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OXFORDSHIRE COUNTY COUNCIL

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 15 November 2022 at 2.00 pm

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

If you wish to view proceedings online, please click on this Live Stream Link.

Stephen Chandler
Interim Chief Executive   November 2022

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
Dr Pete Sudbury	Cabinet Member for Climate Change Delivery & Environment
Tim Bearder	Cabinet Member for Adult Social Care
Duncan Enright	Cabinet Member for Travel & Development Strategy
Calum Miller	Cabinet Member for Finance
Jenny Hannaby	Cabinet Member for Community Services and Safety
Mark Lygo	Cabinet Member for Public Health & Equality
Andrew Gant	Cabinet Member for Highway Management

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: 29 November 2022 (Extraordinary meeting)

County Hall, New Road, Oxford, OX1 1ND
www.oxfordshire.gov.uk Media Enquiries 01865 323870

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 email democracy@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 - 12)

To approve the minutes of the meeting held on 18 October 2022 (**CA3**) and to receive information arising from them.

4.   Questions from County Councillors

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

Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.

To facilitate 'hybrid' meetings we are asking that requests to speak are submitted by no later than 9am four working days before the meeting i.e., 9am on Wednesday 9 November 2022. Requests to speak should be sent to colm.ocaomhanaigh@oxfordshire.gov.uk

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 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

6.   **Business Management & Monitoring Report - August/September 2022** (Pages 13 - 106)

Cabinet Member: Finance
Forward Plan Ref: 2022/081
Contact: Louise Tustian, Head of Insight & Corporate Programmes, louise.tustian@oxfordshire.gov.uk; Kathy Wilcox, Head of Financial Strategy, 07788 302163

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

The business management reports are part of a suite of performance, risk and budget documents which set out our ambitions, priorities and financial performance. The 2022 – 2025 Strategic Plan sets out the Council's ambitions for the next four years. It also shows our priority activities for the current financial year.

The Cabinet is RECOMMENDED to

a)   **note the report and annexes**

b)   **agree the virements in Annex B-2a and the supplementary estimate request in Annex B-2c.**

c)   **write off a debt of £0.3m for advance payments and the cost of arranging alternative provision in relation to a home care provider that went into administration in early 2017.**

7.   **Treasury Management Mid Term Review (2022/23)** (Pages 107 - 124)

Cabinet Member: Finance
Forward Plan Ref: 2022/088
Contact: Tim Chapple, Treasury Manager, tim.chapple@oxfordshire.gov.uk

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

To provide a mid-term review of Treasury Management Activity in 2022/23 in accordance with the CIPFA code of practice.

Cabinet is RECOMMENDED to note the report, and to RECOMMEND Council to note the council's treasury management activity the first half of 2022/23.

8.   **Climate and Natural Environment Policy Statement** (Pages 125 - 150)

Cabinet Member: Climate Change Delivery and Environment
Forward Plan Ref: 2022/028
Contact: Sarah Gilbert Climate Action Team Leader, 07867 467797 / Nick Mottram, Environment and Heritage Group Manager, 07733 002171

Report by Corporate Director Environment & Place (**CA8**).

The Council's Corporate Plan is ambitious for leading positive change by working in partnership to make Oxfordshire a greener, fairer and healthier County. This new Climate and Natural Environment Policy Statement (the Policy Statement) supports and strengthens this ambition to include a policy focus on environmental resilience and nature recovery.

The Cabinet is RECOMMENDED to:

a)   **Agree this Climate and Natural Environment Policy Statement to ensure environmental considerations are placed at the heart of policy and decision-making across the County Council.**

b)   **Re-affirm commitment to the shared environment principles of the Future Oxfordshire Partnership, set out in Appendix 1.**

c)   **Lead positive change through a new County-wide strategic framework, detailed in Appendix 2, to ensure the principles for climate action, environmental resilience and nature recovery are embedded in the breadth of County Council partnership activity across Oxfordshire.**

9.   Property Strategy (Pages 151 - 210)

Cabinet Member: Finance
Forward Plan Ref: 2022/090
Contact: Vic Kurzeja, Director for Joint Property Team, Vic.Kurzeja@oxfordshire.gov.uk

Report by Corporate Director - Commercial Development, Assets and Investment (**CA9**).

This paper presents a property strategy for Oxfordshire County Council which set out the long-term strategic framework for the development and delivery of economic, social and environmental objectives that relate to the Council's property and assets portfolios.

The Cabinet is RECOMMENDED to

a)   **Adopt the strategy as set out at annex 1.**

b)   **Request that the Director of Property establishes a cross party Cabinet Advisory Group to oversee the development of the options and business cases for the city centre accommodation review, part of the operational assets portfolio (annex 2).**

c)   **Request officers provide regular updates with regards to the implementation of the strategy against a suite of key performance indicators.**

d)   **Note the feedback provided by the Performance and Corporate Services Overview and Scrutiny Committee.**

e)   **Delegate authority to the Corporate Director for Customers, Organisational Development and Resources, in consultation with the Cabinet Member for Finance and Property to make minor amendments to the strategy in**

response to feedback from the cross party Cabinet Advisory Group (recommendation b).

10. Appointments (Pages 211 - 212)

Cabinet Member: Leader
Forward Plan Ref: 2022/192
Contact: Colm Ó Caomhánaigh, Committee Officer, 07393 001096

Report by Director of Law & Governance (**CA10**).

Appointment of a partner governor with Oxford Health NHS Foundation Trust.

Cabinet is RECOMMENDED to

a)   **designate Oxford Health NHS Foundation Trust as a Strategic Outside Body;**

b)   **appoint Councillor Tim Bearder, Cabinet Member for Adult Social Care, as a partner Governor with Oxford Health NHS Foundation Trust.**

11. For information: Cabinet Response to Scrutiny Report - Citizens' Jury (Pages 213 - 214)

For information only: The Cabinet Response to the report from the Performance & Corporate Services Overview & Scrutiny Committee report on the Citizens' Jury.

12. Forward Plan and Future Business (Pages 215 - 222)

Cabinet Member: All
Contact Officer: Colm Ó Caomhánaigh, Committee Officer Tel: 07393 001096

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 **CA12.** 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, 18 October 2022 commencing at 2.00 pm and finishing at 4.15 pm

Present:

Voting Members: Councillor Liz Leffman – in the Chair
Councillor Liz Brighouse OBE (Deputy Chair)
Councillor Glynis Phillips
Councillor Dr Pete Sudbury
Councillor Tim Bearder
Councillor Duncan Enright
Councillor Calum Miller
Councillor Jenny Hannaby
Councillor Mark Lygo
Councillor Andrew Gant

Other Members in Attendance: Councillors David Bartholomew, Robin Bennett, Donna Ford, Charlie Hicks, Ian Middleton, Michael O'Connor

Officers:

Whole of meeting   Stephen Chandler, Interim Chief Executive; Lorna Baxter, Director of Finance; Anita Bradley, Director of Law & Governance; Colm Ó Caomhánaigh, Committee Officer

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.

123/22 APOLOGIES FOR ABSENCE
(Agenda Item. 1)

Councillor Tim Bearder gave apologies for having to leave the meeting at 3pm.

124/22 DECLARATIONS OF INTEREST
(Agenda Item. 2)

There were no declarations of interest.

125/22 MINUTES
(Agenda Item. 3)

The minutes of the meeting held on 20 September 2022 were approved and signed as an accurate record.

126/22 QUESTIONS FROM COUNTY COUNCILLORS
(Agenda Item. 4)

See Annex

127/22 PETITIONS AND PUBLIC ADDRESS
(Agenda Item. 5)

The Chair agreed to the following requests to speak:

6 Reports from Scrutiny Committees – Citizens' Jury
Alison Chisholm, University of Oxford

7 Capital Programme Monitoring Report
Cllr Charlie Hicks

10 Parking Standards for New Developments
City Cllr Emily Kerr
Cllr Charlie Hicks
Cllr Ian Middleton
Cllr Robin Bennett

128/22 REPORTS FROM SCRUTINY COMMITTEES
(Agenda Item. 6)

Report of the Place Overview & Scrutiny Committee on Parking Standards for New Developments
Councillor Charlie Hicks, Deputy Chair, presented the report. He welcomed the changes made to the standards document following the scrutiny report. He noted that there appeared to be consensus around most of the recommendations but that the scrutiny committee had not had a chance to consider the response on recommendations 1 and 4 relating to a review of the evidence and alignment to the LTCP (Local Transport and Connectivity Plan).

Report of the Performance & Corporate Services Overview & Scrutiny Committee on Street Voice - Citizens' Jury
Alison Chisholm, Qualitative Researcher, Nuffield Department of Primary Care Health Sciences, University of Oxford, welcomed the scrutiny committee's comments on the relationship of the Citizens' Jury recommendations to Council's policy processes. She was concerned that some of the comments in the report may give the impression that there were particular shortcomings in the process which she does not believe was the case. She was happy to respond to any concerns anybody may have outside of this meeting.

Councillor Michael O'Connor, Deputy Chair, summarised the report. He welcomed the agreement from Councillor Glynis Phillips to consider the

question of how such juries fit into policy development. The scrutiny committee felt that it should only be used alongside other consultation methods.

Report of the Performance & Corporate Services Overview & Scrutiny Committee on the Property Strategy
Councillor O'Connor stated that the Committee welcomed early sight of the report but that it was at too high a level for them to easily provide useful feedback. They believed that there should be a focus on owned buildings, rather than leasehold, and colocation with partners and that local Members should be consulted and informed about proposals in their division.

Report of the Performance & Corporate Services Overview & Scrutiny Committee on the Local Government Association Peer Review on Communications
Councillor O'Connor highlighted two points from the report – that it was important that communications were embedded at an early stage of every project and that there was a need for political input.

Cabinet Members thanked the Deputy Chairs for presenting the reports in the absence of the Chairs of the scrutiny committees. They also thanked the University of Oxford for organising the Citizens' Jury. Cabinet will give a formal response to each of the scrutiny reports.

129/22 PARKING STANDARDS FOR NEW DEVELOPMENTS
(Agenda Item. 10)

Cabinet had before it the following:

In the agenda pack:
- Cabinet report on 'Parking Standards for New Developments' with annexes
- Report from the Place Overview & Scrutiny Committee

In the (first) Addenda
- An addendum to the Cabinet report
- The latest draft of the "Parking Standards for New Developments" document (Annex 1)

In Addenda 2
- An overview of research

Before considering the item, the Chair agreed to the following requests to speak.

City Councillor Emily Kerr criticised the summary of research in the papers. She stated that there was decades of evidence to show a strong correlation between car ownership and availability of parking with the number of car journeys. She believed that the proposals were not in line with the targets

adopted in the Local Transport and Connectivity Plan (LTCP) adopted by the Council.

Councillor Charlie Hicks believed that there had been little movement on the evidence or targets since the Cabinet meeting last month. He did not accept the assertion in the reports that the evidence was not clear. The evidence should be established first and then it was possible to have a debate on values. There were better examples elsewhere of car-free developments both in-city and edge-of-city.

Councillor Ian Middleton supported the aims of the standards but called for a more holistic approach. Particularly with smaller developments, limiting the number of parking spaces just pushed the problem onto adjoining streets and verges. There was a need for it to be done alongside waiting restrictions and proper enforcement.

Councillor Robin Bennett stated that areas like Berinsfield and Culham were regarded as villages but, with new development, were effectively becoming the size of towns. However, they had no Controlled Parking Zones and really required similar policies to edge-of-city developments.

Councillor Duncan Enright, Cabinet Member for Travel & Development Strategy, thanked Members, Officers and the councils for their input on this issue. The proposals were by no means encouraging cars and were in line with policy. Car usage was the primary target not ownership.

The proposals would remove the principle of having a minimum number of parking spaces. Along with improvements in active travel infrastructure, the provision of transport hubs and car clubs will mean that people will be happy to use cars less.

Councillor Enright proposed an amendment to the recommendations that he along with Councillors Gant and Sudbury conduct a review with officers and bring back further changes soon to strengthen the policy.

Cabinet Members made a number of observations:

- The proposal to further strengthen the document was welcomed.
- Improved public transport and active travel can be provided to edge-of-city developments.
- There were huge advantages to having fewer cars including reduction of accidents.
- The proposal was better than the old policy and it was important to adopt it to set a line in the sand.
- The biggest influence on car ownership was wealth.

Councillor Tim Bearder left the meeting.

Councillor Duncan Enright moved the amended recommendations. Councillor Miller seconded and they were agreed.

RESOLVED:

To adopt and implement the revised 'Parking Standards for New Developments' <u>as amended in the Addenda</u> as a formal supplementary document to the Local Transport and Connectivity Plan (LTCP).

<u>Councillors Enright, Gant and Sudbury to conduct a review with the relevant officers on issues raised by the scrutiny committee and bring back an update to a future Cabinet meeting before the end of this year.</u>

130/22 CAPITAL PROGRAMME MONITORING REPORT - AUGUST 2022
(Agenda Item. 7)

Cabinet received the second capital programme update and monitoring report for 2022/23, setting out the monitoring position for 2022/23 based on activity to the end of August 2022 and providing an update to the Capital Programme approved by Cabinet in July 2022 taking into account additional funding and new and/or changes to schemes.

Before considering the report, the Chair had agreed to the following request to speak on the item.

Councillor Charlie Hicks noted that there was no reference to the Local Transport and Connectivity Plan (LTCP) in the principles for the prioritisation framework.

Councillor Calum Miller, Cabinet Member for Finance, proposed an amendment to add a reference to the LTCP. He stated that the report was the result of a need to review the capital programme in light of inflationary pressures. The prioritisation principles were set out in Annex 1 and the changes following its application were summarised in paragraph 13.

All of the Oxfordshire councils were collectively responsible for the growth deal funding decisions under the Future Oxfordshire Partnership. The County Council needed to ensure that the proposals from the FOP were consistent with the County Council's responsibility to account for the overall capital expenditure.

Councillor Miller highlighted paragraphs 38 and 39 referring to £30m in funding not yet received from central government. The Chief Executive had written to central government on this issue the previous day.

The following amendment was agreed:

In Annex 1, Agenda Page 39, 6th Principle: "Major Infrastructure schemes align to OXIS prioritisation"

Append "and LTCP targets."

The recommendations as amended were proposed by Councillor Miller, seconded by Councillor Enright and agreed.

RESOLVED to:

OCC Capital revised programme and prioritisation

a) Endorse the capital prioritisation framework (Annex 1 <u>as amended</u>)

b) Approve the review of the OCC Capital Programme (paragraph 13)

c) Approve the latest capital monitoring position for 2022/23 (Annex 2) and the associated updated capital programme at Annex 3, incorporating the changes set out in this report

d) Note the approval made under delegated authority of the Leader of the Council for:
   i. Marlborough School (paragraph 24)

e) Approve the updated budget requirements:
   i. Orion School (paragraph 22)
   ii. Banbury Library (paragraph 48)

Re-profiling

f) Agree the re-profiling (Annex 2 and 3)

Funding

g) Agree the inclusion in the Capital Programme of the following grant funding updates and allocation:
   i. Active Travel Phase 3 of £10.4m (Paragraph 57),
   ii. Bus Service Implementation Plan of £8.7m (Paragraph 58)

h) To note the inclusion of £10m towards Oxford Station (OCC acting as the accountable body on behalf of the OxLEP) (paragraph 59)

Future Oxfordshire Partnership's (FOP) Housing and Growth Deal

i) Note the [Housing and Growth Deal revised programme](#) as approved by the Future Oxfordshire Partnership and note the implications for the Council's Capital Programme (paragraph 39)

j) Note the approval made under delegated authority of the Leader of the Council for schemes that are part funded by the Council and other funding sources including the housing and growth deal:
   • A40 Oxford North (Northern Gateway) Scheme (Paragraph 28),
   • Science Transit Phase 2 (Eynsham Park and Ride) (Paragraph 29)
   • Benson Relief Road (paragraph 34)

131/22 BUDGET & BUSINESS PLANNING REPORT - 2023/24
(Agenda Item. 8)

Cabinet had before it a report providing context and background information as well as updates about the wider economic environment since the 2022/23 budget and Medium Term Financial Strategy was agreed in February 2022.

Councillor Calum Miller, Cabinet Member for Finance, noted that the new Chancellor of the Exchequer had announced that he wanted further cuts in spending. Inflationary pressures meant that another £30m would need to be found in savings. Extra demands would require another £20m in order for them to be met.

The feedback from last year's extensive consultation process will be taken on board in the first stage. Proposals will be published on 18 November for this year's consultation process. Different aspects of budget planning have been taken to scrutiny committees twice already this year and they will continue to be involved in the process.

The recommendations were moved by Councillor Miller, seconded by Councillor Phillips and agreed.

RESOLVED to:

a) **Endorse the report and note the assumptions that will form the starting point for the 2023/24 budget as well as updates since the Medium Term Financial Strategy was agreed in February 2022 that need to be considered;**

b) **Approve the budget and business planning process for 2023/24; and**

c) **Approve a three-year period for the medium-term financial strategy to 2025/26 and ten-year period for the capital programme to 2032/33.**

132/22 ZERO EMISSION BUS REGIONAL AREAS (ZEBRA) FUNDING AGREEMENTS
(Agenda Item. 9)

Cabinet considered a report setting out the need to agree payment terms and key milestones with bus operators to ensure the project's timely delivery and the release of funds at appropriate points and ensure the funding conditions set out by the DfT are met. These provisions will be covered through legally binding funding agreements with the operators.

The recommendations were moved by Councillor Andrew Gant, Cabinet Member for Highway Development, and seconded by Councillor Lygo. The recommendations were agreed.

RESOLVED to:

delegate authority to the Corporate Director for Environment and Place, in consultation with the Director for Law and Governance and the Cabinet Member for Highway Management to negotiate, finalise and enter into funding agreements with Oxford Bus Company (Go-Ahead) and Stagecoach to provide electric buses and charging infrastructure based on the funding milestones set out in this paper.

133/22 STREET LIGHTING & ILLUMINATED ASSETS POLICY
(Agenda Item. 11)

Cabinet was requested to approve an updated Street Lighting and Illuminated Assets policy reflecting the aspirations of the administration in terms of carbon saving and a more sustainable approach.

Councillor Andrew Gant, Cabinet Member for Highway Management, summarised the report. The new policy will allow dimming and reduction of lighting hours to be considered on a case-by-case basis with local communities. The policy was developed in consultation with a stakeholder group.

Councillor Gant highlighted keywords from the underlying principles including climate change, safety, pollution, environment, active travel and community involvement.

Councillor Duncan Enright particularly welcomed the proposals in the policy on decluttering.

The recommendations were proposed by Councillor Gant, seconded by Councillor Sudbury and agreed.

RESOLVED to:

(a) **Support the new direction and approach for managing Street Lighting and Illuminated Assets to better reflect local requirements and aspirations of the governing administration in relation to a more sustainable and carbon considered approach.**

(b) **Approve adoption of the update of the County Council's Street Lighting and Illuminated Assets Policy statement as attached at ANNEX A.**

134/22 FUTURE HIGHWAY MAINTENANCE DELIVERY MODEL - PROPOSED APPROACH
(Agenda Item. 12)

Cabinet considered a report outlining the three main decision points in adopting the delivery model: i) this report seeking support for the proposed approach; ii) when the project team have a preferred option/s for

development and progression; and iii) to seek approval to commence procurement of the preferred option.

Councillor Andrew Gant, Cabinet Member for Highway Management, introduced the report emphasising that it needed to be read alongside the Highway Assets Management Policy. The current contract which expires in March 2025 with no further options to extend was based on the "Single Managing Agent" provider model. It was proposed to explore alternative models which will involve a great deal of engagement and specialist support.

Councillor Gant proposed the recommendations, Councillor Enright seconded and they were agreed.

RESOLVED to:

a)   **Approve the commencement of work for a new highway's maintenance contract.**

b)   **Endorse the proposed approach and key stages as set out in this paper.**

135/22 ADULT SOCIAL CARE REFORMS: FAIR COST OF CARE EXERCISE AND DRAFT MARKET SUSTAINABILITY PLANNING
(Agenda Item. 13)

Cabinet was asked to note the process undertaken so far, so that the project group can continue to work towards presenting the final analysis, findings, and report with the provisional market sustainability plan.

Pippa Corner, Deputy Director for Joint Commissioning, summarised the report. The Fair Cost of Care exercise was a statutory requirement. There was a competition to identify a supplier. LaingBuisson were contracted as a result. The process has been supported by the Oxfordshire Association of Care Providers. Work has now moved on to developing a market sustainability plan. Central government will decide when to publish plans.

Councillor Calum Miller noted that one of the challenges in being a 'trailblazer' in this process was that the Council had to adopt reforms before there was clarity from central government on funding. It would appear that clarity will not be forthcoming until January at the earliest which was very late in the budget planning process.

Asked if there was any early learning from the process so far, Pippa Corner responded that the government tools provided for information gathering were quite complicated and LaingBuisson had to engage in a lot of direct contact with providers to ensure the requests were understood correctly and the deadline for applications was extended to maximise the feedback.

The recommendation was proposed by Councillor Miller, seconded by Councillor Hannaby and agreed.

RESOLVED to:

note the process undertaken so far, so that the project group can continue to work towards presenting the final analysis, findings, and report with the provisional market sustainability plan, using the cost of care exercise as a key input in identifying risks in the local market and spend report, ready for submission to DHSC on 12 October 2022. The final market sustainability plan will be submitted in February 2023.

136/22 OXFORDSHIRE SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2021-22
(Agenda Item. 14)

Cabinet was asked to note the annual report covering April 2021 to March 2022.

Dr Jayne Chidgey-Clark, Independent Chair of OSAB, summarised the report. She stated that the priorities last year had been leadership in homelessness, a new multi-agency process to tackle complexity and better links between strategic partners. She was pleased to report a narrowing of the gap between the life expectancy for people with a learning disability and the general population.

Dr Chidgey-Clark identified the following overarching themes requiring focus: recruitment, embedding learning, more preventive safeguarding work, training to meet the needs and the transition for young people to adult services.

Asked to identify what was in place this coming winter to tackle homelessness, Karen Fuller, Interim Corporate Director for Adult Services, responded that there was now a system leadership project including city and district councils. There was a lot more in-reach to hospitals streamlining that pathway and more sharing of data.

Members noted that there was more innovation with each report. The work of scrutiny had been taken on board. The Making Safeguarding Personal approach was welcomed. The importance of sharing action plans was emphasised.

The recommendations were moved by Councillor Brighouse, seconded by Councillor Hannaby and agreed.

The Chair asked Dr Chidgey-Clark to take the thanks of Cabinet back to the Board for all their work.

RESOLVED to:
note the contents of the report and its conclusions.

137/22 OXFORDSHIRE SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2021-22
(Agenda Item. 15)

Cabinet received the annual report on the effectiveness of local arrangements to safeguard and promote the welfare of children in Oxfordshire.

Derek Benson, Independent Chair of OSCB, introduced the report. It showed the need to improve practice with respect to the themes of neglect, child exploitation and keeping children safe in education. An emerging issue was the impact of the pandemic – especially on adolescents.

There was a major issue with insufficient availability of placements. This was a national issue and they continued to apply pressure on central government to address the problem. The emphasis continued to be on finding placements as close to home as possible but also ensuring the provision was suitable.

Derek Benson emphasised the need for more early help. Child sexual exploitation continued to be a major issue along with the sharing of images online.

Councillor Liz Brighouse, Cabinet Member for Children, Education & Young People's services concurred that more early help was needed. She stated that the work of the Board was invaluable in ensuring that partners had the information they needed to respond to issues. She also described the lack of placements across the country as shameful.

The Chair thanked officers and asked the Independent Chair to pass on the thanks of Cabinet to all of the partners involved in the Board.

RESOLVED to:
note the annual report of the Oxfordshire Safeguarding Children Board senior safeguarding partners and to consider the key messages.

138/22 DELEGATED POWERS - OCTOBER 2022
(Agenda Item. 16)

The report was noted, including that paragraph 3 should refer to "2022" not "2021".

139/22 FORWARD PLAN AND FUTURE BUSINESS
(Agenda Item. 17)

The Cabinet considered a list of items (CA17) for the immediately forthcoming meetings of the Cabinet together with a change set out in the Addenda 2.

RESOLVED:
to note the items currently identified for forthcoming meetings.

……………………………………………….in the Chair

Date of signing …………………………………………..

COUNTY COUNCIL

CABINET – 15 November 2022

BUSINESS MANAGEMENT AND MONITORING REPORT
September 2022

Report by the Corporate Director for Customers, Organisational Development & Resources and the Director of Finance

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**

   a)   note the report and annexes

   b)   agree the virements in Annex B-2a and the supplementary estimate request in Annex B-2c.

   c)   write off a debt of £0.3m for advance payments and the cost of arranging alternative provision in relation to a home care provider that went into administration in early 2017.

Executive Summary

2. The business management reports are part of a suite of performance, risk and budget documents which set out our ambitions, priorities and financial performance. The 2022 – 2025 Strategic Plan sets out the Council's ambitions for the next four years. It also shows our priority activities for the current financial year.

3. This report presents the September 2022 performance, risk and finance position for the council.

4. Further information is provided in the following annexes to the report:

   Annex A: Performance September 2022/Quarter 2
   Annex B: Finance September 2022
   Annex C: Climate action plan September 2022
   Annex D: "Including everyone" Equalities, Diversity & Inclusion plan
            September 2022

5. The performance section of this report concentrates on performance exceptions (measures reporting red (off target), or amber, (slightly off target, amber for the last two consecutive months). The full performance report is included at Annex A.

Performance Overview

6. The Outcomes Framework for 2022/23 reports on the council's nine strategic priorities.   A further priority relates to running the business and includes the

customer contact centre and measures included in the council's Financial Strategy. The outcomes framework which sits underneath the strategic priorities is comprised of monthly, quarterly, termly, six monthly and annual measures which may change as we progress through the year. At the appropriate period, relevant measures will be included in the report.

7. As at the end of September 2022 the indicators were rated as follows:

Month	Green	Amber	Red	Monitoring only (n/a)	Total
September 22/Quarter 2	48	12	17	8	85
Monthly	24	7	14	8	53
Quarterly	21	2	3	0	26
Bi-Annual	3	3	0	0	6

Figure 1 – Summary of September/Q2 performance for all measures. RAG = Green = meets or exceeds target, Amber = misses target by narrow margin and Red = misses target by significant margin. Please note that the total number of measures fluctuates each month as measures can be monthly, quarterly, termly, 6 monthly or annual.

48 (56%) of the measures were reported as green (meeting or exceeding target). 12 measures (14%) were rated as Amber (misses target by narrow margin), of which nine have been amber for 2+ months and 17 (21%) measures were rated red (misses target by significant margin).

8. The number of **monthly** measures assessed as red has increased compared to the last report to Cabinet in September which set out that as at the end of July the 52 monthly indicators were rated as follows:

Month	Green	Amber	Red	Monitoring only (n/a)	Total
July 2022	23	14	8	7	52
	44%	27%	15%	14%	

Figure 2 – Summary of July performance for all measures. RAG as above . Please note that the total number of measures fluctuates each month as measures can be monthly, quarterly, termly, 6 monthly or annual.

9. As noted in the last report there are significant and persistent challenges around demand for children's social care and the availability of care placements and front-line social work staff. These are reflected in the performance measures for Priority 7 which are continuing to be reported as red exceptions and causing very significant financial pressure requiring rapid and active interventions. These remain and, red and despite action being taken to manage demand the underlying finance position is becoming more challenging as the year progresses.

10. Issues and volatility in the wider economy, including inflation and workforce shortages, also continue to increase the risk to the financial position for the council and the overall landscape looks much more challenging than when the budget was set in February 2022. This is also contributing to the finance measures which are now assessed as red.

11. The following table lists the 17 measures reporting as red at the end of September/Quarter 2. Full details can be found in Annex A.

Performance measures reporting Red for September 2022/Quarter 2 (17)
OCC01.05: Total number of electric vehicle charging points by end of March 2023
OCC01.06: No of Retrofits of homes in fuel poverty completed
OCC01.09: Total % of household waste which is reused, recycled or composted
OCC02.03: Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)
OCC03.02: % of eligible population 40-74 who have received an NHS Health Check (Quarterly)
OCC07.01: Number of contacts into the MASH
OCC07.02: Number of early help assessments
OCC07.03: Number of early help assessments completed by health visitors
OCC07.06: No of children we care for (excluding Unaccompanied Children)
OCC07.07 The number of child protection plans
OCC07.10: % of Education Health & Care Plans completed within 20 weeks
OCC09.03 No of Trading Standards interventions conducted with businesses
OCC10.05: Number of telephone calls to customer service centre abandoned
OCC11.02 Achievement of planned savings
OCC11.05 Directorates deliver services and achieve planned performance within agreed Budget
OCC11.06 Total outturn variation for the dedicated schools grant (DSG) funded Services
OCC11.11: Debt requiring impairment - ASC contribution debtors

Figure 3 – Summary of the Red measures September/Quarter 2.

12. This table indicates the direction of travel of measures compared to August 2022.

Status changes – July to August 2022	
Amber to Green	**OCC10.03** Achieve a high level of customer satisfaction across all channels in the CSC **OCC10.04:** Resolve customer enquiries received through the telephony channels at the first point of contact
Green to Amber	**OCC11.09:** Invoice collection rate Corporate Debtors
Amber to Red	**OCC01.09** Total % of household waste which is reused, recycled or composted **OCC07.02** Number of early help assessments
Green to Red	**OCC01.02** Total No. of streetlights fitted with LED Lanterns by March 2023 **OCC01.05** Total number of electric vehicle charging points by end of March 2023 **OCC07.01** Number of contacts into the MASH **OCC07.05** No of children we care for who are unaccompanied Asylum Seeking Children

Status changes – August to September 2022/Quarter 2	
Red to Green	**OCC 1.02** Total No. of streetlights fitted with LED Lanterns by March 2023
Amber to Green	**OCC 3.14** No of physical visits to Heritage services **OCC 9.05** No of new Community Micro Enterprises supporting people in the community **OCC 11.09** Invoice collection rate Corporate Debtors
Amber to Red	**OCC 10.05** No of telephone calls to CSC abandoned

Green to Red	OCC 02.03 Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)

Figure 4a – changes across July to September/Quarter 2

13. While the position has deteriorated since July there has been no significant change since August in terms of monthly measures. 29 measures were at, or near target in September compared to 31 in August.

Monthly comparison	Green	Amber	Red
July	23	14	8
August	20	11	14
September	24	7	14

Figure 4b - Comparison of monthly measures

14. There has also been no significant change in the quarterly results from June to September, although there is clearly a higher proportion of green results.

Quarterly comparison	Green	Amber	Red
June/Quarter 1	19	7	4
September/Quarter 2	21	2	3

Figure 5 - Comparison of quarterly measures

15. Financial (year to date) tracking of RAG monthly measures (not including monitoring only):

Month	Green	Amber	Red	Total
April	22	6	6	**34**
May	29	7	10	**46**
June	40	20	13	**73**
July	23	14	8	**45**
August	20	11	14	**45**
September	48	12	17	**77**

Figure 6 – Year to date RAG monthly measures. Note the total number of indicators fluctuates as some measures are quarterly, 6 monthly and annual.

Performance Exceptions

16. This section of the report details all measures reporting Red or Amber status *(consecutive for two months)* with extracted supporting commentary from the Directorate, the full commentary can be seen at Annex A.

    The exception report focusses on the 17 measures that have red outcomes and of the 12 measures that have reported amber, 6 have been rated amber for two months consecutively and are included in this exception report.

17. **Priority OCC01: Put action to address the climate emergency at the heart of our activities**

This priority has 6 measures being reported in September: 3 Red, 1 Amber and 2 Green

Priority OCC01 overall performance:		
April	May	June
July	August	September
October	November	December
January	February	March

Table illustrates the measure within **Priority OCC 01** that are performing under target and the RAG status.

Measure:	Status:	Director:
OCC01.05 Total number of electric vehicle charging points by end of March 2023	Red	**Bill Cotton**
OCC1.06 No of Retrofits of homes in fuel poverty completed	Red	**Bill Cotton**
OCC1.08 % [by length] of Public Rights of Way network free from serious issues or obstruction	Amber	**Bill Cotton**
OCC01.09: Total % of household waste which is reused, recycled or composted	Red	**Bill Cotton**

OCC 01.09: The recycling target has not been achieved because the volume of household waste has dropped significantly over the summer. This is due in part to the very dry summer reducing the need for the collection and composting of green waste. The household waste recycling target for Oxfordshire is exceptionally high to reflect our ambition to divert household waste away from energy recovery and landfill in accordance with the waste hierarchy.

We are still one of the best performing authorities in the country for household waste recycling.

Our targets are set in the Joint Municipal Waste Strategy agreed with the District and City Councils in Oxfordshire at 62% reuse, recycling and composting. Our current end of year forecast is 57.87% which reflects the significant reduction in household waste tonnage received over the summer and forecasted to the end of the year.

