sustainability will be considered within service areas at the point at which funding is sought for a scheme.

Risk Management

18.   There are reputational and financial risks to the Council through publication or non-publication of the report. Whilst there are no defined penalties for failing to publish, the reputation of the council could be affected by a failure to publish.

19.   Publishing the statement creates a reputational and financial risk if there are contributions identified that have been received that have not been spent on a timely basis. In many legal agreements there is a clause that enables developers to seek a return of contributions if they have not been spent within a defined timescale. This risk is mitigated by the prioritisation of those funds that are most at risk.

Consultations

20.   As the report is a statement of fact no consultations have been undertaken.

NAME   BILL COTTON

Annex: Annex 1 - Infrastructure funding statement 2020/21

Background papers: None.

Other Documents: None

Contact Officer: Chris Stevenson, Planning Obligations Manager
Tel 07825 052782;   email christine.stevenson@oxfordshire.gov.uk

December 2021

Oxfordshire County Council

Infrastructure Funding Statement April 2020 to March 2021

Contents

1. Introduction

1.1 Welcome to Oxfordshire County Council's Infrastructure Funding Statement (IFS). This document sets out income and expenditure relating to planning obligations secured under Section 106 of the Town and Country Planning Act 1990 (as amended) over the last financial year. It also sets out, amongst other things, the S106 planned expenditure priorities in the future.

1.2 Local authorities are required to produce an infrastructure funding statement on an annual basis in accordance with Schedule 2 of the Community Infrastructure Levy Regulations 2010 (as inserted by the 2019 regulations).

1.3 S106 planning obligations are used to mitigate the impacts of development to make the development acceptable in planning terms.

1.4 The IFS is in two parts. Part one reports on planning obligations secured, received and allocated during the period from 1st April 2020 – 31st March 2021. Part two reports on future county council infrastructure and service priorities expected to be fully or partly funded by S106 contributions.

1.5 The IFS has three appendices:
- Appendix 1: Funded projects for 2020/21
- Appendix 2: New planning obligations entered into in 2020/21
- Appendix 3: Developer contributions received but unspent in 2020/21

2. Summary Table

Service Area	Funding received in 2020/21	Funding spent in 2020/21	Funding held (Received across all years)[1]	Funding secured (across all years) expected to be received in future years
Education	£53,745,876	£27,106,600	£114,991,138	£142,490,198
Transport	£11,873,006	£3,722,500	£63,906,608	£74,050,160
Libraries	£765,249	£27,632	£5,488,099	£2,099,681
Adult Social Care	£360,531	£61,972	£3,964,355	£1,033,482
Countryside	£229,473	£24,817	£1,209,269	£866,275
Waste	£311,600	-	£4,502,800	£946,009
Adult Learning	£4,714	-	£187,164	£89,614
Museums	£4,359	-	£119,261	£5,769
Minerals sites	£4,989	£3,709	£684,916	£62,703
Fire & Rescue	£71,862	-	£148,346	£462,579
Other	£58,301	£147,261	£30,541,461	
Totals	**£67,429,960**	**£31,094,491**	**£225,743,417**	**£222,106,470**

2.1 The summary table above shows the S106 funding received in 2020/21 and the funding that has been spent in each service area (this may have been received in earlier years).

2.2 There is further detail regarding the funding received in 2020/21 but unspent, the service areas it covers and the infrastructure it is allocated to in Appendix 3.

2.3 Appendix 1 gives details of the projects that have been funded through S106 during 2020/21. This funding may support all or part of a project and projects may run across several different financial years.

2.4 Appendix 2 – lists the planning obligations entered into during 2020/21 and provides a link to the associated planning application. This can be read in conjunction with Appendix 3 which gives the details of the infrastructure covered in each planning obligation.

2.5 Funding secured across all years expected to be received in future years, includes not just the funding from planning obligations entered into in 2020/21 but those signed in previous years. Secured funding not received means the relevant trigger for payment has not yet have been reached. E.g., A library contribution may

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[1] This includes £57,038,667 of funds received in 20/21 that was not spent in year

be due before the 500th occupation on a development site but that may not be reached until 7 years after the planning obligations has been entered.

3. Policy Context

3.1 On 1st September 2019, amendments to the [Community Infrastructure Levy Regulations 2010](#) came into force which require the county council to annually publish receipts and expenditure in relation to S106 contributions and CIL.

3.2 These regulations require local authorities to publish an annual infrastructure funding statement.

3.3 As the county council is not a CIL charging authority this statement will report primarily on S106 contributions plus information on CIL contributions allocated by our Local Planning Authority (LPA) partners, i.e., district councils.

3.4 LPAs may charge CIL and are required to report on receipts and expenditure in their own annual IFS. This is intended to improve transparency and publicise that development is accompanied and mitigated by infrastructure.

4. S106 and CIL definition and Oxfordshire position and process

What is S106?
4.1 Planning obligations under Section 106 of the [Town and Country Planning Act 1990](#) (as amended), are a mechanism which makes a development proposal acceptable in planning terms, which would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development. They may take the form of land, specific works, or financial contributions.

What is CIL?
4.2 CIL is a non-mandatory charge which can be levied by local authorities on new development in their area. It can be an important tool for local authorities to use to help them deliver the infrastructure needed to support development in their area, particularly where strategic infrastructure is required to support growth.

4.3 CIL only applies in areas where a local authority has consulted on, and approved, a charging schedule which sets out its CIL rates and has published the schedule on its website. Most new development which creates net additional floor space of 100 square metres or more, or creates a new dwelling, is potentially liable for the levy.

4.4 Currently, some LPAs in Oxfordshire have adopted a CIL charging schedule, some are in the process of adopting a CIL charging schedule, and some are continuing to collect just S106 contributions with no plans to move to CIL.

4.5 Table 1 below demonstrates the CIL charging status of the Oxfordshire LPAs and contains links to their published schedules:

Table 1 CIL and S106 position in Oxfordshire

LPA	CIL charging status
Oxford City	Adopted
Vale of the White Horse	Adopted
South Oxfordshire	Adopted
Cherwell	Not adopted
West Oxfordshire	Not adopted

5. Relationship between LPA's and Oxfordshire County Council for S106 and CIL

5.1 The County Council can seek planning obligations to mitigate impact provided they meet three tests set out in Reg 122 of the Community Infrastructure Levy Regulations 2010 (as amended).

5.2 In addition to S106 planning obligations the County Council may also seek and secure CIL from a LPA towards the cost of a project.

6. CIL Funding

6.1 In 2020/21 Oxfordshire County Council received £200k from Oxford City Council for controlled parking zones.

7. Contributions received by Oxfordshire County Council

7.1 The county council is responsible for ensuring the provision of a range of services to our residents. We therefore seek S106 contributions and/or facilities from developments that would have an additional impact on service provision and that impact cannot be met by the current provision, including but not limited to:

- Adult Social Care
- Education
- Fire & Rescue
- Libraries
- Transport
- Waste
- Countryside

7.2 Planning obligations can be in the form of financial contributions, works on or off site and the provision of land.

7.3 Services are also provided by the district councils, such as affordable housing, waste collection and leisure and district councils may seek planning obligations towards their services.

7.4 Local Planning Authorities also consult with other infrastructure providers including highways England; the NHS; Police and the Environment Agency to understand the full infrastructure needs required to mitigate against the impact of a development.

Non- financial contributions

7.5 The County Council may also secure non-financial planning obligations. These may be in the form of land transfers to facilitate the delivery of infrastructure. For example, the County Council may request that a developer transfer land for the delivery of a new school. They may also be in the form of the provision of fire hydrants.

8. Part 1: S106 contributions received

8.1 This part addresses the requirements set out in Schedule 2 of the Community Infrastructure Levy (Amendment) (England) (No. 2) Regulations 2019

The reported year is from 1st April 2020 to 31st March 2021.

The total amount of money to be provided under any planning obligations which were entered into during the reported year

8.2 The County Council entered into 42 planning obligations during the financial year 2020/21. The value of contributions to be provided from these planning obligations totals £20,286,964 before uplifting following indexation. Indexation will be applied at the point of payment. These contributions may not yet have been paid to the County Council. They are calculated and requested at agreed trigger points (for example on the commencement of development or when a certain number of occupations is reached). This means that payments could be phased over a number of years.

8.4 £67.4 million S106 funding was received in 2020/21 These contributions may either fund part or all of a project.

8.5 A large proportion of the funding received will fund new schools and school expansions to accommodate the increase in school aged children generated by new development. Funding also includes contributions for public transport, highway works, adult social care and library projects, amongst other things.

8.6 **Please see 'Appendix 2** - All new planning obligations entered into in 2020/21 for the full list of contributions.

Summary details of any non-monetary contributions to be provided under planning obligations which were entered into during the reported year

(ii) in relation to educational facilities, the number of school places for pupils which will be provided, and the category of school at which they will be provided.

8.7 No educational facilities are to be provided as non-monetary S106 contributions under planning obligations which were entered into during the reported year.

The total amount of money (received under any planning obligations) which was allocated but not spent during the reported year for funding infrastructure

8.8 The County Council allocates all funding received. The total amount allocated to be spent in later years, from funds received in 2020/21 is £57.7m.

8.9 Where project funding comes from multiple sources or delivery of the project has a long lead-in period there is often a gap between funding allocation and spend.

The total amount of money (received under any planning obligations) which was spent by the authority (including transferring it to another person to spend)

8.10 The county council spent £31.1 million from S106 during the reported year. This includes funding received in 2020/21 and earlier years.

Service	Number of Capital projects	Total spend
Education	41	£27,106,600
Libraries	3	£27,632
Transport (including bus services)	25	£3,722,500
Adult Social Care	2	£61,972
Countryside	1	£24,817
Minerals sites	1	£3,709
Fire & Rescue	1	£71,862
Other	1	£147,261
TOTAL	**75**	**£31,094,491**

Expenditure/Projects delivered

8.11 The county council delivered several projects funded either fully or partly through S106 contributions in the reported year. A selection of those projects is shown below. **A full list is shown in Appendix 1 – S106 expenditure 2020/21**.

Local authority area	Oxford
Location	Barton Park
Project description	New Barton Park Primary School – New 1.5FE Primary School (315 pupil places + nursery)
Date opened	September 2020
Funding	Fully funded by S106 planning obligations

Barton Park Primary School

9

Local authority area	SODC
Location	Wheatley Library, The Merry Bells, High Street, Wheatley,
Project description	Library refurbishment to increase usability of space with additional seating drop in working areas. Removal of old shelving and replacement with new furniture and shelving in a new layout plus ancillary works such as flooring and repainting. Costs on this project were kept to a minimum by reuse of surplus shelving in good condition from a previous site which had been fitted out with s106 funding.
Date opened	December 2020
Funding	Funded by a combination of: • S106 planning obligations. • the Friends of Wheatley Library. • The Merry Bells (landlord); and • Library Service contribution from revenue budget.
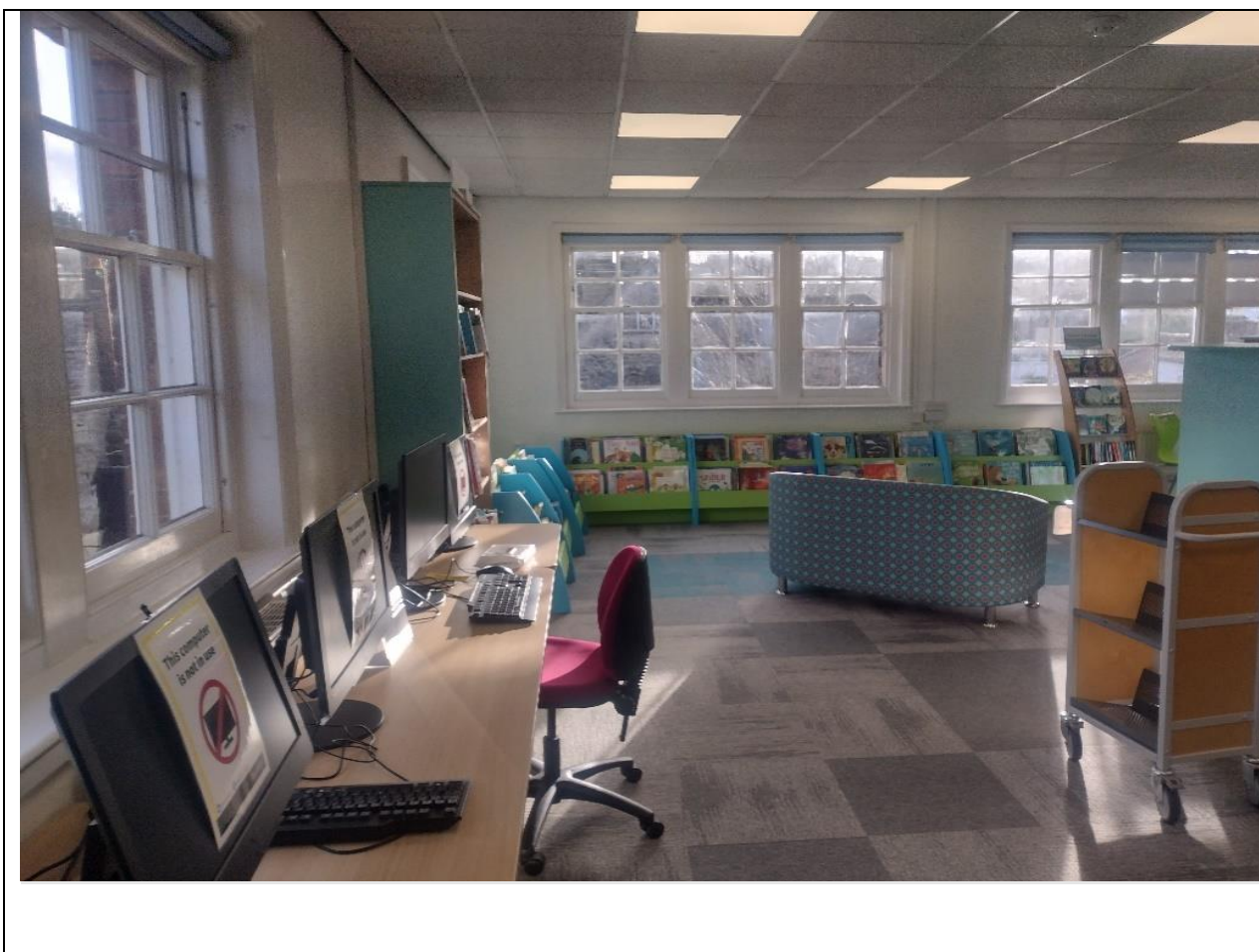
Local authority area	Cherwell
Location	Banbury - A number of small pots of funding have been used within the Banbury locality to deliver projects that have helped communities at the very local level:
Project description	Easington – weight limit, Springfield Avenue speed table and pedestrian crossing – have helped to make this residential area feel safer for those walking and cycling, with two secondary schools in the vicinity.
Date opened	Spring 2021
Funding	£86,000

Please see Appendix 3– Developer Contributions received but unspent 2020/21.

8.12 No S106 monies were used to repay any money borrowed.

8.13 OCC received £102,012 in admin fees in 2020/21 to be used for monitoring in relation to the delivery of planning obligations.

8.14 The county council held £225m at the end of the reporting period. This includes £57,038,667 of funding that was received in 2020/2021 and was not spent in year. S106 funding is closely monitored and robustly managed via a vigorous internal sign-off mechanism to ensure that it is used for the purpose identified within the original planning obligation.

8.15 This funding is allocated towards infrastructure or service delivery projects which may be:
- dependent on the delivery of cumulative housing sites to trigger demand.
- dependent on other funding mechanisms to support delivery.
- dependent on other processes to complete prior to project delivery, for example the transfer of land.
- large single projects for which delivery is already underway but for which funding has not yet been drawn down.

9. Part 2: Funding priorities for 2021/22 and future years

9.1 The information in this section outlines some key county council service future funding priorities. Each service's statutory obligations are explained to give context to the infrastructure priorities.

9.2 Infrastructure named below may be wholly or partly funded by developer contributions.

Overview of how priorities are made

9.3 In alignment with the National Planning Policy Framework, the county council identifies and plans future infrastructure requirements at a very early stage through the local plan process. These infrastructure requirements are then set in local planning policy.

9.4 All sites usually generate the need for new infrastructure unless existing capacity exists. On strategic sites, the county council would generally expect the site to generate demand for new infrastructure to mitigate the development itself, such as a new school. The cumulative effect of smaller sites may also trigger the need for new infrastructure including a new school and in this instance contributions from relevant developments will be pooled to fund the project.

9.5 The county council works collaboratively to develop a joint working approach with our local planning authority partners to ensure provision of infrastructure is adequate for the revised need.

9.6 Infrastructure priorities are also guided by up-to-date or emerging policies including:
•   Statutory requirements.
•   Local plan representations.
•   County council policies, including the Local Transport and Connectivity Plan.
•   Growth and Transport Plans.
•   Transport planning supporting strategies, which support the Local Transport and Connectivity plan
•   Service business plans.

9.7 The county council is developing an infrastructure pipeline project to monitor current project delivery on transport and identify need for future projects. This project will develop further detail for demand, funding and timing of project delivery to support growth.

County council services overview

9.8 An overview of some of the county council service areas that engage on infrastructure related growth matters is shown below. Further work on county council priorities through a pipeline of projects is currently in development.

<u>Education</u>

<u>Statutory requirements</u>

9.9 The county council has a duty to ensure that there are sufficient school places to meet the needs of the population now and in the future. Education provision includes nursery, primary, secondary and sixth form education, and special needs services and facilities

9.10 The county council acts as a commissioner of school places, ensuring there are a sufficient number of places through the expansion of existing or provision of new schools.

9.11 As part of the planning process for new developments, the county council assesses existing school place capacity against a variety of data sources including estimated pupil yield. If there is considered to be insufficient capacity in local schools to cater for the development, new schools are built, or existing schools are expanded.

<u>Future priorities</u>

9.12 Current projections show that Oxfordshire could require 21 new primary and 4 new secondary schools to meet the demands of growth over the next 10 years, as well as a significant expansion programme of existing schools to meet the proposed scale of new housing growth across the county. These are outlined within our representations to Local Plans developed by our Local Planning Authority partners. The county council also considers the provision of special educational needs and disabilities (SEND) places and if existing capacity will not be sufficient, appropriate provision will be created.

9.13 Planning for the delivery of these school projects is firmly linked with the acceleration of housing supply. Officers work collaboratively with our local authority partners to monitor development progress and programme projects to ensure sufficient capacity is available to meet demand.

9.14 School place planning is complex and further information on how the authority meets the demand for school places can be on the Council's website;.Planning enough school places | Oxfordshire County Council

Future projects include -

- Thame - Lord Williams School (Secondary School) Expansion
- Shrivenham -Relocation and Expansion of Shrivenham CE Primary School
- Wallingford - Relocation and Expansion of St Nicholas CE Infant School
- NE Didcot – New Primary School
- North Abingdon – New Primary School
- Valley Park, Didcot – New Primary Schools

Early Years Education

Statutory requirements

9.15 The county council has a number of statutory duties regarding free early education and childcare including:

•   free early education for two-year-olds.

•   free early education for three- and four-year olds.

•   30 hours free childcare for three and four-year olds; and

•   all working families with children up to the age of 14 (18 for children with special education needs and disability) can expect the local authority to ensure there are sufficient childcare places available for their children to ensure they are able to continue to work.

9.16 Early years education providers include nurseries, childminders, preschools, and playgroups. All registered childcare providers who care for children from 0 - 5 years old must comply with the Early Years Foundation Stage and register with Ofsted.

9.17 The county council has an additional statutory duty to ensure there is enough childcare for working parents. This covers children 0 – 14-year-olds (19 years for children with SEND) and includes out of school provision such as holiday clubs and after school clubs.

Future priorities

9.18 New housing developments impact on the availability of free early education and childcare places in the county, the county council therefore requires all new primary schools to include nursery provision. Where existing schools are being expanded additional early years places will be created through the expansion of nursery classes or the expansion of places in the private, voluntary and independent sector including day nurseries and pre-schools. The county council will also respond to changing government legislation which may impact on the delivery model in securing these additional places.

9.20 The county council works to project future demand for places to align with growth and support Local Plans and monitors ongoing demand as development applications come forward.

Transport

Statutory requirements

9.21 The county council supports the delivery of safe, reliable journeys, sustainably, while balancing the needs of the assets, network operation and customers using the resources available.

9.22 In response to the climate emergency Oxfordshire County Council has published its declaration, "Climate Action for a Thriving Oxfordshire" setting out our commitment to be a zero-carbon organisation by 2030, and fully playing our part in creating a zero carbon Oxfordshire.

9.23 The county council has a number of transport aims and objectives in order to meet the challenge of a cleaner, greener and more sustainable county. We aim to:

- Identify, deliver and promote interventions and infrastructure that seek to reduce the proportion of journeys made by private car by making the use of public transport, walking and cycling more attractive.
- Increase the number of children walking, cycling or using public transport to travel to school, helping to improve health, increase physical activity and improve air quality;
- Improve public health and wellbeing by increasing levels of walking and cycling, reducing transport emissions and continually reducing the number of people killed or seriously injured on Oxfordshire's roads;
- Procure and deliver the county council's passenger transport services ensuring not only that the county council discharges its statutory and discretionary transport duties but that – in partnership with commercial operators – attractive, safe and sustainable bus services are provided in areas of significant growth.

Future priorities

9.24 Major projects are a joint ambition for the county council with our partner authorities and central Government. Key strategic projects will be supported to deliver wider growth ambitions.

9.25 For Oxford, the councils have put forward bold plans to reduce traffic levels across Oxford and which will tackle congestion, improve air quality and will make bus journeys quicker and more reliable. It will also enable more road space to be

reallocated for walking and cycling improvements. Known as Connecting Oxford, the project combines traffic filters, a workplace parking levy and a package of public transport, walking and cycling improvements. The councils aim to start implementation from 2023, subject to the outcomes of consultation and scheme approval.

9.26 The Oxford Zero Emission Zone will lead to cleaner air, quieter streets and contribute to the councils' action on climate change. It will accelerate the uptake of zero and lower emission vehicles and lead to other positive behavioural changes such as modal shift from private car to public transport and walking and cycling.. The councils will introduce pilot scheme in a small number of city centre streets in February 2022, with a wider ZEZ covering the whole city centre to be implemented in 2023, subject to the outcomes of consultation and scheme approval. The Oxford LCWIP is a detailed 10-year plan which sets out how to improve cycling and walking in Oxford. The plan includes a target to increase cycling in Oxford by 50% by 2031 and the evidence of how this is to be achieved.

9.27 In southern Oxfordshire the transport priorities are to deliver major schemes in the Didcot area to support the growth across both district areas. The projects include widening the A4130, Science Bridge (a new bridge over the railway), Didcot to Culham river crossing and the Clifton Hampden bypass. These schemes have high quality walking and cycling routes integrated into them and will allow greater route choice for public transport.

9.28 As well as delivering major multi-modal schemes, we are also focussing on Local Cycling and Walking Infrastructure Plans (LCWIPs). We will look at Abingdon in the first instance and work with SODC to produce the Didcot LCWIP. By producing LCWIPs this will enable us to focus S106 and CIL spend on schemes contained within them as well as seeking developers to directly deliver schemes where appropriate. We will also undertake a study to set out what Science Vale Active Travel Network Phase 2 should look like – again with a view to securing relevant S106 monies towards the delivery.

9.29 In the Cherwell and West locality area there will be a focus to spend the small pots on important local schemes and the larger funding allocations are being used to match fund other funding sources, such as the Housing & Growth Deal. There is a clear focus on delivering for active travel modes and the s106 funding will be used to meet these objectives where possible.

9.30 The County Council will aim to spend S106 monies collected for traffic calming in the village of Drayton. Some of S106 money collected for the traffic calming scheme has gone directly to the Vale of White Horse Distinct Council, via a bi-partite agreement. The County Council will work with the District Council to transfer these funds. The County Council is working with Drayton Parish Councils to identify key areas and schemes to be delivered in the village.

9.31 The County Council is currently working to update the Local Transport Plan. The updated strategy is being called the Local Transport and Connectivity Plan (LTCP), to better reflect our strategy both for digital infrastructure and for connecting the whole county.

9.32 The updated LTCP will include measures to work towards enabling a zero carbon Oxfordshire transport network by 2040 and will set out in more detail the policies and schemes needed to enable a reduction in unnecessary private vehicle use through development of better sustainable travel choices. The LTCP will be supported by a set of area and corridor strategies (to be developed in 2022) which will outline how the LTCP vision and outcomes are delivered across the county. They will create more detailed plans that can be used to guide future scheme development, funding bids, support and enable sustainable growth, responses to planning applications and developer contributions.

9.33 The economic and housing growth agenda for Oxfordshire will need to involve the creation of whole, new sustainable communities through 'place making', rather than just through provision of buildings and roads, if it is to be successful. The county council will continue to work with our local authority partners to achieve this.

9.34 The Council maintains and develops the council's Highway Asset Management Plan in line with governments 'Well Managed Highways' guidance and our Local Transport Plan. Programmes of work will be evidence driven using data and local intelligence to ensure a balance of managing the asset and delivering local community needs is achieved.

9.35 The Council's expenditure on public transport services and infrastructure is expected to increase significantly in the next few years. In 2020/21 the Council spent in excess of £2.2m on S106-funded bus services. Infrastructure improvements, such as new and improved bus stops associated with development, are also taking place at an exponential level. The continued success of the county demands improvements to the bus network and the Council has been successful in obtaining significant S106 contributions to meet this objective.