18. **Priority OCC02: Tackle inequalities in Oxfordshire**

This priority has 8 measures being reported in September: 1 Red and 7 Green

Priority OCC02 overall performance:		
April	May	June
July	August	September
October	November	December
January	February	March

Table illustrates the measure within **Priority OCC02** that are performing under target and the RAG status.

Measure:	Status	Director:
OCC 02.03 Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)	Red	**Mark Haynes**

OCC 02.03: A lack of social media usage during the national period of mourning has impacted on performance, as has the delayed launch on the Heritage Search portal, which we expected to be live over the summer. The team have been actively engaging with Communications around Marketing Strategies and working with them on social media training - so, positive steps are being taken and there is little to no risk in this

19. **Priority OCC03: Prioritise the health and wellbeing of residents**

This priority has measures being reported in September: 1 Red, 2 Amber and 12 Green.

Priority OCC03 overall performance:		
April	May	June
July	August	September
October	November	December
January	February	March

Table illustrates the measure within **Priority OCC03** that are performing under target and the RAG status.

Measure:	Status	Director:
OCC03.02 % of eligible population 40-74 who have received an NHS Health Check (Quarterly)	Red	Ansaf Azhar
OCC03.11 No of people directly reached with Trading Standards preventative advice and support	Amber	Rob MacDougall
OCC03.19 New infrastructure provision implemented in 2023/24	Amber	Susannah Wintersgill

OCC 03.02: There was significant reduction in provision of the programme during 2020/21 and 2021/22 due to COVID-19 and that had direct impact on the outcomes of the Programme. In order to recover these services quickly and 'catch-up' on the estimated 28,000 missed Checks during that period, officers have commissioned a new supplementary delivery method of the NHS Health Check Programme through a third-party provider that sits outside of GP Practice settings (where capacity remains a challenge). The new Service Provider will begin an Implementation Phase from 1st October 2022 and commence Service Delivery from 1st January 2023. From October 2022 a new marketing and communication campaign has commenced to increase awareness of the Check and encourage those that have been invited to attend.

20. **Priority OCC04: Support carers and the social care system**

This priority has 8 measures being reported in August: 3 Amber, 2 Green and 3 monitoring only.

Priority OCC04 overall performance:		
April	May	June
July	August	September
October	November	December
January	February	March

Table illustrates the measures within **Priority OCC04** that are performing under target and the RAG status.

Measure:	Status	Director:
OCC04.03 % of residents aged 65 plus receiving ASC who manage their care by using a direct payment	Amber	Karen Fuller
OCC04.04: Percentage of residents aged under 65 receiving ASC who manage their care by using direct payment	Amber	Karen Fuller
OCC04.05: Percentage of older residents who receive long term care and are supposed to live in their own home	Amber	Karen Fuller

OCC04.03 Where people are supported in long term care in their own home, a direct payment provides people with more choice and control over their care as they purchase it directly. In Oxfordshire 21% of older people supported at home have a direct payment compared to 15% nationally. A new Direct Payment Model was implemented in April 2021.
As the Direct Payment Advice Team develops, we would expect to see the trend increasing again. We are developing a strategic plan for further development of the Personal Assistance Market (where many people spend their direct payment) including training opportunities.

OCC04.04: Where people are supported in long term care in their own home, a direct payment provides people with more choice and control over their care as they purchase it directly. 39.1% of adults of a working age receive their care via a direct payment. This is marginally better than the national average (38%). Performance continues to improve month on month.

OCC04.05: The proportion of older people who are supported, who live in their own homes is 59.4% against a target of 60%). It is up 0.2% from the start of the year, but down on last month. People prefer where possible to live in their own home and we continue to deliver services such as home care and extra care housing to make this possible

21. **Priority OCC07: Create opportunities for children and young people to reach their full potential**

This priority has 9 measures being reported in September: 6 Red, 1 Green and 2 monitoring only.

Priority OCC07 overall performance:		
April	May	June
July	August	September
October	November	December
January	February	March

Table illustrates the measure within **Priority OCC07** that are performing under target and the RAG status.

Measure:	Status:	Director:
OCC07.01: Number of Contacts into the MASH	Red	Kevin Gordon
OCC07.02: Number of early help assessments	Red	Kevin Gordon
OCC07.03: Number of early help assessments completed by health visitors	Red	Kevin Gordon
OCC07.06: No. of children we care for (excluding unaccompanied children)	Red	Kevin Gordon
OCC07.07 The number of child protection plans	Red	Kevin Gordon
OCC07.10 % education health and care plans completed within 20 weeks	Red	Kevin Gordon

OCC07.01: Contacts rose by 35%, in 20/21. In 21/22 they rose again, by 18%. However in the first six months of this year contacts have fallen by 2.5% on the same period last year. Demand is being managed by additional temporary staff. The CEF Service Improvement & Financial Efficiency programme which reports weekly to the chief executive and head of finance includes a workstream on the MASH which focuses on an integrated Assessment function within the MASH which should lead to more Early Help assessments, a more robust assessment process within the MASH, and reductions in overall activity within the service that will enable staffing levels to return to pre-covid establishment.

OCC07.02: The children's trust agreed a stretched target of 5,000 early help assessments this year and 10,000 in 23/24. However in the first six months of this year the number of early help assessments are less than 1% higher than the corresponding period last year and under half the target rate. An early help strategy is in place to help increase the provision of early help.

The CEF Service Improvement & Financial Efficiency programme which reports weekly to the chief executive and head of finance includes a workstream on Early Help which focuses on increasing Early Help activity and reducing in the number of cases escalating and progressing to the MASH. Furthermore, by increasing the number of Early Help Assessments undertaken by partners, there will be a corresponding reduction in the number of EHAs completed by LCSS, which will enable this team to focus on the 'right work'.

OCC07.03: We are working with Oxford health through our contract on health visiting to increase the number of early help assessments in the year. This work is being completed within the early help strategy referred to on OCC7.02.

OCC07.06: The number of children we care for has fallen in the last month. It remains below the national rate, but above that of similar authorities. The CEF Service Improvement & Financial Efficiency programme has workstreams in preventing children becoming cared for and improving the speed by which children are returned to their family home of found

permanent accommodation. Progress on performance and actions is reported weekly to the chief executive and had of finance.

OCC07.07: 637 children were the subject of a child protection plan at the end of September - an increase of almost 100 in two months. This is above the target (550) but remains over 100 less than the highpoint of June 2019 (769).

OCC07.10 EPS delays still significant. Continued long-term staff absence and part-time hours on recommendation from medical professional continued issues with recruitment and retention of staff Issues with running 2 business systems side by side

22. **Priority OCC09 Work with local businesses and partners for environmental, economic and social benefit**
The priority has 8 measures being reported for September;1 Red and 7 Green

Priority OCC09 overall performance:		
April	May	June
July	August	September
October	November	December

Table illustrates the measures within **Priority OCC09** that are performing under target and the RAG status.

Measure:	Status	Director:
OCC9.03 No of Trading Standards interventions conducted with businesses	Red	**Rob MacDougall**

OCC09.03 Overall performance is above target and the true figure is actually higher, but challenges reporting from a new case management system is leading an under-reporting at this time. However, reporting issues regarding this particular measure are hoped now to be resolved, with full reporting from next quarter.

23. **Priority OCC10: Running the business**
Customer contact centre: Of the 4 measures being reported in September: 1 Red, 3 Green
Finance: Of the 15 measures being reported in September: 4 Red, 4 Amber, 7 Green.

Priority OCC10 overall performance:		
April	May	June
July	August	September
October	November	December
January	February	March

Table illustrates measure within **Priority OCC 10** that are performing under target and the RAG status.

Measure	Status	Director
OCC10.05: Number of telephone calls to customer service centre abandoned	Red	**Mark Haynes**
OCC11.01 Overall forecast revenue variance across the Council	Amber	**Lorna Baxter**
OCC11.02 Achievement of planned savings	Red	**Lorna Baxter**
OCC11.05 Directorates deliver services and achieve planned performance within agreed budget	Red	**Lorna Baxter**
OCC11.06 Total outturn variation for the dedicated schools grant (DSG) funded services	Red	**Lorna Baxter**
OCC11.08: % of agreed invoices paid within 30 days	Amber	**Lorna Baxter**
OCC11.11: Debt requiring impairment - ASC contribution debtors	Red	**Lorna Baxter**
OCC11.12 Average cash balance compared to forecast average cash balance	Amber	**Lorna Baxter**
OCC11.15: Invoice Collection Rate - ASC contribution debtors	Amber	**Lorna Baxter**

OCC10.05: Calls received during September, increased by 11% compared to August. A total of 14,274 were offered to the Customer Service Centre, and our abandonment rate increased

by 8% compared to August. We also dealt with 6,249 of emails, received 202 webchats across seven service areas of our website and 32 social media contacts from the official OCC Twitter & Facebook pages.

The CSC has experienced a higher than expected level of turnover and we are carrying approx. 30% of vacancies within the Customer Service Centre (including new areas of work e.g. Union Street) and continue to have difficulty attracting suitable candidates. Work continues with resourcing colleagues to help rectify this and different campaigns are being run.

We have had an increase in offline business and application eligibility work, much of which is time sensitive meaning we have to redirect resources away from the phones. The introduction of workforce management will help to alleviate and coordinate this and inform when and whom it is best to undertake this work at the appropriate times. This should be in place within the next two months.

We are also undertaking a redesign of teams to ensure that offline and phone work are separated out more effectively to protect the performance of both areas of demand.

Of interest - The number of inbound phone contacts to School Admissions was up 107% compared to August due to the start of the new academic year and our Social Care activities continues to be where the highest abandonments are due to limited resources.

Performance Highlights

This section of the report concentrates on a couple of the positive work that has been achieved this month/quarter in delivering our strategic priorities.

24. In connection with priority **Put action to address the climate emergency at the heart of our work** our waste management team joined forces with the fleet services central area team to engage with residents as part of its door stepping campaign to promote food waste recycling.

25. During the summer holidays, when colleagues in the fleet services central area team weren't needed for school runs, they provided an electric vehicle and staff and joined the waste team to help provide information, advice, replacement food recycling caddies and liners to residents. Over six weeks, they **knocked on over 4,000 doors** and **spoke to over 2,500 households,** breaking down barriers and helping to change behaviours. A great example of pooling resources and working together to make a difference!

26. **Tackle inequalities in Oxfordshire** must be addressed within our own staff as well as in the county. Our framework for equalities, diversity and inclusion (EDI), 'Including Everyone', sets out our vision to lead the way in our approach to workplace inclusion, inclusive service delivery and tackling disadvantages in our communities. We're committed to nurturing an environment in which everyone feels included, respected and heard. We've recently published our updated action plan for 2022/23 which sits under the framework and, to mark National Inclusion Week.

27. To **Prioritise the health and wellbeing of residents** People in Oxfordshire were encouraged to open up and talk about their mental health as the county marks World Suicide Prevention Day (10 September). In 2020, there were over 5,000 deaths from suicides in England and Wales with three quarters of these men. Four

out of five deaths from suicide in Oxfordshire are men and across the UK someone takes their own life every 120 minutes with three-quarters of them being male. Every suicide can be prevented. That is why Oxfordshire County Council is supporting the Samaritans to raise awareness, break down stigmas arounds suicide and help create a world where fewer people die by suicide

28. People in Oxfordshire who have started to plan ahead for a difficult winter due to the cost-of-living crisis are to be offered help by the county council – including emergency welfare, council tax support and warm places for people struggling with heating bills. On 20 September, the council's cabinet agreed to a list of proposals to assist local people – particularly the vulnerable – as they face the combination of inflation and the rising cost of energy over coming months. More than £2 million of funding will be provided in 2022/23 to support the proposals with further funding in future years.

29. Supporting the government's Homes for Ukraine scheme continues to be a high priority and we'd like to take the opportunity again to thank everyone who's contributing to this important work. Here's a summary of the latest developments:

- Bus passes. Ukrainian guests can now apply for a free three-month local area bus pass thanks to our work with Oxford Bus Company, Stagecoach, Arriva and Thames Travel.
- Supporting hosts and guests. As many are approaching six months of their sponsorship arrangements, we've started contacting hosts and guests at the four-month mark to ask them a few questions about their plans and whether they need any further help or support. The responses we receive will help us shape what support is needed for our guest and host communities across Oxfordshire
- Rematching. We're continuing to do all we can to support the rematching process. A new three-strong team has been established, hosted by the city council, to take the lead on this.

30. To address the priority of **Invest in an inclusive, integrated and sustainable transport network** Oxfordshire County Council's cabinet approved the adoption of the updated policy statement on Tuesday 20 September. The changes could involve adopting working practices, which have a lower carbon footprint, do more to support biodiversity and contribute to improved environmental conditions. It could also mean prioritising a greater proportion of resources towards a strategy of preventative maintenance to reduce the need for reactive repairs. It is widely recognised that the highway network, if managed effectively, can enable economic, societal and environmental benefit and change. The updated approach does not adversely affect the council's ability to fulfil its other legal obligations. These include a duty to maintain roads in a safe condition, a duty to keep the traffic moving on the road network and the management of flood risk associated with extreme weather.

31. Work is due to start to improve safety for cyclists and pedestrians in the southern Oxfordshire village of Upton, as part of the Chilton Road cycling scheme, a project seeking to make a National Cycle Network route (544) along Chilton Road.

32. A new document has been approved that supports wider transport plans for Oxfordshire, the aims of which include cutting the number of car journeys in the county by more than half by 2040. The work will include the formal completion of the closure of Chilton Road to motorised traffic. The road has been closed to motorised vehicles since August 2020 on a temporary basis and the move have been predominantly well received.

33. To **Create opportunities for children and young people to reach their full potential** archaeologists in Oxfordshire County Council's museum service have been working to develop a digital access and communication engagement project. This was recognised at the Society for Museum Archaeology's annual awards. The project sought to better engage with communities in order to increase awareness of local heritage and improve digital access to resources. The society commended the project for the way it thoughtfully and successfully engaged local communities.

34. Another priority is to **Play our part in a vibrant and participatory local democracy** People who live, work in, or visit Oxford can have their say on proposals to introduce six trial traffic filters in the city. Traffic filters are part of Oxfordshire County Council's central Oxfordshire travel plan and are supported by Oxford City Council. The proposed traffic filters are expected to reduce traffic levels by more than a third within the city centre, reduce overall accidents by up to 15 per cent and significantly improve air quality in Oxford. The consultation ran from 5 September to 3 October 2022.

35. People are also being asked for their views on plans to bring in 20mph speed limits to two Oxfordshire towns. Oxfordshire County Council wants to make residential areas safer and more attractive places to walk and cycle. To enable this, 20mph speed restrictions are being used to help promote alternative modes of transport for local travel.

36. Consultations are currently taking place into plans for Abingdon and the Ladygrove area of Didcot. The council is seeking the views of residents, businesses, commuters, and visitors before the decisions are made.

Strategic Risk Management Overview

37. A strategic risk is a risk to the council's strategic priorities or long-term outcomes; or a risk with a significance that has an impact at the corporate level.

38. The table below provides an overview of the current strategic risk position. Strategic risks are reviewed on a monthly basis as part of the Business management and monitoring process. Risks can be added and escalated at any time during the year.

Risk Ref	Risk Title and Description	Inherent Risk Score	Residual Risk Score
SR1	**Financial Resilience**: The council is not financially sustainable in the immediate/medium term.	25	15
SR2	**Cost of Living Crisis:** Rapid increases in the cost of living driven by national and international inflation are putting our communities and staff under financial pressure. Increases in hardship will reduce living standards and impact on the wellbeing on staff and residents. It will also create new demand on Council and partner services. Note: Inflationary pressures on council budgets are covered in financial resilience risk.	20	12
SR3	**Cyber Security**: A successful and significant Cyber-attack leading to disruption, damage or compromise of any of the council's computer services, information systems, infrastructure or data.	25	15
SR4	**Capital Projects**: Major Infrastructure Portfolio schemes become undeliverable.	20	15
SR5	**Absence of Oxfordshire Place Strategy:** A spatial and policy vacuum for strategic planning across Oxfordshire.	20	9
SR6	**Demand Management – Adults:** The council is unable to provide the appropriate level of support for people to live well and independently in their community, remaining fit, and healthy for as long as possible.	16	12
SR7	**Demand management - Children:** Level of statutory activity required by the council in relation to meeting children's needs results in significant overspend.	25	20
SR8	**High Needs Block**: Insufficient national funding and increasing local demand.	25	20
SR9	**Oxford Core Schemes:** Failure to deliver Oxford Core Schemes (Traffic Filters, Workplace Parking Levy, Zero Emissions Zone and associated city area schemes such as Low Traffic Neighbourhoods) with public support.	20	15
SR10	**Organisational Resilience:** A significant disruption to all or parts of the council means essential services are unable to be recovered within a reasonable time frame given the nature of the service affected.	20	12
SR11	**Health and Safety:** Adverse H&S event including accident, incident, near-miss or dangerous occurrence.	20	6
SR12	**Strategic Workforce Planning**: A risk that the county council's workforce does not have capacity or capability to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met.	16	12
SR13	**Supplier/Market Failure:** Insolvency of major partners of the council. Supplier chooses to no longer provide services at the contracted cost or to provide services at all.	20	15
SR14	**Integrated Care System:** Failure to maintain business as usual, as well as driving transformation and improvement during a period of externally imposed structural change.	12	6
SR15	**Information Governance:** Unable to respond to Subject to Access requests within statutory time frames (normally one month but may be extended to three months)	15	9
SR16	**Delivering New Pressures and Priorities:** A significant requirement to deliver a substantial new or amended service or response arises at short notice resulting in pressure on existing objectives or failure or partial failure to deliver the requirement.	16	12

Risk Ref	Risk Title and Description	Inherent Risk Score	Residual Risk Score
SR17	**Grey IT Technology Spend (outside agreed IT budget):** If the IT systems that exist outside of the formal OCC IT budget is not managed in-line with the Council's architecture, processes, and systems then there is a risk that the organisation will be subject to an increased risk of cyber-attack as well as spending unnecessary funds.	25	15

Financial Position

39. As shown in the table below there is a forecast Directorate overspend of £8.2m or 1.6%. The overall forecast variation is £6.6m or 1.3% after taking account of an increase in interest receivable on balances held by the council.

Directorate	Latest Budget 2022/23 £m	Forecast Spend 2022/23 £m	Variance September 2022 £m	Variance September 2022 %	Variance July 2022 £m	Change Since July £m
Adult Services	211.6	211.0	-0.6	-0.3	0.0	-0.6
Children's Services	148.7	157.4	8.7	5.8	7.9	0.8
Environment and Place	62.8	61.4	-1.4	-2.3	-1.3	-0.1
Public Health	2.4	2.2	-0.2	-8.3	-0.2	0.0
Community Safety	24.8	25.2	0.4	1.6	0.1	0.3
Customers, Culture and Corporate Services	61.1	62.4	1.3	2.3	0.7	0.6
Total Directorate Budgets	**511.4**	**519.6**	**8.2**	**1.6**	**7.2**	**1.0**
Budgets Held Centrally						
Capital Financing Costs	26.1	26.1	0.0	0.0	0.0	0.0
Interest on Balances	-13.0	-14.6	-1.6	-12.3	-1.3	-0.3
Inflation and Contingency	12.3	12.3	0.0	0.0	0.0	0.0
Un-ringfenced Specific Grants	-33.6	-33.6	0.0	0.0	0.0	0.0
Insurance	1.4	1.4	0.0	0.0	0.0	0.0
Contribution from COVID-19 Reserve	-8.4	-8.4	0.0	0.0	0.0	0.0
Budgeted contributions to reserves	24.2	24.2	0.0	0.0	0.0	0.0
Total Budgets Held Centrally	**9.0**	**7.4**	**-1.6**	**-17.8**	**-1.3**	**-0.3**
Net Operating Budget	**520.4**	**527.0**	**6.6**	**1.3**	**5.9**	**0.7**
Business Rates & Council Tax funding	-520.4	-520.4	0.0	0.0	0.0	0.0
Forecast Year-End Position	**0.0**	**6.6**	**6.6**	**1.3**	**5.9**	**0.7**

40. As noted in the last two reports issues and volatility in the wider economy, including inflation and workforce shortages, continue to increase the risk to the financial position for the council and the overall landscape looks much more challenging than when the budget was set in February 2022 or compared to the same point in 2021/22 or earlier years.

41. The forecast overspend for Children's Services is particularly volatile and there remains real concern over the level of demand and lack of care placements available in the system. The last report to Cabinet noted that there was pressure of up to £11.5m requiring rapid and active intervention to achieve the forecast of £7.9m. Since then the underlying position appears to have deteriorated further. This is a significant risk for the council and requires further work to validate and

understand what is causing this. An additional update on the council's financial position will be reported to Cabinet in December 2022.

42. The forecast deficit against Dedicated Schools Grant funding for High Needs remains at £17.5m in 2022/23. In line with a change to the CIPFA code of practice on DSG High Needs deficits an unusable reserve was created in 2020/21 to hold negative High Needs DSG balances. The net forecast deficit of £17.5m would increase the total deficit relating to High Needs held in this reserve to £47.3m.

43. In June 2022 National Employers agreed that all local government staff would be offered a £1,925 pay rise, equating to a 10.5% increase for the lowest paid staff and 4% for the highest paid. Unison, GMB and Unite, which make up the trade union representation on the National Joint Council have now agreed this offer and the increase will be backdated to 1 April 2022. Virements to move contingency budget to directorates to support the on-going cost will be included in the next report.

44. General Balances were £39.2m as at 31 March 2022 and increased to £40.2m after taking account of a budgeted contribution of £1.0m. The risk assessed level of balances for 2022/23 is £28.9m. After taking account of the projected overspend of £6.6m and supplementary estimate of £0.7m, balances will reduce to £29.4m. This is £0.5m above the risk assessed level.

45. See Annex B for further details and commentary on the Finance position.

Financial Implications

46. This report includes an update on the forecast financial position and risks for the council along with action being taken to manage the budget within the position agreed by Council in February 2022. On-going impacts will need to be considered through the Budget & Business Planning process for 2023/24.

Comments checked by: Lorna Baxter, Director of Finance

Legal Implications

47. The Council has a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

Comments checked by: Anita Bradley, Director of Law & Governance and Monitoring Officer

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

Contact Officers: Louise Tustian, Head of Insight and Corporate Programmes
Kathy Wilcox, Head of Financial Strategy

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Annex A – September/Quarter 2 2022

Contents

Indicator table

Indicator	Description
▲	Results below target
●	Results are close to achieving target
★	Results are at or above target level

Put action to address the climate emergency at the heart of our work

We will lead by example, setting ambitious targets to reduce our own carbon emissions and aligning our carbon net zero commitments to the principles of the Climate and Ecology Bill.
Our environmental and planning ambitions will prioritise climate action and community resilience.

Status of Indicators	30/09/2022
OCC01 - Put action to address the climate emergency at the heart of our work	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC01.02 Total No. of streetlights fitted with LED Lanterns by March 2023	Bill Cotton	Cllr A Gant	1,978	2,000	★	1978 Street lights fitted with LED lights in Sept.22.			11,581	10,800	★
OCC01.03 Completion of cross country PAZCO route map against delivery timescale	Bill Cotton	Cllr P Sudbury	Delivering to plan	Delivering to plan	★	PAZCO is delivering to Plan, schedule was revised in order to accommodate necessary engagement over the summer. Final report due in Nov'22.			Delivering to plan	Delivering to plan	★
OCC01.05 Total number of electric vehicle charging points by end of March 2023	Tim Spiers	Cllr P Sudbury	0	16	▲	Work to connect the final car park (Claremont - Bicester) was undertaken as planned on 20th September. Unfortunately, the point of connection was not where it was expected to be and it's location when finally unearthed was not in a position to enable the connection to be made. A possible new point of connection has been found and permission requested from SSEN,; the distribution network operator. At the time of writing we are still awaiting confirmation that this is acceptable. If it is then the connection should be completed by the end of October.	None	The risk remains in the timing of the completion of the works. There is no financial risk.	205	229	▲
OCC01.06 No of Retrofits of homes in fuel poverty completed	Bill Cotton	Cllr P Sudbury	29.00	152.00	▲	We are in receipt of £1,027,810 (LAD3b) to deliver 210 energy efficiency measures to 120 "on gas" properties by the end of March 2023, via our procured project manager, National Energy Foundation (NEF). By the end of September, we were scheduled to have installed 45 measures across 35 properties, but had only achieved 31 measures in 24 homes. Since then we have made considerable progress and re-profiled the programme across the remaining six months. We are confident of achieving the target and expect to achieve at least 50 measures across 45 homes by the end of October. We are also in receipt of £1,902,970 of HUG1 funding for "off gas" properties and on target to deliver 415 measures to 190 households by the end of March 2023 via our delivery partner, AgilityEco. We are now in contract and expect to see the programme delivered very quickly following the first installations next month		We are confident, now that both our delivery partners are in contract, that the speed of delivery of the LAD3 and HUG1 schemes will increase in the coming months. However, we are also aware of the pressures on installer capacity, supply chain issues and the longer lead times that result from that, in line with the experiences of other local authorities currently undertaking a retrofit programme.	29.00	203.00	▲
OCC01.07 No of trees planted & established on land OCC own & manage	Bill Cotton	Cllr P Sudbury	0.00%		n/a	The Budget for this KPI is still being agreed, and the activity will begin once Budget has been confirmed.			0.00%		n/a

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC01.08 % [by length] of Public Rights of Way network free from serious issues or obstruction	Bill Cotton	Cllr P Sudbury	88.60%	90.00%	🟠	The Countryside Access GIS system CAMs splits public rights of way (PRoW) into 'links' which all have length data associated with them. A link is a section of path that runs from one path or road to where it connects/intersects with another path or road. In order to generate the % figure we find all significant issues recorded on the entire network that are 'unresolved'. This includes issues such as barbed wire fences, locked gates, unauthorised structures, unauthorised excavation, buildings on path. These are issues that would generally have an impact on people using the paths although in some cases there may be alternative routes used to get around them. We then find all the 'links' that these issues are associated with and can then find the total length of these links. From this we can work out the % by length of PRoW that are free from these serious issues or obstructions. It should be noted that a link can be a few kilometres in length while the issue only affects a short section.	There is no financial impact.	There is no risk raised.	88.60%	90.00%	🟠
OCC01.09 Total % of household waste which is reused, recycled or composted	Bill Cotton	Cllr P Sudbury	57.87%	62.00%	🔺	The recycling target has not been achieved because the volume of household waste has dropped significantly over the summer. This is due in part to the very dry summer reducing the need for the collection and composting of green waste. The household wate recycling target for Oxfordshire is exceptionally high to reflect our ambition to divert household waste away from energy recovery and landfill in accordance with the waste hierarchy. We are still one of the best performing authorities in the country for household waste recycling. Our targets are set in the Joint Municipal Waste Strategy agreed with the District and City Councils in Oxfordshire at 62% reuse, recycling and composting. Our current end of year forecast is 57.87% which reflects the significant reduction in household waste tonnage received over the summer and forecasted to the end of the year.	No Finance Impact	No Risk Impact	58.15%	62.00%	🟠

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Tackle inequalities in Oxfordshire

We will work with our partners and local communities to address health, social and educational inequalities focusing on those in greatest need.
We will seek practical solutions for those most adversely affected by the pandemic.
We will support digital inclusion initiatives that give our residents the skills, connectivity and accessibility to our services and provide alternative options for those who cannot access our services digitally.

Status of Indicators	30/09/2022
OCC02 - Tackle inequalities in Oxfordshire	⭐

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC02.02 No of active borrowers (library members who have borrowed at least on item a year)	Mark Haynes	Cllr J Hannaby	63,350.00	65,000.00	⭐	Active borrowers have increased since August, but failed to keep up with the targeted increase and has fallen below target (although still within tolerance and RAG rated "green"). Projecting from the year to date, we are likely to be at approx 70,000 at year end, against the target of 80,000.	As there are very few loan charges linked to borrowing items, the slight under-performance against this target has little to no financial impact linked to it.	Strong progress is being made in this area and despite us falling slightly below target, we are making sustained and significant increases in this area. Greater emphasis on events and engagement activity is underpinning this performance.	361,515.00	349,000.00	⭐
OCC02.03 Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)	Mark Haynes	Cllr J Hannaby	91,065.00	113,000.00	🔺	History Service digital engagement was 5% below target due to decrease in web page views. Social media activity was higher than most months this year so far.\nMuseums Service had a significant under performance against target due to period of mourning and hiatus on digital communications posting.\nVictoria County History figure (digital usage of VCH Oxon on British History Online) was 90% of target, reflecting a long-term fall back to pre-Covid levels across the whole BHO platform. Statistics currently exclude the separate VCH Oxfordshire website, where 3 major new Chipping Norton drafts were added during September.	There is no significant financial impact to this net under performance and as noted under Risk Impact, there are positive developments on the horizon that should help.	A lack of social media usage during the national period of mourning has impacted on performance, as has the delayed launch on the Heritage Search portal, which we expected to be live over the summer - the launch on this platform is now scheduled for mid-October and this should make a positive difference to this KPI. The team have been actively engaging with Communications around Marketing Strategies and working with them on social media training - so, positive steps are being taken and there is little to no risk in this area.	694,912.00	678,000.00	⭐
OCC02.04 Number of physical visits to Libraries	Mark Haynes	Cllr J Hannaby	137,296.00	100,000.00	⭐	Visits are well above target due to increased confidence post-COVID and the successful programme of activities and events. September figure will benefit from some of the legacy impact of the Summer Reading Challenge.		Excellent sustained progress being made in this area; and expect with cost of living challenges, that performance against this target area should remain strong over the coming months	828,453.00	810,000.00	⭐
OCC02.07 No of deep dive profiles completed with the local communities	Ansaf Azhar	Cllr M Lygo	4.00	4.00	⭐				4.00	4.00	⭐
OCC02.08 Completion of a digital inclusion strategy for Oxfordshire	Tim Spiers	Cllr G Philips	Delivering to plan	Delivering to plan	⭐	The Digital Inclusion Strategy has been approved at Cabinet in July 2022.			Delivering to plan	Delivering to plan	⭐
OCC02.09 No and location of Public Network PCs in libraries and other community locations	Tim Spiers	Cllr G Philips	406.00	406.00	⭐	No change, same amount of devices currently.			812.00	812.00	⭐
OCC02.10 No of people contacted via Making Every Conversation Count	Mark Haynes	Cllr J Hannaby	540.00	300.00	⭐	Another record month for MECC - in the first 6 months of the year, we have already achieved 84% of the target for the full year. This is due to the high priority this work has been given, the training provided for staff, and the excellent work of MECC champions to highlight the programme.		Performance in this area has benefitted from greater strategic priority and more robust performance monitoring in the start of the year.	3,016.00	1,800.00	⭐
OCC02.11 Delivery of the Equalities Diversity Inclusion Action plan	Susannah Wintersgill	Cllr M Lygo	Delivering to plan	Delivering to plan	⭐	The Equality, Diversity and Inclusion action plan was approved by Cabinet in July 2022. Progress against these actions will be reported twice a year in the October Business Management and Monitoring report and the April Business Management and Monitoring report.			Delivering to plan	Delivering to plan	⭐

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Prioritise the health and wellbeing of residents

We will work with the health and wellbeing board and our partners to deliver and support services that make a vital contribution to our residents' physical and mental wellbeing.
We will support the wellbeing of those in our community who have been affected, physically and mentally, by the COVID-19 pandemic and will continue to support our volunteers and the voluntary sector.