Future projects include -

Local authority area	Oxford City
Location	Oxford
Project description	Controlled Parking Zones (9 zones)
Current stage	Implementation
Expected delivery date	2021/22
Total cost	£ 265,000 S106 allocated
Funding sources	S106 + CIL

Local authority area	Banbury
Location	Tramway Road/Station Approach
Project description	this scheme will deliver a bus and taxi link past the station to improve bus journey times and improve connectivity, and a new access into the station car park to avoid car trips travelling through one of the most congested junctions in Banbury. These improvements will provide benefit to many residents to the south of Banbury and help to unlock housing growth.
Current stage	Preliminary design
Expected delivery date	2023
Total cost	£4.2m (Housing & Growth Deal + S106)

Local authority area	Bicester
Location	London Road
Project description	Provision of a new cycleway from the junction with the A41 to the level crossing.
Current stage	Preliminary design
Expected delivery date	Spring 2022
Total cost	£552,288
S106 contribution	£552,288 from two s106 agreements
Additional funding sources	None

Local authority area	**Vale of White Horse District Council**
Location	Didcot
Project description	A4130 Dualling – Dualling the A4130 from the Milton Gate Junction eastwards to the 'old 4130 roundabout' including pedestrian and cycling infrastructure.
Current stage	Preliminary design
Expected delivery date	2024
Total cost	£22,214,000
Funding sources	Part funded by S106 with forward funding from Housing Infrastructure Fund
Plan of	
scheme	

Local authority area	South Oxfordshire District Council/Vale of White Horse District Council
Location	Didcot
Project description	Didcot Science Bridge – A new road link from the new dualled section of the A4130, over the A4130, Great Western Mainline and Milton Road connecting back to the A4130 north of the Purchas Road roundabout, including pedestrian and cycling infrastructure.
Current stage	Preliminary design
Expected delivery date	2024
Total cost	£57,995,000
Funding sources	Part funded by S106 with forward funding from Housing Infrastructure Fund

Plan of scheme

Local authority area	South Oxfordshire District Council/Vale of White Horse District Council
Location	Didcot and Culham
Project description	Didcot to Culham River Crossing – a new road including two new bridges, one over the River Thames and one over a private railway siding, between Didcot's A4130 Northern Perimeter Road Collett Roundabout to the A415 west of Culham Science Centre. The proposal also includes the provision of new and improved pedestrian and cycling facilities.
Current stage	Preliminary design
Expected delivery date	2024
Total cost	£125,947,000
Funding Sources	Part funded by S106 with forward funding from Housing Infrastructure Fund

Plan of scheme

Local authority area	South Oxfordshire District Council
Location	Clifton Hampden
	Clifton Hampden Bypass-a new road between the A415, Abingdon Road, at the Culham Science Centre and B4015, Oxford Road, north of Clifton Hampden Village. Including the provision of new and improved pedestrian and cycling facilities
Current stage	Preliminary design
Expected delivery date	2024
Total cost	£27,844,000
Funding	Part funded by S106 with forward funding from Housing Infrastructure Fund

Plan of scheme

Local authority area	Vale of White Horse District Council
Location	Wantage
Project description	Wantage Eastern Link Rd
Current stage	Preliminary design
Expected delivery date	September 2022
Total cost	£6.52m (estimate)
S106 contribution	£6.16m
Additional funding sources	Growth Deal

Plan of scheme (OCC to deliver green section)

Local authority area	Vale of White Horse District Council
Location	Lodge Hill, Abingdon
Project description	Reconfiguration of the Lodge Hill interchange to provide 'dumb-bell' roundabout configuration and southbound slip roads. Will additionally include the re-provision of a private road, replacement lay-by parking along the A34 and traffic calming schemes along Sugworth Lane and Bagley Wood Road/
Current stage	Preliminary design
Expected delivery date	2024
Total cost	£27 million (estimate)
S106 contribution	£6.5 million
Funding Sources	MHCLG, Growth Deal & S106

Location Plan

Interchange Extract

EXISTING BUS LAYBY TO BE EXTENDED TO OCC STANDARD DETAIL REQUIREMENTS WITH 30m STOP BOX. REFER OCC DRAWING 20024/07 - FIGURE 7
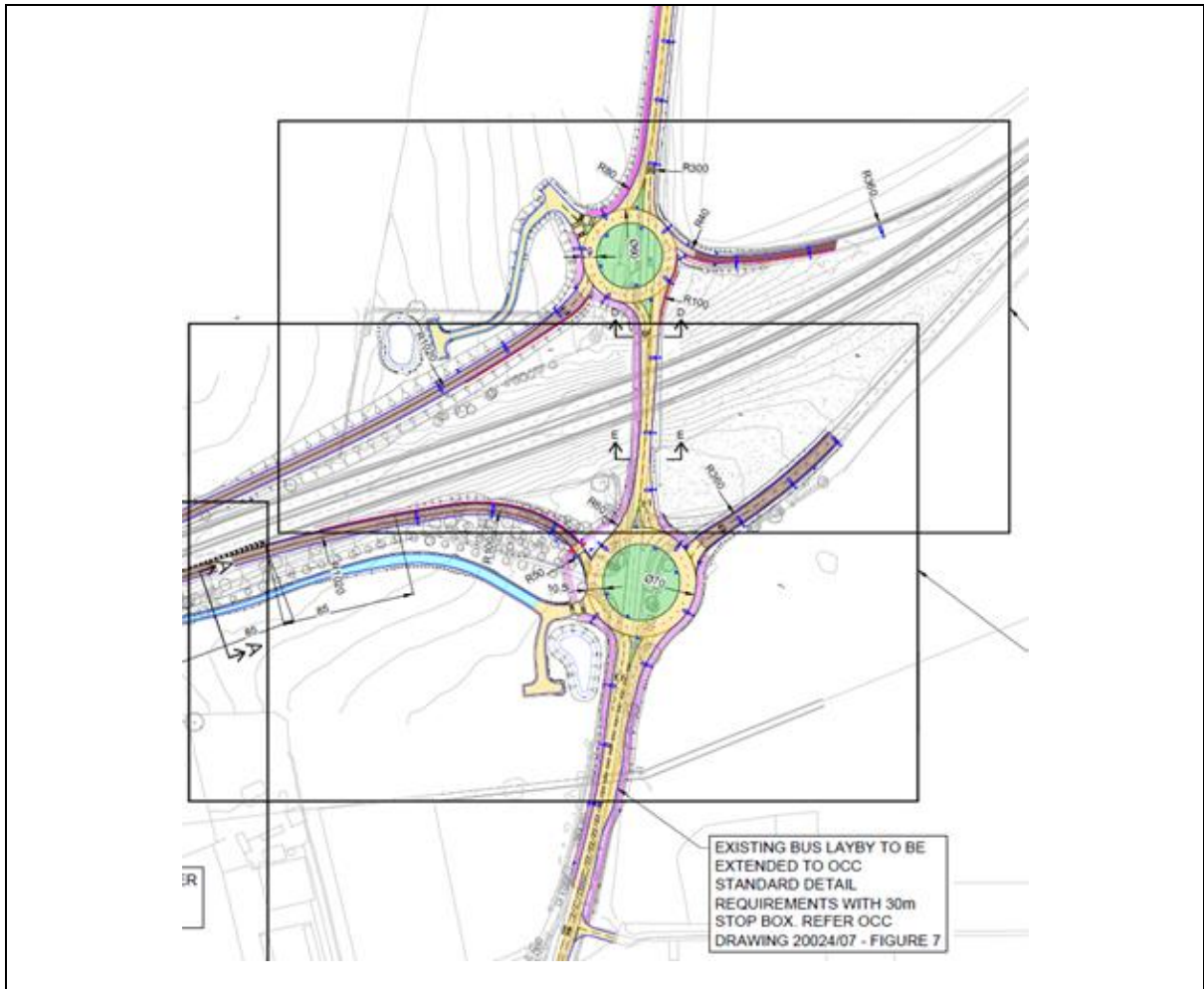
Waste Disposal

<u>Statutory requirements</u>

9.36 Under the Environmental Protection Act 1990, the County Council is required to perform the statutory functions of the Waste Disposal Authority for Oxfordshire. This includes arranging for the disposal and recycling of Local Authority Collected Waste arising in the county, which is waste collected by the district and city councils in their role as Waste Collection Authorities, and waste received at Household Waste Recycling Centres (HWRCs). The County Council is required to provide HWRCs in its area where residents may deposit their own household waste free of charge. There are currently 7 of these provided by Oxfordshire County Council.

<u>Future priorities</u>

9.37 Where appropriate, the County Council will require developers to mitigate the impact of housing developments on HWRCs by financially contributing through S106 planning obligations. The S106 calculation will be based upon the cost of providing the required total HWRC network acreage, the cost of providing the footprint and buildings and the total number of new dwellings proposed across Oxfordshire that are contributing to the increase in waste.

Adult Social Care

Statutory obligations

9.38 The County Council provides a range of services including promotion of wellbeing, commissioning care, and managing provider failure, and other service interruptions. We also provide information and advice to vulnerable people and their families and carers and assists with market-shaping, commissioning care and support services for people in need.

9.39 The County Council is principally governed by the Care Act 2014 and the Health and Social Care Act 2012 and applies to the population as a whole, not just those who are eligible to receive care services.

9.40 Although the County Council is not required to own or maintain housing, we do have a responsibility within the Care Act of ensuring that people with support needs are adequately and safely housed and in suitable living accommodation also offering and arranging day services or community-based activities: where linked to accommodation this is usually provided by housing associations or care home providers, with the care or support commissioned by OCC.

Future priorities

9.41 As Oxfordshire's population grows, ages and lives longer there are programmes underway for example Extra Care housing. Other specialist housing demand for residents such as adults with disabilities, which will grow with the rising population. Currently, the County Council ensures that needs are reflected in emerging Local Plan policies and will consider the use of S106 obligations to facilitate delivery as development sites come forward in the future.

Fire and rescue services

Service overview

9.42 The County Council, in its capacity as the Fire and Rescue Authority (FRA), has statutory duties under The Fire and Rescue Services Act 2004 to make provisions for:

- extinguishing fires

- protecting life and property in the event of fires

- rescuing and protecting people in the event of a road traffic collision

- rescuing and protecting people in the event of other emergencies.

The service operates from 25 fire stations, a headquarters building, a training and development centre, and additional sites providing support services.

9.43 FRAs need to collect information to assess risk in their areas as well as protect the health and safety of their workers. According to the Fire and Rescue National Framework for England each FRA must produce a Community Risk Management Plan (CRMP) that identifies and assesses all foreseeable fire and rescue related risks that could affect its community. The Oxfordshire CRMP is available via this link CRMP

Future priorities

9.44 Increases in population place additional demand on fire and rescue resources in terms of capital investment, equipment, and revenue budgets for firefighters, officers and support staff. There may be a need to build a new fire station, extend an existing fire station, extend communication infrastructures, or review staffing levels for example.

9.45 Fire hydrant provision forms part of the planning process, as explained earlier in this document. In the future, FRAs are including the use of fire suppression systems, particularly sprinklers, to protect the most at risk and vulnerable in society.

9.46 Currently, the County Council is working with our local authority partners to plan effectively for new or realigned capacity through Local Plans. This ensures that stations are in the right areas and involves engagement with adjoining authorities where demand overlaps county boundaries.

Libraries

<u>Statutory requirements</u>

9.47 The County Council has a duty to provide a comprehensive and efficient library service for everyone who lives, works, or studies in the county under the Public Libraries and Museums Act 1964.

9.48 The County Council is committed to maintaining and modernising its libraries to continue to meet the changing needs of service users and to cope with additional demand brought about by new development.

9.49 Libraries are no longer a place solely to borrow books. They function as a community hub offering services, events, and facilities to cater for a range of community needs.

<u>Future priorities</u>

9.50 The County Council's libraries are updated and improved to cope with additional demand brought about by increasing numbers of users resulting from housing growth.

9.51 Where additional capacity is required, libraries may be extended (or replaced) to allow more public access either by expanding the floor space, or converting existing space from an office, workroom or used as storage.

9.52 Where there is no viability to extend or increase space, libraries may also be reconfigured to:
- allow different types of customers to use them at different types of the day
- allow them to be used by community groups and/or paying organisations to deliver events.
- replace traditional large enquiry desks with smaller counters with the use of more flexible ICT to increase space for public use.
- increase provision of dedicated workspaces and study areas with new furniture to reflect the increased use of personal devices such as laptops and tablets.
- install technology that will enable library opening hours to be extended.
- install moveable shelving to offer greater flexibility in terms of how the space is used.

9.53 We work with our local authority partners through Local Plans and engagement on specific development applications to ensure that our local libraries

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are fit for purpose and expanded and/or improved to meet new demand from growth locations.

9.54 We seek to continually update, modernise and improve our library facilities and services to reflect the changing needs of library users in Oxfordshire including its growing population.

Future Projects include

- Faringdon Library – a full refurbishment planned for 2021-22 including a totally redesigned interior and some exterior work.
- Bampton Library – a full refurbishment planned for 2022 and delivered alongside a community funded project to develop the local archives.
- Banbury Library – a major project to relocate the existing library to a more prominent and suitable location, and to increase in floorspace and book stock to meet the demands of the growing population.
- Library Furnishings – a major upgrade and expansion of library seating and workspaces in 11 of our largest libraries in 2021.
- Chinnor Library – full refurbishment of the library planned for 2022.
- Blackbird Leys Library – an upcoming major project to be delivered in partnership with the City Council that involves the library moving to a new community hub.

Other Services

9.55 Other county council services which may be required as a result of growth include economic development; archaeology; green infrastructure and sustainable drainage systems. This list is not exhaustive. As planning obligations for these services are sought, they will be reflected in future editions of this document.

Appendix 1 – S106 expenditure funding used on projects 2020/21

NB – For schools this table shows the amount of S106 used, (rounded to the nearest £) on the project in the reporting period. It is not the total project cost of providing the pupil places. In many cases expansion capital projects are phased over more than one year, and the amount shown is only the expenditure in the reporting year.

Location of spend	Scheme	Amount
Hanwell Fields Primary School, Banbury	Expansion to 2FE (105 new pupil places)	£58,000
Queensway Primary School, Banbury	Expansion to 2FE (210 new pupil places)	£100,000
Longfields Primary School, Bicester	Expansion to 2FE (105 new pupil places)	£203,000
Sutton Courtney CE Primary School	Expansion AN20 – 1FE (70 new pupil places)	£180,000
Faringdon Community College	Expansion by 2FE (300 new pupil places)	£758,000
Fitzwaryn (special) School, Wantage	Expansion (16 new pupil places)	£62,444
Matthew Arnold (secondary) School, Cumnor	Expansion by 1FE (150 new pupil places)	£150,685
Warriner secondary school, Bloxham	Expansion by 2FE (300 new pupil places)	£1,420,000
Marcham primary school	Expansion AN20 –1FE (70 new pupil places)	£553,714
John Blandy Primary School, Southmoor	Expansion 1FE-1.5FE (105 new pupil places)	£1,011,861
North Leigh CE Primary School	Replacement of prefabricated temporary classroom unit with permanent building	£1,000
Chesterton CE Primary School	Expansion AN20 –1FE (70 new pupil places)	£268,260
West Witney Primary School	Expansion to 2FE (105 new pupil places)	£1,132,944
Barton Park Primary School, Oxford	New Primary School (315 new pupil places + nursery)	£2,826,000

Cherry Fields Primary School, Banbury	New Primary School (210 new pupil places + nursery)	£2,961,000
Gagle Brook Primary School, Bicester	New 2FE Primary School (210 new pupil places + nursery)	£118,037
Kingfisher Special School, Abingdon	Replacement of prefabricated temporary classroom and expansion (8 new pupil places)	£150,000
Chilton Primary School	Expansion 1FE-1.5FE (105 new pupil places)	£88,000
Burford Primary School	Expansion AN15-AN20 (35 new pupil places)	£211,925
East Hanney St James CE Primary School	Expansion 0.5FE - 1FE (105 new pupil places)	£223.79
Milton St Blaise CE Primary School	Expansion to 1FE (105 new pupil places)	£774,276
St Andrew's CE Primary School Chinnor	Expansion 1.5FE-2FE (105 new pupil places)	£1,100,000
Five Acres Primary School	Replacement of prefabricated temporary classrooms with 2 permanent classrooms	£675,000
Long Hanborough Manor CE Primary School	Expansion 1FE-1.5FE (105 new pupil places)	£1,758,953
Bardwell Special School, Bicester	Expansion and new school hall (16 additional pupil places)	£400,000
Wallingford School (Secondary)	Expansion by 2FE (300 new pupil places)	£600,000
Banbury, Blessed George Napier School (Secondary)	Expansion by 2FE (300 new pupil places)	£273,456
Whitelands Academy (New SW Bicester Secondary)	New 11-16 Secondary School (600 new pupil places)	£5,151,000
GEMS Wantage Primary Academy (New NE Wantage Primary)	New 2FE Primary School (420 pupil places + nursery)	£145,295
West Witney Primary School	Expansion 1FE-1.5FE (105 new pupil places)	£100,000
Graven Hill, Bicester	New 2FE Primary School (210 new pupil places)	£100,000

Faringdon Primary	Expansion and relocation of Faringdon Infant School (210 new pupil places)	£530,000
GEMS Didcot Primary Academy (New Primary School Didcot GWP)	New 2 FE Primary School (420 pupil places + nursery)	£1,215,408
The Swan School, Oxford	New 11-16 Secondary School (900 new pupil places)	£113,320
Eynsham Primary School	New classroom block to provide sufficient accommodation for school to be able to operate at 2FE	£15,000
Bletchingdon Primary School	Relocation and expansion of Bletchingdon CE Primary School (35 New pupil places	£41,555
Botley Primary School	Expansion from 1.5FE to 2FE (105 new pupil places)	£250,000
Fir Tree Junior School, Wallingford	Provision of learning support spaces	£60,000
Cheney School, Oxford (Secondary)	Expansion by 1FE (150 new pupil places)	£1,348,000
Bardwell Special School, Bicester	Expansion to provide additional places (12 new pupil places)	£176,000
Carterton Community College (Secondary)	Improvements to ICT infrastructure	£12,243

Libraries		
Location of spend	**Scheme**	**Amount**
Bicester library	Capital drawdown	£7,402
Wheatley Library	New moveable shelving and kinder boxes to support increased capacity.	£15,230
Carterton Library	Stud Wall; book stock and new seating area	£5,000

Adult Social Care		
Location of spend	**Scheme**	**Amount**
Redlands day services	Banbury Community Support Services	£57,973
Bicester courtyard	Adult Social Care Team base in Bicester	£4,000

Transport		
Location of spend	**Scheme**	**Amount**
A361	Road safety improvement	£171,645
Eastern Arc Phase 1	Access to Headington	£249,781
Science Vale	Cycle network	£199,896
Warriner School	Layby	£9,260.24
Southam Road, Banbury	Bus infrastructure improvements	£9,614
Witney	Coral Spring puffin and footwork links	£163,623
Wantage	Denchworth Road bus stops improvement	£77,772
Bankside, Banbury	Traffic calming scheme	£9,678
Adderbury, Gracewell CH	Bus shelters	£6,336
Long Hanborough	A4095 Main Road Bus information improvements	£20,642
Banbury	Springfield Avenue RSI	£13,354
Didcot	A4130 Milton Gate bus stop shelter	£12,168
Banbury	A361 cycle improvements	£14,664
Shrivenham	High Street/Townsend Road bus stop	£6,896
Wantage	Crab Hill bus information point	£23,575
Upper Heyford	Camp Road bus stop	£7,630
Letcombe Regis	Signing and lining	£4,483
County wide	Bus stop priority provision	£25,883
Bloxham	Barford Road Street lighting column	£1,693
East Hanney	A338 Puffin crossing	£810
Bicester	Charlotte Ave, BS RTI	£5,617.50

Arncott	Murcott Road	£11,898
Littlemore	Armstrong Road, waiting restrictions	£3,364
X8 Aylesbury – Thame - Oxford	Bus service	£24,306
40 High Wycombe – Thame	Bus service	£14,100
250 Oxford – Heyford Park - Bicester	Bus service	£222,197
X3 Barton Park – JR Hospital – Oxford – Abingdon	Bus service	£33,333
15/19 Witney – Abingdon/ Carterton	Bus service	£116,287
X9 Witney – Charlbury – Chipping Norton	Bus service	£44,337
275 Oxford – High Wycombe	Bus service	£23,370
320 Chinnor – Princes Risborough	Bus service	£22,302
233 Burford – Witney - Woodstock	Bus service	£197,179
488 Banbury – Chipping Norton	Bus service	£59,016
29/H5 Bicester – Ambrosden – Arncott/JR Hospital	Bus service	£29,333
B3 Banbury town service	Bus service	£134,363
B4 Banbury town service	Bus service	£146,609
B5 Banbury town service	Bus service	£62,689
B9 Banbury town service	Bus service	£133,512
S4 Banbury – Deddington – Oxford	Bus service	£50,052
66 Swindon – Faringdon – Oxford	Bus service	£28,683
11 Watlington – Oxford	Bus service	£58,083
33 Abingdon – Didcot – Wallingford	Bus service	£10,925
X36 Wantage – Grove – Didcot	Bus service	£54,167
45 Abingdon – Culham	Bus service	£19,583

67 Wantage – Faringdon	Bus service	£70,333
94 Chilton – Didcot	Bus service	£58,536
95 Didcot – Culham	Bus service	£9,500
98 Harwell – Didcot	Bus service	£358,745
136 Benson – Wallingford – Cholsey	Bus service	£32,439
X2 Oxford – Abingdon – Didcot	Bus service	£33,333
X32 Wantage – Didcot – Oxford	Bus service	£30,850
X38-40 Oxford – Wallingford – Henley/Reading	Bus service	£68,419
Villager community bus services in West Oxfordshire	Bus service	£17,885
BPS Barton Park – JR Hospital	Bus service	£97,480
The Bourtons Parish Council	Funding agreement for community bus services	£36,706
Henley	Bus service	£40,573
Chipping Norton	Bus service	£5,000
Bicester	Esso roundabout	£203,784
Wallingford	Reading Road bus shelter	£46,420

Countryside, Waste and Minerals		
Location of spend	**Scheme**	**Amount**
Lower Windrush Valley		£24,817
Millenium Common		£2,500
Great Coxwell	Funding agreement to Great Coxwell parish council	£16,662
Oakley Wood – WRC- Earth Trust		£1,209

Appendix 2 - New agreements 2020/21

Oxfordshire County Council Reference	Local Planning Authority	Planning Application	Link to LPA Website	Address
BN70	Cherwell District Council	20/00247/F	Link to planning application	Land South East of Tramway Road (Manjake)
BN71	Cherwell District Council	19/00128/HYBRID	Link to planning application	Banbury 15 (land N of J11 of M40 and W of A361)
BR48	Cherwell District Council	17/02534/OUT	Link to planning application	Land North of Bicester Avenue Garden Centre, Oxford Road, Bicester aka Bicester Office Park
BR49	Cherwell District Council	20/00530/F	Link to planning application	Land Lying to the North or Akemand Street, Blackthorn, Bicester known as Extension to Symmetry Park, Bicester
BR50	Cherwell District Council	20/03404/F	Link to planning application	Unit B Symmetry Park, Bicester
BR51	Cherwell District Council	19/02311/0UT	Link to planning application	Land at Kings End, Bicester

CT10	Cherwell District Council	19/01746/OUT	Link to planning application	Land Adjacent to Promised Land Farm, Wendlebury Road, Chesterton
CT11	Cherwell District Council	19/01740/HYBRID	Link to planning application	Land adjacent to Promised Land Farm, Wendlebury Road, Chesterton, Oxfordshire - HYBRID
CT12	Cherwell District Council	19/02550/F	Link to planning application	Relating to Land to the East of M40 and South of A4095, Chesterton, Bicester
DE03	Cherwell District Council	19/02444/OUT & 19/00831/OUT	Link to planning application Link to planning application	Land South of Home Farm House Clifton Road Deddington
GB04	Cherwell District Council	20/00981/R56	Link to planning application	Little Bourton Acres, Hanwell Lane, Great Bourton
KI44	Cherwell District Council	19/02756/OCC	Link to planning application	62 High Street Kidlington OX5 2DN
UH19	Cherwell District Council	16/02446/F	Link to planning application	Phase 9, Heyford Park, Upper Heyford
AB92	Vale of the White Horse District Council	P19/V3223/FUL	Link to planning application	1 The Quadrant, Abingdon, OX14 3YS
CI07	Vale of the White Horse District Council	P20/V0419/FUL	Link to planning application	Land at South Car Park, Rutherford

				Appleton Laboratory, Harwell Campus
DC09	Vale of the White Horse District Council	MIL/59/132A-X	Link to planning application	Site 1, Milton Park, Abingdon
EA11	Vale of the White Horse District Council	P19/V0910/FUL	Link to planning application	Land at Hanney Nurseries, Steventon Road, East Hanney
EH07	Vale of the White Horse District Council	P20/V0784/FUL	Link to planning application	Land West of Thompson Avenue, Harwell Campus, Didcot, OX11 0TA
EH08	Vale of the White Horse District Council	P20/V0743/FUL	Link to planning application	Land West of Thompson Avenue, Harwell Campus, Didcot, OX11 0TA
HA25	Vale of the White Horse District Council	P20/V0806/FUL	Link to planning application	Land South of Rutherford Avenue, Harwell, OX11 0GD
HA26	Vale of the White Horse District Council	P20/V3062/FUL	Link to planning application	Land North of Fermi Avenue, Harwell Campus, Didcot, OX11 0QX
KB11	Vale of the White Horse District Council	P20/V0200/FUL	Link to planning application	Kingston Bagpuize Business Park, Kingston Bagpuize, Abingdon OX13 5AS
SC23	Vale of the White Horse District Council	P15/V2933/O	Link to planning application	North of Appleford Road, Sutton Courtenay

SC24	Vale of the White Horse District Council	P20/V2712/FUL	Link to planning application	Former Harmsworth Printing Building, Milton Road, Didcot, OX11 7HH
BE15	South Oxfordshire District Council	P17/S1964/O	Link to planning application	Land to the north east of Benson to the north of Watlington Road/The Sands B4009 and the east of Hale Road Benson (NE Benson)
BG02	South Oxfordshire District Council	P16/S3462/O	Link to planning application	West Side of Wimblestraw Road, Berinsfield
CL17	South Oxfordshire District Council	P19/S2924/FUL	Link to planning application	Wallingford Road, Cholsey
CR15	South Oxfordshire District Council	P18/S0827/O & P16/S3608/O	Link to planning application Link to planning application	Land East of Benson Lane, Crowmarsh Gifford, Wallingford
GO04	South Oxfordshire District Council	P19/S4248/FUL	Link to planning application	BP Technology Centre, Bozedown Drive, Whitchurch Hill, RG8 7QR
HP04	South Oxfordshire District Council	P19/S2646/FUL	Link to planning application	Land at Highlands Farm, Highlands Lane, Rotherfield Greys, Henley RG9 4PR

WA33	South Oxfordshire District Council	P18/S0003/FUL	Link to planning application	Portcullis Club, 28 & 29 Goldsmith Lane, Wallingford
WA34	South Oxfordshire District Council	P20/S1179/FUL	Link to planning application	Land South of Hithercroft Road, Wallingford
WA35	South Oxfordshire District Council	P14/S2860/O	Link to planning application	West of Wallingford (Site B)
WC05	South Oxfordshire District Council	P18/S3769/FUL	Link to planning application	Chiltern Rise Cottage, Garden Cottage &Stable Cottage, Reading Road, Woodcote,
WH06	South Oxfordshire District Council	P19/S4482/FUL	Link to planning application	1, 3 and 5 Park Hill, Wheatley
WL09	South Oxfordshire District Council	P15/S0198/FUL & P15/S0199/LB	Link to planning application Link to planning application	Joyce Grove, Nettlebed, RG9 5DF
CN27	West Oxfordshire District Council	19/03318/FUL	Link to planning application	18-19 Market Place, Chipping Norton
GT06	West Oxfordshire District Council	18/03319/OUT	Link to planning application	Land at Enstone Airfield, Chipping Norton, Oxfordshire
LH10	West Oxfordshire District Council	18/03403/FUL	Link to planning application	Land at Oliver's Garage, 80-82 Main Road, Long Hanborough

LH11	West Oxfordshire District Council	R3.0054/20	Unilateral Undertaking	Land at Hanborough Manor C of E School, Riley Close, Long Hanborough
NL08	West Oxfordshire District Council	20/01756/FUL	Link to planning application	Eynsham Hall, North Leigh, Witney
WI86	West Oxfordshire District Council	20/02391/FUL	Link to planning application	Land South of Burford Road, Witney

Appendix 3 - Developer Obligations, received but unspent 2020/21

Oxfordshire County Council Reference	Location	Infrastructure the funding is allocated to	Amount (£)
		EDUCATION	
TW04	Tetsworth	Primary education	206,835.87
GR22	Grove	Primary education	289,784.94
GR22	Grove	Secondary education	277,588.04
GR22	Grove	Special educational needs	9,571.16
GR22	Grove	Youth	3,504.71
BR21	Bicester	Secondary education	676,854.23
BR21	Bicester	Primary education	2,715,283.50
WT16	Shrivenham	Primary education	57,395.85
WT16	Shrivenham	Secondary education	66,773.47
ES38	Stanton Harcourt	Primary education	259,412.16
BT05	Bampton	Primary education	329,630.85
BT05	Bampton	Nursery	33,937.20
AB89	Abingdon	Primary education	1,933,980.58
AB89	Abingdon	Secondary education	2,315,533.98
AB89	Abingdon	Special educational needs	202,919.25
WI77	Witney	Temporary school transport	45,998.35
WI77	Witney	Primary education	1,586,339.78
WI77	Witney	Secondary education	930,102.69
GR27	Grove	Primary education	368,353.17
GR27	Grove	Secondary education	5,818,851.19
LH06	Long Hanborough	Secondary education	415,871.22
OB46	Oxford	Primary	1,002,415.43
BN29	Banbury	Youth	6,527.66
BN29	Banbury	Education infrastructure	1,178,551.94
ES36	Eynsham	Primary education	125,129.68
ES36	Eynsham	Secondary education	899,209.68

NL06	Northleigh	Primary education	131,855.59
BO29	Botley	Primary education	145,788.82
BO29	Botley	Secondary education	135,600.76
CN25	Chipping Norton	Primary education	398,233.16
CN25	Chipping Norton	Nursery	40,868.36
CA29	Carterton	Primary education	6,768,755.75
CA29	Carterton	Special educational needs	155,817.16
NL04	Northleigh	Primary education	94,617.39
GR27	Grove	Primary education	368,353.17
GR27	Grove	Secondary education	5,818,851.19
AB90	Abingdon	Primary education	504,018.62
CI03	Chilton	Primary education	96.83
WI80	Witney		42,698
BN41	Banbury	Primary education	193,676.93
WT15	Shrivenham	Primary education	205,825.24
WT15	Shrivenham	Secondary education	143,219.64
WI81	Witney	Secondary education	947,746.78
CA24	Carterton	Primary education	170,344.23
CA24	Carterton	Secondary education	216,811.23
BL09	Bloxham	Primary education	51,469.96
BL09	Bloxham	Secondary education	56,431.03
BL09	Bloxham	Special educational needs	2,603.49
AT01	Aston	Primary education	255,563.81
AT01	Aston	Secondary education	296,450.04
AT01	Aston	Special educational needs	14,027.38
BC03	Bletchingdon	Primary education	40,614.26
WO18	Woodstock	Temporary transport	42,890.08
WO18	Woodstock	Multi use games area	239,849.29
WO18	Woodstock	Primary education	1,108,382.85
MI08	Milton	Primary school	1,451,793.72
CA31	Carterton	Early years	10,517.70
CA31	Carterton	Primary education	105,474.62
EC03	East Challow	Special educational needs	2,070.48

EC03	East Challow	Secondary education	54,411.33
EC03	East Challow	Primary education	33,761.41
CL17	Cholsey	Primary education	128,981.01
CL17	Cholsey	Secondary education	304,081.67
WA27	Wallingford	Secondary education	748,960.11
BN57	Bodicote	Secondary education land	168,198.87
BN57	Bodicote	Primary education land	176,824.46
BN57	Bodicote	Primary education	1,203,277.18

TRANSPORT			
Oxfordshire County Council Reference	**Location**	**Infrastructure the funding is allocated to**	**Amount**
BO29	Botley	Cycle safety	145,800
BO29	Botley	Signalised crossing	39,210.11
BO29	Botley	Controlled parking zone	93,960
BO29	Botley	Highways consultation	1,123.32
BO29	Botley	Travel plan and monitoring	7,998.71
CA31	Carterton	Highways	77,374.44
DI93	Didcot	Public Transport Infrastructure	95,071.70
GR22	Grove	Public transport services	131,127.29
GR22	Grove	Transport (strategic)	260,647.44
BS02	Marcham	Bus service improvement	53,353.38
TH39	Thame	Traffic regulation order	3,120
BR29	Bicester	Traffic regulation order	2,632.05
CA32	Carterton	Public transport infrastructure	9,909.60
CA32	Carterton	Public Transport Service	47,273.30
AB89	Abingdon	Public Transport	220,692.25
AB89	Abingdon	Strategic transport	877,051.88
FR05	Freeland	Bus service improvements	39,261.02

FR05	Freeland	Bus stop improvements	10,539
OB62	Oxford	Transport	48,988.43
GR27	Grove	Public transport	728,377.93
UH17	Upper Heyford	Public transport	64,316.99
UH08	Upper Heyford	Bus service	85,348.82
BN29	Banbury	Transport infrastructure	107,318.56
GB04	Great Bourton	Traffic regulation order	3,190
NL06	North Leigh	Bus Premium route	2,210.46
NL06	North Leigh	Bus shelter	17,325.80
OB60	Oxford	Transport	19,902.94
EH07	East Hendred	Bus service	19,259.50
CN25	Chipping Norton	Public transport	110,684.73
CA29	Carterton	Bus infrastructure/Highway	512,416
CA29	Carterton	Public transport	887,040
NL04	North Leigh	Public transport	43,762.96
BR44	Bicester	Interim bus service	42,135.26
BR44	Bicester	Bus infrastructure	20,873.22
BR44	Bicester	Cycle improvements	93,586.94
BR44	Bicester	Traffic calming	7,044.98
WI77	Witney	Public Transport	458,059.75
BR21	Bicester	Highways	327,709.58
BR21	Bicester	Railway	135,044.07
ML03	Minster Lovell	Cycle transport	154,063.09
ML03	Minster Lovell	Public transport	66,751.08
BR43	Bicester	Public transport	24,691.97
AB90	Abingdon	Bus shelter	9,836.33
AB90	Abingdon	Cycle parking	6,332.40
AB90	Abingdon	Public transport	105,962.39
BR52	Bicester	Transport	100,380
CN25	Chipping Norton	Highways	19,313.82
CN25	Chipping Norton	Public transport	110,684.73
FA33	Faringdon	Bus service improvement	236,656.47
NL08	North Leigh	Highway works	41,356.51
NL08	North Leigh	Public transport	35,000

BN41	Banbury	Public transport	174,945.74
BN41	Banbury	Transport	190,431.73
BR33	Bicester	Bus service	24,089.67
CA26	Carterton	Highways	198,447.40
SM01	Stadhampton	Bus service	158,344.70
BL09	Bloxham	Transport	47,464.09
AT01	Aston	Bus stop	8,906.40
AT01	Aston	Public transport	24,980.72
WA26	Wallingford	Public transport	51,142.07
BE07	Benson	Public transport	34,161.85
SW02	Shipton under Wychwood	Public transport	25,465.26
ES33	Eynsham	Public transport	56,016.28
ES33	Eynsham	Bus real time information	19,216.75
UH15	Upper Heyford	Bus stop	2,147.20
UH15	Upper Heyford	Bus services	26,840
SV10	Stanford in the Vale	Public transport infrastructure	6,542.40
SV10	Stanford in the Vale	Public transport services	37,863.96
WN32	Wantage	RTI equipment	17,581.41
WN32	Wantage	Public transport	177,796.14
RA01	Radley	Bus service	6,651.98
MI08	Milton	Pedestrian crossing	85,232
BN69	Banbury	Infrastructure	7,856.15
BN69	Banbury	Public transport	14,491.75
WB02	Warborough	Public transport	32,458.11
EH08	East Hendred	Public transport	12,444.60
WO18	Woodstock	Bus service infrastructure	338,605.90
WI81	Witney	Bus service improvement	62,325.93
EC03	East Challow	Transport	8,661.50
WA27	Wantage	Bus infrastructure	55,156.50
WA27	Wantage	Transport infrastructure	324,450
WA27	Wantage	Zebra upgrade	103,384.97
WA27	Wantage	Public transport services	172,308.29
OA79	Oxford	Cycle safety	32,130.04
BN29	Banbury	Public transport	317,716.40

BU06	Burford	Public transport	98,362.24
BU07	Burford	Barns Lane	2,000
RA02	Radley	Cycle parking	31,860.70
WI81	Witney	A40 Junction	733,598.15
BN48	Witney	Highways	103,418.80
BN48	Bodicote	Cycle	55,010
CI08	Chilton	Public transport	5,926
CI09	Chilton	Public transport	12,296.45
WA29	Wantage	Public transport	47,424.56

LIBRARIES			
Oxfordshire County Council Reference	**Location**	**Infrastructure the funding is allocated to**	**Amount**
GR22	Grove	Library	10,927.18
BR21	Bicester	Library	210,936.04
AB89	Abingdon	Library	144,568.43
WT16	Shrivenham	Library	3,455.76
BT05	Bampton	Library	20,595.45
BN29	Banbury	Library	39,288.30
LH06	Long Hanborough	Library	8,759.52
NL04	North Leigh	Library	5,679.32
CA22	Carterton	Library	12,988.80
WI77	Witney	Library	72,099.43
CN25	Chipping Norton	Library	25,197.74
CA24	Carterton	Library	6,069.60
AT01	Aston	Library	14,441.25
BL09	Bloxham	Library	3,071.08
SW02	Shipton Under Whychwood	Library	17,620.03
WI81	Witney	Library	77,869.73
EC03	East Challow	Library	2,333.49
OA79	Oxford	Library	15,075.80
FA28	Faringdon	Library	8,106.65

ADULT SOCIAL CARE			
Oxfordshire County Council Reference	Location	Infrastructure the funding is allocated to	Amount
GR22	Grove	Day care	13,173.81
BR21	Bicester	Day care	261,329.53
WT16	Shrivenham	Social and Healthcare	2,465.73
BN29	Banbury	Adult social care	16,931.22
OB46	Oxford	Adult social and healthcare	28,135.59
AT01	Aston	Social and healthcare	12,056.79
EC03	East Challow	Social and healthcare	972.01
FA28	Faringdon	Social and healthcare	8,273.82

WASTE MANAGEMENT			
Oxfordshire County Council Reference	Location	Infrastructure the funding is allocated to	Amount
BR21	Bicester	Waste Management	156,876
GR22	Grove	Waste Management	8,528.49
BN29	Banbury	Waste Management	14,904.20
WI77	Witney	Waste Management	72,099.43
CA22	Carterton	Waste Management	10,137.60
BL09	Bloxham	Waste Management	1,156.19
AT01	Aston	Waste Management	10,873.63
EC03	East Challow	Waste Management	280.33
FA28	Faringdon	Waste Management	6,327.13

		COUNTRYSIDE	
Oxfordshire County Council Reference	**Location**	**Infrastructure the funding is allocated to**	**Amount**
TH38	Thame	Rights of Way	5,198
AB89	Abingdon	Rights of Way	68,581.50
CA29	Carterton	Rights of Way	60,984
DU06	Ducklington	Countryside	14,000.79
BN29	Banbury	Rights of Way	16,510.13
BR21	Bicester	Rights of Way	16,649.01
CA22	Carterton	Countryside	3,960

		ADULT LEARNING	
Oxfordshire County Council Reference	**Location**	**Infrastructure the funding is allocated to**	**Amount**
WT16	Shrivenham	Adult Learning	418.43
BN29	Banbury	Adult Learning	5,086.56
AT01	Aston	Adult learning	1,771.85

MUSEUMS			
Oxfordshire County Council Reference	**Location**	**Infrastructure the funding is allocated to**	**Amount**
GR22	Grove	Museum	666.25
BN29	Banbury	Museum	2,311.25
AT01	Aston	Museum	849.43
EC03	East Challow	Museum	38.09
FA28	Faringdon	Museum	494.32

MINERALS SITES			
Oxfordshire County Council Reference	**Location**	**Infrastructure the funding is allocated to**	**Amount**
SH01	Shipton	Management fund contribution	£1,583.62

FIRE & RESCUE			
Oxfordshire County Council Reference	**Location**	**Infrastructure the funding is allocated to**	**Amount**
CA24	Carterton	Fire & rescue	£71,862.15

Includes the following funding transferred from West Oxfordshire District Council in 2020/21

Agreement Reference	Service area	Amount (£)
FR05	Bus Services contribution	48,011
FR05	Bus Stop improvements	10,539
WI80	Education	42,698
ES29	Public rights of way	36,834

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Divisions Affected -

CABINET

21 December 2021

OXFORDSHIRE SAFEGUARDING ADULTS BOARD

ANNUAL REPORT – 2020-21

Report by Corporate Director for Adult and Housing Services

RECOMMENDATION

1.   **The Cabinet is RECOMMENDED to** note the content of the report, particularly the findings of the Vulnerable adults Mortality group (page 15), the merging findings from the Homeless Mortality Review group (page 16) and the overall summary of progress during the year including the outstanding work (page 24).

Executive Summary

2.   The OSAB report provides an overview of the work of the Safeguarding Board and its partners during 2020-21. It is a statutory requirement that an annual report is produced and shared with partners. Some partners, such as the Local Authority, have specific expectations placed upon them within the Care Act guidance about how they will respond to the report.

The local safeguarding partnership has continued to maintain a high standard of work during a difficult year that has affected all partner organisations. There has been no increase in safeguarding concerns that point towards any failings of organisations to work together. Despite difficult working conditions, levels of safeguarding work have been maintained during this year, with the number of concerns raised being similar to previous years. The significant rise in safeguarding enquiries is due to a change in process within the Local Authority rather than an indicator there are significantly more safeguarding issues.

The report notes three key areas of work going forward.

The Making Safeguarding Personal approach has been championed throughout the year and there has been an improvement in the number of people who have defined what they wanted to happen as a result of the safeguarding work and who were satisfied with the work that was undertaken. This is excellent progress during a difficult year and demonstrates professionals are continuing to keep the person at the centre of their work with

them, empowering them to make the decisions that are important to them and honouring that as much as they are able to whilst seeking to protect them.

The annual Practitioner survey of Frontline workers has indicated that the majority of workers have felt there was clear leadership in regard to safeguarding during the last year. Workers have valued the safeguarding consultation service and its use has risen over the period.

Most Organisations have maintained levels of safeguarding training amongst staff comparable with the previous two years. Health agencies have understandably reported under compliance due to their frontline role during COVID-19. The huge increase in training taken up by the voluntary sector during this period has been particularly welcome and we hope to maintain this level of interest and engagement with safeguarding training within voluntary and community groups.

The report highlights three key messages for local leaders that were relevant at the end of the year (31st March 2021). The County Council and the other statutory organisations have worked together to address all three areas. Below are the findings of the report as well as an update on the current progress with all three issues.

Leadership on homelessness – *"Organisations must come together to agree the governance of homelessness at a countywide level. Operationally partners are doing a lot of things to improve work within their own organisations, there are areas of multi-agency work underway and a countywide strategy has been produced however, the governance and senior strategic leadership across the county has yet to be agreed."*

Update for CABINET – The OSAB and Countywide Homelessness Steering Group (CHSG) have worked together to develop terms of reference for the Homelessness Governance Board (HGB). The HGB had their first meeting in November 2021, chaired by Stephen Chandler. The purpose of the group is to oversee the implementation of the homelessness strategy and act as an escalation route for issues that cannot be resolved within the CHSG.

Working with complexity – *"the feedback from Board Members and frontline workers has highlighted for the last two years that the people that are being referred into services have increasingly complex issues. For some, these may not individually trigger a statutory response but when viewed holistically the issues clearly indicate there are risks. For others, they may trigger a response but are unwilling to engage with the services that could help them, thus leaving them at risk to themselves or from others. Multi-agency partnership work is underway to develop more integrated approaches and shared processes. It will require commitment from senior managers to enable frontline professionals to actively contribute provide their professional expertise, in order to support other teams develop skills and knowledge. The goal is to enable all services to work more effectively, proactively on improving outcomes for those they are working with."*

Update for CABINET – The Safeguarding Board has developed the Multi-agency Risk Management (MARM) Framework which will look to address the risks inherent with the increasing levels of complex cases seen across organisations. Funding has been agreed for a post to support this process, learning from the experience of other areas who have already successfully embedded similar processes. The first MARM meeting was held in November 2021.

Refreshing the links between strategic partnerships – *"during COVID-19 the focus of organisations has rightly been diverted to ensuring those most vulnerable in our society are protected as much possible. This had the effect of reducing the focus on strategic partnership work during this period. The relationship between the strategic partnership groups within Oxfordshire (Children's Board, Health & Wellbeing Board and the Safer Oxfordshire Partnership) needs to be reviewed and refreshed."*

Update for CABINET – in June 2021 the Chairs of the partnership boards met for their first strategic partnerships conference, chaired by the Independent Chair of the OSCB. A follow-up meeting is being arranged and it is proposed that these conferences are held twice a year.

The full published report can be accessed here: OSAB Annual Report 2020-21

Exempt Information

3.　None.

OSAB Report Summary

4.　A summary of the full report is provided below, along with an update of the three key issues highlighted for further work. The published report can be accessed here: OSAB Annual Report 2020-21.

5.　The OSAB report provides an overview of the work of the Safeguarding Board and its partners during 2020-21. It is a statutory requirement that an annual report is produced and shared with partners. Some partners, such as the Local Authority, have specific expectations placed upon them within the Care Act guidance about how they will respond to the report.

6.　The local safeguarding partnership has continued to maintain a high standard of work during a difficult year that has affected all partner organisations. There has been no increase in safeguarding concerns that point towards any failings of organisations to work together. Despite difficult working conditions, levels of safeguarding work have been maintained during this year, with the number of concerns raised being similar to previous years. The significant rise in safeguarding enquiries is due to a change in process within the Local Authority rather than an indicator there are significantly more safeguarding issues.

7. The Making Safeguarding Personal approach has been championed throughout the year and there has been an improvement in the number of people who have defined what they wanted to happen as a result of the safeguarding work and who were satisfied with the work that was undertaken. This is excellent progress during a difficult year and demonstrates professionals are continuing to keep the person at the centre of their work with them, empowering them to make the decisions that are important to them and honouring that as much as they are able to whilst seeking to protect them.

8. The annual Practitioner survey of Frontline workers has indicated that the majority of workers have felt there was clear leadership in regard to safeguarding during the last year. Workers have valued the safeguarding consultation service and its use has risen over the period.

9. Most Organisations have maintained levels of safeguarding training amongst staff comparable with the previous two years. Health agencies have understandably reported under compliance due to their frontline role during COVID-19. The huge increase in training taken up by the voluntary sector during this period has been particularly welcome and we hope to maintain this level of interest and engagement with safeguarding training within voluntary and community groups.

10. The report highlights three key messages for local leaders that were relevant at the end of the year (**31st March 2021**). The County Council and the other statutory organisations have worked together to address all three areas. Below are the findings of the report as well as an update on the current progress with all three issues.

11. **Leadership on homelessness** – *"Organisations must come together to agree the governance of homelessness at a countywide level. Operationally partners are doing a lot of things to improve work within their own organisations, there are areas of multi-agency work underway and a countywide strategy has been produced however, the governance and senior strategic leadership across the county has yet to be agreed."*

12. *Update for Cabinet* – The OSAB and Countywide Homelessness Steering Group (CHSG) have worked together to develop terms of reference for the Homelessness Governance Board (HGB). The HGB had their first meeting in November 2021, chaired by Stephen Chandler. The purpose of the group is to oversee the implementation of the homelessness strategy and act as an escalation route for issues that cannot be resolved within the CHSG.

13. **Working with complexity** – *"the feedback from Board Members and frontline workers has highlighted for the last two years that the people that are being referred into services have increasingly complex issues. For some, these may not individually trigger a statutory response but when viewed holistically the issues clearly indicate there are risks. For others, they may trigger a response but are unwilling to engage with the services that could help them, thus leaving them at risk to themselves or from others. Multi-agency partnership work is underway to develop more integrated approaches and shared*

processes. It will require commitment from senior managers to enable frontline professionals to actively contribute provide their professional expertise, in order to support other teams develop skills and knowledge. The goal is to enable all services to work more effectively, proactively on improving outcomes for those they are working with."

14. ***Update for Cabinet*** – The Safeguarding Board has developed the Multi-agency Risk Management (MARM) Framework which will look to address the risks inherent with the increasing levels of complex cases seen across organisations. Funding has been agreed for a post to support this process, learning from the experience of other areas who have already successfully embedded similar processes. The first MARM meeting was held in November 2021.

15. **Refreshing the links between strategic partnerships** – *"during COVID-19 the focus of organisations has rightly been diverted to ensuring those most vulnerable in our society are protected as much possible. This had the effect of reducing the focus on strategic partnership work during this period. The relationship between the strategic partnership groups within Oxfordshire (Children's Board, Health & Wellbeing Board and the Safer Oxfordshire Partnership) needs to be reviewed and refreshed."*

16. ***Update for Cabinet*** – in June 2021 the Chairs of the partnership boards met for their first strategic partnerships conference, chaired by the Independent Chair of the OSCB. A follow-up meeting is being arranged and it is proposed that these conferences are held twice a year.

Corporate Policies and Priorities

17. None.

Financial Implications

18. None

    Comments checked by:

    Danny Doherty, Finance Business Partner (Interim) Adult Social Care & Public Health

Legal Implications

19. There are no direct legal implications arising from this report.

    Comments checked by:

    Sukdave Ghuman, Head of Legal Services & Deputy Monitoring Officer

Staff Implications

20.   None.

Equality & Inclusion Implications

21.   The report highlights that the Board will be analysing equality and inclusion data as part of its future work to better understand the accessibility of safeguarding services.

Sustainability Implications

22.   None.

Risk Management

23.   None.

Consultations

24.   None.

NAME
Stephen Chandler, Director Adult Social Care

Annex: Oxfordshire Safeguarding Adults Board Annual Report 2020/21

Background papers: N/A

[Other Documents:]   N/A

Contact Officer: Steven Turner, OSAB Board Manager, 07917 534230, steven.turner@oxfordshire.gov.uk

December 2021

Oxfordshire Safeguarding Adults Board

Annual Report 2020-21

Foreword

Joint statement from Karen Fuller and Alison Chapman, Vice-Chairs of the Oxfordshire Safeguarding Adults Board

"This report outlines the role and function of the Board, highlights the achievements of the Board and its partners during the year and shares lessons from our work that are vital for all organisations in Oxfordshire.

The current COVID-19 pandemic must be acknowledged. This year has been unprecedented and has impacted the lives of those in Oxfordshire and across the country in many ways. The public have experienced repeated lockdowns and restrictions, which we continue to live with as this report is being written. Many have experienced bereavements during this time. The loss of physical contact with friends and family has had a devastating impact on the mental health of many people. Professionals providing services to adults needing support and protection rose to the challenge and showed huge dedication to keep things running whilst also being subject to the same pressures as the general public. This commitment to the people of Oxfordshire from all sectors, both statutory services and voluntary and community groups, must be recognised and celebrated by the Leaders of organisations all across the County."

Statement from Rosalind Pearce, Executive Director, Healthwatch Oxfordshire

"Over the year Healthwatch Oxfordshire raised safeguarding alerts on two occasions and on both occasions, these were acted upon. Due to the nature of the alerts, we did not approach the people concerned to understand how their experience was. In the future we will further explore whether this is possible on occasions.

We fully understood the need for the OSAB to revert to an Extended Executive Group due to pressures on staff during the early months of the COVID-19 pandemic. Whilst the Extended Executive Group appeared to ensure that the work of the Board continued papers were not shared with the wider Board members. Towards the end of 2020 Healthwatch Oxfordshire wrote to the Chair of the OSAB asking when the Board was going to reconvene. In response invitations were sent to all Board members to the December Extended Executive Group and the Board met in full online in March 2021.

In June 2019 Healthwatch Oxfordshire carried out an exercise to see how easy it was for a member of the public to raise a concern about another adult – 'Safeguarding is every body's business.' Our report to the Board highlighted how difficult it was to reach the right access point using web searches, lack of single telephone number for people to a call and the complexity and length of the online form. Changes agreed by the Board were to be checked through a similar exercise in June 2020 which was delayed due to COVID-19 pressures until June 2021.

Healthwatch Oxfordshire continues to attend the OSAB, and joint chaired the Engagement Group with AgeUK Oxon during this period."

Contents

Introduction

The Care Act (2014) requires each local authority to set up a Safeguarding Adults Board (SAB). The main objective of a SAB is to assure itself that local safeguarding arrangements and partners act to help and protect adults in its area who:

- have needs for care and support (whether or not the local authority is meeting any of those needs)
- are experiencing, or at risk of, abuse or neglect
- as a result of those care and support needs are unable to protect themselves from either the risk of, or the experience of abuse or neglect

The SAB has 3 core duties:

- it must publish a strategic plan for each financial year;
- it must publish an annual report of Safeguarding Adults Board activities; this should include information on the findings of Safeguarding Adults Reviews (SAR) completed during the year and the progress of any SARs still ongoing;
- it must conduct Safeguarding Adults Reviews in accordance with Section 44 of the Act.

Each SAB should:

- identify the role, responsibility, authority and accountability with regard to the action each agency and professional group should take to ensure the protection of adults
- establish ways of analysing and interrogating data on safeguarding notifications that increase the Safeguarding Adults Board's understanding of prevalence of abuse and neglect locally that builds up a picture over time
- establish how it will hold partners to account and gain assurance of the effectiveness of its arrangements
- determine its arrangements for peer review and self-audit
- establish mechanisms for developing policies and strategies for protecting adults which should be formulated, not only in collaboration and consultation with all relevant agencies but also take account of the views of adults who have needs for care and support, their families, advocates and carer representatives
- develop preventative strategies that aim to reduce instances of abuse and neglect in its area
- identify types of circumstances giving grounds for concern and when they should be considered as a referral to the local authority as an enquiry
- formulate guidance about the arrangements for managing adult safeguarding, and dealing with complaints, grievances and professional and administrative malpractice in relation to safeguarding adults
- develop strategies to deal with the impact of issues of race, ethnicity, religion, gender and gender orientation, sexual orientation, age, disadvantage and disability on abuse and neglect
- balance the requirements of confidentiality with the consideration that, to protect adults, it may be necessary to share information on a 'need-to-know basis'
- identify mechanisms for monitoring and reviewing the implementation and impact of policy and training
- carry out safeguarding adult reviews and determine any publication arrangements;
- produce a strategic plan and an annual report
- evidence how SAB members have challenged one another and held other boards to account
- promote multi-agency training and consider any specialist training that may be required. Consider any scope to jointly commission some training with other partnerships, such as the Community Safety Partnership

COVID-19 and Safeguarding Adults Boards

The Department of Health & Social Care wrote to all Boards at the start of the pandemic to outline their expectations of the strategic partnership work they do during the pandemic.

In essence, the letter offered SABs the opportunity to suspend its core duties (as outlined above) for the period of the pandemic if there was a reasonable cause to do so. While these duties could be delayed, they were not removed and any missed work would have to be picked up eventually.

Within Oxfordshire, the Board Chair and Board Members felt that the continuation of the work of the Board was vital and that strategic leadership was needed more than ever during this period, so while there were slightly altered arrangements, the Board continued with its core duties throughout the year. The Board even added to its responsibilities by creating a new subgroup to review the deaths of anyone who is rough sleeping or is in temporary accommodation, an area of work that is explored in more detail later in this report. The Board meetings were held virtually throughout the year to ensure that the work continued as safely as possible, operating with an Extended Executive group in place of the Full Board group. The Extended Executive brought together the statutory partners as well as representatives from the two hospital Trusts and the lay member for the Board.

Who are we Safeguarding? *Demographic Information*

This information is taken from the Joint Strategic Needs Assessment for Oxfordshire, which can be accessed here: https://insight.oxfordshire.gov.uk/cms/joint-strategic-needs-assessment

The Office of National Statistics (ONS) estimate of the population of Oxfordshire this year was 691,700. Of these,

- There are an estimated 131,400 people in Oxfordshire with a disability (19%).
- There are an estimated 128,126 people over 65 in the county (18.5%), 18,422 of which are over 85 years of age.

These figures are not mutually exclusive and there will be older people who have a disability.

As of April 2020, there were 6,197 adults in Oxfordshire receiving care from adult social care services. 60% of these were older people aged 65 or over. 15% were aged 90 or over. 27% of those receiving care were people with a learning disability. There are 127 residential and nursing home settings in Oxfordshire.

In the population, nearly 91% are white, 2% of mixed ethnicity, 5% Asian, 1.5% Black and 0.5% other groups (from the 2011 census). Within safeguarding this year, it appears all other ethnicities are represented within safeguarding proportionate to their representation in the general public, other than within those identified as Asian where this is a 2% difference. However, reviewing the percentages of concerns that go on to become enquiries, all ethnicities have a conversion rate around 58%, which suggests there is no bias in formal safeguarding processes.

This data will continue to be scrutinised in 2021-22, along with ethnicity data of service users and the census 2021 data to ensure an accurate comparison can be made.

Providing Leadership for Effective Safeguarding Practice: *How the Board Works*

Much like the Oxfordshire Safeguarding Children's Board, the Safer Oxfordshire Partnership, and the Health & Wellbeing Board, the Safeguarding Adults Board is a strategic partnership group made up of senior staff from member agencies.

The Board is facilitated by an Independent Chair and supported by a small team. During COVID-19, the Learning & Engagement Officer was asked to return to frontline work within the operational safeguarding team, with their Board duties picked up by the Board Manager. The Independent Chair completed their tenure in March 2021 and the Board are actively recruiting a new Chair at the time this report was being prepared.