Status of Indicators	30/09/2022
OCC03 - Prioritise the health and wellbeing of residents	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC03.01 % of successfully treated OPIATES users not requiring treatment again within 6 months	Ansaf Azhar	Cllr M Lygo	10%	7%	★				10%	7%	★
OCC03.02 % of eligible population 40-74 who have received an NHS Health Check (Quarterly)	Ansaf Azhar	Cllr M Lygo	32.70%	42.00%	▲	There was significant reduction in provision of the programme during 2020/21 and 2021/22 due to COVID-19 and that had direct impact on the outcomes of the Programme. In order to recover these services quickly and 'catch-up' on the estimated 28,000 missed Checks during that period, officers have commissioned a new supplementary delivery method of the NHS Health Check Programme through a third-party provider that sits outside of GP Practice settings (where capacity remains a challenge). The new Service Provider will begin an Implementation Phase from 1st October 2022 and commence Service Delivery from 1st January 2023. From October 2022 a new marketing and communication campaign has commenced to increase awareness of the Check and encourage those that have been invited to attend.			33.70%	42.00%	▲
OCC03.03 Percentage of births that have received face to face New Birth Visit	Ansaf Azhar	Cllr M Lygo	96%	95%	★	The provider of performance data for this measure has been subject to a cyber-attack affecting its clinical records system. At this time, the provider is unable to provide OCC with data against this measure for Q2, so the Q1 figure remains shown. This situation is being regularly reviewed and options are explored for how performance can be reported going forward			96%	95%	★
OCC03.04 % of successfully treated ALCOHOL ONLY users not requiring treatment again within 6 months	Ansaf Azhar	Cllr M Lygo	55%	41%	★				56%	42%	★
OCC03.05 Number of library issues (books, DVD, CD's, E-books)	Mark Haynes	Cllr J Hannaby	296,633.00	280,000.00	★	Figure has fallen from August (which is always a high-water mark due to the Summer Reading Challenge) but remains above target.	There is no significant financial impact to this net under-target performance.	Still well above target for the year; and given that service points were relatively quiet following the death of the queen and the subsequent national period of mourning, we were not surprised by this figure. There is no significant risk aligned to the measure/performance at this time.	1,684,805.00	1,650,000.00	★
OCC03.06 Digital engagement with library services	Mark Haynes	Cllr J Hannaby	130,394.00	115,000.00	★	Figure has fallen slightly since previous month, but remains above target	There is no significant financial impact to this net under performance and as noted under Risk Impact, there are positive developments on the horizon that should help, including Libraries Week 3-10 October 2022 and Get Online week, in mid-October.	A lack of social media usage during the national period of mourning has impacted on performance. The team have been actively engaging with Communications around Marketing Strategies and working with them on social media training - so, positive steps are being taken and there is little to no risk in this area.	771,853.00	690,000.00	★
OCC03.07 % of mothers receiving a Maternal Mood Review in line with local pathway by aged 8 weeks	Ansaf Azhar	Cllr M Lygo	95%	95%	★	The provider of performance data for this measure has been subject to a cyber-attack affecting its clinical records system. At this time, the provider is unable to provide OCC with data against this measure for Q2, so the Q1 figure remains shown. This situation is being regularly reviewed and options are explored for how performance can be reported going forward.			94%	95%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms	Rob MacDougall	Cllr J Hannaby	69,861.00	62,500.00	★	This measure includes an aspirational target, based on past performance. It is demand led, requiring trading standards to be notified of (or discover) an incident, at a point where an intervention can be made and money saved or recovered for victims. A small number of incidents can have a disproportionate impact on performance against the target. Whilst still below the annual target and previous year, Q2 performance is significantly above both Q1 and the target for the quarter. No impact on risk or budgets.	no impact	no impact	95,611.00	125,000.00	★
OCC03.11 No of people directly reached with Trading Standards preventative advice and support	Rob MacDougall	Cllr J Hannaby	696.00	750.00	🟠	Performance is below target, but with performance in Q2 higher than in Q1 and close to the quarterly target. YTD is also above last years performance at this point as well. Q3 will see an increase in performance against the target, including our annual electric blanket testing, which contributes significantly to this measure. No impact on OCC risk or budgets.	no impact	no impact	1,170.00	1,250.00	🟠
OCC03.12 Number of accidental dwelling fires per 100,000 population within Oxfordshire	Rob MacDougall	Cllr J Hannaby	5.88	8.73	★	The number of ADF's by the end of Q2 for 2022-23 is 40 (Q1 = 51) - this is slightly lower than Q2 the previous year (which was 51) - this remains within acceptable tolerances. The number of ADF's by the end of Q2 for 2022-23 is 40 (Q1 = 60) - this is lower than Q2 the previous year (which was 60) - this remains within acceptable tolerances. The number of ADF's per 100,000 population for Q1 is 9.04 (Q1 2021-2022 was 7.37) Although an increase this was still within tolerances for this year's target. The number of ADF's per 100,000 population for Q2 is 14.92 (Q2 2021-2022 was 16.05). This is a reduction from last year's figures and was within the variance for this year's target. It is anticipated that the number of ADFs will gradually increase each quarter, as this is what occurred last year - from 60 in Q1 to 74 by Q4. Since 2016/17, the absolute number of ADFs per year has varied between 247 in 2016/17 and 282 in 2018/19 - compared with 252 last year. We delivered slightly more Safe and Well visits this quarter (749 for Q2) which is one of our key tools for reducing ADFs, especially amongst our most elderly residents. It is anticipated that the total number of visits will increase this year as we support our stations to self-generate more visits through the development of our risk profiling activity. This increase may have been brought about by the opening up of events following COVID restrictions last year, this leads to more self generated visits by crews. Note: The per 100,000 figures above use a baseline population of 697,100 – the new census 2021 data shows that Oxfordshire's population has risen to 725,300 and therefore performance will increase once this has been factored into the analysis.	no impact	no impact	14.63	17.46	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC03.13 Average response time to emergency incidents within Oxfordshire	Rob MacDougall	Cllr J Hannaby	8.48	8.55	⭐	We continue to work hard to maintain our response standards, we are a very rural Fire and Rescue Service and our Fire Stations are predominantly crewed by On Call firefighters who leave their homes or places of work when alerted/called to an incident. Incident attendance times are challenged when identified as missing the target times - this is complemented by our Resource Management Team reviewing our appliance availability at key stations and areas daily to ensure we have the right resource in the right places. The average response time will vary month but month dependent on the types and locations of incidents attended, for this year our average is 8 minutes 40 seconds. The Month of September resulted in an average response time of 8.48 minutes, however both July and August response times were higher at 9.44 and 9.32 minutes respectively, these are attributed to the number of calls received and attended, due to the significant heatwaves that the UK suffered and the resulting fires which were well reported at the time.	no impact	no impact	8.48	8.55	⭐
OCC03.14 No of physical visits to Heritage services	Mark Haynes	Cllr J Hannaby	8,769.00	8,195.00	⭐	Museums Service physical engagement data was above target due to event hires at the Oxfordshire Museum plus good take up on schools and community sessions delivered by the Learning & Access team. Victoria County History's higher figure (140) than predicted (30) represents attendance at the sell-out lecture given by broadcaster and historian Michael Wood in support of VCH Oxfordshire. This brings our live public engagement so far this year to 538 people (nearly double the original annual target). History Service figure was 10% below target but was a 20% increase on the equivalent month last year.		Excellent progress made in this area and denotes the efforts that have gone into the engagement programming in Sept.	55,058.00	54,290.00	⭐
OCC03. Heritage Services customer satisfaction ratings	Mark Haynes	Cllr J Hannaby	99%	90%	⭐	History Service figure is derived from 40 written responses from visitors and 37 feedback e-mails from remote enquirers. Comments received from visitors included: 'Really friendly staff who were able to help with all of my requests'. 'Everything was as easy and as swift as possible – no problems whatsoever'. 'Really helpful, especially for a first timer!' Museums Service's strong customer satisfaction is in part due to excellent Summer of Fun families' programme which was well received, and visitors encouraged to complete feedback cards (50 just from this programme) Victoria County History's score is based on half a dozen email exchanges and on Twitter mentions. Positive comments include: 'We have quite a few VCH Oxon volumes on our shelves - essential for local research', 'Long may you continue working on Oxfordshire!'. In his lecture Michael Wood called the VCH the single most important resource for English local history.			99%	90%	⭐
OCC03.19 New infrastructure provision implemented in 2023/24	Susannah Wintersgill	Cllr M Lygo	Slightly behind schedule	Delivering to plan	🟠	Work is underway on the new infrastructure provision. Timings have been delayed by a change of direction for the contract provision. An extension of the existing grant is being implemented to ensure there is no gap in service provision and to allow the sector time to ready themselves for the procurement exercise			Slightly behind schedule	Delivering to plan	🟠
OCC03.20 Voluntary and Community Sector Strategy to be co-produced with voluntary sector	Susannah Wintersgill	Cllr M Lygo	Delivering to plan	Delivering to plan	⭐	In July, Cabinet approved OCC's Voluntary and Community Sector Strategy https://mycouncil.oxfordshire.gov.uk/documents/s61555/CA_JUL1922R15 Annex 1 Voluntary and Community Sector Strategy 2022-27.pdf			Delivering to plan	Delivering to plan	⭐

Support carers and the social care system

We will engage nationally to push for a fair deal for the funding of social care.

Locally, we will support carers, including young carers and help those who want to live independently.

We will work with communities and the voluntary sector to explore new ways to provide services and focus on preventative services, helping people to stay active and supported at all stages of their lives.

We will support intergenerational programmes to build strong and resilient communities.

We will work in collaboration across the health and social care system.

Status of Indicators	30/09/2022
OCC04 - Support carers and the social care system	⭐

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC04.01 No of people supported with on-going care	Karen Fuller	Cllr T Bearder	6,371.00		n/a	• The number supported remains green and a consistent trajectory. • Whitelands Way (Brandon Trust) has now started delivering as a new Supported Living service and the work around Bainsburie (CiC) has commenced • Additional funding of £5 million invested in OCC Resonance Framework will see further growth in supported living as new properties are purchased and supported living commissioned with 25 additional tenancies and support commencing quarter 4 22/23 (4 properties are now in purchase stage – remain on target) • Additional OT resources were agreed by DLT and has now been recruited to. Individual yet to start. • Market engagement to support delivery of the framework has now been completed and the responses are currently being analysed • Currently finalising the Service Specifications for the Framework with a view to going live with the tender by the end of the month			6,371.00		n/a
OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family	Karen Fuller	Cllr T Bearder	87.40%	86.00%	⭐	Live Well is continuing to monitor this and further work is in progress to understand the potential impact of figures remaining the same for 18-64 age group. This also sits alongside a review of individual cases which has commenced with the operational team.			87.68%	86.00%	⭐
OCC04.03 % of residents aged 65 plus receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	20.60%	22.00%	🟠				21.53%	22.00%	🟠
OCC04.04 % of residents aged under 65 receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	39.20%	40.00%	🟠				39.17%	40.00%	🟠
OCC04.05 % of older residents who receive long term care and are supported to live in their own home	Karen Fuller	Cllr T Bearder	59.30%	60.00%	🟠				59.47%	60.00%	🟠
OCC04.06 No of residents who have received a formal assessment of their role as a Carer	Karen Fuller	Cllr T Bearder	638.00		n/a	maintaining monthly average as per contract	N/A		3,383.00		n/a
OCC04.07 No of Carers who have received a direct payment	Karen Fuller	Cllr T Bearder	733.00		n/a	Average we need to complete per month is 145. For the last two months we are exceeding this. We need to continue to produce these levels of Dps to ensure we have maximised the use of the provision and supported the maximum numbers of carers from this provision			2,356.00		n/a
OCC04.08 No of visits to Live Well Oxfordshire	Karen Fuller	Cllr T Bearder	5,926.00	5,450.00	⭐	17,261 pages visited in September 2022; 192,755 pages in the year. Design plans are being finalised for making Live Well Oxfordshire more accessible for a better user experience.			34,287.00	32,700.00	⭐

Invest in an inclusive, integrated and sustainable transport network

We will create a transport network that makes active travel the first choice for short journeys and invest in public transport to significantly reduce our reliance on car journeys.
In areas of planned housing growth, we will prioritise active and public transport over road capacity for cars.

Status of Indicators	30/09/2022
OCC05 - Invest in an inclusive, integrated and sustainable transport network	🟠

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC05.01 No of students who have successfully completed a travel model shift	Bill Cotton	Cllr A Gant	282.00	270.00	⭐	Number of Accepted DTPS have increased although these have been offset by the number of students no longer receiving support. We have trained a small cohort of students during the summer months.			1,668.00	1,590.00	⭐
OCC05.02 % of contracted seats designated to school children	Bill Cotton	Cllr A Gant	75.07%	75.00%	⭐	September figure is 75.07%			50.01%	50.00%	⭐
OCC05.03 135 km (3%) of the highway to be resurfaced	Bill Cotton	Cllr A Gant	115.95	110.10	⭐	The annual plan target for 2022 total surfacing programme has been firmed up so far as 3% of the network (excluding patching). As at 30th September '22, 115.95km (2.57%) of the network has been treated and is slightly above the expected target.	There is no financial impact raised	There is no risk raised	523.75	492.50	⭐
OCC05.08 % of delivery against Countywide 20mph plan	Bill Cotton	Cllr A Gant	5.00%	7.00%	🟠	12 proposals are going to CMD this month. Witney 20mph has commenced delivery,	There is no financial risk raised.	There is no risk raised as the 20MPH programme is increasing the number of roads to 14 per month in Oct, Nov Dec, Jan'23.	3.50%	7.00%	🔺

Preserve and improve access to nature and green spaces

We will work with partners to provide safe and clean green spaces across the county that support the physical and mental wellbeing of our residents.

We will take action to protect and increase biodiversity, supporting nature recovery, in both rural and urban environments.

Status of Indicators	30/09/2022
OCC06 - Preserve and improve access to nature and green spaces	⭐

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC06.03 Volunteer hours on the PRoW network through established groups	Bill Cotton	Cllr A Gant	1,996.00	1,750.00	⭐	1996 hours recorded for Quarter 2.			3,986.00	3,500.00	⭐

Create opportunities for children and young people to reach their full potential

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 safeguarding, and supporting those more vulnerable and with additional needs.

We will continue to work with partners to provide help early so children and families are less likely to be in need.

Status of Indicators	30/09/2022
OCC07 - Create opportunities for children and young people to reach their full potential	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.01 Number of contacts into the MASH	Kevin Gordon	Cllr L Brighouse	2,463.00	1,516.00	▲	Contacts rose by 35%, in 20/21. In 21/22 they rose again, by 18%. However in the first six months of this year contacts have fallen by 2.5% on the same period last year. Demand is being managed by additional temporary staff. The CEF Service Improvement & Financial Efficiency programme which reports weekly to the chief executive and head of finance includes a workstream on the MASH which focuses on an integrated Assessment function within the MASH which should lead to more Early Help assessments, a more robust assessment process within the MASH, and reductions in overall activity within the service that will enable staffing levels to return to pre-covid establishment	The cost of additional staff in the MASH have been met by Covid funds.	Additional demand increases the risk that children will not be seen in a timely manner (strategic risk safeguarding vulnerable children). The risk is currently being mitigated by the provision of additional staff. Excess demand in the MASH that pulls children into social care systems, when they could have had their needs met earlier via early help delivers less satisfactory outcomes for children	14,328.00	9,096.00	▲
OCC07.02 Number of early help assessments	Kevin Gordon	Cllr L Brighouse	165.00	355.00	▲	The children's trust agreed a stretched target of 5,000 early help assessments this year and 10,000 in 23/24. However in the first six months of this year the number of early help assessments are less than 1% higher than the corresponding period last year and under half the target rate. An early help strategy is in place to help increase the provision of early help. The CEF Service Improvement & Financial Efficiency programme which reports weekly to the chief executive and head of finance includes a workstream on Early Help which focuses on increasing Early Help activity and reducing in the number of cases escalating and progressing to the MASH. Furthermore, by increasing the number of Early Help Assessments undertaken by partners, there will be a corresponding reduction in the number of EHAs completed by LCSS, which will enable this team to focus on the 'right work'.	Potential financial impact of increased demand on staffing budgets as more workers are needed to manage increasing caseloads and placement costs for cared for children	There is evidence of avoidable demand in the system and significant numbers of children who are currently the subject of social care plans for neglect, who have not had an early help assessment before their social care plan. This links to the strategic risk of demand within children's services	1,462.00	2,113.00	🟠
OCC07.03 Number of early help assessments completed by health visitors	Kevin Gordon	Cllr L Brighouse	6.00	66.00	▲	We are working with Oxford health through our contract on health visiting to increase the number of early help assessments in the year. This work is being completed within the early help strategy referred to on OCC7.02	See OCC7.02	See OCC7.02	30.00	400.00	🟠
OCC07.04 Number of social care assessments	Kevin Gordon	Cllr L Brighouse	451.00		n/a	Monitoring only			3,259.00		n/a
OCC07.05 No of children we care for who are Unaccompanied Asylum Seeking Children	Kevin Gordon	Cllr L Brighouse	5.00	4.00	⭐	Target is to increase the number of unaccompanied young people to 103 by the end of the year, in line with the then government target. After 6 months we are supporting 73 unaccompanied asylum seeking children - 13 short of where we should be at this point in the year. The national target has subsequently been increased to 148.	There is no financial risk associated with this measure	The council is not meeting the old national target for housing unaccompanied Asylum Seeking children (0.07%) of your under 18 population). This has been raised to 1%. This puts pressures on other councils and means Oxfordshire is not seen as providing appropriate support.	73.00	82.00	🟠
OCC07.06 No of children we care for (excluding Unaccompanied Children)	Kevin Gordon	Cllr L Brighouse	817.00	750.00	▲	The number of children we care for has fallen in the last month. It remains below the national rate, but above that of similar authorities. The high number of children we care for, combined with the complexity of need, has resulted in more high cost placements and has created a pressure on the corporate parenting budget. The CEF Service Improvement & Financial Efficiency programme has workstreams in preventing children becoming cared for and improving the speed by which children are returned to their family home or achieve permanency (eg. SGO, adoption). Progress on performance and actions is reported weekly to the chief executive and had of finance.	Increasing numbers of cared for children, puts pressure on placements and increases prices, thereby creating a double hit of increased volume and increased unit cost. The service improvement programme also has a workstream on unregistered placements which tend to be the most expensive placements.	Increasing numbers of children we care for puts increasing pressures on placements (SR5). It also increases caseloads and impacts retention of social workers (SR4)	817.00	750.00	▲

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Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.07 Number of child protection plans	Kevin Gordon	Cllr L Brighouse	637.00	550.00	▲	637 children were the subject of a child protection plan at the end of September - an increase of almost 100 in two months. This is above the target (550) but remains over 100 less than the highpoint of June 2019 (769). There is a correlation between children on a child protection plan later becoming cared for up to a year later. There is therefore a risk that this could impact on numbers of children in care and this is being managed through the CEF Service Improvement & Financial Efficiency programme.	The financial risk is around caseloads. A service improvement and financial efficiency project is in place reporting weekly to the chief exec and the head of finance on these pressures and progress to bring spending back in line with budgets.	Increased numbers of children the subject of a child protection plan means that more children are at significant risk (strategic risk of safeguarding children); is increasing the demand on services (strategic risk on demand) and will put pressure on caseloads (strategic risk on recruitment and retention)	3,434.00	3,300.00	▲
OCC07.10 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	4.00%	60.00%	▲	EPS delays still significant Continued long-term staff absence and part-time hours on recommendation from medical professional continued issues with recruitment and retention of staff Issues with running 2 business systems side by side		**Risk: Unable to recruit staff** - Impact: Reliance on agency staff - Consequence: Multiple handovers for schools, families and CYP - Likelihood: quite likely - Impact: moderate **Risk: Further increase in requests for EHCNA** - Impact: Increase demand on all agencies - Consequence: Staff retention, further delays, quality - Likelihood: quite likely - Impact: high **Risk: Additional pressure due to AR data reporting** - Impact: Team under additional measured pressure - Consequence: Staff retention, further delays, quality - Likelihood: quite likely - Impact: high **Risk: Placement sufficiency** - Impact: Ability to finalise plans on time with appropriate setting, increase in tribunal appeals - Consequence: Frustration across all partners and on behalf of families - Likelihood: quite likely - Impact: moderate **Risk: Business System Migration from ONE to LiquidLogic** - Impact: Ability to accurately report SEND performance - Consequences: Inaccurate reporting leading to inability to make required improvements in Service Area - Consequence: Frustration, workload impact for officers, increased DfE scrutiny - Likelihood: quite likely - Impact: moderate/high	11.17%	60.00%	▲
OCC07.11 Monitor the number of children with an Education, Health and Care Plan	Kevin Gordon	Cllr L Brighouse	5,042.00		n/a	Monitoring only			30,759.00		n/a

Play our part in a vibrant and participatory local democracy

We are committed to taking decisions in an open and inclusive way.
We will engage and listen to Oxfordshire residents.
We will be open to scrutiny and regularly provide progress updates.
We will put the impact on the climate and future generations at the heart of decision making.
We will manage our own resources carefully.

Status of Indicators	30/09/2022
OCC08 - Play our part in a vibrant and participatory local democracy	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC08.02 Deliver three sounding board events to provide deep dive opportunities	Susannah Wintersgill	Cllr G Philips	0.00	1.00	★	Our first Sounding Board event planned for September was postponed due to the death of Her Majesty the Queen. It is booked for the 15 October and is designed to support budget and business planning (a young people's Oxfordshire Conversation). We are also including feedback opportunities for the music service to support their efforts to widen their audience base. There are no risks or financial impact associated with the slight delay of this event.			0.00	1.00	▲
OCC08.04 Develop and provide training on Equality Impact Assessment toolkit	Susannah Wintersgill	Cllr M Lygo	Delivering to plan	Delivering to plan	★	Toolkit and other training/guidance materials have been published and promoted, for example during Budget and Business Planning 2023-23 activities. We will continue to promote the guidance and training to encourage greater take-up.	None	None	Slightly behind schedule	Delivering to plan	★
OCC08.05 Support an enhanced role for overview and scrutiny	Anita Bradley	Cllr G Philips	Delivering to plan	Delivering to plan	★	Co-optee recruitment for HOSC underway, People Scrutiny Committee one co-optee identified and recruitment of another underway. Wide engagement of external stakeholders via briefings and committees on subjects such as Citizens' Jury, Freight, and Safeguarding. Agreed list of trusted stakeholders for People Scrutiny to input into topics of relevance.			Delivering to plan	Delivering to plan	★
OCC08.06 During 22/23 develop a public facing performance management portal	Susannah Wintersgill	Cllr G Philips	Slightly behind schedule	Delivering to plan	●	Progress has been delayed due to resourcing, this should be back on track for completion within quarter 4			Slightly behind schedule	Delivering to plan	●

Work with local businesses and partners for environmental, economic and social benefit

We will help Oxfordshire become a recognised centre of innovation in green and sustainable technologies.
We will use our purchasing power for environmental, social and economic benefit and ensure that our pandemic recovery planning supports sustainable job creation.

Status of Indicators	30/09/2022
OCC09 - Work with local businesses and partners for environmental, economic and social benefit	⭐

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC09.01 No of overdue inspections from Risk Based Inspection Programme	Rob MacDougall	Cllr J Hannaby	10.00	10.00	⭐	The actual number of premises overdue is seven - delays with building works means some are not yet available to be audited. Local area business managers have allocated all due audits and this number is expected to be below five by the end of the month. While we endeavour to reach a position where no audits are overdue, circumstances beyond our control such as sickness or cancellations on the part of the responsible person mean this is often not achievable.	no impact	no impact	16.00	20.00	🟠
OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Tim Spiers	Cllr D Enright	8.00	3.00	⭐				24.00	13.00	⭐
OCC09.03 No of Trading Standards interventions conducted with businesses	Rob MacDougall	Cllr J Hannaby	191.00	250.00	🔺	Dashboard Overall performance is above target and the true figure is actually higher, but challenges reporting from a new case management system is leading an under-reporting at this time. However, reporting issues regarding this particular measure are hoped now to be resolved, with full reporting from next quarter.	no impact	no impact	495.00	500.00	⭐
OCC09.?? % of premises in Oxfordshire with access to superfast/ultrafast/full fibre Broadband	Tim Spiers	Cllr G Philips	98.64%	98.58%	⭐				98.52%	98.58%	🟠
OCC09.?? No of new Community Micro Enterprises supporting people in the community	Karen Fuller	Cllr T Bearder	3.00	2.00	⭐	The service continues to perform well with three additional micro-enterprises making their services available in the last month. The micro-enterprises are now collectively supporting 958 people. Two additional community activity sessions have also been added, bring the total to 43.			12.00	12.00	⭐
OCC09.07 Completion of Digital Transformation Projects	Tim Spiers	Cllr G Philips	6.00	2.00	⭐				12.00	4.00	⭐
OCC09.09 Availability of Full Fibre Broadband	Tim Spiers	Cllr G Philips	29.27%	23.00%	⭐				28.33%	22.88%	⭐
OCC09.10 % of Gigabit capable (DOCSIS 3.1 or Full Fibre) Broadband	Tim Spiers	Cllr G Philips	67.45%	61.70%	⭐				66.65%	61.62%	⭐

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Running the business

Status of Indicators	30/09/2022
OCC10 - Customer Service	▲
OCC11 - Finance	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.01 % of Statutory Complaints (Stage1 or 2) responded to outside the response time	Mark Haynes	Cllr G Philips	9.50%	5.00%	n/a	2 cases out of 21 received, took longer than 10 working days to complete. 16 cases are still outstanding. Work continues with the developers to enhance the current reports to ensure the reports meet our requirements.			1.58%	5.00%	n/a
OCC10.02 % of Corporate Complaints (Stage1 and 2) responded to outside of the response time	Mark Haynes	Cllr G Philips	15.30%	5.00%	n/a	6 cases out of 39 received, took longer than 10 working days to complete. 32 cases are still outstanding Work continues with the developers to enhance the current reports to ensure the reports meet our requirements.			2.55%	5.00%	n/a
OCC10.03 Achieve a high level of customer satisfaction across all channels in the CSC	Mark Haynes	Cllr G Philips	94%	65%	★	The new way of capturing Csat has continued to achieve high results. Total of 9.6% of calls were surveyed, and 94% of customers were happy with the service they had received by the Customer Service Centre.			73%	65%	★
OCC10.04 Resolve customer enq received through the telephony channels at the first point of contact	Mark Haynes	Cllr G Philips	75%	75%	★	Since we made this a mandatory process within our telephony platform, results have continued to improve month on month. 8,085 of inbound phone contacts were resolved at first point of contact.			73%	75%	●
OCC10.?? No of telephone calls to CSC abandoned	Mark Haynes	Cllr G Philips	24.00%	10.00%	▲	Calls received during September, increased by 11% compared to August. A total of 14,274 were offered to the Customer Service Centre, and our abandonment rate increased by 8% compared to August. We also dealt with 6,249 of emails, received 202 webchats across seven service areas of our website and 32 social media contacts from the official OCC Twitter & Facebook pages. The CSC has experienced a higher than expected level of turnover and we are carrying approx. 30% of vacancies within the Customer Service Centre (including new areas of work eg Union Street) and continue to have difficulty attracting suitable candidates. Work continues with resourcing colleagues to help rectify this and different campaigns are being run. We have had an increase in offline business and application eligibility work, much of which is time sensitive meaning we have to redirect resources away from the phones. The introduction of workforce management will help to alleviate and coordinate this and inform when and whom it is best to undertake this work at the appropriate times. This should be in place within the next two months. We are also undertaking a redesign of teams to ensure that offline and phone work are separated out more effectively to protect the performance of both areas of demand. Of interest - The number of inbound phone contacts to School Admissions was up 107% compared to August due to the start of the new academic year and our Social Care activities continues to be where the highest abandonments are due to limited resources.	Increased abandoned calls leads to increased turnover, increased recruitment costs, training times etc. this puts pressure on budgets	If a higher number of calls are abandoned whilst waiting to be answered in the CSC, this can lead to reputational damage to the organisation, decreased advisor motivation therefore leading to greater turnover of staff and then increased abandoned calls. Reviews of staffing and call arrival patterns are underway in order to adequately match volumes to staffing.	16.93%	10.00%	●

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Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.06 Overall customer satisfaction rates for standard Registration Service	Mark Haynes	Cllr G Philips	100%	95%	⭐	The service received an overall customer satisfaction rate of 100% across all areas of the service. We've received some very positive comments from customers, please see a short selection below: Just to say the registrars were amazing, such great people, lovely to chat to and wonderful to lead our service - we were so happy and lots of our guest came by to say they thought you guys were amazing! We would like to thank the registrar for taking us through the ceremony in a relaxed and professional manner. The staff made the re-registration a real celebration and made it special for my children, very grateful for that. The registrar was a fabulous registrar and would recommend her to anyone. She was so kind and friendly and made us feel welcome and at ease during our appointment to register our baby. I was really upset because I was no longer with the child's father and the staff were so lovely. They also supplied me with a quiet place to breast feed. I was very impressed with the service, it was informative and extremely helpful The registrar was so kind and patient. Very professional. Our registrar made this sad time so much easier. Professional, empathetic with such a warm welcome. at this sad time. What an asset to your company. The lady that I saw was extremely considerate of my feelings and emotions at this very sad time for me. The process was easier than I thought. The registrar in the registration office, is superb. Her enthusiasm and kindliness is absolutely unbelievable. A delightful person.			99%	95%	⭐
OCC11.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	1.30%	0.00%	🟠	The forecast variation for the council is an overspend of £6.6m. There is a forecast directorate overspend of £8.2m offset by additional interest on balances of £1.6m. Within the total there is a forecast overspend of £8.7m relating to Children's Services.			0.85%	0.00%	⭐
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	62.00%	95.00%	🔺	The 2022/23 budget agreed includes planned directorate savings of £17.4m. 62% (£10.7m) are on track to be delivered in the year compared to a target of 95% set out in the budget agreed by Full Council in February 2022. The impact of the delivery of the savings is built into the forecast position for each directorate.			72.17%	95.00%	
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£29,400,000	£28,900,000	⭐	General Balances were £39.2m as at 31 March 2022 and increased to £40.2m after taking account of a budgeted contribution of £1.0m. The risk assessed level of balances for 2022/23 is £28.9m. After taking account of the projected overspend of £6.6m and supplementary estimate of £0.7m, balances will reduce to £29.4m. This is £0.5m above the risk assessed level.			£194,800,000	£173,400,000	⭐
OCC11.04 % of total forecast capital spend compared to budget	Lorna Baxter	Cllr C Miller	93%	90%	⭐	As set out in the Capital Monitoring Report to Cabinet in October 2022, forecast spend is £229.0m compared to the latest programme (£245.8m agreed by Cabinet in July 2022).			88%	90%	🟠
OCC11.05 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	1.6%	1.0%	🔺	Directorates are forecasting to overspend by £8.2m by the end of March 2023. Within the total there is a forecast overspend of £8.7m for Children's Services partially offset by underspends elsewhere.			1.3%	1.0%	
OCC11.06 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Cllr C Miller	7.10%	0.00%	🔺	The forecast 2022/23 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £17.5m.			3.55%	0.00%	
OCC11.07 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr C Miller	95.00%	95.00%	⭐				95.00%	95.00%	⭐

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.08 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr C Miller	94.02%	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 via the social care finance systems. The percentage of invoices paid on time is below target for the fifth month, purchase order invoices remain just below the 95% target at 94.1%, adult social care invoices have improved to 93.7% paid on time. As previously reported, the social care payments are experiencing issues with recruitment to the team as well as issues with contract price queries; both areas are being reviewed.	There is minimal finance risk as just below target.	There is minimal risk, the target is just not met, less that a percentage point under.	94.27%	95.00%	🟠
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr C Miller	97.28%	95.00%	⭐	This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we are measuring invoices issued in June 2022. As expected, the collection rate this month returned to above the 95% target, up by over 3% to 97.3%.			95.71%	95.00%	⭐
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£497,771	£300,000	⭐	Debt requiring impairment is the value of invoices with potential to become unrecoverable, the potential loss requires recording in the accounts at year end. If at year end there is an overall increase in the value of invoices at risk, we are required to top up the impairment balance, consequently this figure is tracked through the year. Debt requiring impairment this month is £0.497m. The top four cases account for 50% of the total bad debt and are being actively worked on by teams to recover the debt.			£1,818,860	£1,800,000	
OCC11.11 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£4,190,373	£2,500,000	🔺	In 2021-22 the trailing impacts of Covid-19 had a significant effect on bad debt related to means tested social care contributions. An 18-month plan to address the levels of bad debt was commenced in quarte 1 of 2022-23 and additional resources were brought in to create and a multi skilled debt task group. The plan is to ring-fence and clear bad debt cases over the next 18 months. The task group was fully operational from July 2022. As previously reported the task group are in the forming, assessment and prioritisation phase and a reduction in bad debt is not expected until quarter three of 2022-23. The current level of bad debt is £0.5m above the current level of impairment. The task group have had some staffing challenges and have not 100% operational since inception.	Currently the level of bad debt is £0.5m above the impairment balance, this has steadily increased through the year to date. If this remains or increase a top up from the service will be required of £0.5m at year end.	There is a risk that whilst bad debt ring fenced within the task group is addressed the new debt, which is managed within existing team structures, becomes bad debt. There is also a risk that the task group are not effective in their resolution of debt. The net effect of both scenarios would be higher levels of bad debt and a cost to the service to top up the impairment again at year end. There are currently staff vacancies within both debt teams. As reported last month debt reporting is being developed to track debt both within and outside the task group; this is not yet operational however is identified as a priority deliverable within the Social Care Power Bi dashboard project.	£24,484,098	£15,000,000	
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	£500,160,000	£442,000,000	🟠	Cash balances are higher than forecast due to slippage in the capital programme.			£480,787,167	£442,000,000	⭐
OCC11.13 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	0.91%	0.35%	⭐	The forecast return on in house investments was based on an average base rate of 0.35% for the year. Official bank rate has risen significantly above the forecast (mainly due to the invasion of Ukraine). This will result in the return on in house investments being significantly above target.			0.78%	0.35%	⭐
OCC11.14 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3.75%	⭐				3.75%	3.75%	⭐
OCC11.15 Invoice Collection Rate - ASC contribution debtors	Lorna Baxter	Cllr C Miller	89.94%	92.00%	🟠	The 120-day invoice collection rate was 90% this period, below the 92% target. A joint end to end review of the invoice to enforcement process for Adult Social Care contributions has started this period. As part of the review the following outputs have been identified to support improving collection rates: trial to assess the most effective reminder letter content and frequency; investigation into localised issue of invoices and reminders; moving invoice and reminder issuing online; speeding up the issuing of claims where appropriate. Due to competing pressures the review has been extended to be concluded by the end of December, with outputs to be finalised by the end of the financial year.	As debt ages there is a greater chance that it is becomes less collectible; the more invoices not collected with 120 days the higher the numbers reaching 6 months old. The debt risk changes when a debt reaches 6-months-old and is impaired in the accounts; this impairment requires funding from service budgets and therefore has a direct financial impact on the service.	There is a risk that lower collection rates lead to additional debt, as well as increasing workloads for the debt team.	89.58%	92.00%	🟠

Introduction

1. This is the third financial monitoring update for the 2022/23 financial year and is based on information to the end of September 2022. Key issues, as well as risks relating to inflation, demand and other factors, plus areas of emerging pressure are explained below.