The partnership is made up of:

Completing the membership of the Board is a Lay Member, who provides another level of scrutiny and challenge to the work of the Board partners. As someone outside of the organisations represented at the Board, they offer another independent view on how services work together and help to ensure that our work is as accessible as possible to the broadest audience.

Structure of the Safeguarding Board

The structure of the Safeguarding Adults Board is outlined in the table below:

Full Board
- Multi-agency partnership group, bringing together senior leaders from member agencies to agree on strategic safeguarding work and hold each other accountable for safeguarding practice
- Provides direction to all subgroups
-

Executive Group	**Safeguarding Adults Review Group**
• Drives the work of the Full Board between meetings • Discusses urgent and emerging issues, problem solving as required to provide a clear direction and offer leadership support.	• Considers incidents and situations that require a multi-agency review called a Safeguarding Adults Review • Manages the reviews once they are commissioned • Leads on sharing the lessons from reviews
Vulnerable Adults Mortality Group	**Training Group**
• Oversees the Learning Disabilities Mortality Review (LeDeR) process • Leads on sharing the lessons from LeDeR	• Shared with the Children's Board • Oversees the safeguarding training for the Board • Provides multi-agency training to Board partners and supports training for non-Board partners, such as community and volunteer groups
Procedures Group	**Engagement Group**
• Oversees the multi-agency procedures • Offers advice & guidance on single agency procedures	• Oversees how the Board interacts with the wider community of people working with adults • Inputs on Board publications
Performance, Information & Quality Assurance Group	**Homeless Mortality Review Group**
• Scrutinises performance information from across the partnership, identifying emerging issues and concerns for the board within services • Manages the quality assurance processes, such as the annual Safeguarding Self-assessment and the Supportive Learning Visits	• Reviews the deaths of all people identified as homeless or in homeless accommodation at the time of their death. • Provides lessons from these deaths to partnership groups, particularly the safeguarding board and the Countywide Homelessness Steering Group

Priorities for the year 2020-21

Boards are expected to set priorities for the year and work towards these through its partner agencies. These priorities must also be reported on within the Board's annual report.

The four priorities set last year were:

1. Move training to an accessible e-learning and webinar format
2. Improving our communication links with non-Board members
3. Sharing the learning from Safeguarding Adults Reviews
4. Maintaining high standards of strategic safeguarding work during COVID-19

The impact of the pandemic could not have been foreseen at the time the priorities for the Board were set. However, this report demonstrates that while COVID-19 has impacted how organisations have operated, these four priorities have been maintained and progress has been made in all areas. Evidence of this can be found throughout this report.

The Effectiveness of Safeguarding Arrangements

Safeguarding data

There are two stages to reporting a concern about abuse or neglect. These are referred to as a safeguarding concern and a safeguarding enquiry. Safeguarding concerns about abuse and neglect can be raised by anyone - the person themselves, their family, friends, a member of the public such as a neighbour, or a paid worker. These concerns are then assessed by the Safeguarding Team in the County Council who decide if it meets the legal criteria for a safeguarding enquiry. Where the adult is currently receiving services from Oxford Health NHS Foundation Trust, the safeguarding concern will be followed up by them as they have a Social Work Team embedded within their organisation

In Oxfordshire, there were 4,941 safeguarding concerns raised in 2020-21. This is a slight decrease from the previous year (5,116). Of these concerns, 2,254 went on to be safeguarding enquiries. Locally, there was a significant change to the safeguarding process at the start of the year as Oxfordshire implemented the Local Government Association safeguarding process, which meant more concerns became safeguarding enquiries, which led to the large change in conversion rate of concerns into enquiries (25% in 2019-20 to 46% in 2020-21).

The chart below breaks down the enquiries by the types of abuse. You may notice that the numbers for quarter 1 to 4 amount to more than 2,254. This is because an enquiry may involve multiple forms of abuse.

Numbers of Enquiries by category of abuse
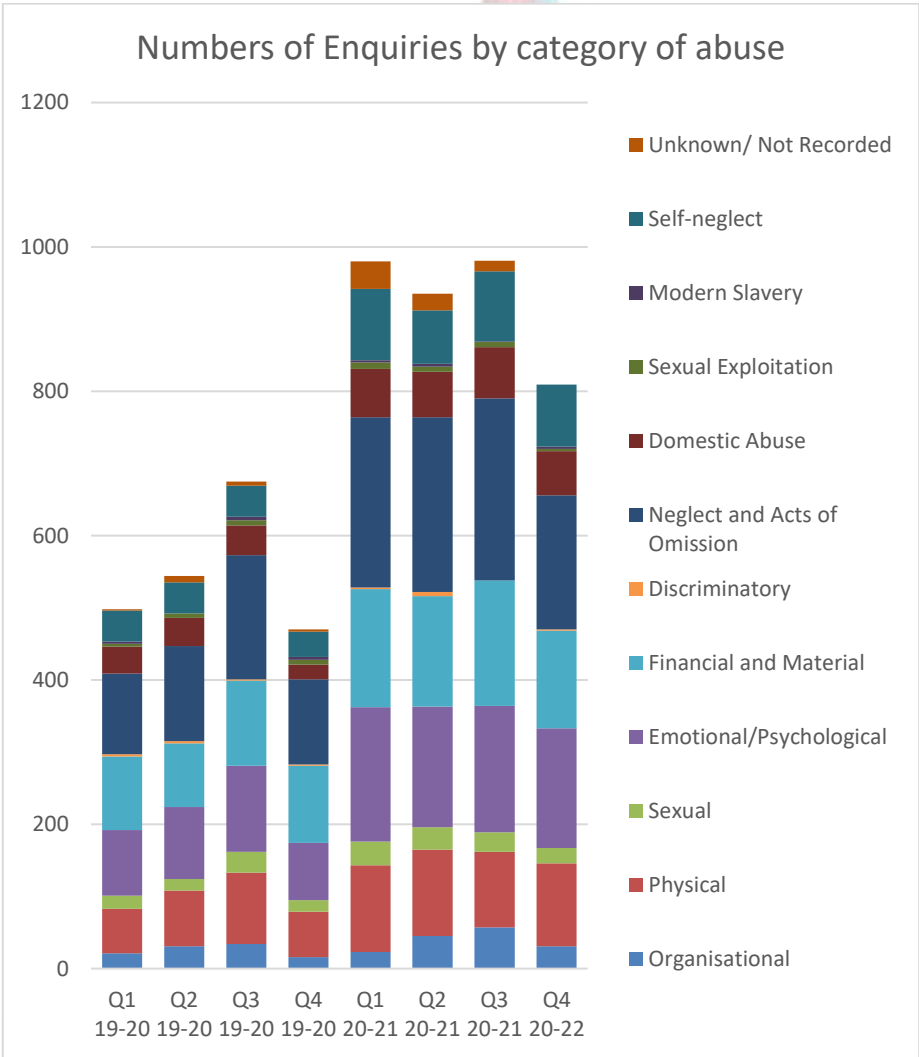
Making Safeguarding Personal data

Where it is possible, an adult at the centre of the enquiry, or their representative, should always be empowered to make decisions about their own lives and define what they want to happen. This includes when there are safeguarding concerns and how the person would like these addressed. This is referred to as Making Safeguarding Personal.

- 96% of adults who were involved in a safeguarding enquiry defined the outcome they wanted

- 98% of those adults reported that they were satisfied with the outcome of the safeguarding enquiry

- 92.5% of safeguarding enquiries resulted in the risks being removed or reduced

In 0.75% of cases the adult not satisfied with the enquiry **and** the risk remained (11 cases). In all these cases an audit was conducted by senior staff independent of the safeguarding enquiry to ensure that everything possible had been done to remove or reduce the risk and to satisfy the adult. In all cases, these adults had outcomes that could not be achieved by services (such as wishing to move to a different area, finding an exploitative adult child their own home, etc) and were not prepared to accept what help could be offered.

For those who struggle to be involved in the safeguarding process themselves, services are expected to ensure that an appropriate advocate is able to represent them through the process.

- 81% of those who were judged to lack capacity, as laid out in the Mental Capacity Act 2005, were supported by an advocate. It is a requirement of The Care Act 2014 that anyone lacking capacity is supported through the safeguarding process and where there is no-one appropriate within their family or friends it should be an independent advocate. The remaining 19% of people not supported by an independent advocate were supported by either family, friends or a trusted carer to act as advocate for the person.

Annual Safeguarding Self-assessment

The annual Safeguarding Self-assessment is a joint piece of work between the Adults Board and Children's Board. The purpose of the Safeguarding Self-Assessment is to formally request and gather information from member agencies on the safeguarding arrangements made in line with section 11 of the Children Act 2004, as well as the standards developed by the Local Government Association for Adult Safeguarding Services.

The assessment tool provides agencies with the opportunity to highlight areas of strengths in practice, identify areas for development, and provide evidence of the impact of policies and practice on children and adults with care and support needs in Oxfordshire. It is intended to be useful as a self-assessment tool to measure and provide assurance on the quality of the safeguarding arrangements that agencies have in place.

The self-assessment is supported by a peer review event, where the standards that have received the most mixed ratings are analysed in detail. For 2020, the peer review meeting focused on the following standards;

1. **Senior management have commitment to the importance of safeguarding and there is a clear line of accountability and a clear statement of the agency's responsibility towards children and adults with care and support needs**

2. **Effective complaints systems are in place, in line with current statutory guidance, for children and adults with care and support needs, staff & other people to make complaints and themes of these complaints are addressed.**

3. **Child / Service User friendly complaints information is used, which includes information on what safeguarding issues are and how to raise a safeguarding concern. This includes ensuring there are interpreting services available, if needed**

4. **Service delivery & development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of service users and their families.**

5. **Safeguarding and promoting the welfare of children and adults with care and support needs is central to all service development and these groups are actively involved in the design and development of services.**

6. **Children and adults with care and support needs from black and minority ethnic backgrounds and other diversity strands are appropriately consulted in the development of services.**

7. **There is a responsive process in place to act on unmet need, identifying where there are gaps and how these will be addressed**

Summary of Red, Amber, Green (RAG) ratings

Overall, the self-assessment returns submitted provide assurance that board member agencies across Oxfordshire have procedures in place to safeguard children and adults with care and support needs, are compliant with the standards examined, and committed to ensuring safeguarding practice is embedded in their day to day practice. For those areas where more work is required, there was a clear action plan provided by organisations.

Overview of Red, Amber, Green (RAG) ratings

Section	Questions	Red	Amber	Green
Leadership, Strategy and Working Together	13	0	15%	85%
Service Delivery and Effective Practice	7	3%	16%	81%
Commissioning Arrangements are Robust and Effective	6	3%	12%	85%

Peer Review

The Peer Review event is held each year for organisations to explain their return responses to a small group of their peers and to receive constructive challenge from them on how they could improve and to provide some moderation to the self-assessment ratings. The event was held virtually, due to the coronavirus pandemic, and there was good discussion in groups, both to provide scrutiny of evidence submitted in relation to ratings given, and in higlighting examples of good practice. There was also some discussion around the challenges and opportunities resulting from the pandemic, examples of how organisations and practitioners have worked creatively to provide support to vulnerable children and adults, and the high level of commitment shown to safeguarding in challenging circumstances.

The Peer Review groupings agreed the majority of submissions RAG ratings. Two agencies were unable to attend the peer review event itself but as their written submissions were agreed to be of a high quality, offering sufficient evidence to establish that an additional peer review event was not necessary.

Summary of findings from practitioner questionnaire

A questionnaire about safeguarding was sent to all Board Members for them to share with their frontline workers and we received 781 responses. Although this was a considerable reduction on the 1,764 responses the previous year, these came from a broad range of organisations and so it still provides a useful snapshot of the views of frontline workers about how safeguarding works within Oxfordshire. Agencies cited the demand on frontline staff during the COVID-19 crisis as a reason for not chasing responses to the same level as the previous year.

The key findings were as follows:

- 95% had undertaken safeguarding training within the last 3 years, the gap primarily due to staff turnover and new starters
- When making decisions regarding safeguarding concerns;
  - 63% refer to internal safeguarding policies
  - 45% consult with the safeguarding leads in their own agency
  - 39% use the local authority consultation service
  - 20% refer to the safeguarding board's policies/procedures

  (answers were not mutually exclusive, professionals were asked to tick as many as applicable)
- Slightly less than half of practitioners (48%) knew how to escalate an issue to one of the Safeguarding Boards.
- 75% felt that the leadership in safeguarding had been visible during the COVID-19 crisis.

Practitioner responses are consistent with assurances given in agency returns regarding compliance with the standards on training and internal policies and procedures.

Few practitioners report using multi-agency tools when making decisions in relation to safeguarding concerns they have, with only 13% referring to the Child Exploitation/Child Sexual Exploitation (CE/CSE) screening tool and the neglect tool, 14% to the domestic abuse pathway and 16% to multi-agency chronologies (which is a list of all agency involvements in chronological order), although the latter represents 100% increase on the number who reported using the chronologies last year (8%).

The boards challenged partners as to whether the low level of use of multi-agency tools was due to the majority of responses coming from statutory agencies who already have their own tools/assessments, or if there is further work for board members in raising awareness of, and promoting the use of multi-agency tools across the network. Members reported that it was predominantly due to them having their own tools, usually based on the multi-agency tools.

Overall responses to the questionnaire indicate that the work of the Boards is becoming more integrated into standard working practice and safeguarding is seen less as something done separately to our day jobs.

Summary of findings from the Impact Assessment

The Impact Assessment was amalgamated into the self-assessment in 2018, following a recommendation from the previous year's Peer Review. While the rest of the self-assessment is a check on an organisations' internal processes and procedures, the Impact Assessment is used to understand the issues facing organisations as a system.

Organisations were asked to identify the three key financial and organisational pressures in relation to safeguarding children and their families and adults with care and support needs. The top six are listed below:

1. **Increasingly complex individuals**
2. **Increasing volume of demand on services**
3. **Working with homelessness and the accompanying issues**
4. **Staffing issues – recruitment, retention and resilience**
5. **Restructuring services to meet needs**
6. **Securing the funding for the service**

Partners were asked to identify three key safeguarding themes from performance data. The six most common responses are listed below:

1. **Supporting people who fall outside statutory services' eligibility criteria or were not engaged with effectively**
2. **Financial abuse**
3. **Homelessness**
4. **Mental ill-health**
5. **Hoarding & Self-neglect**
6. **Neglect**

These issues have been shared with Directors within partner organisations for consideration during service review and development.

Overall Conclusions of the Self-assessment

Overall, the peer review groups felt that returns showed a strong level of critical self-analysis. There were some excellent examples of good practice and a very high level of evidence uploaded. The following were most commonly highlighted areas for actions to improve practice within agency returns;

- **Training -** Nearly all agencies highlighted a training need for their staff, although there was no common theme to these needs.
- **Policy & Procedure -** A number of the agencies highlighted an internal need to either review or develop policies or procedures on a variety of topics. Where there were multi-agency procedures already available, organisations stated that their reviews/developments would be in line with the expectations of the multi-agency procedure.
- **Multi-agency Procedures and Tools -** As in previous years, a number of agencies recorded an action to improve knowledge of or use of the multi-agency tools.
- **Monitoring Arrangements -** In light of the COVID-19 crisis, a number of organisations noted actions to monitor current arrangements to ensure they are fit for purpose and high levels of safeguarding and other service delivery can be maintained.

Vulnerable Adults Mortality Group work

This year has seen continued commitment to ensure effective communication and maintain good working relationships. The panel has supported a new rapid review process that critically reviews and seeks to identify any local issues and learning. It is through this scrutiny and constructive challenge, that we will continue to jointly work to improve services across Oxfordshire for those living with a learning disability.

Activity this year has been sustained and enhanced, using reviewers forced to work at home due to the pandemic. 41 notifications have been received and 61 case reviews have been completed, resulting an improvement in timeliness of review completion. 97% of reviews notified to Oxfordshire in 2020-21 were completed within the 6 monthly target set by NHS England.

The average number of notifications of deaths per month in 2019-20 was less than 4 and this has remained consistent in 2020-21. This represents a variance to the nationally reported data that has suggested an increase in deaths among the learning disability community. Locally the data has been cross referenced to ensure no individual was missed from the review process. Whilst there has been no specific learning identified to account for this the steering group has acknowledged that there are a very high number of small supported living settings, more family like units, which may have been a factor. In 2021-2022 living environments may be a feature of some more detailed analysis.

Learning from the LeDeR process has been a regular report component of the Learning Disability and Autism system wide group, that was set up as part of the COVID-19 reporting structures (bronze cell) and will be sustained to create a forum for ensuring providers and commissioners regularly review quality and effectiveness through a range of perspectives.

Hospital admissions in 2020-21 have been a challenge for all. During the pandemic it was necessary to ensure that there were adjustments made to support those living with a learning disability requiring hospital care. The rapid reviews undertaken led to changed visiting arrangements for those requiring additional support, changes to communications with care providers and families and the development of COVID-19 passports.

Learning has been shared in webinars, through a series called " Wednesday at One". This series consisted of 10 sessions, each with a key focus that explored healthy lifestyle issues, advanced/ proactive care planning and health care plans, understanding the individuals' experience and supporting health needs such as epilepsy. On average 80 delegates joined each session from across the south east region from a diverse range of settings.

Key areas identified as requiring further improvement are:
1. Annual Health Checks (AHCs) and Health Action Plans (HAPs) / Education and Health Care Plans (EHCPs) need to be more closely aligned and linked so they inform each other, both being valued by all.
2. Transition from child to adult services needs to start with earlier discussions across teams and service, including primary care. This needs to include hearing the voice of the individual, their views and choices more consistently, whilst not excluding families.
3. Anticipatory care plans, and preparing for lifestyle changes needs to be more proactively supported across the system, including end of life choices, best interest decisions, advocacy and family roles.

A full annual report is published on the OSAB website: https://www.osab.co.uk/wp-content/uploads/2021/07/ITEM-05-LeDeR-Annual-Report-FINAL.pdf

Homeless Mortality Review Group work

In November 2020 OSAB received the report on the Thematic Review into Deaths of Homeless People. OSAB commissioned this review which focussed on the deaths of 9 people between November 2018 and June 2019 in Oxford.

One of the recommendations in this report was that a Homelessness Mortality Review (HMR) Process be set up that would look at all deaths of homeless people including people who had been homeless in the last 6 months. This would ensure that agencies reflected on their actions in all cases and that the systems learning was extracted and acted on in order to reduce the risks that may contribute to a premature death.

The Mortality Review panel was set up in December 2020 and has met monthly since. 27 deaths of homeless people were identified between March 2020 and February 2021. The Panel has therefore been working through these reviews. In the case of one person a full Safeguarding Adults Review has been conducted by external assessors. This report isn't yet complete but early learning is identified in this report.

A research piece conducted by the Museum of Homelessness asked every local authority area in the country for the deaths they were aware of between 1st Jan 2020 and 31st November 2020. From the 46 Authorities that responded, Oxfordshire's rate was ranked 5th highest.

Emerging Findings

There are some statistics outlined below:
- 85% were male, 15% female.
- 7% were street homeless at the time of their death. The others were in homeless accommodation.
- 68% were British, 25% were European and 7% were from outside Europe.
- 50% were under 43 when they died. The youngest was 23, the eldest was 65.
- 'Natural Causes' was the most frequent recording by the Coroner for those cases that were subject to an inquest. All bar two of these were under 50 years old at the time of their death.
- COVID-19 was not noted as contributing to any of the deaths.

The themes from the cases were as follows:
- Alcohol addiction was a feature for the majority of people and in some cases was a very long-term issue.
- Efforts to work with the person were often hampered by threats of and/or acts of violence while inebriated and some services that could offer help are not available to people while they are intoxicated.
- While a majority of these people attended the Emergency department with varying levels of frequency, the follow-up with the services outside of the hospital, such as addiction services, could be improved.
- More could be done to ensure these adults all have a registered GP.
- The use of interpreters for those for whom English is not a first language was inconsistent, particularly out of office hours.
- The reason for the increase in deaths from data reported by the Office of National Statistics for previous years is not obvious as none of the deaths were COVID-19-related. None of the deaths were attributable to the person being homeless, but rather related to the reasons they struggled to maintain accommodation e.g. excessive alcohol consumption, drug use, mental ill-health, etc.

The mortality review process is relatively new and requires significant commitment from all agencies involved, both in leading reviews but also in providing information to other lead reviewers. We will be able to make further conclusions once the process is better established and the Safeguarding Board will continue to receive regular updates on the work of this group.

Learning from Safeguarding Adult Reviews

There were three Safeguarding Adult Reviews active during 2020-21, two of which were completed and published that year, one of which is still on-going.

SAR 1 - Review of Nine Homeless Deaths

The published report can be accessed here https://www.osab.co.uk/wp-content/uploads/2020/11/Review-of-Homeless-Deaths-Full-Report.pdf

The SAR was commissioned following the deaths of nine homeless people in Oxford between November 2018 and June 2019. The ages of the people ranged from 26 to 57. The decision to undertake this discretionary review reflected the concern of OSAB members about the loss of lives of these individuals who all died in very difficult circumstances and at far too young an age, and a commitment to implement any safeguarding lessons across the health and social care system in Oxfordshire. A wide range of agencies who had directly served these individuals were involved in the review. Families of those that died were approached and several chose to add their perspectives to the review.

The review identified a lack of understanding of the needs of people who self-neglect, with practitioners not recognising or not understanding **repeated patterns of behaviour** and individuals were just offered more of the same. - There was concern about whether sufficient recognition was given to the impact of trauma and adverse childhood experiences and how these might be affecting current behaviour. The reviewers also wondered to what extent drug and/or alcohol abuse was being seen as an issue of lifestyle choice and unwise decision-making, with insufficient consideration given to mental capacity and possible mental health needs.

Case records revealed very few **mental capacity** assessments, despite their relevance to heavy users of drugs or alcohol as well as to other diagnoses held by some of these individuals (e.g. global cerebral atrophy). The reviewers also questioned the level of understanding shown by agencies into "executive capacity" (the ability to carry out decisions and intentions) which is often an issue for people who are seen as neglecting themselves.

The review found limited evidence of **risk assessment and mitigation** plans, especially multi-agency ones, for example, when someone was evicted from their hostel accommodation. Other transition points were also noted as requiring more careful multi-agency risk assessment and planning, such as leaving hospital or prison. Reviewers note "the need to consider what wrap-around support was necessary in order to support those who were trying to recover from the impact of trauma and adverse experiences and trying to manage their emotional responses".

The review identifies that many of the individuals potentially had eligible care and support needs (under the Care Act 2014), yet most had not been referred for an **Adult Social Care assessment**. Possible barriers to referral for Adult Social Care, , need to be understood by the board.

Some of the individuals were known to have suffered **domestic abuse** and some were also perpetrators. It was not clear whether the usual channels for supporting victims of domestic abuse and managing perpetrators were available to them as homeless people, and the reviewers challenged the partnership to ask: "when domestic abuse happens on the street, rather than in a home, is this considered a safeguarding concern?"

The reviewers found examples where agencies worked together well, but also examples of **poor collaboration and fragmentation of services**, with a perception that too much responsibility was placed on accommodation providers to engage with other services and to coordinate their involvement. The clearest example of where improved multi-agency collaboration was needed was in relation to hospital discharge.

The report also refers to "**referral bouncing**", with a perceived reluctance to be "part of the solution". This sometimes resulted in the least formally qualified and experienced workers being left to deal with the most challenging and complex individuals.

There was no agreed format for convening or conducting **multi-agency meetings** nor a standardised approach to **risk assessment and management** plans. There were examples of plans developed without all relevant agencies involved, of plans formulated but not followed, and plans that were not reviewed or reformulated when events disrupted what had been agreed. In none of the nine cases did there appear to have been a nominated lead agency and/or keyworker to coordinate the multi-agency input for these complex individuals.

The review highlighted front-line staff were not recognising when a **safeguarding referral** was warranted. These clients had a range of physical and mental health problems that potentially translated into eligible 'care and support needs' (under the Care Act 2014) and, despite the services provided, these individuals remained in high risk and unsafe situations. Yet none of the nine people had been subject to a safeguarding enquiry. Alongside this, concern was expressed by operational staff of 'not being heard' when they did attempt safeguarding referrals.

The report recommends improving staff confidence in applying the **Homelessness Reduction Act 2017** and notes the absence of assessment under the **Human Rights Act 1998** for at least one individual with no recourse to public funds, who might then have been eligible for some support.

The review found a **lack of strategic agreement** between housing, adult social care and health agencies across Oxfordshire about priorities, and a lack of 'ownership' of homelessness as a shared responsibility of these agencies. The evidence reviewers found of the strategic approach being followed, often referred to locally as "the homeless pathway", was too crisis focussed and lacking support for recovery of the person.

There were difficulties with the commissioning of services for people experiencing homelessness which affected their access to mental health services in general, and especially to **services for 'dual diagnosis'** (substance misuse and mental health). The report references commissioning approaches in other areas that deliver integrated provision, and calls for a greater number of specialist multidisciplinary services offering more flexible and proactive support, some of which needs to be available out of standard office hours.

Recommendations

There were 15 recommendations, with an initial 22 actions being created to meet the recommendations. As the work of the group evolved, several actions were amalgamated. All the recommendations are laid out in the full report that is published on our website.

A summary of progress against the recommendations is provided below, and further details will be reported separately as part of learning and development updates from the board.

Leadership and ownership was required and a Countywide Homelessness Steering Group was tasked with developing potential governance options, this work is complex and ongoing because it crosses a number of multi-agency partnerships and boards. After the publication of this report, the homelessness services contracts were re-tendered and the recommendations and findings were built into contracts. The Board are also investing in a programme of training on trauma-informed practice that will be open to all practitioners.

Crisis have led a housing-led feasibility study for Oxfordshire (https://www.crisis.org.uk/about-us/media-centre/ground-breaking-approach-in-tackling-homelessness-to-be-adopted-across-oxfordshire/) which also recommended "a senior and multi-agency Homelessness Reduction Board operating at countywide level."

Work on updating the multi-agency policies and procedures that are relevant to the homeless community, including the self-neglect policy and the hard to engage policy has been progressing though a task and finish group supported by many partner agencies. A multi-agency process referred to as a Multi-agency Assessment & Risk Management (MARM) is being considered.

The Homeless Mortality Review group was established in December 2020. Much like the LeDeR process, the group reviews the deaths of all homeless people regardless of the cause of death, which may be entirely unrelated to their homelessness status. It's activity is reported within this annual report.

Work was completed on mapping existing services and identifying any gaps, this was used to inform the countywide strategy. The Strategic Lead for Domestic Abuse has been tasked with reviewing the services for women experiencing or at risk of homelessness due to domestic abuse in order to assure the board that they are supported and cared for equitably.

PIQA has been monitoring the outcomes of those safeguarding concerns and safeguarding enquiries that involve people who are recorded as being homeless. The proportion of concerns being made into an enquiry is being monitored closely to ensure that it aligns with those in the rest of the population. Over the next year any trends and issues will be raised with the Homelessness Steering group and the Board..

Key outstanding issues and relation to other work

Governance – as indicated earlier in this report, the issue of governance is still not resolved. The Countywide Homelessness Steering Group has been tasked with developing option. We are nine months on from the publication of the SAR where this was identified and while it is important the strands of work are aligned, it is vital that this is resolved as soon as possible. In the interim, any issues are being raised to the regular Chief Executives Meeting, although it is understood this is only the CEOs of the County and District Councils and doesn't involve other partners relevant to homelessness.

Domestic abuse and homelessness – at the time of its last meeting, there was still no report produced in regards to domestic abuse and homelessness. It was noted that the arrangements within the County Council around domestic abuse had undergone changes and that it is now overseen by Public Health.

Multi-agency Assessment & Risk Management – as was noted in this review, and is a feature of reviews nationally, there is often a lack of engagement or struggles to maintain engagement for some of our most vulnerable adults (this is not limited to those who are homeless). This is often coupled with a person bouncing between services, where they are willing to engage, to be told they do not meet service thresholds for assistance. The latest best practice model being shared nationally among Boards should go some way to assisting with this issue but it must be supported by the senior members at Board level. It requires allowing staff the time to attend the panel meetings where the cases may not be someone they are working work but where their professional expertise, whether that's mental health, social care, housing or any other service,

are vital to ensuring the options are fully understood and the risks for the person are fully explored and shared.

Conclusion

While there has been significant progress in most areas of the work, there are still some gaps that need to be addressed, particularly the issue of Governance. There is a huge amount of work being done by frontline workers and as reported by the Homeless Mortality Review group, there has been a significant drop in the rate of deaths since the start of this year. However, without the Governance issues sorted, the issues encountered by the frontline workers are primarily still being left with that organisation to resolve, which is not good multi-agency working.

The PIQA audit of the work around the recommendations will come to the December 2021 meeting, which should offer assurance to the Board that not only have the majority of the actions been completed but that they have had a positive impact on the partnership and how we work together on this complex, multi-faceted issue of homelessness.

SAR 2 - Adult J

The published report can be accessed here: https://www.osab.co.uk/wp-content/uploads/2020/08/SAR-Adult-J-Learning-Summary.pdf. Please note that this is just a summary report in respect of the family's wishes that the full report is not made public.

Background

Adult J resided on a canal boat and had lived in Oxfordshire on and off for several years since splitting with his partner who lived elsewhere in the Country. He self-reported to professionals that he was drinking heavily from the summer of 2016 and that he occasionally suffered from a low mood. In early 2016 Adult J got into a relationship with Adult K. There were clear indications of domestic abuse between partners, with both alternating the role of perpetrator and victim. This pattern repeated multiple times until his death in late 2018.

Adult J's history with services was described as challenging by professionals, with a noted unwillingness to engage with services or accept help that was offered. In the summer of 2017 Adult J suffered life-changing injuries which left him with severe injuries to his hands and impaired his mobility. He was hospitalised until he self-discharged towards the end of 2017 (against medical advice and without a care package being in place).

In late 2018 Adult J was found deceased. The cause of death was found to be acute alcohol intoxication. At the request of the family, the Oxfordshire Safeguarding Adults Board (OSAB) are only publishing a learning synopsis.

Findings and Recommendations

In Adult J's case, it may have been preferable to consider an approach outside the confines of expected policy responses and adopt a '**team around the adult**' approach. This approach (referred to a Team Around the Family in Children's work) focusses on assessing and meeting needs in order to prevent concerns escalating whilst also drawing upon the strengths of the family.

The aims of the Team Around the Family approach were incorporated into the Working With Those Who Won't Engage policy. This work is being further developed under the recommendations of the SAR into the deaths of homeless people.

Adult J's **self-neglecting behaviour** may not have received sufficient attention from agencies. In this case, Adult J's self-neglect appeared to arise from a complex interplay of factors including a sense of loss arising from reduced contact with his children, excessive use of alcohol, the impact of the severe injuries he sustained on his physical and mental health, the difficulty in re-adjusting to life on his houseboat and his exposure to violence, coercion and control in his relationship with Adult K.

The Board uses this case as a self-neglect case study in training to ensure that the lessons are learnt and shared. The Oxfordshire Clinical Commissioning Group has also used the case in their training sessions with GPs.

The issue of the **Domestic Violence Protection Order (DVPO)** provided a valuable 'breathing space' during which much positive work was done to support Adult J. However, to capitalise on this opportunity, it does require fairly rapid and sustained single agency and partnership working which may not always be achievable given the pressures of competing demands. Additionally, although the police quickly made a safeguarding referral to Adult Social Care, which was entirely appropriate, there is no indication that they actively managed or monitored the DVPO.

This report was shared with the countywide Safer Oxfordshire Partnership group that brings together the Community Safety Partnerships across Oxfordshire. The purpose of sharing the case was to ensure that professionals understood the circumstances which contributed to successfully exploiting the opportunities provided by the DVPO. It was also shared to highlight the issue below of information gathering for the Domestic Abuse Stalking & Harassment (DASH) risk assessment.

There were occasions when opportunities to conduct **DASH risk assessments** may have been missed. Additionally, the DASH risk assessment conducted by the Thames Valley Police was not informed by the Warwickshire incident, the details of which would have been available from PNC.

There were several missed opportunities in GP records to **record the name of Adult J's partner** and/or carer which, if had he been willing to divulge this information, would have been helpful in gaining as full an understanding as possible of the risk of domestic violence and abuse he faced. This was also included in the GP training sessions mentioned earlier.

The **Canal and River Trust** made two safeguarding referrals in this case which indicated positive levels of awareness of domestic violence and abuse, including coercion and control. However, the potential benefits of working in partnership with the Canal and River Trust were not fully utilised in this case. For example, the Trust appear to have had the authority both to allow Adult J to moor his houseboat in Oxfordshire for an extended period because of his level of disability and the authority to insist on Adult K moving her houseboat elsewhere when the DVPO prevented her from contacting Adult J and therefore fulfilling the role of his carer. Working more collaboratively with the Canal and River Trust may have helped to safeguard

Adult J. The Safeguarding Adults Board approached the Canal and River Trust to explore opportunities to further engage them in safeguarding vulnerable boaters from abuse or neglect. Issues which were explored included the flagging of houseboats by the police and overcoming difficulties in demonstrating a local connection when a boater might wish to leave the canals and move into supported housing.

Reasonable adjustments, as required by law, were not always considered for Adult J. The Oxfordshire Safeguarding Adults Board sought assurance that the agencies involved in this SAR had reviewed the reasonable adjustments made for people with disabilities in the light of the learning which has emerged from this review.

The delay in formally notifying Thames Valley Police of the serious incident that occurred in Warwickshire had the potential to increase the risk of domestic violence and abuse faced by Adult J following his discharge from Hospital. The Safeguarding Adults Board shared this report with **Warwickshire Safeguarding Adults Board** for any action they wish to consider relating to cross border communication of high risk domestic violence and abuse victims.

SAR 3 - Adult V

The following SAR is not finalised at the end of 31st March 2021. The learning and recommendations may not be the same as those that appear in the final published report but it is expected in the Care Act guidance that Boards report on unpublished SARs and learning to date.

It has been established from the details contained within the multi-agency chronology that V was a gentleman who had periods of time in his life when he struggled to maintain his health and well-being to an acceptable standard and was offered support on several occasions to achieve this.

He had not had any active ongoing involvement with services over this period of time and it is evident from the detail contained within the documentation that he did not to respond to professionals despite the numerous contacts they made via phone calls, letters and text messages, in respect of his health and well-being.

V stated to a professional on one occasion that he found it hard to keep "on top of things" and in October 2014 a referral to Adult Social Care highlighted areas of serious concern relating to self-neglect, which included his personal hygiene, his lack of food consumption and extremely poor living conditions.

There were occasions when V had to be prompted to pay his rent and the chronology verified that he was evicted on one occasion due to the condition of the property.

The period from 2014 to April 2020 highlights the general ongoing theme of professional concern for V regarding his general well being which included his ability to attend to his basic needs, his health, and his ability to sustain a tenancy. The aim of the Appreciative Inquiry was to look at where, how and why events took place and use professional hindsight and wisdom to design practice improvements.

The method of an Appreciative Inquiry uses a systemic methodology which refers to focussing on the interactions and relationships between professionals to help them address any interactions and to move on. It gives those involved with the process the chance to explore the circumstances and say what they think in a safe, non-judgmental environment. Professionals at the workshop came to a consensus regarding the learning points to be endorsed by the Oxfordshire Safeguarding Adult Board for all agencies involved with V

Board members to ensure that frontline professionals are mindful of the following learning points from this review:

- **Professional curiosity** – remembering to explore with an individual what is happening in their life and challenging when necessary.
- **Professional overreliance** - from the individual without exploring the presenting information from professionals.
- **Professional judgment** - applying the knowledge, skills and experience of professionals to develop an opinion.
- **Multi-agency working** - revisiting the benefits of shared responsibility, improving outcomes, problem solving and working within a holistic framework.
- **Mental capacity** - the existence of capacity should not preclude further investigation into a person's circumstances and choices.
- **Self-neglect** - partnership knowledge of self-neglect needs improving through training to address the fundamental principles of this behaviour.
- **Understanding professional roles and responsibilities** - in respect of "duty of care". Who "owns" the case and is taking the lead?

1. The Board should assure itself that the training offered to frontline workers includes the **fundamental principles of Self-neglecting behaviour and is clear and understood.**
2. The Board should consider producing a **7 minute briefing of the lessons** highlighted above for publication with the report.
3. The Board should consider a partnership audit that addresses the fundamental question of Mental Capacity and its application.
4. The Board should consider an audit to establish the level of partnership training that is offered to professionals.
5. The Board should assure itself that multi agency working is embedded across all services and is clear and understood.

OSAB Training Programme

Due to COVID-19, all training was moved to e-learning. This allowed professionals to continue to maintain high levels of training adherence without the risks associated with bringing large groups of people together. It also improved the accessibility to training as it could be done at the pace and time of the delegate rather than attending a face-to-face training session.

The training figures have risen from 1,146 delegates to 2,144 delegates. This is likely to rise again in 2021-22 as new NICE guidance places a greater requirements on care home staff to attend safeguarding training and to do so on an annual basis. The expectation of the Board and of most other organisations, including health bodies and council staff is that training is refreshed three-yearly.

Satisfaction rates with the training have not decreased despite the move to only providing training in an e-learning format (96% approval rating for the reporting year as well as the previous reporting year).
There was a huge increase in the number of volunteers undertaking the training this year, from less than 20 in 2019-20 to over 500 in 2020-21. This is suspected to be due to the number of voluntary and community groups that were set up to support those isolating at home during the pandemic. The Board worked with Oxfordshire All In, the central hub for community support groups within Oxfordshire, to promote the training to volunteers. The training was also made free for everyone to remove as many barriers as possible for accessing the training.

Conclusion

The Board Member partnership knows:

- The local safeguarding partnership has continued to maintain a high standard of work during a difficult year that has affected all partner organisations. There has been no increase in safeguarding concerns that point towards any failings of organisations to work together. Despite difficult working conditions, levels of safeguarding work have been maintained during this year, with the number of concerns raised being similar to previous years. The significant rise in safeguarding enquiries is due to a change in process within the Local Authority rather than an indicator there are significantly more safeguarding issues.
- The Making Safeguarding Personal approach has been championed throughout the year and there has been an improvement in the number of people who have defined what they wanted to happen as a result of the safeguarding work and who were satisfied with the work that was undertaken. This is excellent progress during a difficult year and demonstrates professionals are continuing to keep the person at the centre of their work with them, empowering them to make the decisions that are important to them and honouring that as much as they are able to whilst seeking to protect them.
- The annual Practitioner survey of Frontline workers has indicated that the majority of workers have felt there was clear leadership in regards to safeguarding during the last year. Workers have valued the safeguarding consultation service and its use has risen over the period.
- Most Organisations have maintained levels of safeguarding training amongst staff comparable with the previous two years. Health agencies have understandably reported under compliance due to their frontline role during COVID-19. The huge increase in training taken up by the voluntary sector during this period has been particularly welcome and we hope to maintain this level of interest and engagement with safeguarding training within voluntary and community groups.

There is still work to be done and these are the key messages for local leaders reading this report:

- **Leadership on homelessness** – Organisations must come together to agree the governance of homelessness at a countywide level. Operationally partners are doing a lot of things to improve work within their own organisations, there are areas of multi-agency work underway and a countywide strategy has been produced however, the governance and senior strategic leadership across the county has yet to be agreed.
- **Working with complexity** – the feedback from Board Members and frontline workers has highlighted for the last two years that the people that are being referred into services have increasingly complex issues. For some, these may not individually trigger a statutory response but when viewed holistically the issues clearly indicate there are risks. For others, they may trigger a response but are unwilling to engage with the services that could help them, thus leaving them at risk to themselves or from others. Multi-agency partnership work is underway to develop more integrated approaches and shared processes. It will require commitment from senior managers to enable frontline professionals to actively contribute provide their professional expertise, in order to support other teams develop skills and knowledge. The goal is to enable all services to work more effectively, proactively on improving outcomes for those they are working with..
- **Refreshing the links between strategic partnerships** – during COVID-19 the focus of organisations has rightly been diverted to ensuring those most vulnerable in our society are protected as much possible. This had the effect of reducing the focus on strategic partnership work during this period. The relationship between the strategic partnership groups within Oxfordshire (Children's Board, Health & Wellbeing Board and the Safer Oxfordshire Partnership) needs to be reviewed and refreshed.

Divisions Affected - All

Cabinet – 21 December 2021

Oxfordshire Safeguarding Children Board (OSCB) Annual Report
Report by Director of Children's Services

RECOMMENDATION

1. **Cabinet is RECOMMENDED to** note the annual report of the Oxfordshire Safeguarding Children Board senior safeguarding partners and to consider the key messages.

Executive Summary

2. This paper highlights findings from the Board's annual report on the effectiveness of local arrangements to safeguard and promote the welfare of children in Oxfordshire.

Background

3. Local multi-agency safeguarding arrangements are the collective responsibility of chief officers in the county council, the NHS clinical commissioning group and the police.

4. These three senior safeguarding partners agree ways to co-ordinate their safeguarding services for children; act as a strategic leadership group in supporting and engaging others; and implement local and national learning including from serious child safeguarding incidents. They work with relevant partners through the Oxfordshire Safeguarding Children Board', under the leadership of an Independent Chair. The arrangement is referred to as the "Oxfordshire Safeguarding Children Board (OSCB)'.

5. The report can be accessed in full on the OSCB website.

Key Issues

6. The OSCB Annual Report sets out the safeguarding challenges in Oxfordshire. The local safeguarding issues where collective **action** can make a difference are:

   1) Working to identify and act where we see neglect
   2) Improving our strategic efforts to deal with the exploitation of children
   3) Better connectivity with schools and shared sign up to the same safeguarding principles

7.   There are four key messages for system leaders to bring a collective **focus** to:

a)   **'Oxfordshire needs traction on changing practice'.** The whole system must work together to effect change, which means each organisation must take responsibility for embedding change and learning. We are doing a lot of things to improve how we work together but the challenge is making it sustainable.

b)   **'The Jacob CSPR shows that we need to improve how we work together across our whole partnership'.** This includes community safety, children's safeguarding, education and health. We need to bring strategic leadership and direction to this work to make it easier to keep children safe from harm outside the home.

c)   **'Post-pandemic interventions will need to be at scale and volume'.** Pace and purpose is needed to deal with the emerging issues such as increased safeguarding referrals, visibility of children through school attendance, increased referrals for mental health and domestic abuse concerns.

d)   **'Education settings are key partners'.** Whilst they are not named as senior safeguarding partners in the guidance 'Working Together 2018', we are clear in Oxfordshire that our education colleagues are central to keeping children safe. They must be part of our conversations and actions for us to work better together. The report should be aimed at the general reader but assuming a reasonable knowledge of the service and budget and of the local government context.

Corporate Policies and Priorities

8.   The report outlines the Safeguarding Children Board priorities, the learning from case review work, the outcomes of quality assurance work and the summarised findings with respect to the unexpected child deaths in Oxfordshire. The report supports the Vision, Values, Objectives and Strategic Priorities in the County Council's Corporate Plan (see Corporate Plan).

Financial Implications

9.   The Oxfordshire Safeguarding Children Board is funded by the local safeguarding partnership including the county council, district councils, the NHS Clinical Commissioning Group, Thames Valley Police and the National Probation Service. The budget contributions and expenditure is outlined in full detail in appendix B of the report.

Comments checked by:

Thomas James, Finance Business Partner

Legal Implications

10.   There are no legal implications for the Local Authority. Checked by: Sukdave Ghuman, Head of Legal Services & Deputy Monitoring Officer sukdave.ghuman@oxfordshire.gov.uk

Sukdave Ghuman
Head of Legal Services)

Kevin Gordon
Director of Children's Services

Contact Officer: Tan Lea. Strategic Safeguarding Partnerships Officer

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Annual Report
2020/2021

Foreword by the Senior Safeguarding Partners

This is the second year of our revised partnership arrangements and has been a year shaped by the pandemic. Our focus has been to ensure that vulnerable children 'have been kept in sight' and that all risks and opportunities have been considered.

We welcomed the Jacob CSPR, which took a constructive look at our local systems and has helped define the work that we need to do to keep children safe from harm outside the family home. Reviews have shown us the compassion and commitment that local practitioners have to keep children safe. We share this ambition.

It is clear from our analysis that system change is still needed to improve our working to address neglect, child exploitation and to keep children safe in education. We are committed to achieving system change in the year ahead.

The need to listen and communicate well with children in section 7 stood out. This will be something to improve on, with the guidance of our young Safeguarding Ambassadors, in 2021/22.

Observations of the OSCB Independent Chair, Derek Benson

Since taking on the role of Independent Chair in November 2020 I have seen evidence of a strong and effective partnership that has the wellbeing of children and young people at the heart of what it does.

The impact of the pandemic required a flexible and agile response, and the partners in Oxfordshire have responded positively to that challenge. There is a shared determination from the practitioners through to senior leaders to drive further improvements and the learning identified through the recently published reviews is central to that. The OSCB will continue to hold partners to account so that our children are as safe and well as they can be.

Derek Benson,
OSCB Independent Chair

Contents

1. Introduction

The government guidance, 'Working Together 2018', requires safeguarding partners to publish an annual report. The intention is to 'bring transparency for children, families and all practitioners about the activity undertaken' (by the safeguarding partners).

The Senior Safeguarding Partners and the OSCB have three aims: to provide leadership for effective safeguarding practice; to drive forward practice improvement and to challenge in order to ensure that children are kept safe.

This report sets out what we have done as a result of the vision and arrangements, as well as how effective we have been in practice.

2. Children in Oxfordshire: what we know about safeguarding needs

- **146,123** **young people are estimated in live in Oxfordshire**. This is an increase of 7% over the last ten years and sits alongside a high demand on the statutory system.

  11% of children and young people are living in poverty before housing costs which rises to **21%** once housing costs are included

- **10,127** children are eligible for **free school meals**

- **26%** of the school age population are from ethnic minority groups. They are more likely to be represented in the social care system, however this is driven by the fact that they are more likely to live in areas of economic deprivation.

At the end of March 2021:

- **475** children were the subject of a **child protection plan**

- **66%** of child protection plans have **neglect** as the main reason

- **776** children were **cared for**

- **933** children were **electively home educated**

The last year has been dominated by the impact of Covid and lockdowns. Our partnership has focused on children's wellbeing. We saw an increase in:

domestic incidents and domestic crimes involving children

mental health issues including rise in self-harm attendances at A&E

referrals to the multiagency safeguarding hub

We saw a decrease in **early help assessments** due to the closure of schools to the majority of their pupils

Provisional data on **care leavers** shows improvements for children who remained looked after till their 18th birthday in terms of education, employment and training and those in suitable accommodation. However, the level of care leavers in education employment and training remains below the national level.

Safeguarding partners have developed their priorities with this context in mind.

[1] Source ONS Mid-Year Estimates for Oxfordshire for people aged 0-17 2007 & 20

3. Providing leadership for effective safeguarding practice

Yvonne Rees,
Chief Executive of
Oxfordshire County Council

James Kent, Accountable Officer and Executive
Integrated Care System Lead, Buckinghamshire,
Oxfordshire and Berkshire West Clinical
Commissioning Group

John Campbell,
Chief Constable,
Thames Valley Police.

The leadership of safeguarding arrangements is at chief executive level across the local authority, health and police. They are the Executive. They are responsible for, and oversee, these arrangements even where they may have delegated direct input to senior officers to attend the Executive Group.

The Oxfordshire Safeguarding Children Board (OSCB) sits beneath the local leaders. Led by an independent chair it brings together the local organisations, which deliver services that affect families' and children's lives.

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Challenge & hold each other to account

Identify & escalate emerging issues

Share information

Children are kept as safe as possible because we:

Share learning

Agree priorities

Our **membership, structure, partnership links** and funding can be accessed online via links at the end of this report. OSCB work is driven through a series of subgroups. The people on these groups are from our partner organisations.

The **partnership** is not responsible or accountable for delivering child protection services, but it does need to know how well the safeguarding system is working.

The **Executive Group**, chaired by the Chief Executive Officer of the County Council, has:

✓ responded quickly to the issues emerging from Covid through a risk and opportunities register

✓ worked effectively through increased online meetings

✓ brought strategic ownership from our agencies to this work

✓ overseen the arrangements for learning from the Child Safeguarding Practice Review on child exploitation

✓ worked with young people to recruit a new independent chair to lead the board

✓ commended five practitioners for good safeguarding practice

✓ challenged and improved the information sharing process for the licensing of taxi drivers

✓ reviewed the local safeguarding arrangements to include membership from the local military

✓ recruited a board member from the local community

EFFECTIVENESS OF LEADERSHIP IN SUMMARY:

☑ strategic ownership of safeguarding

☑ added value in terms of direction, decision making and connection

☑ raised profile of safeguarding work

☑ momentum generated by leadership through Covid

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4. The effectiveness of safeguarding arrangements: priorities, progress & escalation

PRIORITIES FOR PRACTICE IMPROVEMENT

- **Neglect:** We knew that this was the main reason that children are subject to a child protection plan and that it is not always picked up early enough.

- **Safeguarding in (and out of) Education:** We knew that we needed to develop a shared vision with all partners.

- **Child exploitation & keeping children safe outside of the home:** We knew that the local arrangements needed to be improved.

NEGLECT

What went well	Even better if
✓ Early help training run for GPs, police ✓ Neglect e-learning course developed ✓ Work with schools on developing kits and resources – audit tool, good practice case studies, guidance ✓ Improvement seen in virtual case conference attendance ✓ New online system for sharing chronologies ✓ Agency actions in place to improve how they each identify and address neglect	● The system for monitoring case conference attendance functioned better ● More practitioners used the OSCB resources and the online system for chronologies ● More organisations did early help assessments ● Challenge Event can evidence a change in the way of working by individual agencies as well as in partnership

SAFEGUARDING IN (& OUT OF) EDUCATION

What went well	Even better if
✓ Additional capacity into home education service leading to some children returning to school (mediation process for parents and schools) ✓ Information pack for parents on home education ✓ Improvements leading to speedier resolution for children missing education ✓ Good learning points identified through the Jacob CSPR	● Improved relations to speed up requests for direct admissions to academies ● Sign up by whole education community that children cannot remain out of school ● The recently established 'child missing education' assurance panels prove that they are effective

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CONTEXTUAL SAFEGUARDING AND CHILD EXPLOITATION

What went well	Even better if
✓ New Youth Justice and Exploitation service ✓ Improvements in joint working when supporting children going missing / being exploited ✓ New multi-agency action groups to respond to Jacob CSPR	• 'Contextual safeguarding' is more widely understood and services were able to adjust to addressing risk and harm outside of the family • There is a shared vision and strategy for this work • There is greater consistency re best practice across community safety partnerships • More practitioners use the exploitation screening tool • The evaluation of local processes leads to greater improvement in 2021/22 • The new prevalence and intervention reporting leads to a more targeted way of working

EFFECTIVENESS OF DRIVING FORWARD PRACTICE IN SUMMARY:

☑ Improvements made in all three priority areas

☑ Limitations of progress also noted - a push is needed by all partners to keep these gains

☑ Neglect, safeguarding in education and child exploitation should remain priorities

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5. Learning from Reviews

RAPID REVIEWS

A Rapid Review is triggered when a child is involved in a serious incident, which is notified to Ofsted. Local organisations quickly collate information, analyse how well they worked together and tie down actions and learning points as clearly as possible to bring about improvements.

The OSCB has looked at nine serious incidents or cases of concern to consider if an in-depth child safeguarding practice review (CSPR) should take place.

 A case may refer to more than one child e.g. a sibling group.

OVER THE YEAR 2020/21	OUTCOME
• 8 were 'serious incidents' for a 'Rapid Review' and 1 was a case of concern	• 2 Child Safeguarding Practice Reviews and 1 Partnership Learning Review

This is very small cohort of incidents. However the pattern and themes are reflected at national level in the National Panel's **Annual Report 2020**.

Learning points from the last 12 months:

- Maintain face to face contacts where possible

- Ensure that professionals maintain good contact with each other when making decisions on risk

- Think about the whole family e.g. share information across different parts of the health service

- Safeguarding risks on co-sleeping should be explained to both parents

- Look for 'reachable moments in adolescent children's lives'

- Children are safer when they are in education

Themes for children up to 5 ys

Co-sleeping, physical abuse, parental substance misuse.

Themes for children aged 15-17ys

Children being vulnerable to abuse or exploitation from outside their families, missing from home and school, not engaging well in school life and being electively home educated. Long-term impact of neglectful parenting as children grow older.

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CHILD SAFEGUARDING PRACTICE REVIEWS

The OSCB has worked on ten reviews. Some of the reviews started before 2020. They concerned twelve children. Four were female and six were male. Two of these children were transgender. The local pattern and themes are reflected in the National CSPR Panel's **Annual Report 2020**.

Babies & children up to 5 ys:

In two of the three reviews on children under 5 years the child suffered physical abuse.

Children aged 10 - 15ys:

In three of the reviews on adolescent young people, mental wellbeing and suicidal behaviours were contributory factors. Sadly, two of the reviews concerned children who are deceased. In three of the reviews on adolescent young people, mental wellbeing and suicidal behaviours were contributory factors.

SAFEGUARDING THEMES AND MESSAGES FOR LOCAL LEADERS FROM THE RECOMMENDATIONS:

Early help for families

Addressing neglect of children in the family home

Minimising Risks to children outside the home

Keeping children safe in schools and settings

Messaging needs to be clear. A combination of risk factors can build up over time in family homes (mental health, domestic abuse and drug and alcohol misuse).

'Help at an early point across all services can make a difference. An early help assessment is the means to do this.

We need to respond collectively to neglect.

Practitioners should be supported to name, discuss and respond to neglect confidently.

Oxfordshire organisations need a 'system response' to work better together on the safeguarding risks that exist in the child's environment.

Children can become trapped in a world that they cannot escape.

We must look for 'reachable moments'

Schools should be supported to keep children safe

...to notice potential harm

... to alert other agencies

.... to challenge decisions.

In total there were over 30 recommendations being monitored and challenged through partnership meetings.

FEEDBACK

We involve families directly in all of our reviews. Their experiences tell us how our safeguarding system works in practice.   Grandparents, parents, siblings, carers and children have talked to us.

Their views have shaped: the new child exploitation framework; our conversations with young people; training on consent and sexual behaviour.

> 'A local child who suffered extreme neglect would like professionals to remember that: ...the future will always change'

> Families have said that they want to take part to ... 'help another child in the same situation'

Two reviews were published: **Child K** and the **Jacob CSPR**. They had local and national recommendations which are detailed in full in both reports.

REGIONAL AND NATIONAL LEARNING INCLUDES:

- There is a lack of homes (placements) for children with a range of complex needs. These children are often the most vulnerable that we care for and are unable to be close to their family home.

- The legislation concerning children educated at home places barriers in the way of keeping children safe

- We need 'sign-up' from the whole education community that children cannot remain out of school

EXAMPLES OF ACTIONS TAKEN BY THE PARTNERS TO IMPLEMENT THE RECOMMENDATIONS:

✓ Sharing concerns with the Dept for Education, MPs and local politicians regarding national policy and guidance (stated above)

✓ Launching an online system for 'Multi-agency chronologies' to build a full picture of what is happening in the life of a child /family who is subject to child protection planning

✓ Improving the system use to work out the thresholds of need for a child by including more family background information and making connections between services

✓ Improving how the police communicate and feedback to children who disclose sexual abuse so that children know that they have been listened to

✓ Developing the multi-agency bruising protocol so that practitioners know what to look out for when caring for babies and don't miss key signs

✓ Creating a kit for schools to help them understand what 'good looks like' when supporting a child who is at risk of experiencing neglect; the kit includes a checklist and good practice case study

✓ Improving the system used to 'screen' risk factors of child exploitation

✓ Setting up Youth Justice and Exploitation Service within the County Council

✓ Development of county-wide missing and exploitation panel and area based multi-agency networks

EFFECTIVENESS OF LEARNING FROM PRACTICE REVIEWS

☑ 100% reviews directly involve families and practitioners

☑ Analysis is independent and constructive

☑ Families and practitioners are directly involved

☑ Learning points apply to both systems and practice

☑ Recommendations can be evidenced as changing systems and services

☑ An annual report summarises the learning and aspects for improvement

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CHILD DEATH OVERVIEW PANEL (CDOP)

In 2020/21 the Oxfordshire and Buckinghamshire CDOP system received 23 notifications for children who lived in Oxfordshire.