2. Further annexes are attached as follows:

Annex B – 1 (a) to (e)	Detailed directorate positions
Annex B – 2a	Virements to approve
Annex B – 2b	Virements to note
Annex B – 2c	Supplementary estimate to approve
Annex B – 3	Earmarked reserves
Annex B – 4	Government grants
Annex B – 5	General Balances

Overall Financial Position

3. As shown in the table below there is a forecast Directorate overspend of £8.2m or 1.6%. The overall forecast variation is £6.6m or 1.3% after taking account of an increase in interest receivable on balances held by the council.

Directorate	Latest Budget 2022/23 £m	Forecast Spend 2022/23 £m	Variance September 2022 £m	Variance September 2022 %	Variance July 2022 £m	Change Since July £m
Adult Services	211.6	211.0	-0.6	-0.3	0.0	-0.6
Children's Services	148.7	157.4	8.7	5.8	7.9	0.8
Environment and Place	62.8	61.4	-1.4	-2.3	-1.3	-0.1
Public Health	2.4	2.2	-0.2	-8.3	-0.2	0.0
Community Safety	24.8	25.2	0.4	1.6	0.1	0.3
Customers, Culture and Corporate Services	61.1	62.4	1.3	2.3	0.7	0.6
Total Directorate Budgets	**511.4**	**519.6**	**8.2**	**1.6**	**7.2**	**1.0**
Budgets Held Centrally						
Capital Financing Costs	26.1	26.1	0.0	0.0	0.0	0.0
Interest on Balances	-13.0	-14.6	-1.6	-12.3	-1.3	-0.3
Inflation and Contingency	12.3	12.3	0.0	0.0	0.0	0.0
Un-ringfenced Specific Grants	-33.6	-33.6	0.0	0.0	0.0	0.0
Insurance	1.4	1.4	0.0	0.0	0.0	0.0
Contribution from COVID-19 Reserve	-8.4	-8.4	0.0	0.0	0.0	0.0
Budgeted contributions to reserves	24.2	24.2	0.0	0.0	0.0	0.0
Total Budgets Held Centrally	**9.0**	**7.4**	**-1.6**	**-17.8**	**-1.3**	**-0.3**
Net Operating Budget	**520.4**	**527.0**	**6.6**	**1.3**	**5.9**	**0.7**
Business Rates & Council Tax funding	-520.4	-520.4	0.0	0.0	0.0	0.0
Forecast Year-End Position	**0.0**	**6.6**	**6.6**	**1.3**	**5.9**	**0.7**

4. In addition to the overspend against council budgets, the forecast 2022/23 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £17.5m after taking account of £1.2m of COVID-19 costs being met from council resources. In line with a change to the CIPFA code of practice on DSG High Needs deficits an unusable reserve was created in 2020/21 to hold negative High Needs DSG balances. The forecast deficit would increase the total accumulated negative balance for High Needs held in this reserve to £47.3m at 31 March 2023.

5. As noted in the last two reports issues and volatility in the wider economy, including inflation and workforce shortages, continue to increase the risk to the financial position for the council and the overall landscape looks much more challenging than when the budget was set in February 2022 or compared to the same point in 2021/22 or earlier years.

6. The forecast overspend for Children's Services is particularly volatile and there remains real concern over the level of demand and lack of care placements available in the system.   The last report to Cabinet noted that there was pressure of up to £11.5m requiring rapid and active intervention to achieve the forecast of £7.9m.   Since then the underlying position appears to have deteriorated further. This is a significant risk for the council and requires further work to validate and understand what is causing this. An additional update on the council's financial position will be reported to Cabinet in December 2022.

7. Part of the action already underway is the development of a robust recruitment and retention policy for social work staff.   A supplementary estimate request of £0.7m to meet the cost of implementing this in 2022/23 is included as part of this report.

8. After taking account of the overspend of £6.6m and the supplementary estimate request of £0.7m general balances would reduce to £29.4m. This is £0.5m above the risk assessed level. The level of balances will be considered as part of the Budget and Business Planning process for 2023/24.

Directorate Forecasts

Adult Services

9. Adult Services is forecasting an underspend of £0.6m (0.3%) against a budget of £211.6m.

Service Area	2022/23 Latest Budget £m	Variance September 2022 £m	Variance July 2022 £m	Change Since July £m
Age Well Pooled Budget	68.3	0.0	0.0	0.0
Live Well Pooled Budget	122.5	0.0	0.0	0.0
Non- Pool Services	14.4	-0.6	0.0	-0.6
Commissioning	6.4	0.0	0.0	0.0
Total Adult Services	**211.6**	**-0.6**	**0.0**	**-0.6**

Age Well Pooled Budget

10. 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.

11. A breakeven position is forecast for the council elements of the pool. This reflects the use of £1.1m one–off funding held in reserves to meet forecast pressures.

12. The underlying overspend reflects an increase in the use of residential short stay beds linked to the cessation of the hospital discharge scheme. There is also a forecast £0.5m contribution to the council's provision in the accounts for the risk associated with the collection of adult social care service user income that is still due to be paid after six months.

13. The number of service users in a care home placement has remained stable over recent months. However, the average cost of new placements is higher than the average cost for existing placements. Funding for demographic growth added in the 2022/23 budget is currently being used to support this increase in unit costs. Reflecting inflation in the wider economy there is a continued risk of further pressure on the cost of care.

14. The forecast assumes that £2.6m savings built into the pooled budget contribution in 2022/23 are delivered.

15. The budget contributions for both pooled budgets in 2022/23 need be agreed by the Joint Commissioning Executive (JCE). The Oxfordshire Clinical Commissioning Group (OCCG) ceased to exist from 30 June 2022 and was replaced by the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire and Berkshire West. A three month budget to the end of June 2022 was agreed with OCCG with the expectation that the remaining budget for the rest of the financial year would be agreed by the ICB. The expectation is that each partner will continue to manage their own variations against the agreed contributions for the whole of the financial year, which will be confirmed with a new Section 75 agreement.

16. The council's share of the Better Care Fund held within the pool is expected to be £27.7m in 2022/23, an increase of 5.66% compared to 2021/22.

Live Well Pooled Budget

17. 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 and adults with physical disabilities.

18. A breakeven position is forecast for the council elements of the pool after taking into account the use of £1.3m one–off funding held in reserves. There are on-going risks and uncertainties around activity levels, complexity of new packages of care, the impact on the market of the continuing increase of inflation, and the position requires the delivery of £2.5m savings agreed as part of the 2022/23 budget.

19. The Learning Disability element of the pool is forecast to overspend by £1.6m as a result of an increase in the cost of supported living packages. An action plan is being developed to address the pressure linking to previously agreed savings plans and the forecast will be updated to reflect the outcome in future reports. The overspend is being offset by a £0.3m underspend within physical disabilities. The remaining £1.3m will be being offset by one-off funding held in the Budget Priorities reserve.

20. There is a £3.5m forecast overspend on the social care costs contract for service users covered by the Outcome Based Contract (OBC) within the Mental Health element of the pool. £1.5m will be funded from on-going budget added as part of the 2022/23 Budget and Business Planning process. The remaining £2.0m is expected to be met from within the directorate or from one–off funding held in reserves.

21. An overspend of £0.8m 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 also included within the forecast. Under the current risk share arrangement, the council is responsible for £0.5m of this pressure.

22. Assuming the current level of activity is maintained until the end of the financial year the budget to support people with high functioning autism is forecast to underspend by £0.5m.

23. The council will continue to manage the majority of any variation for the whole of the financial year as was the case in previous years. In relation to Physical Disabilities, each partner will continue to manage their own variations against the agreed contributions. This will be confirmed as part of a new section 75 agreement with the Integrated Care Board.

Non-Pool Services
24. A £0.6m underspend is forecast for all non-pool services, linked to the number of staff vacancies held and the current workforce issues being encountered. This is in line with the national and regional position in respect of Social Workers and Occupational Therapists. A targeted Adult Social Care recruitment campaign is due to be launched in Oxfordshire.

Reserves
25. £10.6m one – off funding held in the Budget Priorities reserve at the end of 2021/22 is available to support pressures in 2022/23 and the risks as outlined above. £5.5m of this total relates to additional contributions made by OCCG over the last three financial years. This funding has been committed in agreement with OCCG through the Joint Commissioning Executive, with the majority of the funding expected to be used during 2022/23.

26. The remaining £5.1m is available to meet cost pressures within Adult Social Care (ASC). £2.0m is earmarked against the pressure related to the Outcome Based Contract for Mental Health as noted in paragraph 20, with a further £2.4m expected to be used to meet variances forecast with the pool budgets. The remaining £0.7m will be used to support transformation activity.

27. £0.6m held within the Government Initiatives reserve relates to un-ringfenced grant funding allocated to Oxfordshire from the Omicron Support Fund in 2021/22. This is being used to provide further sustainability support to providers and an extension of the Recruitment and Retention scheme during this financial year.

Medium Term Financial Plan Savings

28. The 2022/23 budget includes planned savings of £5.6m. All of these are currently expected to be delivered by year end. The process to achieve and maintain the saving is on-going but any variation is expected to be managed within the funding available.

Grants

29. The Improved Better Care Fund Grant is £10.7m in 2022/23. The conditions attached to the grant funding require it to be used for the purposes of meeting adult social care needs, including contributing to the stabilisation of local care markets and supporting the NHS in addressing pressures such as delayed discharges.

30. The Market Sustainability & Fair Cost of Care grant (£1.5m) must be used to implement the Fair Cost of Care which is part of the reforms of Adult Social Care announced by the Government in late 2021. Up to 25% of the funding can be used to carry out and implement the fair cost of care exercise, with the remaining 75% to be used to begin to increase rates where these fall below the fair cost for that service.

31. A further £0.1m non-ringfenced grant funding has also been received to cover the planning and preparation costs associated with charging reform to recruit additional staff to manage the increased demand for assessments and the implementation of the care account module.

32. The Adult Social Care Discharge Fund totalling £500m nationally was announced on 22 September 2022. It currently remains unclear how much Oxfordshire will receive or what terms and conditions will apply to the grant. Updates will be provided in future reports.

Virements

33. Cabinet is asked to approve the virement in Annex-2a relating to the Community Discharge Grant being added to the Live Well Pooled Budget. Cabinet is also asked to note the virements in Annex-2b moving centrally held inflation budgets into the pools to reflect price uplift panel decisions, and budget reallocations between the pools.

Debt Write-Offs

34. Cabinet is recommended to write off a debt of £0.3m for advance payments and the cost of arranging alternative provision for a home care provider that went into administration in early 2017. This was reported to Cabinet on 25 April 2017 and the debt was impaired in 2017/18 but the company was not liquidated and dissolved until early 2022. The Liquidator's final report confirms that the liquidated

funds did not allow any dividend payment to creditors and only covered the costs of liquidation, therefore there is no possibility of recovery.

Children's Services

35. The Children's Services forecast is volatile due to the unpredictable nature of support required for individual children and families as well as a lack of availability of appropriate provider services. The directorate continues to experience significant pressures in three of its budget areas – staffing (particularly agency staff), placement costs and high needs (Schools' Budget).

36. An £8.7m (5.9%) overspend compared to the 2022/23 budget of £148.7m is forecast. However, work is on-going to validate, manage and mitigate underlying pressures that were estimated at over £11.5m at the end of July 2022 but now appear to have increased further. The overspend on Dedicated Schools Grant (DSG) budget remains unchanged at £17.5m and relates wholly to High Needs.

Service Area	2022/23 Latest Budget £m	Variance September 2022 £m	Variance July 2022 £m	Change Since July £m
Education & Learning	36.5	0.6	-0.2	0.8
Children's Social Care[1]	35.7	0.0	0.0	0.0
Children's Social Care Countywide	71.5	8.1	8.1	0.0
Schools[2]	0.2	0.0	0.0	0.0
Children's Services Central Costs	4.8	0.0	0.0	0.0
Total Children's Services	**148.7**	**8.7**	**7.9**	**0.8**
Overspend on DSG	**246.8**	**17.5**	**17.5**	**0.0**

37. The two main areas of financial pressure remain unchanged – front-line social work staff, in particular within Family Solutions Plus and placement costs arising partly from demographic changes in Children We Care For (CWCF). In addition there is forecast pressure related to the cost of Home to School Transport within Education & Learning. A range of actions are being taken to reduce pressures, as set out below.

Social Care

38. The continued workload pressure, increased vacancies and recruitment difficulties within front-line services have necessitated a higher use of agency staff within the teams undertaking assessment and safeguarding activity. This partly reflects the ongoing impact of the COVID-19 pandemic, but the actions to address this are bringing more stability. The additional staff costs have been essential to manage statutory case allocations and to maintain safe working practices.

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[1] Forecast includes £2.2m transfer from Supporting Families reserve

[2] Maintained Schools are funded by Dedicated Schools Grant

39. Within Social Care a 'circuit breaker' (staff looking at 'immediate response' to vulnerable families), and integrated assessment team are already having an impact on reducing the activity and, consequently, social worker caseloads. This, together with a review of Children We Care For (CWCF) placements, and the Recruitment and Retention strategy, will result in a reduction in caseloads and the demand for additional agency staff.

40. The following actions are being taken:
   - Addressing the flow of referrals to the council by revising thresholds and working practices, also with the introduction of the 'circuit breaker' in referrals to the Family Solutions Plus (FSP) service through the development of the integrated assessments service;
   - Reducing the backlog of assessments and intervention measures through the investment of managed teams in the FSP service. The service has made progress in reducing the overall caseload and is stepping down the additional teams that were managing the extra demand in the system.
   - Work to provide additional services in the community to support families alongside robust application of thresholds has stabilised the rising numbers of children we care for and started to deliver reductions in actual numbers, fall of 15 children since the start of August 2022.
   - Development of a robust recruitment and retention policy for social work staff. A supplementary estimate of £0.7m is requested to meet the cost of implementing this in 2022/23. £0.2m of this investment will maintain an experienced cohort of agency social workers to manage complex casework supporting newly qualified workers in their first year of practice as they graduate from the council's academy. On-going funding to support this policy will be considered as part of the council's Budget & Business Planning process for 2023/24.

41. The impact of the revised working practices and recruitment activities are already having a positive impact. The number of permanent social workers is increasing, whilst the number of agency staff has started to reduce. There has also been success in converting agency staff to permanent staff, with potentially several more to come. A tracking and forecasting mechanism, that assesses caseload demand and capacity alongside staffing costs, has been developed. The aim is to substantially reduce the reliance on agency staff by April 2023.

42. In addition to the plans outlined above, the directorate is also undertaking in-year mitigation measures to ensure staffing costs are managed within the overall budget (excluding placement costs). These include:
   - Ensuring that maximum use is made of reserves and income streams e.g., government grants, health income. As part of this £2.2m of the Supporting Families reserve (money received by social care for meeting Troubled Families targets for intervention) will be used to support staffing costs; and
   - In-year vacancy management. In practice this means that all non-frontline and Special Educational Needs (SEN) vacancies in Children's Services will be held until the overall staffing pressures are managed.

Social Care Countywide

43. The forecast overspend of £8.1m reflects an increase in the number of Children We Care For since March 2022, when the total was 854. The total for September 2022 shows the impact of the circuit breaker programme in stabilising the historical rise in admissions of children into care (partly due to the impact of the COVID-19 pandemic), evidenced by a reduction in overall numbers.

44. The latest number of Children We Care For (CWCF) is shown below.

Children We Care For – category	July 2022	August 2022	September 2022
Mainstream	757	769	749
Disabled Children	61	61	66
Sub-total	**818**	**830**	**815**
Unaccompanied Children and Young People (UCYP)	67	68	74
Total	**885**	**898**	**889**

45. The total number of children in care (excluding unaccompanied children) has started to reduce and children whose plan is to cease being in care have been identified. For some of these children who are already at home, this will mean a change in legal status and a reduction in the need for statutory social work intervention and reducing caseloads across the statutory services. For other children, this will mean moving from their placement to live with family.

46. Some children remain in extremely high-cost placements due to the nature and complexity of their needs and the national shortage of specialist placements. This includes children living in temporary high-cost arrangements and in secure accommodation, the highest cost for which is about £20,000 per week. There has been a reduction in the number of children living in these arrangements (to nine, down from 14 in July). However, the cost continues to remain disproportionate due to the high levels of agency staffing required.

47. An action plan is being implemented to ensure more timely, suitable, and cost-effective placements are sourced by the council. The forecast includes provision for the current arrangements for the highest cost placements to be replaced by new placements during the rest of the year, with further provision for potential new arrangements to March 2023.

48. The table below shows the number of children 'Becoming Looked After' (BLA) has reduced to 23 at the end of September compared to 31 at the end of July 2022.

	July 2022	August 2022	September 2022
Becoming Looked After	31	26	23

49. The Family Connection & Reunification team has been in operation for a year. There have been 68 referrals. To date, eleven children have been successfully returned home in accordance with their pathway. The total cost of their care

packages prior to returning home was just under £0.8m. These savings are incorporated into the current forecasts.

50. The target number of Unaccompanied Children and Young People (UCYP) is 148, in accordance with the new Home Office threshold of 0.1% (increased from 0.07%) of the child population in Oxfordshire. The grant received for children under 18 is either £114 per day or a higher rate of £143 per day (subject to the threshold and for the National Transfer Scheme). This equates to a maximum of about £1,000 per week. When a child reaches 18, the funding falls to £237 per week. As many UCYP are 17 years old, this means that there will be a significant drop in funding for them as they reach 18. A reserve of £0.1m has been established to help mitigate costs this year.

Education & Learning
51. Within Education & Learning, the Home to School Transport and the Special Educational Needs (SEN) service continue to be high risk areas in terms of budget variance. Forecast pressures of £1.1m on transport costs are offset by staffing underspends of £0.5m, giving a net pressure of £0.6m.

52. The main variations are:

- Overspend on SEN Post-16 arrangements £0.8m
- Other SEN overspends £0.6m
- Mainstream – saving of -£0.3m
- Efficiencies in staffing budgets -£0.5m

53. Cost pressures included within the forecast for Home to School Transport include inflation for the last mainstream bus contract tranche, which started in April 2022.

54. Within the Special Education Needs service there are considerable ongoing pressures on the SEN casework team and Educational Psychologists due to the continued high number of Education, Health and Care Plan (EHCP) requests. An additional £0.3m funding from the COVID-19 reserve and an extra £0.9m have been included in the 2022/23 budget to meet the cost of additional staff to manage demand.

55. Some of the budget pressure relates to the impact of inflation. Generally, cost increases of 2.0% to 2.5% were anticipated in 2022/23. Some block contracts were agreed at these levels but other services, such as spot purchases are subject to market conditions and requests for higher increases have been received.

Schools' Costs (other than DSG)
56. There are no significant variances to report

Children's Services Central Costs
57. There are no significant variances to report.

Dedicated Schools Grant (DSG)
58. The forecast £17.5m deficit for High Needs is unchanged from May and has reduced from the £20.3m deficit set out in the report to Cabinet in January 2022.

The reduction is due to a lower number of expected independent placements than initially budgeted, due to lower numbers of young people in schools in 2021/22 and the expansion of resource bases. In addition, funding set aside for contract pressures is expected to be lower.

Summary of DSG funding	2022/23 Budget £m	2022/23 Projected Outturn £m	Variance September 2022 £m
Schools block	127.3	127.3	0.0
Central Services Schools block	4.8	4.8	0.0
High Needs block	75.5	93.0	17.5
Early Years block	39.2	39.2	0.0
Total	**246.8**	**264.3**	**17.5**

59. Key risks to the forecast are tribunal challenges to placement decisions and the impact of inflation on providers' fees.

Virements

60. Cabinet is recommended to note the virements in Annex B-2b which include the receipt of grant for Delivering Better Value in SEND. This will form part of the regular budget monitoring process and the grant will be used to support data analysis as per the grant terms and conditions.

Supplementary Estimate Request

61. The Children's Services Recruitment and Retention Strategy is a key component in ensuring capacity to meet the demands of the service, particularly in terms of social workers' caseloads. This will also help drive down the use of expensive agency staff. Part year costs are estimated at £0.7m in 2022/23 and full year costs of £1.2m per annum in 2023/24 and beyond.

62. Cabinet is asked to approve a request for one–off funding for £0.7m for the part year cost in 2022/23 to be funded from balances through a supplementary estimate. The on-going cost from 2023/24 is being considered through the Budget and Business Planning process for 2023/24.

Environment & Place

63. Environment and Place is forecasting an underspend of £1.4m (2.2%) against a budget of £62.8m. The aim is to reduce spend compared to the budget by around £2m by the end of 2022/23 to aid the overall council position.

Service Area	2022/23 Latest Budget £m	Variance September 2022 £m	Variance July 2022 £m	Change Since July £m
Transport & Infrastructure	1.8	0.0	0.0	0.0
Planning, Environment & Climate Change	33.9	-1.6	-1.5	-0.1
Highways & Operations	25.6	0.2	0.2	0.0
Directorate Support	1.5	0.0	0.0	0.0
Total Environment & Place	**62.8**	**-1.4**	**-1.3**	**-0.1**

Transport & Infrastructure

64. The Transport & Infrastructure service area is forecasting a breakeven position.

Planning, Environment & Climate Change

65. The Planning Environment & Climate Change service area is forecasting an underspend of £1.6m.

66. Climate Change is forecasting an underspend of £0.2m due to the impact of restructuring and recruitment.

67. Environment & Circular Economy is forecasting an underspend of £1.3m due to reduced waste disposal tonnages. The level of waste has not recovered to levels prior to the COVID-19 pandemic and appears to be impacted by the national economic situation and increases in the cost of living. The forecast assumes that waste tonnages broadly remain at current levels for the rest of the year. If tonnages increase the forecast underspend will reduce.

Waste Stream	Underspend £m	Forecast tonnage 2022/23	Budgeted tonnage 2022/23
Recycling / composts	-0.9	72,213	91,357
Energy recovery	-0.1	45,275	64,474
Landfill	-0.3	3,978	5,336

Highways & Operations

68. Highway & Operations service area is made up of Highway Maintenance, Network Management and Supported Transport. The service is forecasting an overspend of £0.2m.

69. In Highways & Operations there is a £0.7m pressure on Highway Maintenance relating to the Street Lighting and Furniture energy budget where it is estimated that increases in energy costs will increase expenditure by up to £1.2m. Highway Operations are also reporting pressure due to abnormal contract inflation in highway maintenance for the current financial year. This pressure is being mitigated within the existing highway operations budget. However, the ability to do this could be impacted if the number of safety, incident and severe weather events over the winter means expenditure increases.

70. Network management is currently forecasting an underspend of £0.5m. This is

due to Parking and Network Coordination activity being greater than expected and generating more income with parking returning to pre-pandemic levels and new sources of parking income are now being realised.

71. Network Coordination is also seeing a greater level of work on the network, generating more permit income and network enforcement is bringing in greater returns than previously forecasted.

72. Supported Transport is currently forecasting a breakeven position. Within that a £1.2m overspend on home to school transport arising due to transport arrangements for school students for the 2022/23 academic year will be recharged to Children's Services and is included in the forecast for Education and Learning. There has been a significant increase in the number of Special Educational Needs (SEN) students eligible for home to school transport which has increased the volume of contracted services. This has been offset by an increase in income generated by more students applying to the Spare Seat Scheme.

Directorate Support
73. The Directorate Support service area is currently forecasting a breakeven position.

Public Health & Community Safety

74. Public Health and Community Safety are forecasting a £0.2m combined overspend. Within that total Public Health are forecasting a £0.5m underspend relating to public health activity. £0.3m of that will be transferred to the Public Health reserve at year end. Community Safety is forecasting to overspend by £0.4m (1.6%).

Service Area	2022/23 Latest Budget £m	Variance September 2022 £m	Variance July 2022 £m	Change Since July £m
Public Health Functions	34.3	-0.5	-0.7	0.2
Public Health Recharges	0.6	0.0	0.0	0.0
Grant Income	-32.5	0.0	0.0	0.0
Transfer to Public Health Reserve		0.3	0.5	-0.2
Total Public Health	**2.4**	**-0.2**	**-0.2**	**0.0**
Total Community Safety	**24.8**	**0.4**	**0.1**	**0.3**
Total Public Health & Community Safety	**27.2**	**0.2**	**-0.1**	**0.3**

Public Health
75. There is a £0.3m forecast underspend on services funded by the Public Health ringfenced grant.

76. The sexual health service is now forecasting a £0.2m underspend, a £0.1m reduction from July. A £0.3m underspend arising as a result of reduced activity linked to COVID-19 and the impact of providers managing the outbreak of Monkeypox, is partly offset by a £0.1m overspend due to an increase in activity

within the long-acting reversible contraception service.

77. The remaining £0.1m underspend relates to Health Checks and reflects lower uptake of the service and the level of General Practitioner staffing capacity available to support this.

78. Comprehensive services for Domestic Abuse meeting the needs of the local population and in line with the Oxfordshire Domestic Abuse Strategy are being recommissioned for commencement in April 2023. Ahead of that current service levels are being maintained. The availability of grant funding (see paragraph 82) means there is a £0.2m forecast underspend against council funded budgets.

Community Safety

79. The Fire and Rescue Service are forecasting an overspend of £0.3m. This reflects an increase in operational activity within the On-Call (Retained) Firefighter budget linked to the unprecedented demand during the dry weather over the summer and an increase in diesel costs.

80. A large court case in Trading Standards is contributing to a forecast overspend of £0.1m.

Government Grants

81. The ringfenced Public Health grant totals £32.6m in 2022/23. This includes £0.2m to support the delivery of routine commissioning in relation to pre-exposure prophylaxis (PrEP) for HIV.

82. £1.2m un-ringfenced grant is available to support the provision of accommodation-based support to victims of domestic abuse and their children.

83. The council has been notified that it will receive £0.6m un-ringfenced grant in relation to Supplementary Substance Misuse Treatment and Recovery. This is the first year of a three-year scheme where the Office for Health Improvement and Disparities (OHID) is working alongside other government departments to support a process of investment in a whole system approach to tackling illicit drug use, including enforcement, diversion and treatment and recovery interventions.

84. £1.1m un-ringfenced grant in relation to Rough Sleeping Drug and Alcohol Grant is being used to provide specialist support for rough sleepers and those at risk.

85. The council will receive £1.3m in relation to the Firefighter's Pension Fund Grant and £0.1m from the New Dimensions Fund.

Reserves

86. Public Health earmarked reserves are expected to total £5.3m at 31 March 2023. Linked to the council's Budget & Business Planning process work is ongoing to agree a plan to utilise this funding in line with the grant conditions over the medium term.

87. £2.2m will be held in reserves at the year-end for the renewal of fire and rescue vehicles. This reflects an in-year increase of £0.7m with a larger scale of renewal

expected from 2023 onwards.

88. The Fire Uplink Grant reserve is expected to be £0.5m at 31 March 2023. This is being held to fund employee costs expected to be incurred over the next three to five years.

89. £0.5m is reported to be held at the year-end in relation to the replacement of Airwave for Oxfordshire Fire and Rescue Service.

Medium Term Financial Plan Savings

90. All savings within the 2022/23 budget are to be delivered by year-end.

Virements

91. The Cabinet is asked to approve a budget virement to add £1.1m expenditure budget supported by the Rough Sleeping Drug and Alcohol un-ringfenced grant to Public Health.

Customers, Culture & Corporate Services

92. The Customers, Culture and Corporate Services division brings together the services under the responsibility of the Corporate Director of Customers, Organisational Development and Resources, the Director of Finance and the Director of Law and Governance. The division is forecasting an overspend of £1.3m or 2% of the £61.1m budget.

Service Area	2022/23 Latest Budget £m	Variance September 2022 £m	Variance July 2022 £m	Change Since July £m
Corporate Services	1.4	0.2	0.2	0.0
Human Resources & Organisational Development	3.9	-0.6	-0.1	-0.5
Communications, Strategy & Insight	3.4	-0.2	-0.3	0.1
IT, Innovation & Digital	11.3	0.0	0.0	0.0
Culture & Customer Experience	10.3	0.3	0.0	0.3
Finance & Procurement	8.1	0.1	0.0	0.1
Property, Investment & Facilities Management	16.1	0.8	0.7	0.1
Law & Governance	6.6	0.7	0.2	0.5
Total Customers, Culture & Corporate Services	**61.1**	**1.3**	**0.7**	**0.6**

93. Corporate Services is forecast to overspend by £0.2m. This is mainly due to staffing pressures and recruitment costs.

94. Human Resources & Organisational Development is forecasting to underspend by £0.6m. A recent restructure is no longer expected to be implemented in year and some new recruits are starting in the second half of year.

95. Communications, Strategy and Insight is forecasting an underspend of £0.2m due to staff vacancies and difficulties in recruiting in a challenging external market.

96. Culture and Customer Experience is forecasting an overspend of £0.3m. This is attributed to an unachievable income target in Libraries due to changes in the market conditions including the loss of the DVD rental income stream. Higher income expected by the Registration Service has mitigated some of the shortfall in Library income.

97. Finance and Procurement is forecasting an overspend of £0.1m due to an increased use of agency staff for backfilling and contracting out Internal Audit activity as result of vacancies.

98. Property, Investment and Facilities Management is forecasting a £0.8m overspend. Utility costs for the council's buildings are forecast to be £0.5m above the budget based on latest estimates from suppliers. Higher costs and lower income are contributing to a £0.2m overspend relating to joint use arrangements for sports facilities. There is also a £0.1m overspend in School Catering as result of higher food prices.

99. Law and Governance is forecasting an overspend of £0.7m which is made up of £0.6m in Legal Services and £0.1m agency costs in Governance. Increased childcare cases have led to the number of locums doubling compared to last year and at a significantly higher hourly rate due to the national shortage of childcare solicitors. Additional pressures include a court order cost for one childcare legal case at a cost of £0.2m and the £0.2m cost of an agency transformation lead.

Medium Term Financial Strategy Savings

100. The 2022/23 budget agreed includes planned directorate savings of £17.4m. 62% (£10.7m) are on track to be delivered in the year compared to a target of 95% set out in the budget agreed by Full Council in February 2022.

101. £1m savings for Home to School Transport are now assessed as red as well as a £0.4m saving in Environment and Place for Home to School contract management.

102. There are £0.2m other budget reductions within Environment and Place that also continue to be reported as red. These include savings related to a fleet management contract and a delay in the delivery of savings to reduce the reliance on agency staff.

103. As well as these savings there are four budget reductions within the Customers, Culture and Commercial Services totaling £0.5m that continue to be reported as red. These include a new cleaning contract and efficiency savings arising through digital solutions.

104. The anticipated delivery of the savings is built into the directorate positions reported above.

Debt Management

Corporate Debtors

105. The collection rate based on invoice volumes for August and September was 95.6%, 1.5% above the 95% target. The collection rate based on the value of invoices within those two months is 97.5%.

106. At the end of 2021/22 total debt requiring impairment was £0.3m. At the end of September the level of bad debt has risen to £0.5m. This is within the target range for bad debt at this point of the year; the top five cases account for over 50% of the total and these are all being actively progressed.

Adult Social Care Debtors

107. The 120-day invoice collection rate has increased from 89% to 90%. This is below the 95% target, however it remains in line with performance throughout the last year. Processes are being reviewed and should improve collection rates towards the end of 2022/23 and into 2023/24.

108. The balance of bad debt as at the end of 2021/22 was £3.7m. This has increased to £4.2m at the end of September 2022. During 2021/22 the trailing impacts of COVID-19 had a significant effect on bad debt related to means tested social care contributions. A task group, which has an objective to clear the carried forward debt of £3.7m, has been operational since July 2022 and will run through to the end of the next financial year. However, there are resource challenges within both the task group and business as usual teams having an impact on debt case levels; consequently, there is a risk that new debt will become bad, netting out gains achieved on the older debt.

Budgets Held Centrally

109. There is a forecast underspend of £1.6m against budgets held centrally.

Capital Financing Costs

110. The borrowing costs and minimum revenue provision for capital projects funded by prudential borrowing are either recharged to directorates where savings arising from the scheme are expected to meet them or met corporately from the budget for capital financing costs. It is anticipated that after taking account of recharges to directorates the actual costs of the capital financing will be broadly aligned with the budget in 2022/23.