The aim of the Child Death review process is to prevent future child deaths. It is encouraging to see that the number of deaths of Oxfordshire children has almost halved in the last 13 years.

Number of Oxon deaths per year
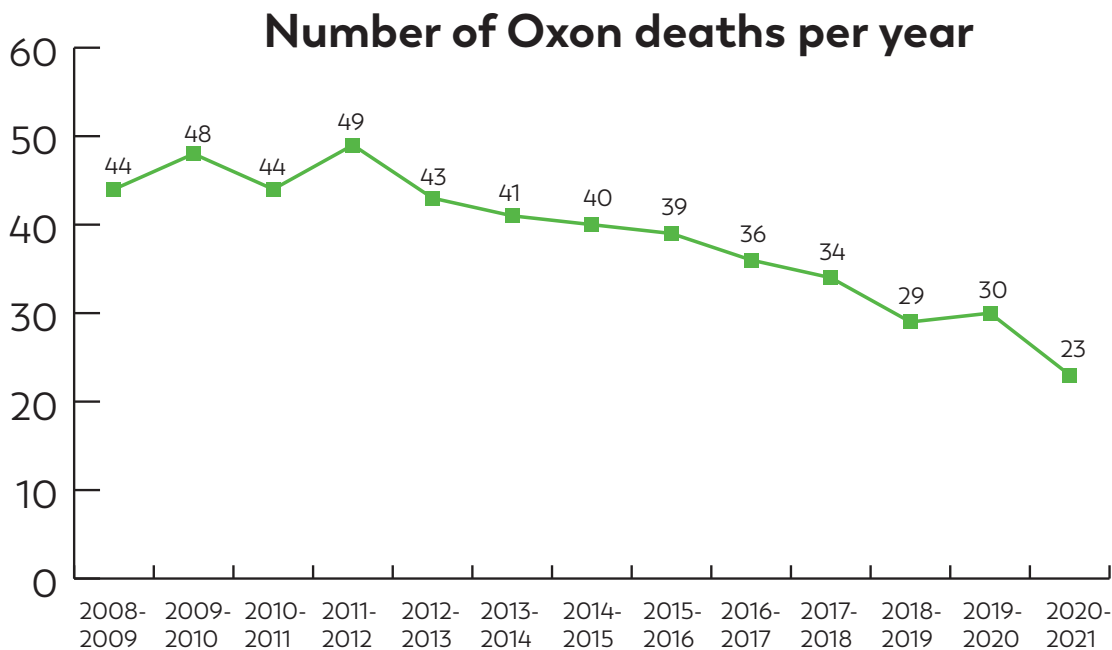
The Oxfordshire CDOP panel met on four separate occasions in 2020/21 to review child deaths. The deaths of 28 children whose usual residence was in Oxfordshire were reviewed.

THEMES RAISED BY THESE REVIEWS INCLUDED:

> The complexity of coordinating bereavement support when a child dies in another regional hospital. The Designated Doctor will liaise with key service areas to develop a pathway to improve the coordination.

> A number of Sudden Unexpected Deaths in Infancy, where although the total number had not increased, there were more cases where co-sleeping was a factor. This was in spite of clear evidence that advice had been given about the risks of co-sleeping. Services have re- shared the information and resources widely and committed to using all contacts with families to discuss this issue.

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6. Impact of learning and improvement framework

Ten Learning points to strengthen working together in Oxfordshire

OSCB Oxfordshire Safeguarding Children Board

These are the most common themes recently arising from case reviews in Oxfordshire.

1 Understand the 'lived experience' of the child in the family: use multi-agency chronologies to share information of them.

2 Curiosity: being curious about the family's past history, relationships and current circumstances in a way that moves beyond reliance on self-reported information

3 Response to physical abuse: identifying it, listening to children and following safeguarding processes thoroughly

4 The role of schools in keeping children safe
• effective management of safeguarding records effective escalation of concerns
• awareness of the implications of elective home education

5 Parental wellbeing: mental health, substance misuse and domestic abuse are recurring themes. Recognise the risks and impact on the safety of the child

6 Fragmented management of health needs: ensuring effective communication across services for co-ordinated and consistent management of care

7 Children's emotional wellbeing: increasing evidence of self-harm by children aged 10 years+

8 Children's limited capacity to protect themselves as they move into adolescence after experiencing a lack of consistent, supportive parenting in their early years

9 Rethinking 'did not attend' to 'was not brought'

10 CONTEXT Understanding safeguarding risks that exist in the child's environment

ANALYSIS OF KEY MESSAGES

Messages for practitioners are set out in this poster and in an OSCB short-animated film

Recorded webinars on Jacob CSPR and Child K are online. Approx. 300 practitioners attended. Feedback included:

"it enabled me to think more about how the voice of the child can be captured and used to inform practice. It cemented my view that open joined up practice is the key to safeguarding children."

"confidence to ask about a lead professional in health if a child has significant health needs. Better understanding of elective home education - overall better professional knowledge of 'how these things work' so more able to challenge and question"

LEARNING	
1	**Jacob CSPR (2021)**
2	**Young parent with complex needs (2021)**
3	**Child K (2020)**
4	**Understanding a child's lived experience (2020)**
5	**A child's identity needs (2020)**
6	**Neglect (2020)**
7	**Understanding a child's world (2020)**
8	**Parental vulnerability (2020)**
9	**Physical abuse (2020)**

Learning summaries have common themes which lead to new resources e.g.

Use of chronologies
Single and Multi-Agency Chronology Practice Guidance
MAC 7-minute guide and **MAC Tutorial for Agency Professionals**

Reflective thinking, supervision and meeting as professionals
Safeguarding Conversations poster
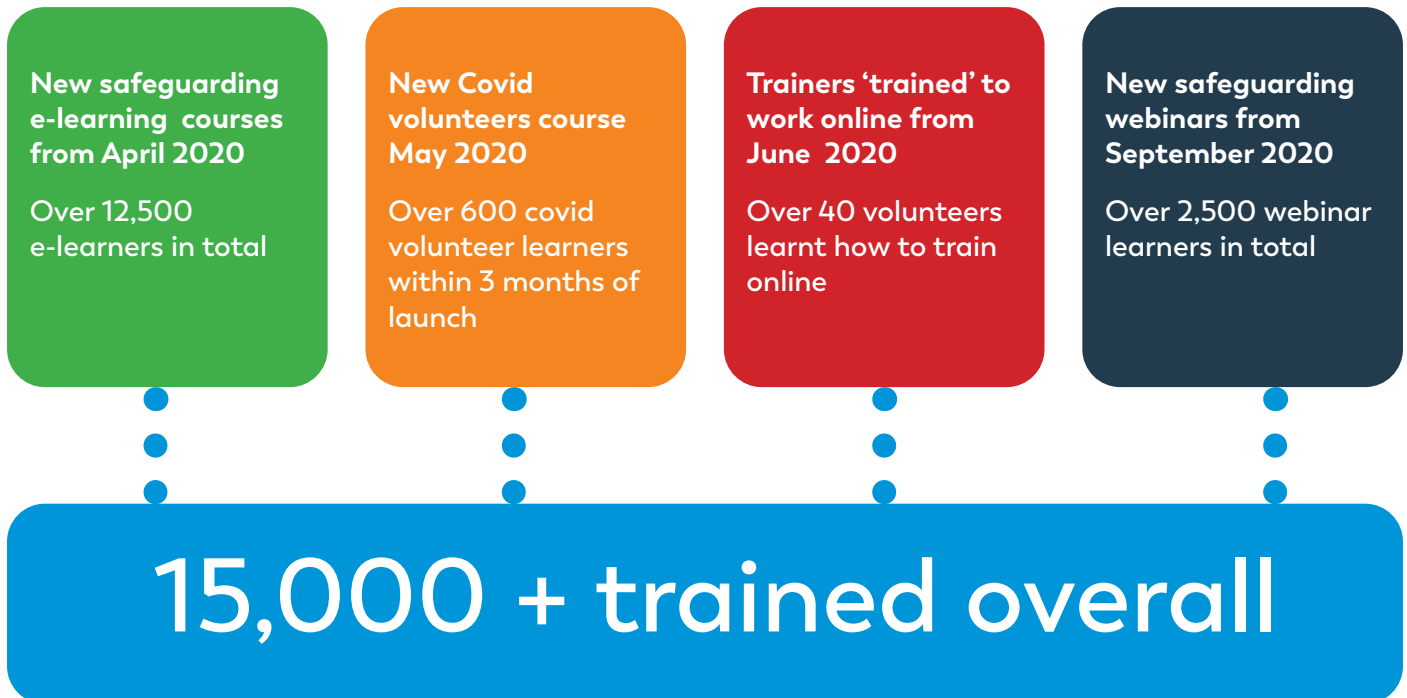**Professionals Only Meeting guidance**

Physical abuse
A **Protocol for management of bruising in pre-mobile babies/children** and **leaflet for parents and carers**

Working with fathers
Top tips for working with fathers and male carers

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EMBEDDING LEARNING THROUGH TRAINING

The OSCB responded rapidly to the impact of Covid. Training moved online and never stopped.

New safeguarding e-learning courses from April 2020

Over 12,500 e-learners in total

New Covid volunteers course May 2020

Over 600 covid volunteer learners within 3 months of launch

Trainers 'trained' to work online from June 2020

Over 40 volunteers learnt how to train online

New safeguarding webinars from September 2020

Over 2,500 webinar learners in total

15,000 + trained overall

Impact: "A phrase used to describe what happens at Case Conferences stuck out for me: **"What can be done to improve or sustain the journey of change?"** I will use this perspective when discussing specific cases in school."

Impact: As a GP trainee **I plan to take an active role in more safeguarding referrals and helping junior staff/ medical students** etc.

Impact: "Working as a volunteer in a Youth Cafe **I have learnt that safeguarding is everyone's responsibility.** Everyone has the responsibility to report a concern"

SPECIALIST COURSES HAVE BEEN DEVELOPED IN RESPONSE TO LEARNING FROM OUR REVIEW WORK:

- Child Exploitation
- Safeguarding disabled children
- Sexual Abuse
- Healthy & Unhealthy sexual Behaviours
- Supporting LGBT young people
- Overview of Mental Health Difficulties for young people
- Self-harm workshop

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IMPACT: 'LEARNING GAIN'

Every learner evaluates their confidence in safeguarding knowledge **before & after** training.

We consistently see a confident starting point and an even better end point which is called 'Learning gain'.

Impact: "...I have already identified a couple of students where I need to explore further with them around them being online ...and gaming".

OSCB training is delivered by **volunteers**.
They work in the health services, early years settings, schools, in local charities, the community and local authorities amongst others.

They give time out of their working day to train others in the safeguarding network.

Very special people. Thank you.

EFFECTIVENESS OF EMBEDDING LEARNING IN SUMMARY:

☑ Learner gain is recorded

☑ Feedback can evidence how learning will be applied

☑ Multiple resources demonstrate how partners share key messages

☑ Training is delivered by local volunteers, with pace and volume, so that learning is embedded through the local network

☑ The partnership is responsiveness to training need e.g. launch of the volunteers' course within 5 weeks of lockdown

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7.   Evidence and assurance

The OSCB gets a system-wide view on safeguarding work through the lens of audits, assessments, data and the views of practitioners, children, young people, families.

Audits	Assessments	Data
12 local services **2** multi-agency audits focused on • neglect • young people and domestic abuse (experiencing or witnessing)	**15** local services undertook high quality evaluations **1** challenge event for **15** services to evidence and evaluate their assessment	The OSCB regularly checks the facts and figures against local targets for Oxfordshire's most vulnerable children

WHAT DID THESE LENS HIGHLIGHT?

Issue	What does the OSCB need assurance on?
Issues emerging from Covid	...that issues regarding mental health and domestic abuse are addressed with pace and purpose. The 'deficits' from Covid need swift and decisive action e.g. school attendance and learning.
Neglect	... that health, police and social care and other safeguarding partners support early identification of neglect. The OSCB Neglect challenge event in September 2021 should check what shift there is in the underlying issues around neglect, poverty, economic drivers, housing etc.
Case conferences	... that health, police and social care partners consistently contribute to decision making for the care of the most vulnerable children. Monitoring of attendance should be a key metric in individual agencies performance reporting and assurance governance.
Increased safeguarding and domestic abuse referrals	... that there will continue be enough resources in the Multi-agency Safeguarding Hub to respond to this increase in need. An increase in the volume of domestic abuse incidents will need tackling by a system wide including - Increasing reach and volume by county & district councils working together - Potential further investment into the system - Recognising the impact of the domestic abuse workers in the new county council team and securing long term sustainable funding
Waiting times for children needing mental health	... that children are not waiting longer than the expected timeframes to access mental health support. The volume of mental health needs in children & young people will need a system wide strategy to meet the scale of need, which has been exacerbated by the pandemic.

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HOW HAVE WE USED FEEDBACK FROM CHILDREN AND YOUNG PEOPLE THROUGH THIS PROCESS?

We involve young people wherever possible in service evaluation.
We have examples of where their feedback:

- is informing those working with young people who experience or witness domestic abuse
- has shaped parental experiences when caring for sick children in local hospital
- is informing information and accessibility to GPS and remote consultations

WHAT HAVE PRACTITIONERS SAID?

An annual survey of practitioners asks them to assess what is impacting on their capacity to deliver.

> Practitioner have told us that group supervision is helpful to reflect on practice and good decision making

Positive findings were as follows:

✓ **75%** felt that there had been visible safeguarding leadership during Covid

✓ **95%** had undertaken safeguarding training within the last 3 years

Areas for improvement were

- Use of multi-agency tools when making decisions. However we could see that awareness of the multi-agency chronology has increased by 100%.

WHAT HAVE AGENCIES HAVE TOLD US FROM THE ANNUAL IMPACT ASSESSMENT?

Top three financial and organisational pressures	Top three things that would make it easier
- Increasingly vulnerable people and complex cases - Increasing volume of work and demand on services - Service funding (gathering, securing as well as income generation)	- Improved joint working (e.g. communication between agencies) - Space for frank conversations and consultations - Understanding of operational pressures across agencies

EFFECTIVENESS OF QUALITY ASSURANCE:

- Qualitative and quantitative evidence which brings a full picture of the system
- Progress is evidenced: use of new resources; escalation of issues to strategic safeguarding partners e.g. increase in domestic abuse.

- Improvements and concerns are known e.g. Case Conferences, mental health waiting times, identification of neglect
- Partners are sighted on potential safeguarding issues emerging from Covid e.g. mental health, stresses in home life manifesting in domestic abuse

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8. In conclusion the partnership knows

The local safeguarding issues where collective action can make a difference

✓ Working to identify and act where we see neglect
✓ Improving our strategic efforts to deal with the exploitation of children
✓ Better connectivity with schools and shared sign up to the same safeguarding principles

The bigger safeguarding issues which we need to escalate regionally and nationally

✓ Availability of homes close to Oxfordshire for children who have a complex set of safeguarding needs
✓ Legislation regarding home-schooling, which would assist identifying any safeguarding concerns.

The ongoing concerns in our system

✓ Waiting lists for children's mental health services
✓ Multi-agency contribution to decision making meetings for the most vulnerable
✓ Attendance at school of the most vulnerable children

Areas for learning

✓ Over 15,000 people have been trained on safeguarding topics over the last year

The report sets out evidence of progress made and impact that the safeguarding arrangements have had over the last 12 months.

There is still work to be done. These are the key messages for local leaders reading this report:

1. **We need traction on changing practice.** The whole system must work together to effect change, which means each organisation must take responsibility for embedding change and learning. We are doing a lot of things to improve how we work together but the challenge is making it sustainable.

2. **The Jacob CSPR shows that we need to improve how we work together across our whole partnership.** This includes community safety, children's safeguarding, education and health. We need to bring strategic leadership and direction to this work to make it easier to keep children safe from harm outside the home.

3. **Post-pandemic interventions will need to be at scale and volume.** Pace and purpose is needed to deal with the emerging issues such as increased safeguarding referrals, visibility of children through school attendance, increased referrals for mental health and domestic abuse concerns.

4. **Education settings are key partners.** Whilst they are not named as senior safeguarding partners in the guidance 'Working Together 2018', we are clear in Oxfordshire that our education colleagues are central to keeping children safe. They must be part of our conversations and actions for us to work better together.

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Appendix A: Matrix of safeguarding concerns

🟣 Review work   🔵 Quality assurance work   🟢 Data   🔴 Escalated issues

Concern	Review work	Quality assurance work	Data	Escalated issues
Safeguarding concerns that need regional and national attention				
Availability of homes close to Oxfordshire for children who have a complex set of safeguarding needs and cannot live at home	🟣	🔵	🟢	🔴
Legislation regarding home-schooling which would assist in identifying any safeguarding concerns	🟣	🔵	🟢	🔴
...that are about our systems and how we work together as a whole				
Shared vision and connectivity with schools about keeping children safe	🟣		🟢	🔴
County-wide effort to deal with the exploitation of children outside of their home			🟢	
Cultural shift in helping families at an early stage collectively to tackle neglect in the family home	🟣	🔵	🟢	🔴
Shorter waiting times for children who need help with mental health problems			🟢	🔴
Multi-agency contribution to decision making meetings for the most vulnerable (known as Case Conferences)			🟢	🔴
...that are about our practice				
Straight talking with families to identify and name neglect	🟣	🔵	🟢	🔴
Using the same resources to help families at an early stage e.g., early help assessment	🟣	🔵		
Thinking about safeguarding all family members – parents, children, siblings – when you may have contact with just one family member	🟣	🔵		
Better sharing of safeguarding information across different health information systems	🟣	🔵		
...that are repeat themes				
Lower exam grades for the most disadvantaged children	🟣		🟢	🔴
Children being visible to others and kept safe in early years settings and education during the day	🟣		🟢	🔴
Complex range of safeguarding issues that children face	🟣	🔵	🟢	🔴
...that have come to the fore through the pandemic				
Importance of keeping sight of the most vulnerable children	🟣		🟢	🔴
Emerging issues of domestic abuse and mental health concerns following lockdowns	🟣		🟢	🔴
Increased volumes on frontline services as demand increases post lockdown	🟣		🟢	

Appendix B: The Oxfordshire Safeguarding Children Board budget

	End of year figures
Funding streams	
Public Health	-£30,000.00
Income	
Foster carer training	-£2,500.00
Non-attending delegates	
Contributions	
OCC Children, Education & Families	-£198,100.00
OCC Dedicated schools grant	-£64,000.00
NHS Oxfordshire CCG*	-£60,000.00
Thames Valley Police	-£21,000.00
National Probation Service	-£1,410.00
CRC	-£2,500.00
Oxford City Council	-£10,000.00
Cherwell DC	-£5,000.00
South Oxfordshire DC	-£5,000.00
West Oxfordshire DC	-£5,000.00
Vale of White Horse DC	-£5,000.00
Cafcass	£0.00
Public Health (see above)	£0.00
TOTAL INCOME	**-£409,510.00**
Expenditure	
Independent Chair	£35,548.00
Business unit	£287,125.00
L & I work	£7,451.00
Training & learning	£37,299.00
Subgroups	£9,523.00
All case reviews	£31,662.00
TOTAL	**£408,608.00**
Available reserves	£63,013.00
Drawdown	£0.00
Add to reserves	£902.00
Reserves Balance	£63,915.00

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* NHS Oxfordshire CCG also funds the Child Death Overview Process at a cost of £76,774 per annum

Appendix C: [Links](#) to information about the board

oscb@oxfordshire.gov.uk
www.oscb.org.uk

Images used in this annual report are stock images

Divisions Affected - All

CABINET
21 December 2021

Oxfordshire County Council Libraries and Heritage Strategy 2022-2027

Report of Corporate Director, Customers,

Organisational Development and Resources

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**

    a) Agree the draft Libraries and Heritage Strategy and action plan as set out in appendices 1 and 2, developed following a programme of stakeholder engagement and feedback from the Place Overview and Scrutiny Committee.

    b) Agree a period of 8 weeks for public consultation on the strategy on the Let's Talk Oxfordshire portal and taking place within libraries and heritage venues.

    c) Note the feedback provided by the Place Overview and Scrutiny Committee and that an annual review of the actions to deliver the strategy will be reported to the Place Overview and Scrutiny Committee in the future.

Executive Summary

2. In April 2021 the Oxfordshire County Council Cabinet commissioned the development of a strategy for the future direction of the county's library and heritage services. The aim of the strategy is to set out a new purpose, ambition and vision for libraries and heritage services underpinned by an increased strategic focus on, and contribution to, the social and cultural health and wellbeing of the community in its widest sense. The actions proposed within the strategy aim to enable us to build on our existing strengths and increase the positive impact of these services on community outcomes.

3. The draft strategy, attached as Appendix 1, has been developed through a process of stakeholder engagement, analysis of current service performance

and future trends, a review of social and demographic change and community needs to identify future opportunities.

4.   Workshops were held with staff, councillors, external partners, volunteers, and Friends groups and a presentation to each Oxfordshire County Locality board. The workshops provided information on the performance of these services, information on need and future demand providing enabling them to contribute ideas and views on the future development of these services. A public engagement exercise was also undertaken inviting views through the Let's Talk Oxfordshire engagement portal.

5.   During 2021 the service undertook a peer review to help shape and inform the strategy and in November 2021 the Place Overview and Scrutiny Committee reviewed the work undertaken to date and made a series of suggested improvements (captured in the minutes of the meeting) which have been reflected in the strategy.

6.   The draft strategy and action plan sets out the strategic context, ambition and vision for the service. It is proposed that it is reviewed annually with an accompanying action plan developed in order to meet the stated priorities within the document. The strategy itself sets out an ambition for these services to become more community focused and responsive and as such there is a wider commitment to ongoing engagement with service users and stakeholders.

Background

7.   The strategy covers the libraries and heritage services delivered by the county council. The library service is delivered through a network of 44 libraries across, a home library service, and a prison library service in Huntercombe and Bullingdon prisons. Libraries offer books for loan, access to trusted information, free access to PCs and wifi, printing and photocopying, support with digital skills and a programme of activities to promote literacy, a love of reading and enjoyment of culture. 1,200 volunteers support the service with volunteers acting as Digital Helpers, running activities in library's, and delivering books to 670 housebound residents. 22 of the libraries are managed by council staff and 22 are Community Supported Libraries, managed by staff and volunteers through a partnership agreement with Friends Groups.

8.   The Heritage Service encompasses the Oxfordshire Museums Service, Oxfordshire History Service and the Victoria County History project (a multi-partner local history project supported by the VCH Trust) and are responsible for:

- the Oxfordshire Museum in Woodstock
- the Museums Resource Centre at Standlake, housing the reserve collection
- a Scheduled Ancient Monument and Grade 1 listed medieval barn at Swalecliffe, providing accessible storage for large agricultural and trade vehicles

- the museum service also has a legacy responsibility for the remains of the Bishop's Palace in Witney
- local history and archives based in the History Centre in St Lukes Church
- all sites are accredited to a set of nationally recognised standards for heritage organisations

9. The Heritage Service's purpose is to collect, conserve and provide opportunities to engage with Oxfordshire's collections of museum objects, archives, and local history records. Engagement is provided through access to exhibitions in the Oxfordshire museum, the museums learning service for schools, a programme of activities in the museum and in outreach settings and access to archives and local history records in the history centre. Increasingly the services are making their collections available digitally to increase and widen access.

10. The council has a statutory duty to provide a 'comprehensive and efficient library service' as set out in the Public Libraries and Museums Act 1964 for all persons who live, work and study in the area (section 7). The council also has statutory responsibilities to run an archives service under the Public Records Act (1958) and the Local Government Acts (1962, 1972), and has been identified and appointed by the Lord Chancellor as the approved Place of Deposit for the public records of Oxfordshire. These Acts require the care of and provision of access to public records and the records of local authorities.

11. In 2019 the last year of operation before the pandemic

- libraries registered 2.3 m visits and made 3.4 m loans
- libraries ran 8,355 events attended by 98,000 people
- 127,092 visits were made to the Oxfordshire Museum
- 3,645 visits were made to Oxfordshire History Centre

12. Libraries, the museum, and history centre were closed during periods of lockdown in 2020 and 2021 with staff being re-deployed to support other services such as registration and making shielding calls, however the home library service continued to visit our housebound library members. Services wherever possible were delivered digitally including and activities for children, reading groups and some library activities for adults, museum activities to support children learning and history centre website content was significantly enhanced. The library service saw a significant increase in on-line membership and e-book borrowing. From November 2020 during the second lockdown libraries offered a 'click and collect' service where residents could ask library staff to select books for them to collect from our largest branches and a small number of free PC bookings were made available in recognition that some residents were facing prolonged digital exclusion due to lack of personal devices and/or connectivity.

13. The draft strategy sets out the case that:

- there is increasing recognition that libraries and heritage services contribute to health and well-being, education and skills, community

cohesion. economic development, reducing social isolation and creating a sense of place; and

- that a clear sense of direction, ambition and strategic focus can maximise impact of these services on these broader community outcomes

14. In common with other library services across the country we have seen a decline in use over the last five years. Visits to libraries in Oxfordshire are not declining as fast as the national average but issues are declining slightly faster. Research by DCMS in 2016/17 based on reviews of CIPFA data found that a small percentage of library services were delivering an increase in issues and visits. The factors influencing growth were determined to be strong leadership and a clear strategy for the development of the service. Library use was found to be growing in places where they are used to tackle challenges such as skills, digital literacy and loneliness, while in places which lack leadership or sufficient focus on place-based priorities, libraries are under-exploited and consequently under-utilised.

https://www.gov.uk/government/publications/analysing-data-cipfa-statistics-and-the-future-of-englands-libraries

15. It is not possible to compare the performance of Oxfordshire's museum and history service with others as these data sets are not available but both services have broadly maintained user numbers over the last three years.

16. Having considered the outcome of our engagement, performance review and research the strategy identifies what we need to prioritise and deliver over the next five years to increase the impact of libraries and heritage on the county council and community outcomes and contribute to Oxfordshire's strategic priorities. We have proposed a vision, three strategic aims and actions to deliver the council's ambitions for these services. The vision and strategic aims are set out below and in more detail with the strategy at Appendix 1, with the proposed actions attached as Appendix 2.

A new Vision for our libraries and heritage services

Our libraries and heritage services provide opportunities for people to connect and create, to learn and grow together. Inspiring us all, they are places to imagine, and they make a difference to the wellbeing of the communities they serve.

Strategic aims

People - *our libraries and heritage services will support people and communities to reach their full potential*

Libraries are the place where children and adults can find that special book that helped them get the reading habit and then borrow for free to feed that habit for life. In libraries, the museum and the history centre people learn new skills, gain information, and participate in activities to support them to live successful and

healthy lives. We offer so many opportunities from finding out about family history and the county's heritage, access to council and other benefits, free computers to apply for jobs, research and learn, meeting authors, participation in book groups, volunteering and learning digital skills to mention but a few.

Place - our libraries and heritage services will be recognised as valuable community assets and will strengthen their role in 'place making' with communities at the heart of our thinking and service design.

Our services will place the needs of the local community at the heart of our thinking, decision making and service design. As community needs change, so must our libraries and heritage services to ensure that our physical spaces are integrated with the growing demand for digital services. We will increase our visibility in communities to ensure increased delivery of the vital social benefits of companionship, support and inspiration. We will listen to and learn from our communities to co-design our spaces. Jointly agreeing outcomes will be crucial to success.

Partnership – our libraries and heritage services will deliver on national and local priorities, increasing our strategic and operational collaborations with the full range of partners

Libraries and heritage services consistently work in partnership with local and national organisations. We will develop new and existing partnerships and evaluate existing partnerships. Partnerships will be essential in attracting funding to support our ambition but also to ensure we are using our heritage and library assets to deliver maximum impact for health and well-being, opportunities for children and young people, vibrant local economies and preventing demand on other services where possible. Our staff will be supported to develop partnerships where relationships and local knowledge is central.

Corporate Policies and Priorities

17.   The strategy has been developed to ensure that libraries and heritage services contribution to the council's corporate policies will be maximised.

Financial Implications

18.   There are no immediate financial consequences arising from this report. Management of library buildings is undertaken by the county council's property and facilities management team and development proposals are set out in the capital programme.

Legal Implications

19. There are no legal matters arising from this report. The County Councils' statutory obligation to provide the service are set out in the strategy and a full programme of consultation has been undertaken in the development of this proposed strategy.

Staff Implications

20. There are no immediate staff implications arising from this report

Equality and Inclusion Implications

21. There are no immediate equalities and inclusion arising from this report.

Sustainability Implications

22. The strategy identifies the need to ensure all building refurbishments are designed to reduce impact on the climate. Libraries will review their role in providing trusted information on climate change to ensure it is accurate and will work in partnership to deliver a programme of activities and events to raise awareness of climate change and how residents can take action to reduce climate change.

Risk Management

23. The risk in adopting a libraries and heritage strategy is primarily one of effective communication and managing expectations. The strategy implementation will be strengthened by partner and community support and it is proposed to deliver a stakeholder engagement programme to build support for the strategy.

Consultations

24. The draft strategy will be published on the Lets' Talk Oxfordshire consultation and engagement portal for 8 weeks (following Cabinet) to enable further public consultation. Significant actions in the strategy will also be subject to stakeholder and engagement where necessary, and in line with the principles set out in the strategy, to ensure the council meets its statutory duties.

Appendices:

Appendix 1: Draft Strategy 'Creative, Inspiring, Inclusive' - A library and heritage service for Oxfordshire now and for the future Strategy 2022-27

Appendix 2: Draft Action Plan

BACKGROUND PAPERS: None

NAME: Lesli Good

CONTACT OFFICER: Lesli Good
Assistant Director, Cultural Services and Libraries and
Heritage Service Manager (Interim)
07930 617798

December 2021

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Creative, Inspiring, Inclusive

A library and heritage service for Oxfordshire now and for the future

Strategy 2022-27

DRAFT

OXFORDSHIRE
COUNTY COUNCIL

Contents

1

Foreword

Oxfordshire County Council's public libraries and heritage services are trusted, free to use and open to everyone in the community. At the heart of their communities, they act as safe and welcoming spaces, serve as launchpads to information and knowledge, and provide opportunities for creativity and enjoyment.

Our libraries and museums also serve as hubs, providing a wide range of services and facilities which are accessible to the local community.

We are passionate about our services and know that access to our collections can make a real difference to people's lives. At their best they inspire, challenge and stimulate us to think about where we have come from and our future as individuals and as communities.

Looking to the future our aim is to create and sustain multi-purpose physical and virtual spaces that play a crucial role in ensuring the social, cultural, health and economic wellbeing of individuals and communities – places where people can access a variety of services as well as inspiring cultural assets.

To ensure libraries and heritage meet the needs of communities in Oxfordshire we want to build on our current strengths and to deliver improvements that will ensure these services

contribute to positive change that supports a greener, fairer and healthier county.

I am proud that this strategy sets out a compelling ambition and action plan for libraries and heritage services in Oxfordshire. Our vision places them firmly as key services, places and spaces supporting the fabric of our communities.

It is important that our services continue to actively respond to the current and changing needs of local people. This strategy, supported by an ambitious action plan, provides the strong foundation for that to happen.

Councillor Neil Fawcett
Portfolio Holder for Community Services and Safety

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Our libraries and heritage services provide opportunities for people to

Connect and create, learn and grow together.

Inspiring us all, they are places to imagine, and they make a difference to the wellbeing of the communities they serve.

1

Libraries and Heritage Services

- the National and Local Picture

Across Oxfordshire our existing network of libraries and heritage services are valued by communities and service users. But no service can stand still and, as social trends change, technology develops and communities grow, so must our services.

This strategy sets out our ambitions for the future development of our services, their wider contributions to the health and wellbeing of Oxfordshire, and the challenges and opportunities we face. To develop the strategy, we undertook a wide range of research and engagement, the findings from which are set out in section 2.

Developing this strategy

- A review of the national policy framework
- A review of the strategic drivers for change, what factors are likely to have a long-term impact on libraries and heritage services
- A consideration of the county council's wider strategic plans
- A review of our current provision and performance
- A community needs analysis
- Stakeholder engagement
- An externally led peer review

The national policy and legal framework for libraries and heritage services

Like all councils Oxfordshire has a statutory duty to provide a 'comprehensive and efficient library service' as set out in the Public Libraries and Museums Act 1964 for all persons who live, work and study in the area.

The council also has statutory responsibilities to run an archives service under the Public Records Act (1958) and the Local Government Acts (1962, 1972), and has been identified and appointed by the Lord Chancellor as the approved Place of Deposit for the public records of Oxfordshire. These Acts require the care of and provision of access to public records and the records of local authorities.

Arts Council England (ACE) is the national agency for creativity and culture, and they recognise the contributions played by libraries and heritage organisations as part of the social and cultural fabric of the country. They offer funding to support the libraries and museum sector, provide capital grants, revenue grants to National Portfolio Organisations and project grants. As such the Arts Council is a key partner and funder

3

for Oxfordshire County Council in delivering our libraries and heritage strategy.

Their strategy 'Let's Create' (**www.artscouncil.org.uk/letscreate**) sets out their vision for culture for 2020 to 2030.

Arts Council 'Let's Create' outcomes:

❶ **Creative People:** Everyone can develop and express creativity throughout their life.

❷ **Cultural Communities:** Villages, towns and cities thrive through a collaborative approach to culture.

❸ **A creative and cultural country:** England's cultural sector is innovative, collaborative and international.

Of particular interest to Oxfordshire County Council in supporting the development of our libraries and heritage strategy, is the focus by the Arts Council on children and young people. When consulted the public said how much they value opportunities for children to take part in creative opportunities and they want to see more opportunities for widening and increasing participation. This is reflected by ACE as a key element of the Creative People outcomes in their **delivery plan** alongside providing high-quality early years activities.

The outcomes set out in 'Let's Create' are directly reflected in the '**Universal Offers**' which are promoted by Libraries Connected, the national support agency for libraries. The new Library Universal Offers aim to connect communities, improve wellbeing and promote equality through learning, literacy and cultural activity.

Create

Libraries Connected Framework of Universal Offers

Culture and Creativity

Health and Wellbeing

Information and Digital

Reading

An overview of Oxfordshire's current provision

A vibrant network of libraries serving all of Oxfordshire

Oxfordshire libraries deliver a universal service for everyone in the community. Whilst many visitors use the library to borrow books and find useful information, libraries are also seen as safe and welcoming places for people to gather and make social connections.

There is growing evidence nationally that participation in library and heritage activities can lead to improved health and wellbeing, with many examples of innovative partnership working between libraries and heritage services with public health, adult social care and the NHS to explore promising new approaches to social prescribing. [1]

Our network of 44 libraries serves both urban and rural communities. Collectively our libraries attracted 2.3 million visits in 2019 and our flagship County Library in Oxford recorded the third highest visitor numbers in England.

We continually seek opportunities to improve our libraries and heritage assets and in the last five years we have refurbished a number of our libraries. In 2016, Bicester library was moved from an outdated building to Franklin House

in the town centre. The new library is larger than the original, houses more computers and has wifi connectivity to enable users to access the internet on their own devices. The new library, developed in partnership with Cherwell District Council and funded by developer's contribution, has been able to support a greater number of events to benefit the community.

County Library in the Westgate Centre was refurbished in 2017. The new library has an improved entrance to increase its visibility, an extended children's area, more study space and a greater number of computers. In addition, the library houses meeting rooms and a dedicated Makerspace – a collaborative workspace for making and learning, using new technology tools such as virtual reality. The library houses the Business and Intellectual Property Centre (BIPC), developed and run in partnership with the Department for Culture, Media and Sport and the British Library. The BIPC provides new

and aspiring entrepreneurs/small businesses with physical and online networking space and support to grow their businesses and access to online business databases and information, worth thousands of pounds, which is only available through public libraries.

We can see the benefits of co-locating libraries with other services and will continue to do so. Co-locating Charlbury library in the new community centre in 2017 enabled us to deliver longer opening hours than had been possible in the previous site and brought the service closer to local people.

We are supported by Friends Groups and volunteers in 22 of our libraries and in the delivery of museum and history centre services. Benson library was one of the first libraries to start operating under the new model of paid staff and volunteers working together to deliver services in 2012. Working together, the Friends of Benson Library (FOBL), library staff, Incredible Edible, and the scouts delivered a sustainable garden on what was previously waste land in front of the library. When combined with recent work in 2020 to replace the library roof, fit solar panels and turn the library into a carbon-neutral building, Benson can safely be said to be the 'greenest' library in the county!

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[1] A March 2020 report by the University of Oxford's Centre for Evidence-Based Medicine (CEBM), Nuffield Department of Primary Care Health Sciences and the University's Gardens, Libraries and

We are also proud of our home library service, a free service for people who are housebound or find it difficult to get to a library in person. As well as providing books and audio-visual items, our staff and volunteers provide vital social contact to home library service users.

One customer commented:

"The Home Library Service is invaluable. I do not drive, am not good on technical matters like Zoom and am a total reader as literacy was and is my lifeline. So, thank you and my prayers are it continues."

The Home Library Service not only connects people with books, but also people with people. It plays a key role in linking residents who may be isolated, especially in rural areas, with the wider world.

As one customer simply said:

"Thank you for coming out when a lot of people would have refused, thank you for being there."

As centres of learning and information provision, libraries are frequently associated with books, but they also offer much more. From supporting the development of digital skills to signposting a wider range of health and wellbeing services, libraries are places that provide access to knowledge, local information, practical skills and fun activities.

We provide:

- **Reading as therapy - Reading Well collections**

- **Home Library Services**

- **Reminiscence sessions delivered to people in communities across the county**

- **Making Every Contact Count in partnership with Public Health – signposting library users to health and wellbeing resources (>2,300 contacts in 2020)**

- **Space for groups to deliver activities, such as Chess Club, Dungeons and Dragons, Knit and Natter**

- **Volunteering opportunities**

Libraries and museums: contributing to our collective health and wellbeing

The library service, working in partnership with Public Health, is a delivery partner for **Making Every Contact Count** (MECC) – an NHS initiative to contribute to improved health outcomes. MECC is an approach that uses opportunistic conversations in everyday life to encourage people to make positive changes to their physical and mental health and wellbeing.

Our libraries stock 'Reading Well' collections to help people to understand and manage their health and wellbeing using helpful reading. The books are recommended by health experts and people living with the conditions covered. In many cases health professionals will advise people to visit their local library to take advantage of these collections.

It is recognised by government and other agencies that libraries play a role in reducing social isolation. Indeed, there is increasing evidence that libraries have a significant role to play in mitigating this social problem. In 2020 research conducted by the Chartered Institute of Public Finance and Accountancy (CIPFA) in Manchester found more than 80 per cent of library users who experience feelings of loneliness or isolation felt the library helped combat these feelings. Libraries have also been

Museums discusses the ways that cultural venues could contribute to health and wellbeing and be a part of social prescribing.

supported with funding by central government as a contributor to 'A Connected Society: A strategy for tackling loneliness (2018).

We also run library services in Huntercombe and Bullingdon prisons and, in addition to making books available to prisoners, we run activities that help prisoners stay in touch with their families and support their mental health and wellbeing.

We benefit from over 1,500 volunteers who work in our libraries, the museum and history centre. Our volunteers not only provide much valued capacity, but we know that they in turn value the experience and benefits to their emotional and physical wellbeing.

Libraries and museums: places for children and young people

Libraries play a significant role in supporting literacy and a love of reading. Starting with the very young, Oxfordshire libraries encourage reading in early years and beyond.

Our libraries offer special tickets for pre-schools, foster carers and child-minders to borrow books to support the children in their care. We do not apply charges to reserve books for children under 5, childminders or looked-after children and apply reduced charges until members are 18 years of age. We offer special concessions and no charges to hire audio books for children with reading impairments. We have special collections (Reading Well collections), including books for parents and carers, dyslexic children, braille and books to support children and young people's mental health.

All libraries encourage school visits and deliver a range of events and initiatives to increase library participation by children – these include author talks, story times on Saturdays, Chatterbox book clubs and rhyme times for under 3s, and Bookstart where free books are gifted to new parents in partnership with the Book Trust.

Annually libraries run an ebook short story competition targeted at children and young people, and the Summer Reading Challenge that aims to keep children reading over the summer holidays.

Children and young people can develop digital literacy skills through Code Clubs, robotics and other activities using new technology in the Makerspace in county library. We are working

our libraries and museums provide:

47,000 children visited our libraries to borrow books

1,780 rhymetime, family events and Play and Stay sessions were delivered

1,900 Bookstart packages gifted to under 5s

8,500 school children engaged with the museum service through loans of boxed collections of objects, workshops at the museum and in school

1,500,000 items were borrowed by children

26,000 children and young people attended a class visit with their teacher – for many it was their first visit to a library

1,500 children engaged in informal learning activities in the museum

9,000 children participated in our Summer Reading Challenge

598 events held to support children's reading and literacy

with local academics and young people to develop innovative practice around harnessing the power of virtual reality to enable young people to craft and tell stories.

Children benefit from memorable and immersive learning experiences at Oxfordshire Museum, where our collection and exhibition programme stimulates their imagination and often introduces new worlds and unknown environments. In addition, the museum plays a direct role in supporting learning at Key Stage 1 and 2 across several subjects in the curriculum. We offer a range of workshops run by museum staff, which feature a range of practical, hands-on activities using a wide variety of objects and photographs, either in the museum or in schools. We also supply box loans or museum objects to schools with a teachers' pack, which can be used to develop observation skills, critical thinking, questioning and problem skills and to stimulate creative writing, art and design.

Libraries and heritage: at the forefront of digital inclusion and literacy and widening access through digital engagement

The UK has a 'digital divide' between those who have the ability, skills, motivation or confidence to access the internet and those who do not. Some homes have no internet access, but even in those that do, challenges may arise if that access is limited. For example, 21 per cent of users in the DE socio-economic group are smartphone-only users compared to 10 per cent in the general population.

Libraries have long been recognised as part of the national solution to promoting digital inclusion since the Library Information Commission's report 'New Library: The People's Network' (1997) made the case for all public libraries to be re-equipped with new, modern computers and library staff to be re-skilled. The report recognised that libraries were the ideal vehicle to 'foster the spread of vital new technological skills amongst the population' and it is clear from our own and others' research that this remains true today.

All 44 libraries in Oxfordshire provide free access to computers for people who do not have their own devices and/or sufficient network connectivity to meet their needs,

whether these are for learning, research, job search or active civic engagement.

Our libraries provide:

Computers in every library

Library staff provide digital support to everyone without appointments

65 volunteer digital helpers provide **340** hours of digital support

Informal gadget sessions held to help people understand how to use their mobile devices

400 Code Clubs delivered to children and young people

Supporting people to use information technology is a key feature of our service. Staff and Digital Helpers across the library network provide support to residents who are not confident. Our support is often at the most basic level and in keeping with national practice. The county council's increased focus on promoting digital inclusion will help enhance the digital offer in our libraries.

Digital delivery has been growing across the libraries and heritage sectors and, in response to the outbreak of COVID-19, our services increased the volume and quality of our digital delivery. During the pandemic, our libraries offered online coffee mornings, language cafés, rhyme time and other activities digitally, including the Summer Reading Challenge.

Digital delivery has the potential to enhance inclusion within the arts and cultural sector by providing opportunities for people to enjoy content and experiences that they would not be able to access in person. It also provides the opportunity to maximise the social benefits of engaging with libraries and heritage (such as improved wellbeing). However, there is a need to implement 'digitally inclusive' approaches to online delivery, so everyone can participate and benefit – including those who struggle to get online. The 2021 report '**Digital Inclusion and Exclusion in the Arts and Cultural Sector**' published by Arts Council England and the Good Things Foundation provides a clear framework for the development of our digital offer across libraries and heritage.

Recommendations from the report are set out below.

embed and promote digital inclusion at an organisational level

promote digital inclusion at a community level through forging local partnerships

invest in staff capacity, skills, knowledge, and willingness to deliver digitally

design digital inclusion programmes that adapt to the needs of different audiences

These findings are consistent with our own local research, the **Oxfordshire Digital Inclusion review**, a collaboration between the University of Oxford and our libraries to collect data-driven insights on the digital needs of people who are under- or unconnected to the internet and other digital technologies.

In addition to offering access to computers and support to build digital skills, Oxfordshire libraries have been offering the opportunity to engage more deeply with digital technologies in the Makerspace, which opened in Oxfordshire County Library in 2018. The concept of a makerspace is to embed STEaM (Science, Technology, Engineering, Arts and Mathematics) into the library offer to the public, aiming to enhance job skills and build people's confidence using digital technologies and crafts through self-directed learning. It is a welcoming, democratic environment, providing a platform for experimentation and is open to all – from beginners to people experienced with digital technologies. It also provides an avenue to explore STEaM outside the boundaries of mainstream education.

The Makerspace in County Library has delivered many successful events, many in partnership, such as a virtual reality taster day, Raspberry PI jams, code clubs, 3D printing and interactive 'choose your own adventure' storytelling sessions.

Heritage and History Services in Oxfordshire

In a county with inspirational history and vibrant rural traditions Oxfordshire has a rich heritage offer, with over 40 museums spread across the county. Many of these are staffed by volunteers.

The council supports the collection, preservation and care of Oxfordshire's heritage directly through four cultural venues: the Oxfordshire Museum in Woodstock, the Oxfordshire History Centre in Cowley, the Museums Resource Centre in Standlake (housing the reserve collection and outreach service) and Swalcliffe Barn near Banbury. The History Centre is the designated Diocesan Record Office for Oxfordshire, which preserves and makes available records of parishes, the Oxford Archdeaconry and Oxford Diocese.

Oxfordshire Museum Woodstock

Swalcliffe Barn near Banbury

Through an extensive programme of workshops in schools and at the museum, programmes of informal creative activities for families, and through collection loans to schools, the Museums Service enables children to experience the inspirational power of learning from the 'real thing'.

As well as running our own cultural venues, we also support organisations providing access to heritage across the county:

- financial support to the Victoria County History of Oxfordshire Trust, a project to complete the history of Oxfordshire

- storage and care for collections in the ownership of Abingdon Town Council and Cherwell District Council

- collections care and documentation support to enable Abingdon and Banbury Museums to exhibit material from these collections

- provision of objects to the Museum of Oxford

- museum support for the work of the 40+ museum network with mentoring, training and small grants through its work as part of the Arts Council funded South East Museum Development initiative.

2

Meeting the challenge and seizing opportunities

- developing a strategy for sustaining current services and meeting future need

In developing a new Libraries and Heritage strategy, it was important to consider strategic drivers for change, and to research and consider feedback from a number of key sources. This section covers the main elements of research and has led to the development of our ambition, vision and priorities.

The diagram below sets out the strategic drivers for change.

Community engagement
Opportunities for increased volunteering and community participation in the development and delivery of services to improve outcomes

Market trends
Reductions in income, increase in working from home, increase in people starting own business

Widening access
Key groups face barriers to taking up libraries and heritage services for a number of reasons, including geographical access, confidence and education

Needs of communities
Improving planning for local and targeted needs within a universal service, changing needs/demographics of communities and population growth

Digital access and modernisation
Increasing the depth and reach of digital services, including opportunity to access and learn about digital technologies

Better utilisation of the library and heritage property assets
Need to ensure buildings are flexible and can respond to changing community need and provide opportunities for co-location to bring services closer to people and widen user base

Importance of working collaboratively with other partners and agencies
Improved service resilience (including financial) by sharing data to support innovative developments to meet community needs

Opportunity to increase benefits of these services to support social, cultural, health and economic wellbeing
Harnessing the contribution of these services to preventative outcomes and demonstrating an impact

Impact of COVID
Increased use of digital services

Libraries and Heritage Services – contributing to the long-term vision for Oxfordshire

This strategy directly contributes to the vision and priorities set out by Oxfordshire County Council's Cabinet to make Oxfordshire a greener, fairer and healthier county.

Priorities

Oxfordshire County Council
CLIMATE ACTION
Carbon neutral by 2030

① Put action to address the climate emergency at the heart of our work

② Tackle inequalities in Oxfordshire

③ Prioritise the health and wellbeing of residents

④ Support carers and the social care system

⑤ Invest in an inclusive, integrated and sustainable transport network

Powered by electric

⑥ Improve access to nature and green spaces

⑦ Create opportunities for children and young people to reach their full potential

⑧ Play our part in a vibrant local democracy

⑨ Work with local businesses and partners for environmental, economic and social benefit

a great place to live work or visit

The services also operate within a wider framework for Oxfordshire and will continue to take account of partnerships and spatial plans, such as those within the health and education sectors, and the Oxfordshire 2050 vision. The action plan to deliver this strategy will be refreshed on an annual basis and provide an ongoing opportunity for this joined-up approach to take place.

Community Needs Analysis

As part of the development of this strategy, we reviewed a range of data to identify long-term community needs, which our plans should seek to address.

Oxfordshire is a relatively rural county, covering an area of 1,006 square miles and is home to a population of 693,680 (mid-2020 population estimates). Over the next 10 years our housing-led forecasts predict an increase of 16 per cent to a total population of 830,170. There are a significant number of small communities in rural Oxfordshire, with many having fewer than 1,000 residents. 39 per cent of the population live in rural locations (towns or villages less than 10,000 people).

Oxfordshire has one of the strongest economies in the UK, with residents in the main enjoying high incomes and skill levels. Whilst Oxfordshire is one of the least deprived counties in England, there are nonetheless significant health and social inequalities across the county. These challenges are set out in the Director of Public Health's annual report '**Some are More Equal than Others: Hidden Inequalities in a Prospering Oxfordshire**'.

When we look more deeply at the data available at county level, we find that there are ten wards which feature neighbourhoods that fall within the 20 per cent most deprived in England. Residents in these wards experience multiple incidences of deprivation, lower incomes, education and skills, higher unemployment and limiting health conditions. It is also true to say that pockets of deprivation especially in rural areas, can be missed when using these types of indices, so local knowledge is key to understanding.

Oxfordshire's over 65s make up 17 per cent of the population, with the number of people over 85 projected to grow significantly over the next 20 years.

Oxfordshire is becoming a more diverse county and the predicted population growth will see this continue. Most of the ethnic minority population is based in urban areas of Oxford and Banbury. The ethnic minority population of Oxfordshire includes people of Asian/Asian British, 'other white' (many migrants from Europe) and Black origin. Ethnic minority representation is highest in the 15 – 49 age group, with just over a quarter (27 per cent) of primary school pupils from an ethnic minority background, up from 19 per cent in 2011. 25 per cent of secondary school pupils were from an ethnic minority background, up from 15 per cent in 2011.[2]

Working within a context of demographic change, population growth and addressing inequalities requires a diverse range of specific and targeted services to be delivered across all council services, including libraries and heritage services.

Stakeholder feedback

During 2021 we hosted a programme of stakeholder engagement to help develop this strategy. These sessions included focused forums with library and heritage staff, existing and new delivery partners, and councillors. Locality Boards across Oxfordshire received a presentation enabling local councillors to have the opportunity to raise local issues. We held virtual engagement sessions with councillors, staff, Friends of Libraries and volunteers. We met with other council services to identify how we could work together more effectively in the future to deliver council and community priorities. We also invited residents to comment on libraries and heritage services through an open consultation on the 'Let's Talk Oxfordshire' public engagement portal.

We are grateful for the constructive engagement of partners in these events, and for the feedback, issues and ideas raised. The headlines are summarised on the following page.

[2] Figures taken from the Oxfordshire Health and Wellbeing Joint Strategic Needs Assessment report 2021.

Key themes from our engagement

- the challenge and importance of rural access, particularly for older people

- the importance of free computer access and the Digital Helper programme of volunteers supporting people with basic digital skills in libraries

- the richness of Oxfordshire's heritage and the need to promote this more effectively

- museum objects, archives and local history activities in libraries and increased outreach by local history service

- the importance of libraries in supporting school readiness and children's learning and reading, including school visits

- libraries as spaces for young people to study

- cost of reservations of books in libraries can be a challenge and may be a barrier to those residents in rural locations

- growth in population in the county and the need to consider implications for libraries and use of S106 (section 106 developer's contributions)

- open plan arrangement of computers means that when a resident is attending a Digital Helper session, other computer users can be disrupted because of talking

- expand our audience by improving our offer

- value and invest in developing staff skills

- quality and range of stock in smaller libraries

- challenge of access to libraries and heritage services in rural locations

- use data and evidence to plan and deliver services and undertake more outreach at local level

- promote the services more effectively including making it clearer on library buildings the full set of services/opportunities available

Current performance

We have reviewed the performance of our services and find that our library services reflect national trends. Over the last five years we have experienced a decrease in visits. This reduction has been slower than the national rate; however the number of items borrowed from our libraries is declining faster than the national rate.

Analysis of our membership and borrowing by age group shows that 47 per cent of books issued in our libraries are to children and young people. This demonstrates good take-up amongst this group given they represent 23 per cent of the total population.

Visitor numbers at the Oxfordshire Museum fell significantly with the closure of the permanent galleries for 9 months between 2016 and 2017. However, investment in temporary exhibitions and the opening of a new permanent gallery enabled visitor numbers to recover and exceed their former level by 2019.

At our History Centre visitor numbers have remained constant over the past five years, as have remote enquiries about the centre's collections and researching its resources. While demand for access to the physical collection remains high, visits to the service's digital resources have seen a 33 per cent increase over the past three years. This reflects the increase in the amount of content the service has been making available online, and a shift to digital from some users.

Libraries and heritage:
Our pre-pandemic service use

2,300,000 visits to libraries

3,400,000 library items were borrowed

159,071 of these were e-books and e-audio books

there were **166,255** searches for e-magazines

670 house bound residents were supported by the Home Library Service

County library is the **4th** highest library for borrowing in Great Britain

8,355 events in libraries were attended by **98,000** people

1,200 volunteers supported services

127,092 visits to The Oxfordshire Museum

3,645 visits to Oxfordshire History Centre (17% for the first time)

3,600 remote enquiries answered by history centre

Cultural Services Peer Review 2021

During early 2021 the service was fortunate to host a Local Government Association (LGA) Peer Review. An externally led review, the team comprised cultural services professionals and experienced councillors from outside Oxfordshire. The review considered the strengths of the service, opportunities and areas for development and made a series of recommendations. These included ensuring that the foundations of a modern and efficient service are developed, including information technology and business systems to support service delivery as well as staffing arrangements.

The peer team also recommended that partnership working was developed and that the service continued to engage with the community and voluntary sector to support the development and delivery of the service. The **full report** is published on the LGA website.

Meeting the challenge and seizing opportunities – what the evidence tells us

Following a review of the evidence base collected for the development of this strategy, a series of key challenges and opportunities have been identified. Over the lifetime of this strategy, we will need to address them.

- A review of the national policy framework
- A review of the strategic drivers for change, what factors will likely to have a long-term impact on libraries and heritage services
- A consideration of the county council's wider strategic plans
- A review of our current provision and performance
- A community needs analysis
- Stakeholder engagement
- An externally led Peer Review

Our analysis of demographics, current performance, and stakeholder feedback sets out the importance of:

- Responding to our changing population and the needs of different communities. This includes providing services that are locally relevant and meet the needs of service users of all ages.

- Increasing participation, access, and usage.