111. The budget for interest payable assumed new external borrowing of £46m would be taken during 2022/23. Slippage in the capital programme and an increase in the level of cash balances mean that it is unlikely any new external borrowing will be need to be taken during the year.

Interest on Balances

112. The current forecast outturn position for in house interest receivable is £4.8m, which is £3.3m above budget. Of the £3.3m overachievement, an estimated £2.2m will need to be applied to Developer Contribution balances held by the council.

113. Interest payable is currently forecast to be £13.8m, which is £0.6m below the budgeted figure of £14.4m. This is due to £46m of new external borrowing not required during the year.

114. Cash balances for the year are forecast to be £42.3m lower than they would otherwise have been as a result of negative DSG balances. The impact of this is an estimated opportunity cost of £0.5m in unearned interest during 2022/23. An update on the future impact will be included as part of the Budget & Business Planning reports for 2023/24.

115. The forecast outturn position for external fund returns is £3.8m, in line with the budget.

Inflation and Contingency
116. Contingency budget is held to cover:

- the risk that demographic pressures are higher than forecast;
- any unfunded new burdens or unfunded elements of government grant;
- any potential pay awards beyond budgeted assumptions plus other inflationary risk; and
- the risk that proposed savings are not achieved in full, based on the performance targets set out in the Financial Strategy.

117. The inflation and contingency budget for 2022/23 totals £12.3m. This includes £4.4m funding for pay inflation assumed at 2.5% in the budget approved in February 2022. In June 2022 National Employers agreed that all local government staff would be offered a £1,925 pay rise, equating to a 10.5% rise for the lowest paid staff and 4% for the highest paid. Unison, GMB and Unite, which make up the trade union representation on the National Joint Council have now agreed this offer and the increase will be backdated to 1 April 2022. Virements to move contingency budget to directorates to support the on-going cost will be included in the next report.

118. The Fire Brigades Union is currently considering an offer of 5%.

119. As part of the 2022/23 budget £1.1m was allocated to directorates to fund the Health and Social Care Levy. Following the government announcement that the levy will be cancelled from 5 November, a budget of £0.4m for the remainder of the year will now not be required. Virements to remove this from directorate budgets are included in Annex B - 2b.

Reserves
120. As set out in Annex B - 3 Earmarked Reserves are forecast to be £184.4m at 31 March 2023. Changes since the last report include a £6m expected drawdown from the Grants and Contributions Reserve. £4.5m relates to the remaining balance of the Contain Outbreak Management Fund. £1m Extremely Clinically Vulnerable funding is being used to support measures to aid recovery and resilience for people previously considered Clinically Extremely Vulnerable and to support community resilience against future outbreaks.

121. **Budget Priorities Reserve** – This includes £7.7m one - off funding to support the council's priorities that was agreed as part of the 2022/23 budget in February

2022. £0.250m has been agreed to be used to support the implementation of "Vision Zero". A further £0.250m has been agreed to be used to support partners in the delivery of a food strategy action plan. This will seek to address food poverty, inequality, access to healthy food, and supporting/enhancing local food supply. As set out in the Responding to the Cost of Living report to Cabinet on 20 September 2022 funding of £0.250m will used to support the cost of Council Tax hardship schemes across each of the district councils.

122. As set out in the Earmarked Reserves and General Balances Policy Statement for 2022/23 £7.0m from the Budget Priorities Reserve was agreed to be used to contribute to the Capital Reserve to help meet the costs of the 20 MPH Speed Limit Programme and the Zero Emission Buses Regional Areas (ZEBRA) Schemes.

123. £10.6m of the total held in the reserve relates to Adult Social Care. £2.0m is earmarked against the pressure related to the Outcome Based Contract for Mental Health as noted in paragraph 20. A further £5.5m was released from the council's contribution to the Better Care Fund Pool as a result of additional contributions from OCCG over the last three financial years. As noted in paragraph 26 the majority of this funding is expected to be used during 2022/23. The remaining balance is being used to support forecast overspends within the pooled budgets and transformation costs as set out above.

124. **COVID-19 Reserve** - The balance held in the reserve after taking account of £8.4m agreed to be used to support directorate budgets in 2022/23 is £17.8m. A further £0.4m has been agreed to be used to extend the funding for the managed teams in the Family Solutions Plus (FSP) service.

125. £11.6m has been agreed to be used to fund COVID-19 related pressures in future years as part of the Medium Term Financial Strategy. £0.5m is being used to fund IT equipment delivered in April 2022 that was originally agreed to be spent in 2021/22 and £0.2m has been committed for additional costs within the Coroner's and Legal services.

126. The balance of £5.1m is available to support further pressures related to COVID-19 on a one–off basis either in 2022/23 or future years.

127. **Council Tax Collection Fund Reserve –** as part of the 2022/23 budget, £3.0m of the £6.0m balance held in this reserve was agreed to be used to contribute to the Capital Reserve to help meet the costs of the 20 MPH Speed Limit Programme and the Zero Emission Buses Regional Areas (ZEBRA) Schemes.

128. **Business Rates Reserve** – This reserve is held to manage fluctuations in Business Rate income that the Council receives. As noted in the budget agreed by Council in February 2022, Business Rate income for 2022/23 was estimated as information about both the 2022/23 income and 2021/22 deficit position was received from the district councils after the budget was agreed. The in - year income is £5.9m more than estimated in the budget. This has been added to the Business Rates Reserve pending agreement about the use of this funding. A further update will be provided later in the year when grant funding for the council's share of the 2021/22 deficit is confirmed.

129. An unusable reserve was created in 2020/21 to hold negative High Needs DSG balances in line with a change to the CIPFA code of practice on DSG High Needs deficits. The net deficit of £17.5m for 2022/23 (see paragraph 58) will increase the total deficit related to High Needs held in the reserve to £47.3m as at 31 March 2023. The overall forecast balance including all DSG funding held in the reserve is £42.3m as at 31 March 2023.

Grants

130. As set out in Annex B - 4 government grants totalling £410.8m are expected to be received by the Council during 2022/23.

Homes for Ukraine

131. The Homes for Ukraine scheme was launched on 14 March 2022. The scheme is open to Ukrainian nationals who were residents in Ukraine prior to 1 January 2022 and their immediate family members.

132. Grant funding of £10,500 per guest is being provided to upper tier councils to enable them to work with district councils and other partners to provide support to families to rebuild their lives and fully integrate into communities. This funding is un-ringfenced but has a number of conditions attached which are continuing to evolve as the scheme develops.

133. The latest data return to receive the grant funding was submitted in September 2022 and confirmed that as at 31 August 2022, 1,541 Ukrainian nationals had moved into Oxfordshire. £16m grant funding is expected to be received based on the number of guests and is being used to support costs related to the scheme incurred by both the county and district councils. Work is continuing to identify and assess future costs and risks related to the scheme generally and particularly the impact of guests moving on to alternative accommodation.

134. Funding for 'thank you' payments of £350 per month per sponsoring household is being provided through a separate ringfenced grant. As at the end of August 2022 there were 1,478 sponsoring households in Oxfordshire.

135. The Department for Education (DfE) is allocating funding to councils on a per pupil basis to provide education services and support for children with special educational needs and disabilities (SEND) for children from families arriving from Ukraine.

General Balances

136. General Balances were £39.2m as at 31 March 2022 and increased to £40.2m after taking account of a budgeted contribution of £1.0m. The risk assessed level of balances for 2022/23 is £28.9m.

137. £3.0m is being used to support the help meet the costs of the 20 MPH Speed Limit Programme and the Zero Emission Buses Regional Areas (ZEBRA) Schemes. A further £0.5m is being used to fund a schools' condition survey. £0.7m is proposed to be used to fund the Children's Services Recruitment and Retention Strategy.

138. After taking account of the projected overspend of £6.6m and supplementary estimates, balances will be £29.4m. This is £0.5m above the risk assessed level. The on-going level of balances will be considered as part of the Budget & Business Planning Process for 2023/24.

Business Management & Monitoring Report
Position to the end of September 2022
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1.5% Amber >1.1% <1.5% Green on track
	£000	£000	£000	£000	£000	£000	
Adult Services	211,571	210,971	-600	-0.28%	0	-600	G
Children's Services	148,714	157,414	8,700	5.85%	7,900	800	R
Environment and Place	62,783	61,383	-1,400	-2.23%	-1,300	-100	G
Public Health	2,376	2,176	-200	-8.42%	-200	0	G
Community Safety	24,766	25,166	400	1.62%	100	300	R
Customers, Culture and Corporate Services	61,124	62,424	1,300	2.13%	653	647	R
Directorate Total Net	**511,334**	**519,534**	**8,200**	**1.60%**	**7,153**	**1,047**	**R**

Business Management & Monitoring Report
Position to the end of September 2022
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	Variance Last Month £000	Change in Variance £000	Projected Year End Traffic Light Red > 1.5% Amber >1.1% <1.5% Green on track
Budget held Centrally						0	
Capital Financing	26,119	26,119	0			0	
Interest on Balances	-13,007	-14,625	-1,618		-1,300	-318	
Contingency	12,284	12,284	0			0	
Unringfenced Specific Government Grants	-33,552	-33,552	0				
Insurance	1,364	1,364	0			0	
Contributions to (+)/from (-)reserves	18,328	18,328	0				
Contribution to (+)/from(-) balances	-2,500	-2,500	0			0	
Total Budget held Centrally	9,036	7,418	-1,618		-1,300	-318	
Net Operating Budget	520,370	526,952	6,582	1.26%	5,853	729	
						0	
Business Rates & Council Tax Funding	-520,370	-520,370	0			0	
Forecast Year End Position	0	6,582	6,582	0	5,853	729	

Business Management and Monitoring Report: Adult Services
Position to the end of September 2022
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
SCS1	**Adult Social Care**					
SCS1-1A	**Age Well Pool Contribution**	68,272	68,272	0	0	0
SCS1-1B	**Live Well Pool Contribution**	122,515	122,515	0	0	0
SCS1-2 to 9	**Other Adult Social Care Services**					
SCS1-2	Adult Protection & Mental Capacity	4,082	4,082	0	0	0
SCS1-3	Provider & Support Services	3,681	3,681	0	0	0
SCS1-4	Domestic Violence & Abuse Support Service	0	0	0	0	0
SCS1-5	Housing Related Support	1,368	1,368	0	0	0
SCS1-6	Other Funding	-9,008	-9,008	0	0	0
SCS1-8	Adult Social Care Recharges	6	6	0	0	0
SCS1-9	Adult Social Care Staffing & Infrastructure	14,276	13,676	-600	0	-600
	Total Other ASC Services	**14,405**	**13,805**	**-600**	**0**	**-600**
	Total Adult Social Care	**205,192**	**204,592**	**-600**	**0**	**-600**
SCS2	**Commissioning**	6,379	6,379	0	0	0
	Total Adult Services	**211,571**	**210,971**	**-600**	**0**	**-600**

Business Management & Monitoring Report: Children's Services
Position to the end of September 2022
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
CEF1	**Education & Learning**					
CEF1-1	Management & Central Costs	1,209	1,809	600	-200	800
CEF1-2	SEND	6,696	6,696	0	0	0
CEF1-3	Learning & School Improvement	1,165	1,165	0	0	0
CEF1-4	Access to Learning	27,023	27,023	0	0	0
CEF1-5	Learner Engagement Service	374	374	0	0	0
	Total Education & Learning	**36,467**	**37,067**	**600**	**-200**	**800**
CEF2	**Children's Social Care**					
CEF2-1	Management & Central Costs	5,248	5,248	0	0	0
CEF2-2	Social Care	30,491	30,491	0	0	0
	Total Children's Social Care	**35,739**	**35,739**	**0**	**0**	**0**

Business Management & Monitoring Report: Children's Services
Position to the end of September 2022
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	57,690	65,790	8,100	8,100	0
CEF3-2	Safeguarding	3,739	3,739	0	0	0
CEF3-3	Services for Disabled Children	9,195	9,195	0	0	0
CEF3-4	Youth Offending Service	876	876	0	0	0
	Total Children's Social Care Countywide Services	**71,500**	**79,600**	**8,100**	**8,100**	**0**
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	-46	-46	0	0	0
CEF4-5	Capitalised Repairs & Maintenance	0	0	0	0	0
	Total Schools	**170**	**170**	**0**	**0**	**0**

Business Management & Monitoring Report: Children's Services
Position to the end of September 2022
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
CEF5	**Children's Services Central Costs**					
CEF5-1	Management & Administration	995	995	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	**4,838**	**4,838**	**0**	**0**	**0**
	Total Children's Services	**148,714**	**157,414**	**8,700**	**7,900**	**800**
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)						
	Schools DSG	127,343	127,343	0	0	0
	High Needs DSG	75,463	92,963	17,500	17,500	0
	Early Years DSG	39,160	39,160	0	0	0
	Central DSG	4,820	4,820	0	0	0
	Total DSG Funded Expenditure	**246,786**	**264,286**	**17,500**	**17,500**	**0**

Business Management & Monitoring Report: Environment and Place
Position to the end of September 2022
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
EP1	Transport & Infrastructure	1,846	1,846	0	0	0
EP2	Planning, Environment & Climate Change	33,877	32,277	-1,600	-1,500	-100
EP3	Highways & Operations	25,585	25,785	200	200	0
EP4	Directorate Support	1,475	1,475	0	0	0
	TOTAL ENVIRONMENT AND PLACE	**62,783**	**61,383**	**-1,400**	**-1,300**	**-100**

Business Management & Monitoring Report : Public Health & Community Safety
Position to the end of September 2022
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
PH 1 & 2	**Public Health Functions**					
PH1-1	Sexual Health	6,440	6,240	-200	-300	100
PH1-2	NHS Health Check Programme	645	545	-100	-100	0
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	1,104	1,104	0	0	0
PH2-2	Physical Activity	390	390	0	0	0
PH2-3	Public Health General	2,161	2,161	0	-100	100
PH2-4	Smoking and Tobacco Control	615	615	0	0	0
PH2-5	Children's 5-19 Public Health Programmes	2,297	2,297	0	0	0
PH2-6	Other Public Health Services	1,592	1,592	0	0	0
PH2-7	Drugs and Alcohol	8,303	8,303	0	0	0
PH2-8	Domestic Violence	1,605	1,405	-200	-200	0
	Total Public Health Functions	**34,312**	**33,812**	**-500**	**-700**	**200**
PH3	**Public Health Recharges**	**633**	**633**	**0**	**0**	**0**
PH4	**Grant Income**	**-32,569**	**-32,569**	**0**	**0**	**0**
	Transfer to Public Health Reserve	**0**	**300**	**300**	**500**	**-200**
	Total Public Health	**2,376**	**2,176**	**-200**	**-200**	**0**

Business Management & Monitoring Report : Public Health & Community Safety
Position to the end of September 2022
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
EE4	Community Safety	24,766	25,166	400	100	300
	Total Community Safety	**24,766**	**25,166**	**400**	**100**	**300**

Business Management & Monitoring Report: Customers, Culture & Corporate Services
Position to the end of September 2022
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
CC&CS1	Corporate Services	1,440	1,607	167	160	7
CC&CS2	Human Resources & Organisational Development	3,875	3,242	-633	-132	-501
CC&CS3	Communications, Strategy & Insight	3,379	3,108	-271	-244	-27
CC&CS4	ICT & Digital	11,288	11,288	0	0	0
CC&CS5	Culture & Customer Experience	10,330	10,630	300	0	300

Business Management & Monitoring Report: Customers, Culture & Corporate Services
Position to the end of September 2022
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
CC&CS6	Finance	8,149	8,299	150	0	150
CC&CS7	Property, Investment & FM	16,099	16,942	843	685	158
CC&CS8	Law & Governance	6,564	7,308	744	184	560
	Total Customers, Organisational Development & Resources	**61,124**	**62,424**	**1,300**	**653**	**647**

Business Management & Monitoring Report: Adult Services
Position to the end of September 2022
Revenue Budget Monitoring

		Original Budget £000	Movement to Date £000	Latest Estimate £000
		BUDGET 2022/23		
SCS1	**Adult Social Care**			
SCS1-1A	Age Well Pool Contribution			
	Gross Expenditure.	65,069	3,203	68,272
	Gross Income.	0	0	0
		65,069	3,203	68,272
SCS1-1B	Live Well Pool Contribution			
	Gross Expenditure.	120,077	2,438	122,515
	Gross Income.	0	0	0
		120,077	2,438	122,515
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	40,141	-2,362	37,779
	Gross Income	-19,869	-3,505	-23,374
		20,272	-5,867	14,405
	Total Adult Social Care	**205,418**	**-226**	**205,192**
SCS2	**Commissioning**			
	Gross Expenditure	6,761	1,929	8,690
	Gross Income	-765	-1,546	-2,311
	Total Commissioning	**5,996**	**383**	**6,379**
	Expenditure Total	232,048	5,208	237,256
	Income Total	-20,634	-5,051	-25,685
	Total Adult Services Net Budget	**211,414**	**157**	**211,571**

Business Management & Monitoring Report: Children's Services
Position to the end of September 2022
Revenue Budget Monitoring

		Original Budget	Movement to Date	Latest Estimate
		BUDGET 2022/23		
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	114,885	1,569	116,454
	Gross Income	-78,560	-1,427	-79,987
		36,325	142	36,467
CEF2	Children's Social Care			
	Gross Expenditure	38,041	3,770	41,811
	Gross Income	-2,680	-3,392	-6,072
		35,361	378	35,739
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	76,190	766	76,956
	Gross Income	-4,994	-462	-5,456
		71,196	304	71,500
CEF4	Schools			
	Gross Expenditure	200,279	4,623	204,902
	Gross Income	-200,063	-4,669	-204,732
		216	-46	170
CEF5	Children's Services Central Costs			
	Gross Expenditure	5,168	69	5,237
	Gross Income	-386	-13	-399
		4,782	56	4,838
	Expenditure Total	434,563	10,797	445,360
	Income Total	-286,683	-9,963	-296,646
	Total Children's Services Net Budget	**147,880**	**834**	**148,714**

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

		Original Budget	Movement to Date	Latest Estimate
	Schools DSG	127,190	153	127,343
	High Needs DSG	75,095	-577	75,463
	Early Years DSG	39,160	0	39,160
	Central DSG	4,506	314	4,820
	Total Gross	**245,951**	**-110**	**246,786**

Business Management & Monitoring Report: Environment and Place
Position to the end of September 2022
Revenue Budget Monitoring

			BUDGET 2022/23	
		Original Budget £000	Movement to Date £000	Latest Estimate £000
EP1	Transport & Infrastructure			
	Gross Expenditure	0	8,536	8,536
	Gross Income	0	-6,690	-6,690
		0	1,846	1,846
EP2	Planning, Environment & Climate Change			
	Gross Expenditure	0	35,970	35,970
	Gross Income	0	-2,093	-2,093
		0	33,877	33,877
EP3	Highways & Operations			
	Gross Expenditure	0	73,778	73,778
	Gross Income	0	-48,193	-48,193
		0	25,585	25,585
EP4	Directorate Support			
	Gross Expenditure	0	1,825	1,825
	Gross Income	0	-350	-350
		0	1,475	1,475
	Expenditure Total	**0**	**120,109**	**120,109**
	Income Total	**0**	**-57,326**	**-57,326**
	Total Environment and Place Net Budget	**0**	**62,783**	**62,783**

Business Management & Monitoring Report: Public Health & Community Safety
Position to the end of September 2022
Revenue Budget Monitoring

		BUDGET 2022/23		
		Original Budget	**Movement to Date**	**Latest Estimate**
		£000	**£000**	**£000**
PH 1 & 2	Public Health Functions			
	Gross Expenditure	33,296	534	33,830
	Gross Income	-650	388	-662
		32,646	922	33,168
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	0	1,144	1,144
	Gross Income	-32,569	0	-32,569
		-32,569	1,144	-31,425
	Expenditure Total	33,929	1,678	35,607
	Income Total	-33,219	388	-33,231
	Total Public Health Net Budget	**710**	**2,066**	**2,376**

Business Management & Monitoring Report: Public Health & Community Safety
Position to the end of September 2022
Revenue Budget Monitoring

		BUDGET 2022/23		
		Original Budget	**Movement to Date**	**Latest Estimate**
		£000	**£000**	**£000**
EE4	Community Safety			
	Gross Expenditure	27,929	28	27,957
	Gross Income	-3,226	35	-3,191
		24,703	63	24,766
	Expenditure Total	27,929	28	27,957
	Income Total	-3,226	35	-3,191
	Total Community Safety Net Budget	**24,703**	**63**	**24,766**

Business Management & Monitoring Report: Customers, Culture & Corporate Services
Position to the end of September 2022
Revenue Budget Monitoring

		BUDGET 2022/23		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CC&CS1	Corporate Services			
	Gross Expenditure	1,548	-108	1,440
	Gross Income	0	0	0
		1,548	-108	1,440
CC&CS2	Human Resources & Organisational Development			
	Gross Expenditure	4,909	12	4,921
	Gross Income	-1088	42	-1,046
		3,821	54	3,875
CC&CS3	Communications, Strategy & Insight			
	Gross Expenditure	4,350	54	4,404
	Gross Income	-1,025	0	-1,025
		3,325	54	3,379
CC&CS4	ICT & Digital			
	Gross Expenditure	14,115	538	14,653
	Gross Income	-3,341	-24	-3,365
		10,774	514	11,288

Business Management & Monitoring Report: Customers, Culture & Corporate Services
Position to the end of September 2022
Revenue Budget Monitoring

		BUDGET 2022/23		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CC&CS5	Culture & Customer Experience			
	Gross Expenditure	16,350	65	16,415
	Gross Income	-7,382	1,297	-6,085
		8,968	1,362	10,330
CC&CS6	Finance			
	Gross Expenditure	10,867	-21	10,846
	Gross Income	-2,803	106	-2,697
		8,064	85	8,149
CC&CS7	Property, Investment & FM			
	Gross Expenditure	23,463	660	24,123
	Gross Income	-8,070	46	-8,024
		15,393	706	16,099
CC&CS8	Law & Governance			
	Gross Expenditure	7,315	80	7,395
	Gross Income	-831	0	-831
		6,484	80	6,564
	Expenditure Total	82,917	1,280	84,197
	Income Total	-24,540	1,467	-23,073
	Total Customers, Culture & Corporate Services Net Budget	**58,377**	**2,747**	**61,124**

Business Management Report
Position to the end of September 2022

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	Nov	Sep	Community Discharge Grant	ACSNPOOL	Live Well Pool	T	189	-189
				SCS1-1B	Live Well Pool Contribution	T	189	0
				SCS1-6	Other Funding	T	295	0
				VSMMGT	Strategic Measures	T	0	-484
			Rough Sleeping Drug and Alcohol Grant (RSDATG)	PH1 & 2	Public Health Functions	T	1,077	0
				VSMMGT	Strategic Measures	T	0	-1,077
Grand Total							1,750	-1,750

Business Management Report
Position to the end of September 2022

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	Nov	Sept	Removal of Health & Social Care Levy (part year effect from November 2022)	SCS	Adults	P	-87	0
				CEF	Children	P	-116	0
				EP	Environment & Place	P	-61	0
				EE	Community Safety	P	-55	0
				CDAI & COD	Customers, Culture & Corporate Services	P	-108	0
				VSMMGT	Strategic Measures	P	427	0
CD	Nov	Aug	Transfer Security budgets for centralization	CDAI1	Property & Community Facilities Management	P	1	0
				COD5	Culture & Customer Experience	P	-1	0
			Transfer the History Centre's Security Costs budget to corporate FM	CDAI1	Property & Community Facilities Management	P	1	0
				COD5	Culture & Customer Experience	P	-1	0
			virement of post actuals totalling £57,200 from multiple cost centres & GLs to new corporate post CC K10223	CDAI1	Property & Community Facilities Management	P	57	0
				CEF1-3	Learning & School Improvement	P	-1	0
				COD2	Human Resources & Organisational Development	P	-1	0
				COD4	ICT & Digital	P	-10	0
				COD5	Culture & Customer Experience	P	-8	0
				EE4-4	Trading Standards	P	-1	0
				EP3	Highways & Operations	P	-25	0
				EP4	Directorate Support	P	-1	0
				SCS1-3	Provider & Support Services	P	-4	0
				SCS2	Commissioning	P	-6	0
			Corporate Facilities Management have arranged for a new grounds maintenance contract to cover a wide ranging number of sites and which requires centralised budget.	CDAI1	Property & Community Facilities Management	P	-50	0
				CEF3-1	Corporate Parenting	P	-9	0
				COD5	Culture & Customer Experience	P	-18	0
				EE4-1	Fire & Rescue	P	77	0
		Sep	Corporate Facilities Management have arranged for a new grounds maintenance contract to cover a wide ranging number of sites and which requires a centralised budget. No. 2	CDAI1	Property & Community Facilities Management	P	86	0
				EE4-1	Fire & Rescue	P	-86	0
CS	Nov	Aug	Realign budget with board approval 22-23	CEFATV	Adopt Thames Valley	P	72	-72
			Realign Budget approved via Board 22-23	CEFATV	Adopt Thames Valley	P	130	-130
			set temp exp/income budgets	CEF2-2	Social Care	T	1,264	-1,264
			Corrections to Attendance Team DSG Budget	CEF1-5	Learner Engagement	P	-82	82

Business Management Report
Position to the end of September 2022

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
		Sep	Budget tidy: SEND Transformation	CEF1-2	SEND Service	T	45	-45
			Contingency adj re Attendance Team: no longer funded from HN DSG	CEF1-2	SEND Service	T	82	-82
			2022.23 School Grants (Sept 22)	CEF1-3	Learning & School Improvement	T	530	-530
				CEF4-1	Delegated Budgets	T	4,219	-4,219
			Funding from Early Intervention Fund to Exclusion and Reintgration	CEF1-2	SEND Service	P	-62	0
				CEF1-5	Learner Engagement	P	62	0
			16-19 Grant budget tidy	CEF4-1	Delegated Budgets	T	88	-88
			ESFA Adjustments re HN DSG July 2022	CEF1-2	SEND Service	P	945	-945
			£40k transfer to SCP658 for House Project post from Leaving Care	CEF2-2	Social Care	P	-40	0
				CEF3-1	Corporate Parenting	P	40	0
EP	Nov	Sep	Allocation of £2600 cost saving from TVERC (M30100) to Environment Strategy NC3610	EP2	Planning, Environment & Climate Change	T	3	-3
AS	Nov	Aug	CCG PD Budget Adjs	ACSNPOOL	Live Well Pool	P	-539	-1
				BCFPOOL	Age Well Pool	P	0	540
			OCC PD Budget Adjs	ACSNPOOL	Live Well Pool	P	0	0
			Transfer of reserves to align with contributions	SCS1-1A	Age Well Pool Contribution	P	-19,718	0
				SCS1-1B	Live Well Pool Contribution	P	19,718	0
			Align Age Well Contributuion to take account of removal of 'Front Door' Budget	BCFPOOL	Age Well Pool	P	0	1,071
				SCS1-1A	Age Well Pool Contribution	P	-1,071	0
			IBCF Grant update	SCS1-6	Other Funding	P	314	-314
		Sep	22/23 Price Uplift Panel Budget Reallocation	ACSNPOOL	Live Well Pool	P	512	-512
				BCFPOOL	Age Well Pool	P	6	-6
				SCS1-1A	Age Well Pool Contribution	P	6	0
				SCS1-1B	Live Well Pool Contribution	P	512	0
				SCS1-6	Other Funding	P	-518	0
			Transfer to Prevention	BCFPOOL	Age Well Pool	P	100	0
				SCS2	Commissioning	P	-100	0
			Flu Vaccinations	SCS1-9	Adult Social Care Staffing & Infrastructure	P	4	0
				SCS2	Commissioning	P	-4	0
			Pool virement to reconcile transfer to Sustainability Fund SAP097	BCFPOOL	Age Well Pool	P	0	-100
				SCS1-1A	Age Well Pool Contribution	P	100	0

Business Management Report
Position to the end of September 2022

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
CC&CS	Nov	Aug	Reallocation of expenditure and income target to align better to budget	CDAI1	Property & Community Facilities Management	P	108	-108
			Virements to budget on review	CDAI1	Property & Community Facilities Management	P	-135	135
			Virement to eliminate income from CDC recharge budget post decoupling	CDAI2	Law & Governance	P	-104	104
			virement of post actuals £3000 from cost centre A12000 to new corporate post CC K10223	CDAI1	Property & Community Facilities Management	P	3	0
				CDAI2	Law & Governance	P	-3	0
			Reduce historical income target - no longer applicable or achievable.	COD2	Human Resources & Organisational Development	P	-42	42
		Sep	To Absorb pressure in K10262	CDAI1	Property & Community Facilities Management	P	132	0
				CDAI4	CDAI Management Costs	P	-132	0
Grand Total							6,444	-6,444

Business Management Report
Position to the end of September 2022

SUPPLEMENTARY ESTIMATES REQUESTED THIS REPORT

Directorate	Month of Cabinet Meeting	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CS	Nov	To meet the cost of implementing the Children's Services Recritment and Retention Strategy.	CEF2-2	Social Care	T	700	
			VSMMGT	Strategic Measures	T	-700	
Grand Total						0	0

Business Management & Monitoring Report
Position to the end of September 2022
Earmarked Reserves

	2022/23			Last reported forecast as at 31 March 2023	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2022	Movement	Balance at 31 March 2023			
	£m	£m	£m	£m	£m	
Schools' Reserves	14.6	0.0	14.6	14.6	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.
Vehicle and Equipment Reserve	2.7	0.0	2.7	2.7	0.0	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	24.7	-6.0	18.7	24.5	-5.8	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	3.4	-2.8	0.6	0.7	-0.1	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	0.4	-0.2	0.2	0.4	-0.2	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	0.1	0.2	0.3	0.3	0.0	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.
Partnership Reserves	2.4	0.0	2.4	2.4	0.0	This relates to funding for the Growth Deal
On Street Car Parking	4.0	0.0	4.0	4.0	0.0	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	2.2	-1.5	0.7	0.7	0.0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Demographic Risk Reserve	9.0	4.0	13.0	13.0	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	0.2		0.2	0.2	0.0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision

Business Management & Monitoring Report
Position to the end of September 2022
Earmarked Reserves

	2022/23			Last reported forecast as at 31 March 2023	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2022	Movement	Balance at 31 March 2023			
	£m	£m	£m	£m	£m	
Budget Prioritisation Reserve	18.5	-6.7	11.8	11.8	0.0	This reserve is being used to support the implementation of the Council's proirities and the Medium Term Financial Strategy.
Budget Equalisation Reserve	0.0	1.6	1.6	1.6	0.0	
Insurance Reserve	11.8		11.8	11.8	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	4.1	5.4	9.5	9.5	0.0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	47.9	19.3	67.2	67.2	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	-3.0	3.0	3.0	0.0	This reserve holds any surplus/ deficit as a result of income from council tax being more or less than originally estimated
Redundancy Reserve	3.3		3.3	3.3	0.0	This reserve is available to fund redundancy costs arising from the Medium Term Financial Strategy
Covid-19 Reserve	26.3	-9.5	16.8	16.9	-0.1	This reserve is set up to meet ungoing and emerging presures and longer term service demands arising from the COVID-19 Pandemic. £20.2m funding from the reserve is built into the council's Medium Term Financial Plan agreed in February 2022.
Total Reserves	**183.6**	**0.8**	**184.4**	**190.6**	**-6.2**	

Business Management Report
Position to the end of September 2022
Government Grants 2022/23

Ringfenced	Directorate	Issued By	Esimate 2022/23 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Adult Services					
R	Improved Better Care Fund	DHSC	10,391	314	0	10,705
R	Market Sustainability and Fair Cost of Care Fund	DHSC	0	1,547	0	1,547
	TOTAL ADULT SERVICES		**10,391**	**1,861**	**0**	**12,252**
	Children's Services					
	Dedicated School Grants					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	127,190	0	152	127,342
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,506	314	0	4,820
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	39,160	0	2,103	41,263
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	75,095	-577	945	75,463
	Subtotal DSG Grants		**245,951**	**-263**	**3,200**	**248,888**
	School Grants					
R	Pupil Premium	DfE	7,073	0	590	7,663
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	191	0	89	280
R	PE and Sport Grant	DfE	2,265	0	0	2,265
R	Universal Infant Free School Meals	DfE	3,867	0	22	3,889
R	Teacher's Pay Grant	DfE	98	0	-2	96
R	Teacher's Pension Grant	DfE	278	0	-5	273
R	Supplementary Funding	DfE	0	0	3,558	3,558
R	Coronavirus (COVID-19) Workforce Fund	DfE	0	0	23	23
R	Coronavirus (COVID-19) Catch Up Premium	DfE	0	0	0	0
R	Coronavirus (COVID-19) Recovery Premium	DfE	0	0	979	979

Business Management Report
Position to the end of September 2022
Government Grants 2022/23

Ringfenced	Directorate	Issued By	Esimate 2022/23 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
R	Coronavirus (COVID-19) National Testing Programme	DfE	0	0	8	8
R	Coronavirus (COVID-19) School Let Tutoring Grant	DfE	0	0	398	398
R	Coronavirus (COVID-19) Education Recovery NQT	DfE	0	0	126	126
R	Coronavirus (Covid-19) Schools Fund	DfE	3,083	0	-3,083	0
	Subtotal School Grants		**16,855**	**0**	**2,703**	**19,558**
	Other Children's Services Grants					
R	School Improvement Monitoring & Brokering Grant	DfE	0	0	224	224
R	Youth Justice Board	YJB	548	0	0	548
R	Asylum (USAC and Post 18)	HO	1,904	0	0	1,904
R	Extension of Virtual School Heads - children with social worker	DfE	0	0	135	135
R	Extension of Virtual School Heads - previously looked after children	DfE	0	0	66	66
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
	Subtotal Other Children's Services Grants		**2,903**	**0**	**425**	**3,328**
	TOTAL CHILDREN'S SERVICES		**265,709**	**-263**	**6,328**	**271,774**
	Environment & Place					
R	Bus Service Operators Grant	DfT	559	236	0	795
R	Natural England	DEFRA	227	0	0	227
R	Energy Mapping	DEFRA	0	47	0	47
R	Zero Emission Zone Pilot	DEFRA	0	229	0	229
	TOTAL ENVIRONMENT & PLACE		**786**	**512**	**0**	**1,298**

Business Management Report
Position to the end of September 2022
Government Grants 2022/23

Ringfenced	Directorate	Issued By	Esimate 2022/23	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Public Health					
R	Public Health Grant	DHSC	32,569	0	0	32,569
	TOTAL PUBLIC HEALTH		**32,569**	**0**	**0**	**32,569**
	Community Safety					
R	Fire Fighter's Pension Fund Grant	DLUHC	1,361	0	0	1,361
R	Fire Fighter's New Dimensons Grant	DLUHC	40	0	0	40
	TOTAL COMMUNITY SAFETY		**1,401**	**0**	**0**	**1,401**
	Customers, Culture & Corporate Services					
R	Music Service	AC	1,045	0	-201	844
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
R	GTC DfT Congestion Tool	DFT	59	0	0	59
R	CAVL4R	DFT	11	0	0	11
	TOTAL CUSTOMERS, CULTURE & CORPORATE SERVICES		**1,917**	**0**	**-201**	**1,716**

Business Management Report
Position to the end of September 2022
Government Grants 2022/23

Ringfenced	Directorate	Issued By	Esimate 2022/23 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45			45
U	Extended Rights to Free Travel	DfE	278			278
U	Fire Revenue Grant	DLUHC	213			213
U	Supporting Families - previously Troubled Families	DLUHC	915			915
U	New Homes Bonus	DLUHC	2,923			2,923
U	Local Reform & Community Voices Grant	DfE	515			515
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	0			0
U	Social Care Support Grant	DLUHC	17,343			17,343
U	COVID-19	DLUHC	0			0
U	New Social Care Grant	DLUHC	572			572
U	Local Council Tax Support Grant	DLUHC	0			0
U	Services Grant	DfE	4,960			4,960
U	Section 31 Grant for Business Rate Compensation	DLUHC	5,327	8,189		13,516
U	Business Rates Top-Up	DLUHC	40,546			40,546
U	Substance Misuse Treatment & Recovery Grant	OHID	0	620		620
U	Domestic Abuse Duty Grant	DLUHC	0	1,144		1,144
U	Charging Reform Implementation Grant	DHSC	0	102		102
U	Rough Sleeping Drugs & Alcohol Grant	OHID			1,077	1,077
	Subtotal Strategic Measures		**77,091**	**10,055**	**1,077**	**88,223**

Business Management Report
Position to the end of September 2022
Government Grants 2022/23

Ringfenced	Directorate	Issued By	Esimate 2022/23 £000	In year Adjustments / New Allocations 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)	DLUHC	500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		**1,605**	**0**	**0**	**1,605**
	TOTAL STRATEGIC MEASURES		**78,696**	**10,055**	**1,077**	**89,828**
	Total All Grants		**391,469**	**12,165**	**7,204**	**410,838**

R	Ringfenced grant			
U	Un-ringfenced grant	**DLUHC**	Department for Levelling Up, Housing and Communities	
	Issued by	**BEIS**	Department for Business, Energy & Industrial Strategy	
HO	Home Office	**OHID**	Office for Health Improvement and Disparities	
DHSC	Department of Health & Social Care	**DEFRA**	Department for Environment, Food and Rural Affairs	
DfT	Department for Transport	**AC**	Arts Council	
DfE	Department for Education	**YJB**	Youth Justice Board	

Business Management & Monitoring Report
Position to the end of September 2022
General Revenue Balances

	Forecast 2022/23	
	£m	£m
General Balances: Outturn 2021/22	39.200	
County Fund Balance		**39.200**
Planned Contribution to Balances	1.000	
Planned Contribution from Balances	-3.000	
Original forecast outturn position 2022/23		**37.200**
Additions		
		0.000
Calls on balances deducted		
Schools Condition Survey (Supplementary Estimate)	-0.500	
Children's Services Recruitment and Retention strategy	-0.700	
		-1.200
Automatic calls on/returns to balances		
		0.000
Additional Strategic Measures		
Forecast Strategic Measures Overspend /Underpsend		
		0.000
Net General Balances		**36.000**
Total Gross Expenditure Budget		**793.111**
Balances as a % of Gross Expenditure		**4.54%**
Net Balances		**36.000**
Calls on / returns to balances agreed but not actioned		
Forecast Overspend as at September 2022	-6.582	
		-6.582
Calls on / returns to balances requested in this report		
		0.000
Forecast Variation at Year End		
Less forecast overspend (as set out in Annex 1)		0.000
Forecast Outturn position		**29.418**
Risk Assessed Level of Balances for 2022/23		**28.900**
Surplus/(deficit) balances compared to risk assessed level		**0.518**

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Climate Action Programme – Quarter two report

<u>Key points Summary</u>

The results are largely positive with all measures either achieving or nearly achieving the target. The team responsible for CA1.3.04 (Trial of IHAT technology for fire engines subject to business case) have stated that the project is no longer being taken forward rather than a failure to attain a target.

Measure	Status	Climate Action Milestone	Climate Action Updates	Climate Action Next Steps
CA1.2.02 Develop and implement an Agile Working Strategy	★	Approve Strategy	Agile guiding principle approved and each service area to engage with staff to identify the work types (fixed, in the field or off-site, community and anywhere)	implement the agreed agile principles. and monitor impacts
CA1.2.03 Develop a Property Strategy and decarbonisation plan	★	Develop strategy Prepare business cases Apply for funding (where applicable)	Energy Audits initial results back, programme of works drafted into 2 phases to 2030 and will be submitted via the capital governance process, in relation to a PSDS3b bid submission.	PSDS3b bid submission and Capital Governance Process for approval of a programme of works
CA1.2.04 Implement active building energy management	★		Discussion of roles and processes, next steps agreed.	Further review of roles and processes
CA1.2.05 Release 1 leased building (Abbey House)	★		One leased site is being released this year, albeit not Abbey House	Options around Abbey House lease being explored, as part of the property strategy all leased sites under review and further releases expected in coming years
CA1.3.01 Set up One Fleet - integrated fleet management system	●	Award contract	First procurement unsuccessful at the start of Q2 Second procurement scoring being carried out now. This scoring exercise will be concluded in Mid October 2022. % responses received	conclude procurement scoring process and award contract in Q3.
CA1.3.02 Procure EVs to replace end of life/lease vehicles for OCC Fleet	★	Prepare Fleet replacement programme, financial business case for capital bid for 23/24, lease Vs Ownership model, start working of home charging policy	Strategic Fleet Manager in post and have worked out a wider fleet replacement plan for OCC (excluding fire). This has been costed and a capital bid is being prepared	The key is to get the capital bid authorised to start fleet replacement Home charger policy and procurement needs to be completed ASAP
CA1.3.03 Shift diesel fire fleet to HVO subject to feasibility study	●	Subject to business case recommendations and support, begin trial of HVO use		
CA1.3.04 Trial of IHAT technology for fire engines subject to business case	▲		Fire & Rescue Service has finished the work on the iHAT project and there was no clear evidence beneath iHAT's technology that the technology it would enable a reduction in the carbon footprint of vehicles (or any other benefits for that matter). Hence we are not pursuing this project any further	
CA1.3.05 Launch HySPERT Phase 2 - H2FC Prototype Fire Engine (depending on funding bid outcome)	★	Submit funding application by 7th September (call opens on 18th July)	Application submitted on 7th September to APC 22	Waiting for First stage assessment outcome from APC funding body. Likely to be informed by the end of October.
CA1.4.01 Implement staff business travel programme	★	Engagement with services Integration into Agile Working Strategy Set up a working group with Key stakeholders	Mini-working group established between Climate Action and new Strategic Fleet Manager to progress options for high mileage users. Engagement with some individual services and teams continued - further discussions and grey fleet data confirmed with managers responsible for the Moors, the Oaks and Glebelands Children's homes to develop a business case for electric pool cars at each. Discussions with Children's CSC to explore options. Discussions with Youth Justice service to explore options.	Proposed approach for high mileage users and high mileage teams with a specific team based to be included in Fleet Strategy. Continue work to get an allocated fleet vehicle at each of the Children's Homes. Review mileage data to identify OCC sites with potential to host a pool car.

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Key points Summary

The results are overwhelmingly positive with only 4 out of 41 measures failing to achieve their targets and of those 3 of them narrowly missed. The only measure EDI 6.02 "We will roll out phase two of our reciprocal mentoring scheme", the second cohort missed its deadline of summer 2022.

Measure	Action	Status	Equalities Commentary
EDI1.01 Work directly with communities to identify inequality and tackle disadvantage	We will offer support to 104 additional asylum-seeking children and young people through the National Transfer Scheme by March 2023	🟠	OCC welcomed 80 new arrivals from Oct 21-Sep 22, however, 38 young people left the scheme having turned 18yrs. The older cohort of children presenting results in a high turnover and presents a challenge in reaching our target.
EDI1.02 Work directly with communities to identify inequality and tackle disadvantage	During 2022/23, we will trial a series of Oxfordshire conversation events that will offer opportunities for residents to hear from and ask questions of members of the Cabinet, including outreach activities to ensure the inclusion of seldom heard groups and those who are digitally excluded	⭐	The first round of Oxfordshire Conversations, which included a mix of 5 in person events (one per district) and two online events and a young person's sounding board (in person) were postponed out of respect following the death of Her Majesty the Queen. The young person's sounding board (in person) has been rescheduled for 15 Oct and we have replaced the Oxfordshire Conversations with three online events, to ensure feedback from these can inform the council's business and budget setting process. We are offering to answer questions submitted by phone or email for those unable to access the sessions online and are proactively offering support with any other accessibility issues.
EDI1.03 Engage with, and support, local community groups and organisations	We will deliver a refreshed online consultation and engagement guidance document by the end of April 2022, including best practice advice on effectively including the digitally excluded, seldom heard and young people in consultation and engagement activity	⭐	The refreshed guidance was completed in June 2022 and includes these sections. It is a living document, and we will add to it as new information becomes available.
EDI1.04 Work directly with communities to identify inequality and tackle disadvantage	Bid for DfT funding for social prescribing project to support residents into walking and cycling, which will target Black, Asian and Minority Ethnic communities in Oxford city, and focus on residents with mental health issues.	🟠	OCC was unsuccessful in its bid for Department for Transport funding for this project, but we are developing a smaller project to test an e-bike loan scheme with residents living in deprived areas of East Oxford to support them into cycling.
EDI1.05 Work directly with communities to identify inequality and tackle disadvantage	We will develop a lessons learnt project from installing 3 health routes in Banbury, focusing on deprived and Black Asian and Minority Ethnic communities	⭐	Feedback on the Banbury health routes will be gathered as part of the community health profiles which are currently being commissioned by Public Health.
EDI1.06 Engage with, and support, local community groups and organisations	Developing community insights into healthy weight and physical activity with a focus on inequalities as part of a programme of upstream prevention to tackle persistent health inequalities	⭐	Reports from community insight into healthy weight are being analysed and are both place and theme based. These will be incorporated into the healthy weight needs assessment, local community profiles and findings shared with providers to learn from and develop services.

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Measure	Action	Status	Equalities Commentary
EDI2.01 Work with partner organisations to understand diverse needs & create inclusive communities	We will work with our partners to increase the number of early help assessments (EHAs) particularly in areas of relative deprivation. We will double the number of EHAs in the 20% most deprived areas in Oxfordshire in 2022/23	★	The Early Help Assessment has been refreshed and is now known as the Strengths & Needs Assessment. Roll out in Autumn 2022. Partner agencies have been invited to present their commitment to deliver against the increase in SNA's to the Children's Trust Board in Nov 2022.
EDI2.02 Work with partner organisations to understand diverse needs & create inclusive communities	Working with partners, we will develop a digital inclusion strategy and action plan for Oxfordshire by Summer 2022, which aims to address the barriers preventing people from accessing and adopting digital technology	★	The Digital Inclusion Strategy has been approved and signed off by Cabinet in July 2022. Work is ongoing to produce an OCC action plan, and charter with partners.
EDI2.03 Work with partner organisations to understand diverse needs & create inclusive communities	Establish stronger partnership work with NHS and other partners to address health inequalities via the Oxfordshire Inequalities place board and wider ICS structures	★	A Health Inequalities Place-Board has now been formed with NHS and other partners. This board will take a tiered approach in developing a work programme to address some of the key health inequalities in Oxfordshire. More detailed updates will be available as this work develops.
EDI2.04 Promote equality, diversity and inclusion through our supply chain & strategic partnerships	Digital Infrastructure Team: Roll-out of Rural Gigabit Connectivity (RGC) project to bring high- speed broadband to rural village halls including staying safe online	★	22 sites delivered by project so far with a further 25 sites due in Q2 22/23. Build and delivery progressing well and orders are now being placed to bring sites into service.
EDI2.05 Work with partner organisations to understand diverse needs & create inclusive communities	The Social Value Project team will work in 2022-23 to monitor implementation of the Social Value Policy and portal tool, and devise how we will report on its use/impact	★	Summary tasks completed to date (this financial year) include but are not limited to: Procurement hub training programme, Portal testing and implementation, Providing support to procurement staff with upcoming tender projects (particularly tricker projects like frameworks and DPSs), Soft launch with early adopter tender projects going live on the portal, first tender projects closing and being evaluated, Communications phase preparation (including InSite news article drafting and launch events being booked). Work to support the ongoing implementation and communications phase. Will continue over the autumn/winter and early spring. Limited amounts of early portal usage data will be available during this time but the first full year's annual report will not be available until after the end of this financial year (we think sometime in April 2023 but the exact date has not yet been confirmed).
EDI3.01 Ensure our information & digital services are accessible for all; incl the digitally excluded	As part of the Digital Presence project we will aim to create a more inclusive digital website, that proudly promote our equality, diversity and inclusion principles and fulfils our legal requirement for accessibility. This will be implemented incrementally from 2022 and fully completed by December 2023.	★	The Digital Presence has identified three pilot projects to demonstrate the refreshed approach to an inclusive digital website. These are for Adult Social Care Reform communications, Recruitment and the Music Service. The outline of digital content needs to be agreed with stakeholders. Following these pilots, this new approach will then become the operational model for ongoing content changes.
EDI3.02 Ensure our information & digital services are accessible for all; incl the digitally excluded	We will introduce a clear and consistent policy regarding the translation of our information	★	Through collaboration on the Consultation and Engagement Toolkit, and subsequently through live cases in service teams, we have developed a consistent position on our approach to translation services which we use in advising service teams. The approach - not providing translations up-front unless necessary, instead offering empathetic interpretation support when requested - will be developed into a policy or guidance note for inclusion in the Toolkit later in 2022-23.
EDI3.03 Take action to make our buildings accessible to all residents and staff	As part of developing our 'Agile Working Strategy' we will consider how we can make our offices/buildings more accessible for staff and customers	★	The Agile Working Strategy has been approved and we are in the implementation phase now. All our buildings are accessible, but improvements are being made, with Knight's Court next and further improvements planned for the next 3-5 years, dependent on capital funding.
`	We will develop and amend the LTCP (including Part 2 and the area strategy work) utilising views from less represented groups through previously targeted engagement. This work will enable the LTCP to be implemented while taking into account the needs of under-represented groups in Oxfordshire	★	LTCP adopted as council policy in July 2022

Measure	Action	Status	Equalities Commentary
EDI4.02 Engage residents, services users & community groups when planning & delivering services	Engage a diverse range of communities in development and delivery of climate action plans	★	We are working with the Climate Action Group project to set the specification for how they will spend additional funding. The two areas where this most closely aligns with EDI are: Community wealth building - extending the 'Owned By Oxford' pilot that engaged communities in Blackbird Leys and Barton on climate action, and the work on nature recovery - connecting people and nature and how they can engage with those that face barriers to experiencing nature.
EDI4.03 Better understand service users and their needs by collecting their information & feedback	We will work with our partners to better understand and address the reasons for disproportionality of black and mixed heritage children in the youth justice system and report quarterly on the disproportionality action plan	★	Data on disproportionality in relation to stop and search and strip search of children was presented by TVP to the Youth Justice Board in Sept 2022 and a report was also presented to the OSCB. Further detail re the data has been requested for the Dec YJB.
EDI4.04 Better understand service users and their needs by collecting their information & feedback	We will better understand and address the reasons for disproportionality of black, Asian and mixed heritage children in children's services and report back on findings to the safeguarding board by December 2022	★	Work is progressing and is on schedule to be reported to the Safeguarding Board in December 2022.
EDI4.05 Better understand service users and their needs by collecting their information & feedback	Provide quarterly updates from the Black and mixed heritage disproportionate exclusion task and finish group and implement its findings	★	The group last met on 23 June 2022 and has now concluded its work as a Task and Finish Group. The headline outcome is an improvement in the rates of exclusions and temporary suspensions among Black and mixed heritage students; exact data to be confirmed. Group members continue to act on actions agreed by the group; OCC's Head of Learner Engagement and the Cherwell School representative have been tasked with considering how partners might review and build on the group's work in future.
EDI4.06 Better understand service users and their needs by collecting their information & feedback	Evaluate reach of smoke free strategy in the most deprived wards of Oxfordshire and adapt the strategic approach accordingly	★	A targeted 'Smoke Free Survey' was undertaken in 21/22 and a further survey has been commissioned for 22/23 to gain insight from local residents in the most deprived wards on the actions from the smoke free strategy. In addition service user views are collected by the smoking cessation service provider and a health equity audit is planned.
EDI4.07 Plan and deliver services that promote inclusion	The Council has a legal requirement to understand the impact that decisions will have on people with certain protected characteristics through Equalities Impact Assessments. This year we will produce updated guidance and training for all staff about the importance of completing these assessments and where to go to for information	★	Guidance and related forms were updated on the intranet and promoted widely, particularly as part of Budget and Business Planning 2023-24 activities. Advice and assistance has been given to service leads on request. Further promotion of the guidance, forms and training will be made throughout the year to increase understanding and uptake.
EDI4.08 Better understand service users and their needs by collecting their information & feedback	In the next twelve months, all Customer Service Centre (CSC) team members should receive dedicated EDI training and we will look to develop a champions network across the Customer Service Centre for colleagues to promote Equality, Diversity and Inclusion	★	We have engaged with our staff networks, who are currently reviewing the existing EDI training and we have liaised with Learning and Development to identify how many courses outside of the mandatory 'Equality in the workplace' have been completed within Customer Service. At present, we are within the define stage to make improvements which will ensure inclusive data will be collected and inform our services. We have identified areas for improvement based on work completed on public website. We have also linked in with wider projects to ascertain how Customer Service can positively change to support the drive for inclusion for customers and provision inclusive services.
EDI4.09 Engage residents, those using services, and community groups, when planning services	We will continue to improve the quality of our services by co-producing with our residents. We have an ambition for as many services as possible to be co-produced in the future.	★	We have a developed a forward plan to ensure that we continue to improve the quality of our services by co-producing with our residents. We have done this by supporting the commissioning managers and leads to have the resources to build on our ambitions.
EDI4.10 Plan and deliver services that promote inclusion	Develop market statements for older people (underway) and long-term illness or disability (not yet started)	★	The market statements are both underway and we are working on our market shaping and development work. We will be publishing a revised Market Position Statement but this will be timed alongside the national requirement for a Market Sustainability Plan as part of Adult Social Care Reform. This work is currently being validated by Department of Health and Social Care prior to publication.

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Measure	Action	Status	Equalities Commentary
EDI4.11 Better understand service users and their needs by collecting their information & feedback	Our prevention activities are now using a new "Safe and Well "application that captures equality data of the visit, this will assist the service in better evaluate if our prevention activities are targeting underrepresented groups	★	having standardised equalities monitoring questions across OCC is important so that questions can be asked in the most appropriate way. There are still challenges with collecting equalities monitoring data face-to- face, there is a need to explain why the data why the data is needed and how it will be used which will result in our vulnerable service users being comfortable providing this data when they understand the why. Equally, staff need to feel confident to ask these questions and be able to explain confidently how the data will be used. This will be a core focus on this when we launch our new Safe and Well app v2.0 in early 2023
EDI4.12 Better understand service users and their needs by collecting their information & feedback	We will align standards with the Oxfordshire Way principles to enable the Customer Service Centre to feed inclusive data to our systems and across services within the Council	★	We have engaged with our staff networks, who are currently reviewing the existing EDI training and we have liaised with Learning and Development to identify how many courses outside of the mandatory 'Equality in the workplace' have been completed within Customer Service. At present, we are within the define stage to make improvements which will ensure inclusive data will be collected and inform our services. We have identified areas for improvement based on work completed on public website. We have also linked in with wider projects to ascertain how Customer Service can positively change to support the drive for inclusion for customers and provision inclusive services.
EDI4.13 Better understand service users and their needs by collecting their information & feedback	This year we will aim to map any new customer journeys or forms to see how we can make the process more inclusive for those with diverse needs and to understand our population demographic	★	We have engaged with our staff networks, who are currently reviewing the existing EDI training and we have liaised with Learning and Development to identify how many courses outside of the mandatory 'Equality in the workplace' have been completed within Customer Service. At present, we are within the define stage to make improvements which will ensure inclusive data will be collected and inform our services. We have identified areas for improvement based on work completed on public website. We have also linked in with wider projects to ascertain how Customer Service can positively change to support the drive for inclusion for customers and provision inclusive services.

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Measure	Action	Status	Equalities Commentary
EDI5.01 Provide a supportive environment so that all staff can reach their potential	Design and roll out of a Wellbeing Strategy to align with hybrid working and increased recognition of neurodiversity	★	A draft wellbeing strategy has been produced, put together primarily on management thoughts of what is needed for staff in the organisation. The Thrive survey (due out on Monday 10 October) is asking staff questions around their health and wellbeing needs which will be considered by a Working Group. The strategy and action plan will then be completed around Feb 2023. Meanwhile some small changes re. neurodiversity are already taking place e.g. amending the recruitment process to capture IT needs prior to new staff joining OCC.
EDI5.02 Celebrate and promote diversity in our workforce	Develop a clear set of expectations for staff and managers that recognises the importance of staff networks, mentors and champions. This will include recognising the time commitments that come with these roles and that staff taking on these additional responsibilities should be supported by their line mangers to do so	★	Currently being developed – consultation with networks took place in July. Draft guidance is going through comment and sign off process with various stakeholders including HR / OD and networks.
EDI5.03 Provide a supportive environment so that all staff can reach their potential	We will increase the number of accessible apprenticeships/supported apprenticeships in our organisation. We particularly want to encourage younger people from deprived areas, young people leaving care and young people with lower educational outcomes to gain employment	★	Request with the Technical Support team in the ESFA to provide a full list of approved Supported Apprenticeship Providers. Work has also begun with local providers and teams within OCC to identify potential candidates and areas where these apprenticeships can be implemented
EDI5.04 Provide a supportive environment so that all staff can reach their potential	We will review the support offer we have in place through our Armed Forces Covenant following recent legislation changes and develop an action plan to support our armed forces communities. Part of the recruitment piece for managers.	★	We continue to promote and engage on the Armed Forces Covenant with SLT and ELT, and with the Oxfordshire Civilian Military Partnership which we arrange and Chair. Actions resulting from this engagement support the three pillars of the Covenant - education, healthcare and housing as well as recruitment, communications and wider activities to address inequalities resulting from service life.
EDI5.05 Provide a supportive environment so that all staff can reach their potential	We will continue to support staff who do not presently have a level 2 skill in English and Maths to achieve these qualifications, with a particular focus on targeting women in the lower pay quartile of the gender pay gap report	★	Communications have continued to go out throughout OCC and HRBP's are now involved to start communicating/ assessing roles/ candidates where English and Maths can be provided. A "refresher" course is also in the process of being reviewed/ implemented.
EDI5.06 Improve diversity of our organisation at all levels so it's representative of communities	The service will hold positive action "Have a go days" with underrepresented groups to support these groups in joining the Fire and Rescue Service, with a view to increase the diversity of the workforce, which in turn could deliver increased creativity and innovation and will help to ensure that our Prevention and Protection messages have increased reach	★	The service has steadily been diversifying its operational workforce as a result of diverse marketing and messaging. Female representation is now at 9.64% vs 7.99% two years ago and improvements have also been seen in BAME and LGBTIQ+ representation. The service has run one positive action day aimed at women this financial year with a second having to be cancelled due to competing internal priorities (On-Call firefighter recruitment and fire appliance crewing over the Jubilee period). A third positive action day is set for the November 2022. In 2023 the service is due to undertake recruitment for Wholetime Duty System conditioned firefighters which provides a great platform to make further strides due to the wide area that we can recruit from compared to our more frequent On- Call recruitment in Oxfordshire's market towns and villages.

Measure	Action	Status	Equalities Commentary
EDI6.01 Provide a supportive environment so that all staff can reach their potential	Develop IT Service Management System solution articles on current provision of software for neurodiversity and accessibility with advice on working with Occupational Health. A project is being initiated to deliver this, with estimated completion by December 2023.	★	Project now in progress to deliver changes to IT information and processes to make this easier for staff. Initial introductory and fact-finding meetings held with key stakeholders, including early engagement with the OCC Neurodiversity staff network. Review of existing assistive tools and processes underway. Proposed processes are being drafted.
EDI6.02 Celebrate and promote diversity in our workforce	We will roll out phase two of our reciprocal mentoring scheme	▲	Recommendations received from Inclusive Employers. Next steps to report findings to REACH network and Steering Group and to set up a facilitated discussion with mentors and mentees from cohort #1 to assess what went well and where improvements could be made plus understand individual objectives, the objectives of the REACH network and objectives of the organisation. A second cohort provider will be commissioned quarter 3. Original timeframe for cohort #2 was summer 2022
EDI6.03 Celebrate and promote diversity in our workforce	We embed EDI into all DTFT projects	★	EDI considered in design phase of all projects Monthly meetings with inclusion network leads to discuss projects / programme - ongoing.
EDI6.04 Celebrate and promote diversity in our workforce	We are proud of the awards we hold that recognise our commitments to equality and inclusion. This year we will work to establish which are the best employee accreditation schemes for our organisation	●	Initial work to compare accreditation schemes was undertaken in Policy Team earlier in 2022. Staff changes resulted in the work being paused; it will be taken up again in the second half of the year with a view to making recommendations to Steering Group in the first instance.
EDI6.05 Celebrate and promote diversity in our workforce	We are proud to participate in the Stonewall Workplace Equality Index and we will develop an action plan to improve our workplace for LGBTQIA+ employees based on the feedback we have received from our previous submissions	★	The Council completed its submission to this years' index at the end of September, results will be announced in early 2023
EDI6.0 Tackle bias and discrimination in all its forms	We have introduced ethnicity pay gap reporting and this year we will develop an action plan that will drive meaningful change in the workplace where we have identified pay disparity gaps.	★	The pay gap report will be run October 2022 with a new action plan arising. The findings from the report will be discussed with the REACH Network and the Steering Group
EDI6.08 Improve diversity of our organisation at all levels so it's representative of communities	We will ensure that managers understand the EDI impact of recruitment both in terms of job descriptions, advertising, interview, selection and interview and branding	★	Managers are supported and advised by HR when planning recruitment. Work is ongoing to embed understanding of EDI impacts in that; however we have recognised the need for more training on EDI in recruitment processes and there will be a recruitment model as part of the leadership training that Organisational Development are compiling.
EDI6.09 Provide a supportive environment so that all staff can reach their potential	We commissioned an independent review of our Equality, Diversity and Inclusion approach to training. This year we will work to implement the recommendations from this review.	★	Inclusive Employers commissioned to make recommendations around training. Draft report received. Recommendations are to develop 3 pathways - All staff, All managers and all leaders. Specific sessions and learning outcomes have been developed and prioritized high, medium and low. The recommendations for managers have been encompassed into the new managers induction - core programme. the findings and recommendations are due to be presented to Claire Taylor on 10th October and the Steering Group on 12th October. The recommendations paper and the implementation plan will be shared with the networks

Division(s): N/A

CABINET – 15 NOVEMBER 2022

TREASURY MANAGEMENT MIDTERM REVIEW 2022/23

Report by Director of Finance

RECOMMENDATION

1. Cabinet is RECOMMENDED to note the report, and to RECOMMEND Council to note the council's treasury management activity the first half of 2022/23.

Executive Summary

2. This report covers the treasury management activity for the first half of 2022/23 in compliance with the CIPFA Code of Practice on Treasury Management 2021. It provides an update on the anticipated position and prudential indicators set out in the Treasury Management Strategy Statement & Annual Investment Strategy for 2022/23 agreed as part of the council's budget and Medium Term Financial Strategy in February 2022.

3. The global economy has changed significantly since the strategy was agreed, and volatility in economic markets that began in early 2022 continued during the first six months of the financial year. Global and domestic inflationary pressures have led to central banks increasing base rates, with further rises forecast before the year end. Government announcements in September 2022 created widespread volatility in economic markets resulting in gilt yields rising by circa 1% and the value of investments in bond and equity funds temporarily dropping significantly.

4. During the first half of the year there were no maturities of external debt. The council's external debt balance remained at £313.38m on 30 September 2022.

5. The average daily balance of temporary surplus cash invested in-house in the six months to 30 September was £470.15m, compared to the £342.00m budget and reflects reprofiling in anticipated capital expenditure and higher balances of capital grants compared to the original forecast. Over that period the average in-house return was 0.91%. That was above the budgeted rate of 0.35% set in the strategy. This has produced gross interest receivable of £2.14m for the six months to 30 Sept 2022 compared to the budget of £0.77m.

6. During the first half of the year the Council maintained its holding in external funds. Gross distributions from the council's investments in pooled funds totalled £1.84m in the first half of the year, exceeding the budgeted figure of £1.56m. Forecast returns for the year are £3.81m, in line with the budget of £3.81m.

Introduction

7. The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice on Treasury Management 2021 recommends that members are informed of Treasury

Management activities at least four times per year. This report, and the quarterly updates, ensures the council's reporting is consistent with best practice in accordance with CIPFA's recommendations.

8. The following annexes are attached

    Annex 1   Debt Financing 2022/23
    Annex 2   Public Works Loans Board (PWLB) Debt Maturing
    Annex 3   Prudential Indicator Monitoring
    Annex 4   Specified & Non-Specified Investments 2022/23
    Annex 5   External Backdrop Provided by Link Treasury Services

Treasury Management Strategy 2022/23

9. The Treasury Management Strategy & Annual Investment Strategy for 2022/23 outlines the council's strategic objectives in terms of its debt and investment management for the financial year 2022/23.

10. The strategy sets out that the forecast average cash balance for 2022/23 is £442m. The average base rate forecast was 0.35%

11. The council intends to maintain its investment in strategic pooled funds with a purchase value of £101m (23%), with the remaining £34m (77%) being managed internally with a mixture of short, medium and long-term deposits.

12. The strategy included the continued use of pooled fund vehicles with variable net asset value.

13. The strategy for borrowing provided an option to fund new or replacement borrowing. The limit for internal borrowing was combined with the long term lending limit, and will not exceed £300m.

External Context – Summary of backdrop provided by Link Treasury Services

14. **Economic backdrop**: The UK avoided recession in the first quarter of 2022/23 with the economy growing 0.2% quarter on quarter.

15. There are signs of higher energy prices creating more persistent downward effects in economic activity. Both industrial production (-0.3% month on month) and construction output (-0.8% month on month) fell in July 2022 for a second month in a row. Although some of this was probably due to the heatwave, manufacturing output fell in some of the most energy intensive sectors (e.g., chemicals), pointing to signs of higher energy prices weighing on production. With the drag on real activity from high inflation having grown in recent months, GDP is at risk of contracting through the autumn and winter months.