- Working with volunteers and service users to continually shape our offer.

Our analysis of national and local trends and the wider policy context demonstrates how we must:

- Work across the public sector to act as a gateway to a wide range of services that support the health and wellbeing of the community.

- Work with partners in the private and education sectors to ensure our services contribute to learning, sustainable economic development and entrepreneurship.

- Recognise the important role of our services in tackling challenges such as social isolation and digital inclusion.

And our own desire to modernise and provide the best possible value means we must:

- Develop an asset management strategy to shape the direction and development of our buildings, including the effective use of developer contributions and working to make sure our buildings are as green as possible

- Embrace new technology and new ways of working to meet the need of our users

- Invest in partnership working and skills for staff and volunteers.

3

Our ambition and vision for libraries and heritage in Oxfordshire

Ambitious for our communities, ambitious for our services

Over the next five years we want to work with our residents, visitors and partners to ensure our services are operating at their best, addressing the challenges and opportunities identified in this strategy, and offering people of all ages and backgrounds a chance to explore, interact and imagine.

This long-term vision is set out below. It directly reflects what service users and stakeholders have told us about what they value about our services, and their aspirations for its future.

In the next section of the strategy, we set out our priorities for service development to deliver our shared ambitions.

Our vision

Our libraries and heritage services provide opportunities for people to connect and create, to learn and grow together. Inspiring us all, they are places to imagine, and they make a difference to the wellbeing of the communities they serve.

Working in partnership we will provide valued and trusted routes to a wide range of services, information and activities that reflect local needs.

Our buildings will be open and welcoming spaces, our services will be accessible and available, and we will champion digital inclusion, broadening access to everything we offer.

"Supporting quote lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Aliquam purus sit amet luctus venenatis lectus. Velit egestas dui id ornare arcu odio ut sem."

4

Our priorities for libraries and heritage services in Oxfordshire

To help set a clear route for our journey we have developed a set of priorities to shape our direction for the future. Our actions will be centred on three themes: people, place and partnerships.

People

Place

Parnership

People - **our libraries and heritage services will support people to reach their full potential.**

Libraries are the place where children and adults can find that special book that helps them get the reading habit, and then borrow for free to feed that habit for life. In the museum and the history centre, people can learn new skills, gain information, and participate in activities to support them to live successful and healthy lives. We offer so many free opportunities to everyone – including finding out about family history and the county's heritage, accessing council services and other benefits, using freely available computers to apply for jobs,
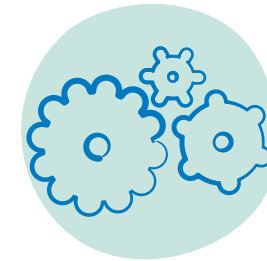
meeting authors, participating in book groups, volunteering, and learning digital skills.

Place - our libraries and heritage services will be recognised as valuable community assets and we will strengthen their role in 'place making' and their position at the heart of their community.

Our services will place the needs of the local community at the heart of our thinking, decision making and service design. As community needs change, so must our libraries and heritage services to ensure that our physical spaces are integrated with the growing demand for digital services. We will increase our visibility in communities to ensure increased delivery of the vital social benefits of companionship, support and inspiration. We will listen to and learn from our communities to co-design our spaces. Jointly agreeing outcomes will be crucial to success.

Partnerships – our libraries and heritage services will deliver on national and local priorities, increasing our strategic and operational collaborations with a wide range of partners.

Libraries and heritage services constantly work in partnership with local and national organisations. We will build on existing partnerships and evaluate existing relationships alongside developing new partnerships. Partnerships will be essential in attracting funding to support our ambition, but also to ensure we are using our heritage and library assets to deliver maximum impact for health and wellbeing, opportunities for children and young people, vibrant local economies and reducing demand on other services where possible. Our staff will be supported to develop partnerships where relationships and local knowledge is central.

Our consultation shows that our libraries and heritage services are valued by residents; however, we are seeing a decline in physical visits and borrowing in libraries. Whilst the museum and history centre are sustaining visitor numbers, our challenge remains ensuring our services reflect the needs of local communities and are places that inspire visits.

Libraries and heritage services have the potential to contribute to reducing inequality, providing opportunities for children and young people to fulfil their potential, enabling residents to gain trusted access and information to play their role as active citizens and to building a vibrant local economy. Our libraries, history centre and museum are highly valued community assets, offering residents and visitors the opportunity to connect, learn and celebrate together.

Having considered the outcome of our engagement, needs and performance assessments, we have identified what we need to do over the next five years to increase the impact of libraries and heritage on the council's ambition for creating a 'greener, fairer and healthier county'.

By working across our three themes of people, place and partnerships we will:

- ensure services meet the predicted population growth in the next five years

- support access in rural communities

- increase and widen participation in services – physical and digital

- further develop museum and library buildings as vibrant community hubs

- promote digital inclusion and enhance digital access

- support people in the community to gain digital skills, including the potential of advanced technologies such as virtual reality and artificial intelligence

- strengthen our offer for children, young people and families, including support for early years and improving school readiness

- increase programmes and activities to support people to have active and healthy lives, reducing social isolation and loneliness

- build on the role of libraries as providers of trusted information and gateways to other public services

- reduce our impact on the climate by retrofitting our buildings where possible and improving our digital offer

- increase the contribution of libraries to sustainable economic development, innovation, and entrepreneurship across the county

- increase access to heritage in person and digitally

- increase the opportunities for communities to tell the story of their local heritage.

5

Delivering our ambition

Our long-term ambitions for Oxfordshire's libraries and heritage services will be delivered with a focus on the priorities we have set out in this strategy. Our success will be measured through a range of metrics, including the number of physical and virtual users and feedback from our stakeholders and customers.

Monitoring and review

We will review the strategy annually and publish an update of our action plans. We will report on key performance measures in the council's monitoring reports and we will provide opportunities for service users, volunteers, councillors, and staff to feedback on our service.

Action plan

A summary of our priorities for 2022 to 2027 is set out on the following pages. A detailed action plan will be updated annually and available on our website.

People

Priorities

1.1 Increase libraries and heritage contribution to learning and promote library's role in fostering literacy and a love of reading

1.2 Support children and young people's learning and parents support for their children's learning

1.3 Increase the impact of libraries and heritage services on health, wellbeing and active citizenship

1.4 Equip libraries and heritage staff with skills to deliver on innovative services

1.5 Support people to develop skills and knowledge

Place

Priorities

2.1 Involve people in the design of libraries and heritage buildings

2.2 Identify ways to reduce the carbon impact of our buildings and services

2.3 Deliver services to support business start-ups to support economic growth

2.4 Use data and intelligence about 'place' to target the specific needs of local communities and drive a culture of service improvement

2.5 Work with communities to design services which reach the heart of communities, reflect our rich diversity, engage new audiences and are responsive to local needs

Partnership

Priorities

3.1 Develop partnerships that support more resilient, fairer and healthier communities

3.2 Maximise partnerships at local and national level to improve the sustainability of services

3.3 Value and strengthen our partnership with volunteers supporting service delivery

Appendix 2
Libraries and Heritage Strategy
Action Plan

People - *our libraries and heritage services will support people to reach their full potential*			
Priorities	**Actions**	**Outcomes and measures**	**Timescale**
1.1 Increase libraries and heritage contribution to learning and promote library's role in fostering literacy and a love of reading	• Support under 5s early learning and school readiness by implementing Every Child a Library Member (ECALM) to enable library membership for children at birth • Review libraries programme for children and young people • Set targets to improve borrowing amongst children and young people • Set targets for activities to support children's literacy and reading in response to the % of children and young people in the locality • Set annual targets to increase children and young people's visits and borrowing from libraries	• Increased take-up of library services by children under 5 • Increased engagement with library services by families • Number of under 5s attending library events increased • % of under 5s registered as library members increased • % of issues to under 5s increased	Pilot ECALM *April – June 2022* Implement ECALM county wide *September 2022* Review libraries programme for children and young people *April – June 2022* Implement new programme *August 2022* Set targets to monitor performance *June 2022* Review performance against targets annually and implement new activities to increase take-up *March 2023*
1.2 Support children and young people's learning and parents support for their children's learning	• Review and improve libraries programme of activities involving parents in supporting children's literacy and reading	• % of libraries activity for parents increased • number of school visits	Review libraries programme of activities for parents *April – June 2022*

	• Review and improve libraries and museums services to schools • Identify opportunities for the history centre to develop learning offer for schools • Identify new partners to deliver a programme a STEAM (Science, Technology, Engineering, Arts and Mathematics)	• Increased take up of offer to schools, particularly in areas of deprivation • Archives and local history support for achievement at key stages increased • Improved planning and communication with schools and education partners	Implement new programme of activities for parents *September 2022* Review libraries and museums services to schools *April – June 2022* Implement new libraries, museum and history centre offer to schools *September 2022* New STEAM programme launched *September 2022*
3.3 Increase the impact of libraries and heritage services on health, wellbeing and active citizenship	• Build on the MECC (Making Every Contact Count) model and train library staff and volunteers to signpost residents to other forms of help • Continue to provide trusted information in libraries and created opportunities for other organisations to provide information through all available channels • Review and improve the information provided on how to reduce climate change in our libraries	• Number of MECC interventions increased and range of services that contribute to health and that library staff signpost to extended • Partners identified and new services piloted, evaluated, and mainstreamed across services • Opportunity for libraries and heritage to contribute to improved health and well-	Current MECC programme reviewed *June – September 2022* New partners identified *June 2022* Pilot new health and well-being services *September 2022* New digital support programme launched *April 2022* Review performance against targets annually and implement new activities to increase take-up

		being through social prescribing increased	*March 2023*
1.4 Equip libraries and heritage staff with skills to deliver on innovative services	• Implement a workforce development strategy learning from best practice in the sector • Implement an evidence-led planning and evaluation framework to improve understanding of service impact	• Increased staff engagement and empowerment • Staff equipped with required skill set to support communities • Staff awareness of local and national outcomes improved • Continuous service improvement embedded in services	Workforce Development Strategy adopted *July 2022* Evidence led planning and evaluation adopted *September 2022*
1.5 Support people to develop skills and knowledge	• Build on the libraries' Digital Helper programme and develop opportunities for people to access and gain skills in advanced technologies, including VR. • Work with further education and other providers to identify an online learning offer to make available on the library computer network	• Digital exclusion reduced • Opportunities for self-directed learning increased • Increased employability of residents • Increased access to learning and skills development opportunities for residents	Launch new improved Digital Support and Well-being offer in libraries *April 2022* Launch on-line learning offer in libraries *June 2022*

	• Identify partners in learning and skills development to deliver programmes in libraries		

Place - our libraries and heritage services will be recognised as valuable community assets and will strengthen their role in 'place making'.			
Priorities	**Actions**	**Outcomes and impact**	**Timescale**
3.1 Involve people in the design of libraries and heritage buildings,	• Develop and implement a Libraries and Heritage Asset Development Plan to improve library buildings in response to predicted growth • Actively engage residents and stakeholders in planning the design of libraries and heritage buildings using people-centred design	• Long term plan for libraries in place to meet projected population growth • Libraries in the right place with facilities to meet the needs of the local community • Libraries and heritage building's ability to support community activities and participation increased • Opportunities to improve libraries and heritage buildings energy consumption identified	Community engagement programme on future of libraries and heritage assets *April – July 2022* Long term plan for libraries and heritage assets published *September 2022*

		Up to date services that are inclusive flexible and adaptable to meet future needs	
2.2 identify ways to improve the carbon impact of our buildings and services	• Prioritise reduction of the carbon footprint in our buildings in the Libraries and Heritage Asset Development Plan • Identify ways to reduce the carbon impact of services such as the home library service and stock distribution	• Number of carbon reduction initiatives through building refurbishments	• Within the Libraries and Heritage Asset Development Plan *September 2022*
2.3 Deliver services to support business start-ups to support economic growth	• Establish a 'hub' Business and Intellectual Property Centres (BIPC) in Westgate County Library • Establish a BIPC 'spoke' in a library in an area of deprivation • Work with partners to deliver a virtual and on-line of business support to aspiring entrepreneurs and SMEs to grow	• Local entrepreneurs supported to start and grow businesses • Positive contribution to local economy • Number of women and BAME entrepreneurs supported increased	• BIPC centre in Westgate library fully operational *March 2022* • 'spoke' BIPC operational *June 2022* • Programme of business support activated *March 2022*
2.3 Use data and intelligence about 'place' to target the specific needs of local communities and drive a culture of service improvement	• Develop a Community Profile for individual libraries capturing key community data for each library • Set targets for increasing and widening participation at county-wide and local level	Improved understanding of local market for library services • Consistency in capturing data and impact intelligence	• Community profile for each library in place *May 2022* • Targets based on community profile agreed *June 2022*

	• Develop impact measures to understand the contribution of library and heritage services to corporate and community outcomes	• Improved understanding of performance at local and county wide level • A strong evidence base to justify investment from the council and partners (local and national) • Increased investment in service delivery and improvement in financial sustainability of services	• Impact measures developed and implemented *September 2022* • Opportunities for external funding and investment identified *September 2022*
.4 Work with communities to design services which reach the heart of communities, reflect our rich diversity, engage new audiences and are responsive to local needs	• Review the current programmes in libraries, the museum and local history centre to increase access and widen participation from all groups • Implement an audience development and marketing with targets to increase and widen participation • Explore models of service delivery to improve access for all including rural communities	% of take up from currently under-represented groups increased Improved access to services in rural communities Increased engagement with libraries and heritage targets to increase and widen participation Investment in digital programmes to engage residents actively in understanding and interpreting their heritage	• Review current programmes against local community profiles and county wide community analysis *June 2022* • Baseline assessment of participation by rural communities *June 2022* • Implement audience development and communications plan for improved programme with targets to increase use and widen participation

			September 2022
			• Implement Digital Engagement in libraries and heritage strategy *September 2022*

Partnership – *our libraries and heritage services will deliver on national and local priorities, increasing our strategic and operational collaborations with the full range of partners*			
Priorities	**Actions**	**Outcomes and impact**	**Timescale**
3.1 Develop partnerships that support more resilient, fairer and healthier communities	• Review existing partnerships and establish new ones • Ensure the Oxfordshire business innovation and support sector are embedded in BIPC delivery • Work with the third sector, further education and Oxfordshire's digital businesses to strengthen library's role in combatting digital exclusion	• Partnerships clearly contribute to Libraries and Heritage strategy aims • Partner's ability to influence operational and strategic development of services increase • Opportunities to bid for funding of investment through partnership working increased • Clear and visible progression routes for	Review of partnerships *April – June 2022* New partnerships protocol in place *July 2022*

		business support and building digital skills	
3.2 Maximise partnerships at local and national level to improve the sustainability of services	• Develop a plan to maximise funding from national and regional partners to improve financial sustainability and invest in service delivery • Identify partners to co-locate and share our building assets where practicable	• Sustainability of services improved • More partners delivering services • More community generated and run services • Key partners contribute expertise to capturing the data needed to demonstrate the contribution of libraries and heritage services to strategic outcomes • Services closer and more accessible to communities	External funding and investment plan developed *April – June 2022* Co-location opportunities identified as part of the Asset Development Plan *September 2022*
3.3 Value and strengthen our partnership with volunteers supporting service delivery	• Review our volunteer policy and identify opportunities to strengthen the volunteer voice • Actively recruit volunteers to reflect	• Increase the number of volunteers and number of volunteer hours • Volunteers more engaged and feel empowered to	Review current volunteering arrangements *June 2022* Implement new Volunteering Policy and Strategy with improved voice for volunteers *September 2022*

| | community profile and increase involvement of young people in volunteering | influence service development

• Volunteer knowledge and contribution to service development reflect the communities from which they are drawn | |

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Divisions Affected – All

Cabinet

21 December 2021

Oxfordshire Youth Offer

Report by Corporate Director for Children's Services

FOR INFORMATION PURPOSES ONLY

Cabinet is asked to note:

- The progress on delivering a new Oxfordshire Youth Offer and how the model will support activity across all districts in the county

- The continued commitment to working in partnership with the voluntary sector

- The plans for future roadshows to showcase the new provision

Executive Summary

1. The purpose of this report is to share progress of the youth offer development. It provides details about the structure for the Youth Services that the Children Education and Families Department are currently putting in place

2. It acknowledges that the wide and comprehensive Youth Offer for young people is something that the council can only deliver by working in partnership with other services and organisations, particularly the voluntary sector

Key Issues

3. Following the pandemic, we are seeing young people's mental wellbeing being impacted, increases in those who are NEET, risk of exploitation and increasing gaps around key transition points from school and into adulthood.

4. The past decade has seen a growth in voluntary sector support for young people and they are doing some fantastic work. There is also great creativity and a willingness to collaborate and support within the sector. By maximising

partnerships and cross sector opportunities we stand the best chance of meeting need and reach.

5. The Council's directly employed youth workers will work alongside partners in the voluntary sector but have a greater focus on targeted work

6. The new service will predominately provide support to young people at the targeted/specialist end of the continuum, along with some outreach capability. Strong links and referral routes into support across sectors will provide earlier intervention in advance of statutory thresholds being met. Focus will be on reducing risk of exploitation, offending behaviour, substance misuse, exclusion, housing issues as well as improving mental wellbeing. It will also enable the opportunity for young people's voices to shape future direction of services. Using partnerships across sectors to refocus input from targeted to universal, children will be supported at every stage of their adolescent development as well as many joint outcomes being achieved across sectors.
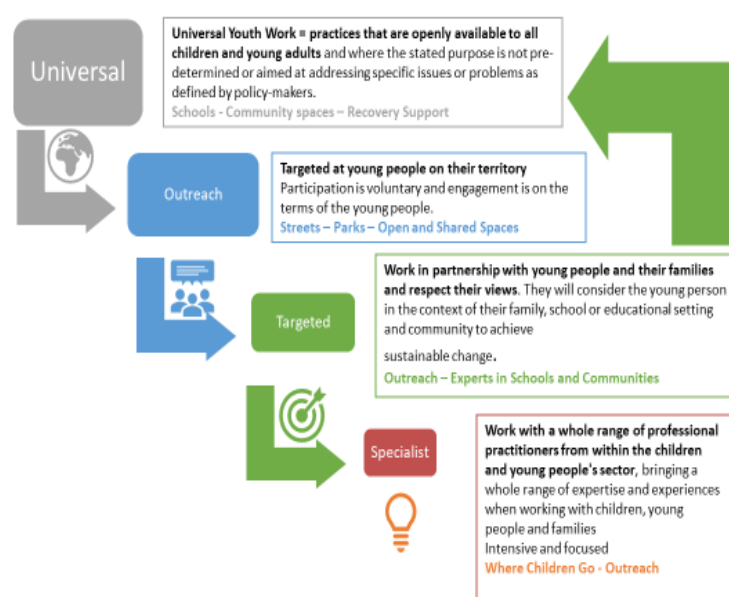
7. Insufficient numbers of young people are currently being reached and although some targeted work is in place it is not consistent across the county. There is no integrated/holistic offer with common points and easy access into targeted support at present. A co-ordinated response will support young people and families with re-engaging with their communities, rebuilding support networks and ensuring young people are hopeful about their futures.

8. The Model:

9. Workers will be split across the 5 districts of the County to enable consistent approach and relationships into local communities initially. There will be 4 workers within each area which will be linked to schools via catchment areas. There will also be 2 county wide youth workers who will be flexibly deployed to respond to short term issues and concerns in specific areas. This is a total of 22 workers across the County with 1 Service Manager.

10. A resource for capacity building alongside the voluntary sector is also built into the model at the universal level.

Cherwell District	West Oxfordshire	Oxford City	South Oxfordshire	Vale of White Horse
Service Manager				
Senior Youth and Communities Worker	Senior Youth and Communities Worker	Senior Youth and Communities Worker	Senior Youth and Communities Worker	Senior Youth and Communities Worker
2 Countywide Youth Workers				
Youth Worker	Youth Worker	Youth Worker	Youth Worker	Youth Worker
Youth Support Worker	Youth Support Worker	Youth Support Worker	Youth Support Worker	Youth Support Worker
Level 3 Apprentice	Level 3 Apprentice	Level 3 Apprentice	Level 3 Apprentice	Level 3 Apprentice
Digital Community Licence				
Youth Offer Performance Lead				
Expenses E.g. Travel, CPD, Staff Costs, Premises				
Community Capacity Building				

11. The delivery model provides resources (performance/digital management and licences) to establish a framework for monitoring and measuring impact across the county. This will also ensure that all planning, monitoring and evaluating takes into account equality and diversity issues and can offer an appropriate response where required by adjusting interventions. Digital resources also offer the opportunity to collaborate with voluntary sector partners to ensure delivery is joined up and effective responses to equality and diversity are put in place as a whole system approach.

Corporate Policies and Priorities

12. The youth offer has been developed in line with the Council's corporate strategy. We will work with our partners and local communities to address health, social and educational inequalities focusing on those in greatest need. We will do this by mapping and coordinating approaches to supporting young people, identifying gaps and areas of inequality and targeting need with appropriate opportunities across the County.

13. We will prioritise the health and wellbeing of our young people by working with our partners to deliver and support services that make a vital contribution to our residents' physical and mental wellbeing. Having access to a wider range of support earlier through this service, offers hope of requiring less support later in life. We will work alongside our young people to transition them into future resilient adults regardless of their starting point.

14. The service focus is around prevention, helping people to stay active and supported. We will build on pathways across sectors to ensure access to opportunities where positive transitions take place. By working at a local level we will promote positive engagement of our young people which will in turn benefit all generations and improve resilience within communities.

15. We will support all our children and young people, and their families, to achieve their very best and to prepare them for their future, including those more vulnerable and with additional needs. We will invest additional resources in holiday activity programmes across the county, with a focus on the highest areas of deprivation. The Council will receive further holiday activity funding over the next 3 years which will enable us to embed our offer and widen access to more children. Supporting delivery through partners within the voluntary sector, we can maximise our reach across the County and enable those most at need to gain positive experiences and future lifelong opportunities.

16. Service outcomes aimed for include a reduction in children being assessed for council support and intervention, clear referral pathways to support children earlier, reduction in children experiencing or at risk of exploitation and offending behaviours.

Communications with Stakeholders

17. The council currently works in close partnership with the voluntary sector who themselves have significant relationships and links into communities. Delivery of the Council model must complement the current youth offer in place. We anticipate significant work will take place at District and Locality level to ensure effective collaboration. Using this 'from the ground up' approach provides the best opportunity to ensure cohesion and acceptance at community level.

18. Service leads will be in contact with Local Councillors, as well as District and Community partners to ascertain and acknowledge the current youth

offer. Soft launch roadshows in each district/locality area will be scheduled in March/April 2022. The roadshows will be designed to showcase the new Council offer alongside any existing voluntary and community sector provision. There will be the opportunity for staff to be introduced and for pathways into support to be explained further. Focused workshops will offer opportunity for internal and external colleagues to look at integration of the new offer to maximise outcomes and future potential.

Key Dates

19. Recruitment to posts is currently taking place. The service will mobilise incrementally as soon as workers are appointed with a target date for completion of full recruitment by end February 2022.

KEVIN GORDON
Corporate Director of Children's Services

JESSIE DOBSON
Partnership Youth Development Manager

Contact Officer: Jessie Dobson, Partnership Youth Development Manager

Annex: Nil
Background papers: Nil

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Division(s):   N/A

CABINET – 21 DECEMBER 2021

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Cabinet, 18 January 2022

Topic/Decision	Portfolio/Ref
▪ **COVID Lessons Learnt Review** To review the lessons learnt from the COVID-19 pandemic and agree recommendations for the future.	Cabinet, 2021/188 - Leader
▪ **Oxfordshire Recovery and Renewal Strategy** To review and adopt the Oxfordshire Strategy for Recovery and Renewal, a system wide document to set the direction for post pandemic planning.	Cabinet, 2021/189 - Leader
▪ **Traffic Management Act - Part 6 Powers for Oxfordshire (Civil Enforcement of Moving Traffic Offences)** To seek agreement to apply for a Designation Order for Oxfordshire.	Cabinet, 2021/198 - Cabinet Member for Highway Management
▪ **A40 HIF2 Smart Corridor - Compulsory Purchase and Side Road Orders** To seek approval of the Statement and Orders Plans and approval to make the Compulsory Purchase and Side Road Orders.	Cabinet, 2021/131 - Cabinet Member for Travel & Development Strategy
▪ **Kidlington Local Cycling and Walking Infrastructure Plan (LCWIP) Adoption** To seek adoption of the LCWIP policy for the Kidlington (and neighbouring areas).	Cabinet, 2021/185 - Cabinet Member for Travel & Development Strategy
▪ **Budget & Business Planning Report - 2022/23 - January 2022** Cabinet proposes 2022/23 revenue budget, MTFP and capital programme for recommendation to Council in light of comments from the Performance & Corporate Services Overview & Scrutiny Committee and consultation feedback. Includes the Review of Charges.	Cabinet, 2021/136 - Cabinet Member for Finance

Topic/Decision	Portfolio/Ref
▪ **Zero Emission Bus Regional Areas (ZEBRA) Business Case** To seek approval to finalise ZEBRA business case and submit it to DfT, including £6m OCC Capital contribution to the project.	Cabinet, 2021/213 - Cabinet Member for Highway Management
▪ **Oxfordshire Food Strategy** To seek approval of the Oxfordshire Food Strategy and agree the actions that the County Council will undertake. **Joint Responsibilities:** Cabinet Member for Climate Change Delivery & Environment and Cabinet Member for Public Health & Equality	Cabinet, 2021/129 - Cabinet Member for Climate Change Delivery & Environment, Cabinet Member for Public Health & Equality
▪ **Business Management & Monitoring Report - November 2021** To note and seek agreement of the report.	Cabinet, 2021/137 - Cabinet Member for Finance
▪ **Delegated Powers - January 2022** To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.1 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in.	Cabinet, 2021/138 - Leader

Cabinet Member for Highway Management, 27 January 2022

Topic/Decision	Portfolio/Ref
▪ **Watlington: Pyrton Lane - Proposed 20mph Speed Limit and Traffic Calming Measures** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/178
▪ **Oxford: Ferry Hinksey Road - Proposed Amendment to Waiting Restrictions and Parking Places** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/194

Topic/Decision	Portfolio/Ref
▪ **Wantage: A417 at Eastern Access to Crab Hill Development - Bus Lane Access** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/181
▪ **Kirtlington Village: Proposed 20mph Speed Limit** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/175
▪ **Carterton: Shilton Park - Proposed 20mph Speed Limit** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/167
▪ **Didcot: B4016 Ladygrove Road - Proposed 40mph Speed Limit** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/094
▪ **Oxford: Various Locations - Proposed "Quickways" Active Travel Measures** To seek approval on whether to progress the proposals.	Cabinet Member for Highway Management, 2021/100
▪ **Minster Lovell: A4047 - Proposed 40mph Speed Limit** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/203
▪ **Oxford: First Turn, Wolvercote - Proposed Amendment to Waiting Restrictions and Zebra Crossing Clearway** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/204
▪ **Oxford: Various Locations - Proposed Exclusions for Permit Eligibility within Existing Controlled Parking Zones** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/205
▪ **Thame: A329 South of A418 Roundabout - Proposed 40mph Speed Limit** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/206

Topic/Decision	Portfolio/Ref
▪ **Faringdon: Town Centre - Proposed 20mph Zone - Various Locations - Proposed Exclusions for Permit Eligibility within Existing Controlled Parking Zones** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/207
▪ **Oxford: St Michael's Street - Proposed Prohibition of Vehicles** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/215
▪ **Banbury and Bodicote: White Post Road and Sycamore Drive - Proposed Waiting Restrictions** To seek approval of the proposals.	Cabinet Member for Highway Management, 2021/144

Cabinet Member for Travel & Development Strategy, 5 January 2022

Topic/Decision	Portfolio/Ref
▪ **Burford Experimental Weight Limit - January 2021** To seek approval as to whether the experimental restrictions ends in February 2022 or is made permanent.	Cabinet Member for Travel & Development Strategy, 2021/196