16. CPI inflation eased from 10.1% in July to 9.9% in August, though inflation has not peaked yet. The easing in August was mainly due to a decline in fuel prices reducing fuel inflation from 43.7% to 32.1%. And with the oil price now just below $90 per barrel, we would expect to see fuel prices fall further in the coming months.

17. The labour market remained exceptionally tight. Data for July and August provided further evidence that the weaker economy is leading to a cooling in labour demand. Labour Force Survey (LFS) employment rose by 40,000 in the three months to July (the smallest rise since February). But a renewed rise in inactivity of 154,000 over the same period meant that the unemployment rate fell from 3.8% in June to a new 48-year low of 3.6%. The single-month data showed that inactivity rose by 354,000 in July itself and there are now 904,000 more inactive people aged 16+ compared to before the pandemic in February 2020. The number of vacancies has started to level off from recent record highs but there have been few signs of a slowing in the upward momentum on wage growth. Indeed, in July, the 3 month year on year rate of average earnings growth rose from 5.2% in June to 5.5%.

18. The MPC has now increased interest rates seven times in as many meetings in 2022 and has raised rates to their highest level since the Global Financial Crisis. Even so, coming after the Fed and ECB raised rates by 75 basis points (bps) in their most recent meetings, the Bank of England's latest 50 basis points hike looks relatively dovish. However, the UK's status as a large importer of commodities, which have jumped in price, means that households in the UK are now facing a much larger squeeze on their real incomes.

19. The full external context provided by link can be found in Annex 5.

20. **Interest Rate Forecasts** Link Group provided the following forecasts on 27 September 2022:

Link Group Interest Rate View	27.09.22											
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25
BANK RATE	4.00	5.00	5.00	5.00	4.50	4.00	3.75	3.25	3.00	2.75	2.75	2.50
3 month ave earnings	4.50	5.00	5.00	5.00	4.50	4.00	3.80	3.30	3.00	2.80	2.80	2.50
6 month ave earnings	4.70	5.20	5.10	5.00	4.60	4.10	3.90	3.40	3.10	3.00	2.90	2.60
12 month ave earnings	5.30	5.30	5.20	5.00	4.70	4.20	4.00	3.50	3.20	3.10	3.00	2.70
5 yr PWLB	5.00	4.90	4.70	4.50	4.20	3.90	3.70	3.50	3.40	3.30	3.20	3.20
10 yr PWLB	4.90	4.70	4.60	4.30	4.10	3.80	3.60	3.50	3.40	3.30	3.20	3.20
25 yr PWLB	5.10	4.90	4.80	4.50	4.30	4.10	3.90	3.70	3.60	3.60	3.50	3.40
50 yr PWLB	4.80	4.60	4.50	4.20	4.00	3.80	3.60	3.40	3.30	3.30	3.20	3.10

Treasury Management Activity

Debt Financing

21. The Treasury Management Strategy for 2022/23 assumed the level of external borrowing would increase by £46m during the financial year. As a result of slippage in the capital programme noted in the Capital Monitoring Report to Cabinet in July and October 2022 and the forecast for cash balances over the medium term being higher than anticipated this external borrowing does not need to be arranged in 2022/23.

22. The Council's cumulative total external debt remained at from £313.38m from 1 April 2022 to 30 Sept 2022. No new debt financing has been arranged during the year. The total forecast external debt as at 31 March 2023 is £306.38m. The forecast debt financing position for 31 March 2023 is shown in Annex 1.

23. At 30 Sept 2022, the authority had 50 PWLB[1] loans totalling £263.38m, nine LOBO[2] loans totalling £45m and one long-term fixed Money Market loan totalling £5m[3]. The combined weighted average interest rate for external debt as at 30 June 2022 was 4.44%.

Maturing Debt

24. No debt matured during the quarter of the year. The Council is forecast to repay £7m of PWLB debt by 31 March 2023. The details are set out in Annex 2.

Debt Restructuring

25. The premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Authority's portfolio and therefore unattractive for debt restructuring activity. No PWLB debt restructuring activity was undertaken during the first half of the year. However, given the forecast for bond rates, debt restructuring opportunities are being actively sought with our advisors, Link Treasury Services.

LOBOs

26. At the beginning of the financial year the Council held £45m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. £15m of these LOBOs had options during 2022/23. To the 30 September 2022 none had been exercised by the lender.

27. Increased gilt yields have raised the likelihood of lenders exercising their option to increase the rates on LOBOs. Given the level of cash balances and forecasts for gilt yields to lower over the medium term, the Treasury Management Strategy Team (TMST) have agreed that the council will repay any called LOBOs with internal borrowing over the medium term to avoid additional costs of servicing these instruments. The council is also exploring early repayment opportunities of LOBOs with Link Treasury Services.

Investment Strategy

28. The Council holds deposits and invested funds representing income received in advance of expenditure plus balances and reserves. The guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles. The Council continued to adopt a cautious approach to lending to financial institutions and continuously monitored credit quality information relating to counterparties.

29. During the first half of the financial year term fixed deposits have been placed with other Local Authorities as per the approved lending list, whilst Money Market Funds have been utilised

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[1] PWLB (Public Works Loans Board) is a Government agency operating within the United Kingdom Debt Management Office and is responsible for lending money to Local Authorities.
[2] LOBO (Lender's Option/Borrower's Option) Loans are long-term loans which include a re-pricing option for the bank at predetermined intervals.
[3] In June 2016, the Council's LOBO with Barclays PLC was converted to a fixed rate loan at its current interest rate of 3.95% to mature on the 29th May 2065 with Barclays waiving their right to change the interest rate on the loan in the future.

for short-term liquidity. Inter Local Authority lending remains an attractive market to deposit funds with from a security perspective, whilst the Government's Debt Management Deposit Facility (DMADF) has also provided a competitive and secure counterparty. With rapidly increasing interest rates, the Council has taken a position of laddering investments, taking advantage of increased market rates and ensuring a continuous cycle of maturities to be invested at higher rates.

30. The Treasury Management Strategy Statement and Annual Investment Strategy for 2022/23 included the use of external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments, investment in different markets, and exposure to a range of counterparties. It is expected that these funds should outperform the Council's in-house investment performance over a rolling three-year period. The strategy permitted up to 50% of the total portfolio to be invested with external fund managers and pooled funds (excluding Money Market Funds). The performance of the pooled funds will continue to be monitored by the TMST throughout the year against respective benchmarks and the in-house portfolio.

31. At the start of the year the UK Bank Rate was 0.75%, which was above the forecast of 0.25%. Official rates rose to 1.25% by June 2023 and again to 2.25% by September 2022. With ongoing inflationary pressures impacting on the UK economy, the current forecast is for interest rates to increase to a high of 5.00% by March 2023, then reduce to 2.50% by 2025.

32. The long term lending limit for 2022/23 is £205m. During the first six months of the year the average available cash headroom within that limit was £10m.

The Council's Lending List

33. The Council's in-house cash balances were deposited with institutions that meet the Council's approved credit rating criteria. The approved Lending List is updated to reflect changes in counterparty credit quality with changes reported to Cabinet on a bi-monthly basis. There were no changes to the lending list in the first half of 2022.

34. In the six months to 30 September 2022 there were no instances of breaches in policy in relation to the council's Lending List. Any breaches in policy will be reported to Cabinet as part of the monthly Business Management & Monitoring report.

Investment Performance

35. Security of capital has remained the Authority's main investment objective. This has been maintained by following the Authority's counterparty policy as set out in its Treasury Management Strategy Statement and Annual Investment Strategy for 2022/23 and by maintaining a limited exposure to "bail in" banks and favouring deposits with other Local Authorities and the DMADF. As at 30 September 2022, the Council had £344.0m deposited with 40 other Local Authorities with an average deposit total of £8.60m per authority., The maximum deposit with any single local authority was £21m. This was below the limit of £30m. The Council also had £80m deposited with the DMADF and £10m with banking institutions as at 30 September 2022.

36. The average daily balance of temporary surplus cash invested in-house in the quarter to 30 September 2022 was £470.15m, compared to the budget of £342.00m. The Council achieved

an average in-house return for that period of 0.91%, above the budgeted rate of 0.35% set in the strategy. This has produced gross interest receivable of £2.14m for the quarter to 30 September compared to budget of £0.77m.

37. Cash balances for the year are estimated to be £42.3m lower as they otherwise would have been as a result of negative DSG balances. The impact of this is an estimated opportunity cost of £0.47m in unearned interest during 2022/23.

38. As the negative DSG balance is forecast to increase over the medium term, coupled with forecast increasing interest rates, the estimated opportunity costs of the negative balance is £2.45m in 2023/24, £2.60m in 2024/25 and £2.68m in 2025/26.

39. Temporary surplus cash includes; developer contributions; council reserves and balances; trust fund balances; and various other funds to which the Council pays interest at each financial year end, based on a margin below the Sterling Overnight Interest Average.

External Fund Managers and Pooled Funds

40. During the first quarter of 2022/23 the Council maintained its holding in external funds. The value of the funds was £95.90m as at 30 September 2022 compared to £101.08m at 30 June 2022. The original purchase cost of the portfolio in March 2019 was £101.0m. Weighted by original purchase value, pooled fund investments produced an annualised income return of 3.67% for the period. These investments are held with a long-term view and performance is assessed accordingly.

41. Gross distributions from pooled funds have totalled £1.84m in the first half of the year, exceeding the budgeted figure of £1.56m.

Prudential Indicators for Treasury Management

42. The Authority confirms compliance with its Prudential Indicators for 2022/23, which were set as part of the Authority's Treasury Management Strategy Statement. The position as at 30 June 2022 for the Prudential Indicators is shown in Annex 3.

Training

43. The Treasury Management Team continue to keep up to date with the latest developments and attend external workshops and conferences to maintain their knowledge and awareness of current issues where relevant

Financial Implications

44. Interest payable and receivable in relation to Treasury Management activities are included within the overall Strategic Measures budget. In house interest receivable for 2022/23 is currently forecast to be £4.80m, which is £3.26m above the £1.54m budget. An estimated £2.2m of this will be applied to Developer Contributions. As at 30 September 2022, £2.14m of the £4.80 interest receivable has been realised.

45. Dividends payable from external funds in 2022/23 are forecast as £3.81m, which is in line with budget.

46. Interest payable is currently forecast to be £13.81m, which is £0.58m below the budgeted figure of £14.39m, due to £46m of new external borrowing not required during the year.

47. The Business Management & Monitoring Report to Cabinet in November 2022 notes that the net impact of the additional interest, after taking account of increases to interest payable on developer contributions is forecast to be £1.6m in 2022/23.

Comments checked by:

Lorna Baxter, Section 151 Officer, lorna.baxter@oxfordshire.gov.uk

Legal Implications

48. There are no direct legal implications arising from this report save for the need for ongoing collaborative working between the S.151 Officer and the Monitoring Office. CIPFA guidance promotes the need for consultative working and collaboration between these respective roles to promote good organisational governance.

Comments checked by:

Kate Charlton, Interim Head of Legal, kate.charlton@oxfordshire.gov.uk

Sustainability Implications

49. This report is not expected to have any negative impact with regards to the Council's zero carbon emissions commitment by 2030.

LORNA BAXTER, Director of Finance

Annexes: Annex 1 - Oxfordshire County Council Debt Financing 2022/23
                Annex 2 - Long-Term Debt Maturing 2022/23
                Annex 3 - Prudential Indicators Monitoring at 30 September 2022
                Annex 4 - Specified and Non Specified Investments 2022/23
                Annex 5 - External Backdrop Provided by Link Treasury Services

Contact officer: Tim Chapple – Treasury Manager
Contact number: 07917 262935
October 2022

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2022/23

Debt Profile		£m
1. PWLB	85%	263.38
2. Other Long Term Loans	15%	50.00
3. Sub-total External Debt		313.38
4. Internal Balances		0.00
5. Actual Debt at 31 March 2022	**100%**	**313.38**
6. Prudential Borrowing		42.62
7. Borrowing in Advance		0.00
8. Minimum Revenue Provision		-10.17
9. Forecast Debt at 31 March 2023		**345.84**

Maturing Debt	
10. PWLB loans maturing during the year	-7.00
11. PWLB loans repaid prematurely in the course of debt restructuring	0.00
12. Total Maturing Debt	**-7.00**

New External Borrowing	
13. PWLB Normal	0.00
14. PWLB loans raised in the course of debt restructuring	0.00
15. Money Market LOBO loans	0.00
16. Total New External Borrowing	**0.00**

Debt Profile Year End		
17. PWLB	74%	256.38
18. Money Market loans (incl £45m LOBOs)	14%	50.00
19. Forecast Sub-total External Debt		306.38
20. Forecast Internal Balances	12%	39.46
21. Forecast Debt at 31 March 2023	**100%**	**345.84**

Line

1 – 5   This is a breakdown of the Council's debt at the beginning of the financial year (1 April 2020). The PWLB is a government agency operating within the Debt Management Office. LOBO (Lender's Option/ Borrower's Option) loans are long-term loans, with a maturity of up to 60 years, which includes a re-pricing option for the bank at predetermined time intervals. Internal balances include provisions, reserves, revenue balances, capital receipts unapplied, and excess of creditors over debtors.

6   'Prudential Borrowing' reflects Prudential Borrowing taken by the authority whereby the associated borrowing costs are met by savings in the revenue budget.

7   'Borrowing in Advance' is the amount the Council borrowed in advance to fund future capital finance costs.

8   The amount of debt to be repaid from revenue. The sum to be repaid annually is laid down in the Local Government and Housing Act 1989, which stipulates that the repayments must equate to at least 4% of the debt outstanding at 1 April each year.

9   The Council's forecast total debt by the end of the financial year, after taking into account new borrowing, debt repayment and movement in funding by internal balances.

10   The Council's normal maturing PWLB debt.

11   PWLB debt repaid early during the year.

12   Total debt repayable during the year.

13   The normal PWLB borrowing undertaken by the Council during 2022/23.

14   New PWLB loans to replace debt repaid early.

15   The Money Market borrowing undertaken by the Council during 2022/23

16   The total external borrowing undertaken.

18-22 The Council's forecast debt profile at the end of the year.

<u>Long-Term Debt Maturing 2022/23</u>

Public Works Loan Board: Loans maturing during 2022/23

Date	Amount £m	Rate %
31/10/2022	4.000	5.050%
31/12/2022	1.000	6.250%
26/03/2023	0.316	6.625%
26/03/2023	1.684	6.625%
Total	**7.000**	

Prudential Indicators Monitoring at 30 September 2022

The Local Government Act 2003 requires the Authority to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. To demonstrate that the Authority has fulfilled the requirements of the Prudential Code the following indicators must be set and monitored each year.

Authorised and Operational Limit for External Debt

Actual debt levels are monitored against the Operational Boundary and Authorised Limit for External Debt below. The Operational Boundary is based on the Authority's estimate of most likely, i.e. prudent, but not worst case scenario for external debt. The council confirms that the Operational Boundary has not been breached during 2022/23.

The Authorised Limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum debt that the Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements. The Authority confirms that the Authorised limit was not breached in the first half of 2022/23.

Authorised limit for External Debt	£495,000,000
Operational Limit for External Debt	£610,000,000
Capital Financing Requirement for year	£437,546,949

	Actual 30/09/2022	Forecast 31/03/2023
Borrowing	£313,382,618	£306,382,618
Other Long-Term Liabilities	£ 17,000,000	£ 17,000,000
Total	**£330,382,619**	**£323,382,618**

Interest Rate Exposures

These indicators are set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest exposures. Fixed rate investments are borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Fixed Interest Rate Exposure

Fixed Interest Net Borrowing limit	£350,000,000
Actual at 30 September 2022	-£124,117,382

Variable Interest Rate Exposure

Variable Interest Net Borrowing limit	£0
Actual at 30 September 2022	-£30,040,174

Principal Sums Invested over 365 days

Total sums invested for more than 364 days limit	£215,000,000
Actual sums invested for more than 364 days	£ 96,500,000

Maturity Structure of Borrowing

This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing and the actual structure at 30 September 2022, are shown below. Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

	Limit %	Actual %
Under 12 months	0 - 20	11.81
12 – 24 months	0 - 25	3.83
24 months – 5 years	0 - 35	16.59
5 years to 10 years	5 - 40	24.37
10 years +	40 - 95	43.40

Specified and Non Specified Investments 2022/23

Specified Investments

Investment Instrument	Minimum Credit Criteria	Use
Debt Management Agency Deposit Facility	N/A	In-house and Fund Managers
Term Deposits – UK Government	N/A	In-house
Term Deposits – other Local Authorities	N/A	In-house
Term Deposits – Banks and Building Societies	Short-term F1, Long-term BBB+, Minimum Sovereign Rating AA+	In-house and Fund Managers
Certificates of Deposit issued by Banks and Building Societies	A1 or P1	In-house on a buy and hold basis and Fund Managers
Money Market Funds	AAA	In-house and Fund Managers
Other Money Market Funds and Collective Investment Schemes[4]	Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings.	In-house and Fund Managers
UK Government Gilts	N/A	In-house on a buy and hold basis and Fund Managers
Treasury Bills	N/A	In-house and Fund Managers
Reverse Repurchase Agreements - maturity under 1 year from arrangement and counterparty is of high credit quality (not collateral)	Long Term Counterparty Rating A-	In-house and Fund Managers
Covered Bonds – maturity under 1 year from arrangement	Minimum issue rating of A-	In-house and Fund Managers

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[4] I.e., credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

Non-Specified Investments

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Term Deposits – other Local Authorities (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – Banks and Building Societies (maturities in excess of 1 year)	Short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc.)	Short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
UK Government Gilts with maturities in excess of 1 year	N/A	In-house and Fund Managers	50% in-house; 100% External Funds	5 years in-house, 10 years fund managers
Bonds issued by Multilateral Development Banks	AAA	In-house and Fund Managers	50% in-house; 100% External Fund	25 years
Bonds issued by a financial institution which is guaranteed by the UK Government	AA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house
Collective Investment Schemes[5] but which are not credit rated	N/A	In-house and Fund Managers	50% In-house; 100% External Funds	Pooled Funds do not have a defined maturity date

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[5] Pooled funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 year in-house, 30 years fund managers
Reverse Repurchase Agreements - maturity in excess of 1 year, or/and counterparty not of high credit quality.	Minimum long term rating of A-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Covered Bonds	AAA	In-house and Fund Managers	50% in-house; 100% External Funds	20 years
Registered Providers	As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance	In-house	50% In-house	5 years

The maximum limits for in-house investments apply at the time of arrangement.

External Backdrop Provided by Link Treasury Services

- The second quarter of 2022/23 saw:

  - GDP revised upwards in Q1 2022/23 to +0.2% q/q from -0.1%, which means the UK economy has avoided recession for the time being;

  - Signs of economic activity losing momentum as production fell due to rising energy prices;

  - CPI inflation ease to 9.9% y/y in August, having been 9.0% in April, but domestic price pressures showing little sign of abating in the near-term;

  - The unemployment rate fall to a 48-year low of 3.6% due to a large shortfall in labour supply;

  - Bank Rate rise by 100bps over the quarter, taking Bank Rate to 2.25% with further rises to come;

  - Gilt yields surge and sterling fall following the "fiscal event" of the new Prime Minister and Chancellor on 23rd September.

- The UK economy grew by 0.2% q/q in Q1 2022/23, though revisions to historic data left it below pre-pandemic levels.

- There are signs of higher energy prices creating more persistent downward effects in economic activity. Both industrial production (-0.3% m/m) and construction output (-0.8% m/m) fell in July 2022 for a second month in a row. Although some of this was probably due to the heat wave at the time, manufacturing output fell in some of the most energy intensive sectors (e.g., chemicals), pointing to signs of higher energy prices weighing on production. With the drag on real activity from high inflation having grown in recent months, GDP is at risk of contracting through the autumn and winter months.

- The fall in the composite PMI from 49.6 in August to a 20-month low preliminary reading of 48.4 in September points to a fall in GDP of around 0.2% q/q in Q3 and consumer confidence is at a record low. Retail sales volumes fell by 1.6% m/m in August, which was the ninth fall in 10 months. That left sales volumes in August just 0.5% above their pre-Covid level and 3.3% below their level at the start of the year. There are also signs that households are spending their excess savings in response to high prices. Indeed, cash in households' bank accounts rose by £3.2bn in August, which was below the £3.9bn rise in July and much smaller than the 2019 average monthly rate of £4.6bn.

- The labour market remained exceptionally tight. Data for July and August provided further evidence that the weaker economy is leading to a cooling in labour demand. Labour Force Survey (LFS) employment rose by 40,000 in the three months to July (the smallest rise since February). But a renewed rise in inactivity of 154,000 over the same period meant that the unemployment rate fell from 3.8% in June to a new 48-year low of 3.6%. The single-month data showed that inactivity rose by 354,000 in July itself and there are now 904,000 more inactive people aged 16+ compared to before the pandemic in February 2020. The number of vacancies has started to level off from recent record highs but there have been few signs of a slowing in the upward momentum on wage growth. Indeed, in July, the 3my/y rate of average earnings growth rose from 5.2% in June to 5.5%.

- CPI inflation eased from 10.1% in July to 9.9% in August, though inflation has not peaked yet. The easing in August was mainly due to a decline in fuel prices reducing fuel inflation from 43.7% to 32.1%. And with the oil price now just below $90pb, we would expect to see fuel prices fall further in the coming months.

- However, utility price inflation is expected to add 0.7% to CPI inflation in October when the Ofgem unit price cap increases to, typically, £2,500 per household (prior to any benefit payments). But, as the government has frozen utility prices at that level for two years, energy price inflation will fall sharply after October and have a big downward influence on CPI inflation.

- Nonetheless, the rise in services CPI inflation from 5.7% y/y in July to a 30-year high of 5.9% y/y in August suggests that domestic price pressures are showing little sign of abating. A lot of that is being driven by the tight labour market and strong wage growth. CPI inflation is expected to peak close to 10.4% in November and, with the supply of workers set to remain unusually low, the tight labour market will keep underlying inflationary pressures strong until early next year.

- During H1 2022, there has been a change of both Prime Minister and Chancellor. The new team (Liz Truss and Kwasi Kwarteng) have made a step change in government policy. The government's huge fiscal loosening from its proposed significant tax cuts will add to existing domestic inflationary pressures and will potentially leave a legacy of higher interest rates and public debt. Whilst the government's utility price freeze, which could cost up to £150bn (5.7% of GDP) over 2 years, will reduce peak inflation from 14.5% in January next year to 10.4% in November this year, the long list of tax measures announced at the "fiscal event" adds up to a loosening in fiscal policy relative to the previous government's plans of £44.8bn (1.8% of GDP) by 2026/27. These included the reversal of April's national insurance tax on 6th November, the cut in the basic rate of income tax from 20p to 19p in April 2023, the cancellation of next April's corporation tax rise, the cut to stamp duty and the removal of the 45p tax rate, although the 45p tax rate cut announcement has already been reversed.

- Fears that the government has no fiscal anchor on the back of these announcements has meant that the pound has weakened again, adding further upward pressure to interest rates. Whilst the pound fell to a record low of $1.035 on the Monday following the government's "fiscal event", it has since recovered to around $1.12. That is due to hopes that the Bank of England will deliver a very big rise in interest rates at the policy meeting on 3rd November and the government will lay out a credible medium-term plan in the near term. This was originally expected as part of the fiscal statement on 23rd November but has subsequently been moved forward to an expected release date in October. Nevertheless, with concerns over a global recession growing, there are downside risks to the pound.

- The MPC has now increased interest rates seven times in as many meetings in 2022 and has raised rates to their highest level since the Global Financial Crisis. Even so, coming after the Fed and ECB raised rates by 75 basis points (bps) in their most recent meetings, the Bank of England's latest 50 basis points hike looks relatively dovish. However, the UK's status as a large importer of commodities, which have jumped in price, means that households in the UK are now facing a much larger squeeze on their real incomes.

- Since the fiscal event on 23rd September, we now expect the Monetary Policy Committee (MPC) to increase interest rates further and faster, from 2.25% currently to a peak of 5.00% in February 2023. The combination of the government's fiscal loosening, the tight labour market and sticky inflation expectations means we expect the MPC to raise interest rates by 100bps at the policy meetings in November (to 3.25%) and 75 basis points in December (to 4%) followed by further 50 basis point hikes in February and March (to 5.00%). Market expectations for what the MPC will do are volatile. If Bank Rate climbs to these levels the housing market looks very vulnerable, which is one reason why the peak in our forecast is lower than the peak of 5.50% - 5.75% priced into the financial markets at present.

- Throughout 2022/23, gilt yields have been on an upward trend. They were initially caught up in the global surge in bond yields triggered by the surprisingly strong rise in CPI inflation in the

US in May. The rises in two-year gilt yields (to a peak of 2.37% on 21st June) and 10-year yields (to a peak of 2.62%) took them to their highest level since 2008 and 2014 respectively. However, the upward trend was exceptionally sharply at the end of September as investors demanded a higher risk premium and expected faster and higher interest rate rises to offset the government's extraordinary fiscal stimulus plans. The 30-year gilt yield rose from 3.60% to 5.10% following the "fiscal event", which threatened financial stability by forcing pension funds to sell assets into a falling market to meet cash collateral requirements. In response, the Bank did two things. First, it postponed its plans to start selling some of its quantitative easing (QE) gilt holdings until 31st October. Second, it committed to buy up to £65bn of long-term gilts to "restore orderly market conditions" until 14th October. In other words, the Bank is restarting QE, although for financial stability reasons rather than monetary policy reasons.

- Since the Bank's announcement on 28th September, the 30-year gilt yield has fallen back from 5.10% to 3.83%. The 2-year gilt yield dropped from 4.70% to 4.30% and the 10-year yield fell back from 4.55% to 4.09%.

- There is a possibility that the Bank continues with QE at the long-end beyond 14th October or it decides to delay quantitative tightening beyond 31st October, even as it raises interest rates. So far at least, investors seem to have taken the Bank at its word that this is not a change in the direction of monetary policy nor a step towards monetary financing of the government's deficit. But instead, that it is a temporary intervention with financial stability in mind.

- After a shaky start to the year, the S&P 500 and FTSE 100 climbed in the first half of Q2 2022/23 before falling to their lowest levels since November 2020 and July 2021 respectively. The S&P 500 is 7.2% below its level at the start of the quarter, whilst the FTSE 100 is 5.2% below it as the fall in the pound has boosted the value of overseas earnings in the index. The decline has, in part, been driven by the rise in global real yields and the resulting downward pressure on equity valuations as well as concerns over economic growth leading to a deterioration in investor risk appetite.

Divisions Affected - All

CABINET
15 November 2022

STATEMENT OF INTENT
Oxfordshire Climate and Natural Environment Policy Statement

Report by Corporate Director Environment & Place

RECOMMENDATION

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

   a)   Agree this Climate and Natural Environment Policy Statement to ensure environmental considerations are placed at the heart of policy and decision-making across the County Council.

   b)   Re-affirm commitment to the shared environment principles of the Future Oxfordshire Partnership, set out in Appendix 1.

   c)   Lead positive change through a new County-wide strategic framework, detailed in Appendix 2, to ensure the principles for climate action, environmental resilience and nature recovery are embedded in the breadth of County Council partnership activity across Oxfordshire.

Executive Summary

2.1   The Council's Corporate Plan is ambitious for leading positive change by working in partnership to make Oxfordshire a greener, fairer and healthier County. This new Climate and Natural Environment Policy Statement (the Policy Statement) supports and strengthens this ambition to include a policy focus on environmental resilience and nature recovery.

2.2   Action to address the climate emergency is well established within the County Council's Climate Action Framework and this work is broadening to include an urgent focus on adapting to climate change as well as mitigation through carbon reduction.

2.3   The need for a renewed focus on the natural environment is driven by the Environment Act (2021) which provides a new legislative context for County Council plans, policies and activity.

2.4   Upon adoption, the next step will be to shape a new Strategic Framework for Oxfordshire with commonly agreed spatial and thematic strategies, integrated plans, projects and timescales to guide and inform decision-making to deliver the Oxfordshire vision. This approach ensures

that nature and the environment as well as climate action are proactively designed into the policy-making process.

Background

3.1 The County Council acknowledged the Climate Emergency in 2019 and set out the County Council's Climate Action Framework in 2020 which is now well established. A key deliverable within the Climate Action Framework is the Pathways to Zero Carbon Oxfordshire report, which the County Council is leading on through the Environment Advisory Group. The County Council has a strong commitment to partnership working in this regard, not least through the Future Oxfordshire Partnership, the Environment Advisory Group, Infrastructure Advisory Group and Housing Advisory Group, the development of the Local Nature Partnership for Oxfordshire and the Zero Carbon Oxford Partnership.

3.2 The County Council resolved in March 2021 to support the environment principles of the Oxford to Cambridge Arc[1] (Appendix 1) and led the shared commitment to these principles through the Future Oxfordshire Partnership. A key focus of this work was through the Oxfordshire Plan 2050. Unfortunately, the commitment to the Oxfordshire Plan 2050, the Joint Statutory Spatial Plan for Oxfordshire was abandoned by the Districts in August 2022. The only remaining strategy with a commitment from the Districts and the City Council to take this forward is through the Oxfordshire Infrastructure Strategy.

3.3 The legislative framework for environmental resilience and renewal has been strengthened since the report last year to Cabinet (March 2021). The Environment Act (2021) was introduced later that year, which includes five principles to guide and support consistent decision-making and the National Planning Policy Framework (NPPF) was revised in 2021. The NPPF requires the planning system to:

- support the transition to a low carbon future,
- shape places in ways that conserve and restore nature,
- protect and enhance valued landscapes and sites of biodiversity to secure measurable net gain,
- improve resilience to climate change including through green infrastructure, trees and woodland,
- support renewable and low carbon energy developments.

National Environment Principles

4.1 The Government introduced environmental principles in the Environment Act (2021) and prepared a draft national environmental principles Policy Statement in May 2022 as a statutory document to improve policy-making across Government for environmental protection and sustainable development, as required by section 17(4) of the Environment Act. The UK

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[1] Environment Working Group, Oxford – Cambridge Arc Leadership Group. *Shared regional principles for protecting, restoring and enhancing the environment in the Oxford-Cambridge Arc.* March 2021. Ox-Cam Arc Environmental Principles

Government has already committed to the 5 principles in the national policy statement, set out below, through international instruments and processes.

- **the integration principle** - proposes that policy-makers should look for opportunities to embed environmental protection in fields of policy that have environmental effects.

- **the prevention principle** - means that government policy should aim to prevent environmental harm. This principle underpins many aspects of environmental policy to ensure that environmental damage, such as carbon emissions, pollution or biodiversity loss is avoided.

- **the rectification at source principle** - states that environmental damage should, as a priority, be addressed at its origin to avoid the need to remedy its effects later. Rectification at source should result in approaches that are more cost-effective, efficient, and equitable in the long-term.

- **the polluter pays principle** - where possible, the costs of pollution should be borne by those causing it, rather than the person who suffers the effects of the resulting environmental damage, or the wider community.

- **the precautionary principle** - sists the decision-making process in the face of a lack of scientific certainty. The principle helps policy-makers deal with risks which may not be precisely calculable in advance.

4.2   These principles provide a national policy framework for decision-making and a strategic context for the Oxfordshire environment principles outlined below.

Oxfordshire Environmental Principles

5.1   These environmental principles were first produced by the Environment Working Group of the Oxford - Cambridge Arc Leadership Group in 2020 (published in March 2021) and align with the government's 25 Year Environment Plan. Oxfordshire County Council agreed to endorse the Arc environmental principles in March 2021 and endorsement from the Future Oxfordshire Partnership to the principles followed later that year.

5.2   The environmental principles are intended to inform the emerging spatial frameworks within the Oxford to Cambridge Arc and within Oxfordshire, primarily through the then emerging Oxfordshire Plan 2050. These principles will default to the Local Plan frameworks but now without an overarching spatial and thematic policy framework for Oxfordshire. The original intention was to channel DEFRA (Department for the Environment Food and Rural Affairs) funding through pilot projects aligned to the emerging Environment Act in order for DEFRA to test and apply its 25 Year Environment Plan within the Oxford to Cambridge Arc. There may still be an appetite within DEFRA to take this work forward with Oxfordshire. Meanwhile the environmental principles underpin the Future Oxfordshire Vision, a shared commitment with the County Council, City and District authorities.

5.3   The principles have been reviewed and re-framed where appropriate to be specifically relevant to Oxfordshire and are presented in Appendix 2. They can be grouped according to seven strategic objectives, listed as follows:

1.   Bring Oxfordshire to net zero carbon as early as possible in the 2040s

2. Adapt to the challenges of climate change

3. Protect, restore, enhance and create new nature areas and natural capital assets

4. Use natural resources sustainably

5. Be an exemplar for environmental sustainable development

6. Ensure that existing and new communities see real benefits from our approach

7. Resource our ambitions, monitor and review regularly

Significance of this Oxfordshire Policy Statement

6.1 There has been considerable progress in County Council policy and activity since the environment principles were endorsed in 2021. However, the County Council recognises that the urgency for a renewed policy focus on the natural environment and our commitment to addressing the impacts of climate change is becoming more pressing. This Policy Statement is needed to strengthen policy, align strategy and inform decision-making to shape a systematic framework alongside the Climate Action Framework for urgent action on nature recovery, resource efficiency and renewal that complements delivery of the Corporate Plan outcomes, reduces inequality and promotes social, economic and environmental wellbeing across Oxfordshire.

6.2 To properly align decision-making the environmental principles will need to be supported by a suite of more specific strategies, policies and action plans. Work is already underway to identify where additional support is needed as illustrated below, blue boxes indicate existing documents, grey indicates proposed:
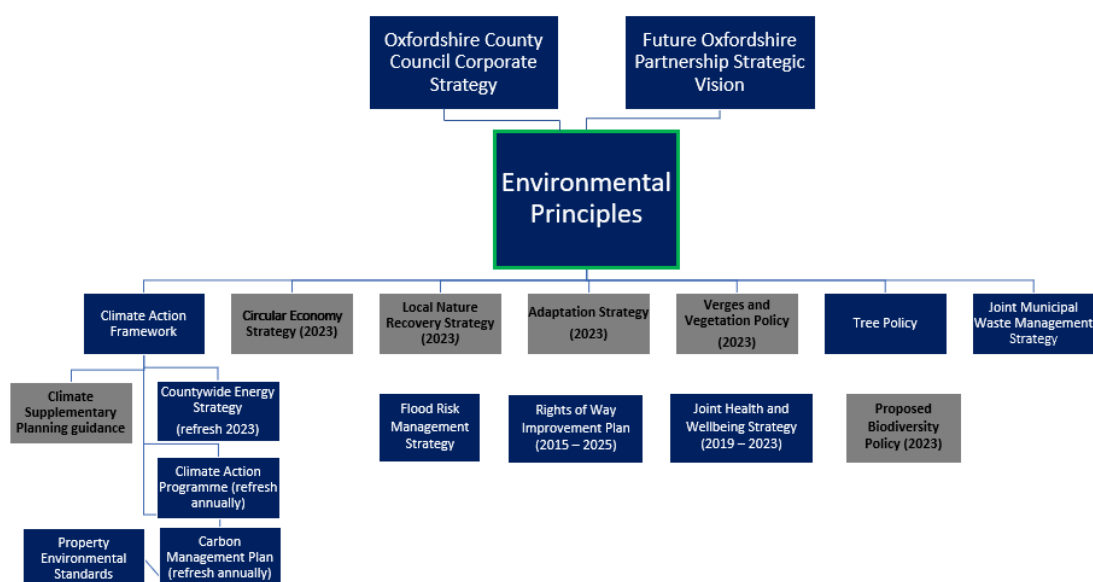
6.3 Integrated spatial frameworks are needed to inform decision-making and guide investment towards the delivery of place-based through the planning system. The environment principles were originally intended to shape spatial strategies and plans, including the Oxford-Cambridge

Arc and the Oxfordshire Plan 2050. Given the changing context for these spatial frameworks there is an opportunity to give these environment principles a new focus. Appendix 2 sets out an indicative programme of strategic objectives and high-level headline deliverables to take the environment principles forward. Key stakeholders are identified against the core objectives however these lists are only indicative, not exhaustive and there will be significant overlap in areas of interest. A new strategy is needed to develop the focus of this programme both internally and externally to the County Council in order to demonstrate delivery against these shared environment principles across Oxfordshire, and to support the involvement of local people and communities in delivering positive environmental outcomes.

Next Steps

7.1   A new environment strategy and delivery framework is needed to ensure these environment principles underpin County Council decision making, this will be a significant next step of this Policy Statement. A focus on strategic policy alignment is needed across the County, to inform and influence Local Plans. A baseline State of the Environment report is needed to review and evaluate strategy, monitor and report on progress. The County Council will lead this process through a county-wide partnership approach.

7.2   A county wide strategic framework underpinned by relevant policies, technical evidence, spatial and thematic strategies is needed to support the timely preparation of Local Plans; this Policy Statement gives a County Council commitment to lead the preparation of such a framework. Ongoing work on the Oxfordshire Infrastructure Strategy is needed as well as a focus on the emerging Oxfordshire Local Plans including the County's Minerals and Waste Local Plan. This Policy Statement will inform policy development for statutory and non-statutory strategies and align spatial and thematic decision-making frameworks including the Flood Risk Management Strategy, Circular Economy Strategy, Local Nature Recovery Strategy, Climate Change Adaptation Strategy and the area-based plans of the Local Transport and Connectivity Plan.

7.3   The delivery of this Policy Statement will be led through the County Council's Environment and Circular Economy Service and will inform the current service review priorities and allocation of resources. The Environment and Circular Economy Service is part of the Environment & Place directorate service transformation and restructure, this is ongoing and expected to be complete in March 2023. It is likely that the strategy will take 12-18 months to complete, meanwhile the County Council continue to use its influence to comment on statutory and non-statutory consultations, including the emerging Local Plans and proposed Nationally Significant Infrastructure Projects.

7.4   Upon agreement of this Policy Statement the County Council will use its strategic leadership role, championing and influencing decision-making to engage the community, key stakeholders and partners in the delivery of an action plan. The County Council will continue to work in partnership and use its influence within the Future Oxfordshire Partnership and Oxford to Cambridge Arc to champion these environment principles and ensure delivery against them.

Corporate Policies and Priorities

8.1   This proposal supports all the nine priorities set out in the Corporate Plan and gives particular emphasis to the following strategic priorities:

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

5. Invest in an inclusive, integrated and sustainable transport network

6. Improve access to nature and green spaces

8. Play our part in a vibrant local democracy

9. Work with local businesses and partners for environmental, economic and social benefit.

Financial Implications

9. 1   The ambitions in this paper represent a step change in the pace and scale of service activity, including additional investment in projects and programmes. The financial implications are yet to be profiled and will involve negotiation and shared financial commitment with key stakeholders including the Future Oxfordshire Partnership and central government. Further detail on financial implications will be developed through the strategies and action plans, both existing and proposed, that will deliver the objectives of the environmental principles.

Comments checked by: Emma Percival, Management Accountant, emma.percival@oxfordshire.gov.uk

Legal Implications

10.1.   The delivery of some elements of the Oxfordshire Environmental Principles are covered by legislation including but not limited to The Environment Act 2021, The Countryside and Rights of Way Act 2000.   Aspects of the Environment Act 2021, when enabled, will bring new responsibilities for the County Council on delivering and maintaining biodiversity net gain, as well as the monitoring and reporting on delivery of the Local Nature Recovery Strategy.

10.2   Policies can be broadly understood as an intended course of action adopted to achieve an objective. This Policy Statement therefore sets out a range of intended high-level actions to guide the development and delivery of statutory and non-statutory services to achieve the Core Objectives. This Policy Statement should be read alongside other relevant policy documents, including statutory documents and national policies.

10.3   In the context of the national policy statement, references to the environment mean the natural environment. As defined in section 44 of the Environment Act, the natural environment means:

a)   plants, wild animals and other living organisms
b)   their habitats
c)   land (except buildings or other structures), air and water

and the natural systems, cycles and processes through which they interact.

Comments checked by: Jennifer Crouch, Principal Solicitor Environmental Transformation, jennifer.crouch@oxfordshire.gov.uk

Staff Implications

11.1 Environment and Place is currently undergoing a restructure expecting to last another 6 months creating some draw on capacity and a lead time on bringing in new staff and deliver the new policies identified as well as staff time across the council to then embed and deliver against those policies.

Equality & Inclusion Implications

12.1 Detailed consideration of the equality and inclusion implications will be undertaken as part of the development of the policies, strategies and plans that follow-on from the Policy Statement.

Sustainability Implications

13.1 The proposals seek to improve the long-term environmental sustainability of outcomes from the Council's actions.

Risk Management

14.1 At this stage the proposals are very high-level and build upon the existing OxCam Arc Environmental Principles which were endorsed by Cabinet in 2021. The main risks in their delivery are:

- Partnership work is key to delivery. Following the cessation of OP2050 there is a need to establish the appetite and mechanism for joint working particularly associated with planning policy.

- Elements of government policy on the environment are currently unclear – a number of environmental delivery mechanisms are being delayed e.g. Environmental Land Management Scheme and we are awaiting guidance on other elements such as the Local Nature Recovery Strategy. Lack of clear central government policy and support will make it very difficult to deliver outcomes locally.

- Implications for our estate are not yet known.

- Environment and Place is currently going through a restructure expecting to last another 6 months creating some draw on capacity and a lead time on bringing in new staff.

Bill Cotton, Corporate Director Environment & Place

November 2020

Annex: Appendix 1 – OxCam Arc Environmental Principles

                              Appendix 2 – Oxfordshire Environmental Principles

Background papers: Not applicable

[Other Documents:]   Not applicable

Contact Officers: Nick Mottram, Acting Environment and Heritage Group Manager, Tel
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Shared regional principles for protecting, restoring and enhancing the environment in the Oxford-Cambridge Arc

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Foreword

The days when we could take our environment for granted are long gone. We must now seek out every opportunity we can to protect and enhance what we have left and ensure that we do everything we can to ensure that the Oxford-Cambridge Arc is a place where we can all work and live truly sustainably.

Both the Arc Leadership Group's OxCam Arc Economic Prospectus and the Government's publication, planning for sustainable growth: introduction to the Arc Spatial Framework has given top billing jointly to the economy and the environment. It is now our job to ensure that the environment is at the centre of everything we do and every decision we take.

The work of the OxCam Arc Environment Working Group has been focused on putting forward this set of principles that will allow us to be outstandingly ambitious and aspirational for the OxCam Arc. If we can get this right then the world will look to our 'Green Arc' as an internationally significant exemplar for the very best in sustainable living and working, for practical ways to doubling nature, and innovative solutions to energy and water shortages as well as stimulating a green economy.

These principles will form the basis for the creation of an OxCam- wide Environmental Strategy that will embrace everything from green spaces, to housing standards, to sustainable transport, energy generation and transmission and water management and conservation.

It is vital, as we and government move forward with the OxCam Arc, that we take the people already living here with us. We can do this by committing to greener transport, by doubling the number of trees and acreage of accessible managed green spaces, by protecting our chalk streams and supporting local green energy production to name but a few.

If we are to double economic growth along the OxCam Arc then as a minimum we must be doubling nature and ensuring that the Arc leads the way in the zero carbon living and working of the future.

Councillor Bridget Smith,
Leader South Cambridgeshire District Council,
Chair Arc Environment Working Group

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Left
Paragliding off the
Dunstable Downs Chiltern
Hills in Bedfordshire

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In March 2019, Government and local partners set out their ambition for the Arc in a joint declaration[1]:

"We want better places to live, which are beautiful and inspiring, to benefit the Arc's residents today as well as tomorrow. The Government has already set out its intention for the Arc to embody England's 25 Year Environment Plan, which we will work together to deliver, including through planning for local natural capital. We want new developments to use intelligent and sensitive design to create or enhance habitats and improve habitat connectivity, in situ and in the surrounding area. We also want to improve access to the environment for existing and new communities in order to improve health and wellbeing."

"Conserving and enhancing the natural environment is at the heart of Government's ambitions for the Arc. The 25 Year Environment Plan also sets out our comprehensive approach to improving landscapes and habitats, and

the aspiration to move to a policy of net environmental gain. We expect the policy for the wider Oxford-Cambridge corridor to embody this approach."

An Environment Working Group (EWG) has been established to take forward the environmental pillar outlined within the joint declaration. The EWG will work with partners in the Arc, including those responsible for the other pillars, to ensure that the protection and enhancement of the environment is at the heart of decision-making and any actions are based on a clear and agreed evidence base.

[1]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/799993/OxCam_Arc_Ambition.pdf

In October 2020 an economic prospectus for the Arc was published jointly by local authorities and the Local Enterprise Partnerships within the Arc. It outlines the following vision:

"By 2050, the Arc will be a world leading place for high-value growth, innovation and productivity. A global hub where ideas and companies are generated and thrive, home to exemplary models of 21st century development, with a high-quality environment and outstanding quality of life, and with a strong economic focus that drives inclusive clean growth."

The environmental principles supporting this vision are set out in this document. They are ambitious and will require the collective effort of all partners in the Arc if they are to be delivered.

Above
Sunrise at Willen Lake in Milton Keynes.

Right
Elmsbrook eco-town - Bicester.

The principles address how we will tackle some of the biggest challenges of our time: achieving net zero carbon, climate resilience, biodiversity net gain, environmental net gain, doubling the area of land actively managed for nature, restoring, protecting and enhancing the natural environment and ensuring renewable natural capital (resources derived from living things that if properly managed can be replenished) remains available for future generations.

The **principles**

The regional principles have been written and agreed by the Arc's local partners and stakeholders. They are informed by Government policy. They are a clear statement of regional intent that will help to clarify the commitment to adopting an approach that results in environmentally sustainable economic growth. This includes the protection, restoration and enhancement of the environment (air, water, land, soil, biodiversity), net biodiversity and net environmental gain, net zero carbon, the sustainable use of resources.

The principles align with the government's 25 Year Environment Plan[2] and the commitment in the joint declaration to embody the 25 year plans goals and ambitions.

We will also take account of other appropriate government strategies, plans and guidance. Our aim is for the principles to inform and become an integral part of developing plans and statements in relation to the Arc, local plans, local council activities and the plans and activities of activities and delivery programs for all bodies operating in the Arc. It is also our ambition to see universities, private sector developers and third sector organisations adopt these principles.

Above
Cotswolds Hills Countryside in the area of outstanding natural beauty.

Right
Autumn view of the river Nene Valley, near Castor village, Cambridgeshire.

[2]A Green Future: Our 25 Year Plan to Improve the Environmentfile/799993/ OxCam_Arc_Ambition.pdf

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The Arc partners will seek to:

1.

Work towards a target of net zero carbon at an Arc level by 2040. This will include:

a. Ensuring all **decisions about development and new infrastructure support this goal.**

b. Working with Government to **enhance building regulations and planning policy to actively reduce the carbon footprint of, and energy consumption** in, new buildings.

c. Pursuing a **major programme of transformation** in existing settlements and infrastructure to reduce energy intensity and carbon emissions.

d. Construction, operational and transport activities.

2.

Protect, restore, enhance and create new nature areas and natural capital assets, including nationally and locally designated wildlife sites and priority habitats, and links between them. We will implement the spatial planning mitigation hierarchy of avoid, minimise, remediate, compensate and gain. This will include:

a. Doubling the area of land managed primarily for nature in the Arc (**'Doubling Nature'**). To contribute to Government's commitment to protecting 30% of land for nature conservation by 2030. We will seek to maximise public, private and third sector funding opportunities **to protect, restore and enhance the natural environment** and maintain existing, and increase investment in, natural capital assets, working with partners including major landowners and our important agriculture sector across the Arc.

b. Coordinating work on local nature recovery strategies and the Arc's contribution to **the Nature Recovery Network for England** by creating more, bigger, better-connected places, in the required condition, for nature including landscape scale interventions.

c. Delivering **biodiversity net gain for Town & Country Planning Act developments of 20%.** This is above the 10% Government mandated minimum to reflect the Arc's world leading environmental ambitions.

d. Delivering **biodiversity net gain for all developments of 20% with a minimum requirement of 10%** including Nationally Significant Infrastructure and projects brought forward outside of the Town & Country Planning Act. This is to reflect the Arc's world leading environmental ambitions.

e. **Working with Government to develop a suitable net environment gain metric that** incorporates biodiversity net gain and, once available, to set an ambitious target to reflect the Arc's world leading environmental ambitions.

f. Establishing **human and nature mobility corridors** across the Arc – using existing or new transport corridors for maximum environmental benefit/gain.

g. **Increasing tree and woodland cover across the Arc from 7.4%[3] to 19%[4].** This is in recognition of the ability of trees and woodlands to deliver a wide range of environmental, health, social and economic benefits. We will ensure the right trees are planted in the right places.

h. Protecting and enhancing protected landscapes. Enhancing landscape character areas, recognising the intrinsic character and beauty of the wider countryside.

Above
Heron Valley, Rushmere Country Park, Leighton Buzzard.

Right
Punting on the River Nene, Peterborough.
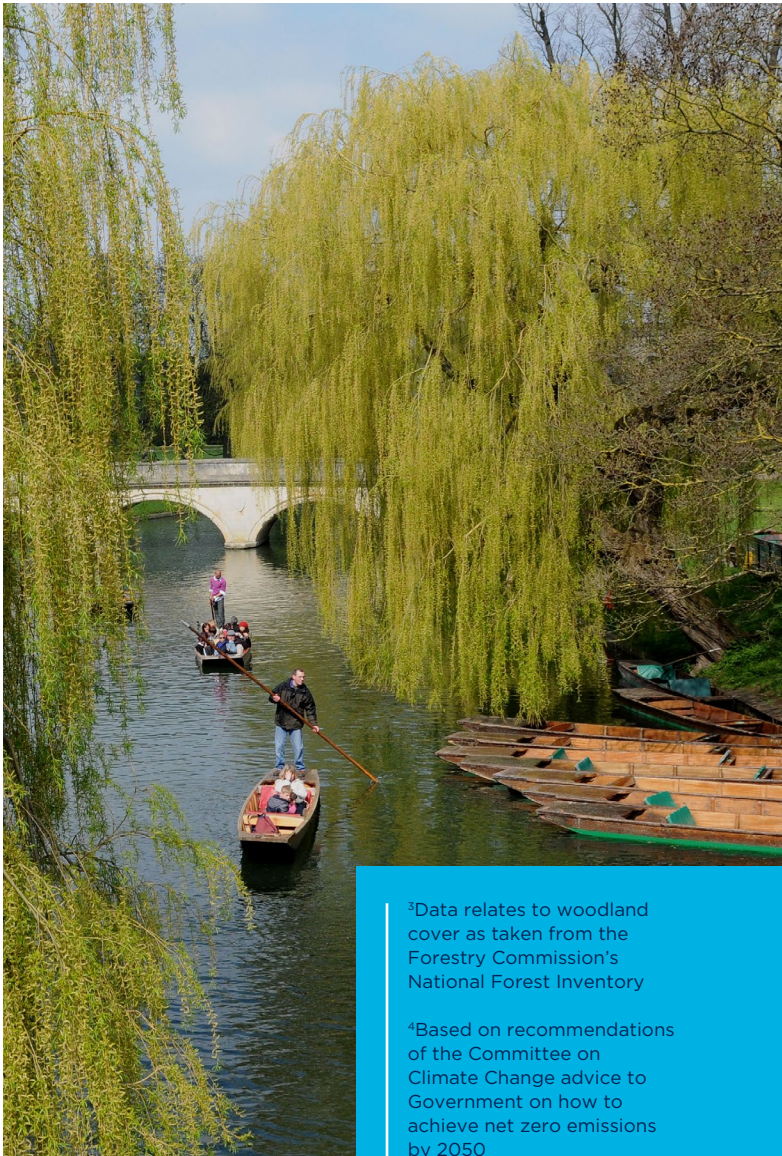
[3]Data relates to woodland cover as taken from the Forestry Commission's National Forest Inventory

[4]Based on recommendations of the Committee on Climate Change advice to Government on how to achieve net zero emissions by 2050

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3.

Be an exemplar for environmentally sustainable development, in line with the ambitions set out in the government's 25 year plan. This will incorporate a systems-based and integrated assessment and implementation approach and will fully recognise the associated health and wellbeing benefits. We will aim to go beyond the minimum legislated requirements for development. This will include:

a. All new settlements, urban extensions and infrastructure contributing to the achievement of delivering net biodiversity gain, net environmental gain, and net zero carbon both in site and route selection and in the design of settlements and transport corridors. In addition, areas of tranquillity will be protected and measures taken to avoid light pollution and protect dark sky areas. Making cycling and walking more attractive ways to travel and investing in zero emission public transport of the future.

b. **Understanding the impact of development on the natural environment,** including cumulative and indirect impacts (taking into account associated housing and other forms of development), so that these can be addressed in line with the mitigation hierarchy, and carrying out environmental and strategic assessments as appropriate for the type and scale of development programmes including options and proper community consultation.

c. Understanding the Arc's environmental capacity to accommodate different levels of growth and development in different locations and **ensuring that planned growth and development remains well within environmental capacity limits.**

d. Working with Government to **enhance the building regulations and the role of planning policy so that they align with sustainability principles, and actively reduce the carbon footprint, water and energy consumption** in new and existing buildings. We will encourage Arc local partners to exceed the minimum standards required by building regulations.

e. Promoting the switch to renewable and other sustainable energy supplies, improving travel choices, and supporting changing working practices. This will enable **improvements to the design and development of sustainable communities and the protection and enhancement of the natural environment.**

Right
People walking in open spaces.

4.

Ensure that existing and new communities see real benefits from living in the Arc including through:

a. **Maximising the health and wellbeing benefits of nature** by providing sector-leading areas of accessible nature-rich greenspace in, and accessible to, new settlements, urban extensions and commercial zones and increasing and enhancing greenspace, and access to it, for existing settlements in the Arc.

b. **Promoting and increasing equality of sustainable access to nature and its benefits** by investing in, increasing and enhancing nature-rich greenspace in the places and communities where it is most lacking. We will improve access to greenspace and nature, ensuring Natural England's Access to Natural Greenspace standards, and (once available) Green Infrastructure Standards, are maximised for existing housing and delivered for future developments.

5.

Use natural resources wisely by:

a. Working to address existing **water resource, water quality and flood management** issues and through an integrated approach across the water agenda ensure future issues and risks are managed, including in the context of climate change, with a focus on nature-based interventions.

b. Ensuring that soil quality is properly protected and improved including within development, infrastructure and agricultural activities.

Making **more efficient use and management of waste and resources,** working towards a circular economy with no net waste and promoting the use of sustainable building materials and construction guidelines.

d. Working with local authorities to share best practice and coordinate action being taken on local **air quality management plans** including addressing emissions from agriculture and from installations regulated by the Environment Agency.

e. Supporting the development of interventions that reduce the **impact of agriculture on the environment** and support productivity.

f. Helping to build collaboration between farmers to generate catchment and landscape scale environmental improvement under the **Environmental Land Management Scheme.**

g. Ensuring that the required mineral resources for the Arc are sourced in an environmentally sensitive manner and that mineral sites are restored in a coordinated manner to after-uses that benefit nature and people, as well as helping to provide ecosystem services such as carbon sequestration and water management.

We will continue to work with the other Arc pillars to develop appropriate environmental principles for incorporation within these workstreams.

We will review and update the environmental principles in the light of developing policies, practices, evidence, experience, knowledge and governance arrangements.

Right
The River Nene.
Credit: cezarewhite.com

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Resourcing our ambitions

To achieve delivery of these principles we will need to work collaboratively across the public, private and third sectors. Some resources are already in place and there are many more that we will need. As a starting point we will:

- Build on the work of the Arc Local Natural Capital Plan and the associated work in the 5 counties to **make publicly available, agreed baseline maps for natural capital and ecosystem services across the Arc.** Resources will be required to maintain the data and make it accessible.

  Work with the statutory agencies and with local councils to ensure ready **access to the wide range of environmental data** currently collected by them.

- **Work with government to agree methodologies** for both net biodiversity gain and net environment gain for use within the Arc. We will establish a technical group(s) to assess net gain propositions on behalf of local planning authorities and provide planning committees with independent advice.

- **Support and promote a 5 yearly environmental census** across the Arc including promoting public engagement through citizen science approaches.

- Use **evidence on health, deprivation and ecosystem services demand** (e.g. for air quality improvement) to inform planning for greenspace, habitats and **natural capital assets.**

- Work with all those that fund nature improvement work across the Arc including the Defra Group, water companies, environmental Non-Governmental Organisations, local councils, catchment partnerships, housing and commercial property developers and infrastructure providers, together with those allocating Environment Land Management System funding, and private investors to **take a more efficient and effective systems based approach to natural capital and ecosystem systems based interventions.** We will seek to ensure that funding is used strategically and not in a piecemeal way.

- **Invest in projects that deliver natural capital and environmental benefits,** such as carbon sequestration, pollinator habitats, soil improvement, flood alleviation and water resource resilience, and establish Arc-wide and more local Natural Capital Investment Plans to inform and support the emerging Arc Spatial Framework.

Monitoring

We will pursue our commitment as outlined within these principles and will work with government and local partners on the development of associated metrics and targets in line with the 25 Year Environment Plan, carbon reduction commitments and the UN Sustainable Development Goals.

Engagement

We will engage and consult with communities, residents and people working in the Arc, as well as businesses, other organisations and NGOs, on the vision and ambitions for sustainable environmental growth in the Arc.

This document is supported by the Arc Leadership Group, Arc Universities Environment Group, Arc Local Enterprise Partnerships, England's Economic Heartland, and has been drafted with input from the Arc Local Nature Partnerships whose members include representatives from environment NGOs, local councils, LEPs, developers, businesses, business representation bodies, the Environment Agency, Natural England, and the Forestry Commission and important contributions from central government departments, other environment NGOs and businesses.

Right
Sunlight shines through beech trees in the bluebell woods of Oxfordshire.

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Appendix 2 – Oxfordshire Environmental Principles[1]

Objective 1. Work towards a target of net zero carbon ahead of 2050 and as early as possible in the 2040s
Objective 1. Environment Principle 'Headlines' • Partner to deliver the outcomes in the Pathways to zero Carbon Oxfordshire report to more than halve emissions by 2030 on route to net zero • Promote Oxfordshire as a leader in the net zero transition. • Develop a Local Area Energy Planning approach to identify the investment and programmes needed in our communities • Support planning policy that delivers net zero outcomes • Deliver our transport and connectivity strategies for a net zero carbon transport system • Reduce embodied carbon in our infrastructure schemes • Increase engagement and capacity building so our communities can themselves take action on climate change • Take accelerated action in our areas of direct influence – deliver net zero carbon by 2030 for our corporate estate, support maintained-schools to reduce carbon and partner with suppliers setting science-based targets for our major contracts.
Objective 1. Indicative Key Stakeholders • OCC – All Services and Teams • District and City Councils • University of Oxford and Oxford Brookes University& colleges • Community Action Groups • OxLEP • Local Developers, Businesses

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[1] Developed from the Environment Working Group, Oxford – Cambridge Arc Leadership Group. *Shared regional principles for protecting, restoring and enhancing the environment in the Oxford-Cambridge Arc.* March 2021.

Objective 2. Adapt to the challenges of climate change and develop climate resilient communities
Objective 2. Environment Principle 'Headlines' • Work with local and national experts to better understand the nature and scale of future climate impacts and make this information available publicly • Develop local partnerships to identify the key steps to adapt to future climate change and develop resilient local communities particularly exploring nature-based solutions which deliver multiple benefits for communities • Review the impact of climate change on our services and infrastructure, develop and implement plans to improve our own and our communities' resilience
Objective 2. Indicative Key Stakeholders • OCC – All Services and Teams • District and City Councils • OxLEP, Oxfordshire Businesses • Oxfordshire universities & colleges, • University of Exeter • Environment Agency, Thames Water • Oxfordshire Communities

Objective 3. Protect, restore, enhance and create new nature areas and natural capital assets
Objective 3. Environment Principle 'Headlines' • Support doubling the area of land managed for nature in Oxfordshire • Support the Oxon Local Nature Partnership and take a leading role in the Local Nature Recovery Strategy • Achieve and where possible exceed government and local biodiversity net gain targets with an ambition of achieving 20% net gain • Establish human and nature 'green' mobility corridors, enhance and sustain the Rights of Way Network • Work with partners to protect, improve, expand and sustain tree and woodland cover in Oxfordshire • Protect, enhance and sustain Oxfordshire's landscape and heritage assets and protected landscapes

Objective 3. Indicative Key Stakeholders

- OCC Property, Estates, Infrastructure, Highway Assets, Rights of Way services/teams
- OCC Env and Circular Economy, Strategic Planning and Development Control, TVERC
- District and City Councils
- Oxfordshire Local Nature Partnership
- Oxfordshire Community Action Groups
- Oxfordshire universities & colleges, environmental NGOs, land owners and farmers, partnerships, AONBs / Conservation Boards

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Objective 4. Use natural resources sustainably

Objective 4. Environment Principle 'Headlines'

- Address existing and future water resource, water quality and flood risk issues
- Make more efficient use of and manage our waste and limited resources and develop a circular economy approach
- Support action to improve local air quality
- Support measures to reduce the impact of agriculture on the environment, helping land managers to collaborate at a catchment and landscape scale
- Ensure that mineral resources are extracted, used in an environmentally sensitive manner and that sites are restored to uses that benefit people, nature and provide enhanced environmental benefits

Objective 4. Indicative Key Stakeholders

- OCC Property, Estates, Infrastructure, Highway Assets, Rights of Way services/teams
- OCC Env and Circular Economy, Strategic Planning and Development Control, TVERC
- Oxfordshire Local Nature Partnership
- Oxfordshire Community Action Groups
- Oxfordshire universities & colleges, environmental NGOs, land owners and farmers, partnerships, AONBs / Conservation Boards

Objective 5. Be an exemplar for environmental sustainable development
Objective 5. Environment Principle 'Headlines'   • All new infrastructure and developments to contribute to net biodiversity gain, net environmental gain and net zero carbon, to be adapted to and resilient to climate change   • Develop our understanding of the impact of human activities on Oxfordshire's natural environment and work to promote growth and development within environmental limits   • Enable improvements to the design and development of sustainable communities that protect and enhance the natural environment
Objective 5. Indicative Key Stakeholders   • OCC Property, Estates, Infrastructure, Highway Assets services and teams, Strategic Planning, Minerals and Waste and Development Control   • District and City Councils   • Oxfordshire Local Nature Partnership   • Oxfordshire universities and environmental NGOs, land-owners and farmers, partnerships

Objective 6. Ensure that existing and new communities see real benefits from our approach
Objective 6. Environment Principle 'Headlines'   • Maximise the health and wellbeing benefits of nature   • Promote and increase the equality of access to the sustainable benefits of nature
Objective 6. Indicative Key Stakeholders   • OCC Public Health, Infrastructure, Highway Assets, Rights of Way, Strategic Planning and Development Management   • Universities and Oxon environmental NGOs, land-owners and farmers, partnerships, AONB / Conservation Boards   • District and City Councils

Objective 7. Resource our ambitions, monitor and review regularly
Objective 7. Environment Principle 'Headlines' • Support the provision of environmental data in an accessible and informative format • Use evidence on health, deprivation and ecosystem services demand to inform planning for greenspace, habitats and natural capital assets • Work with stakeholders to secure new investment in the natural environment and infrastructure needed to meet net zero. Use this strategically to invest in projects that deliver positive natural capital and environmental outcomes • Monitor progress on delivery of environmental outcomes • Support and promote a five yearly environmental census
Objective 7. Indicative Key Stakeholders • OCC Data and GIS Teams, Public Health • District and City Councils • Thames Valley Environmental Records Centre • Local Nature Partnership and Oxfordshire environmental NGOs • Oxfordshire Community Action Groups • Universities • Bioregional

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Divisions Affected - All

CABINET
15 November 2022

PROPERTY AND ASSETS STRATEGY

Report by Corporate Director Customers, Organisational Development and Resources

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**

    a) Adopt the strategy as set out at annex 1.

    b) Request that the Director of Property establishes a cross party Cabinet Advisory Group to oversee the development of the options and business cases for the city centre accommodation review, part of the operational assets portfolio (annex 2).

    c) Request officers provide regular updates with regards to the implementation of the strategy against a suite of key performance indicators.

    d) Note the feedback provided by the Performance and Corporate Services Overview and Scrutiny Committee.

    e) Delegate authority to the Corporate Director for Customers, Organisational Development and Resources, in consultation with the Cabinet Member for Finance and Property to make minor amendments to the strategy in response to feedback from the cross party Cabinet Advisory Group (recommendation b).

Executive Summary

2. This paper presents a property strategy for Oxfordshire County Council which set out the long-term strategic framework for the development and delivery of economic, social and environmental objectives that relate to the council's property and assets portfolios. The strategy is presented at annex 1.

3. The property strategy sets out a set of long-term objectives covering the councils three main portfolios – operational accommodation, community assets

and investment assets. Each of these portfolios contains a series of priorities aligned with delivering the council's corporate strategy and objectives.

4.   The strategy will be implemented through a programme of detailed business cases for the development, disposal or acquisition of existing or new assets.

5.   The strategy will be underpinned by a series of policies, plans and processes, for example the Community Assets Transfer (CAT) policy, the Asset Register, an Asset Disposal Register and a Service Delivery and Improvement Plan. These documents will continue to be developed, refined and reviewed as part of the ongoing delivery of the strategy.

Overview of the Strategy

6.   The strategy sets out a long-term vision and objectives across the councils three portfolios (operational accommodation, community assets and investment assets). This vision includes the rationalisation of the county's operational estate and the development of a corporate centre and community hub model to provide better access to council services cross the county.

7.   The strategy sets out how county council property and assets contribute to the strategic objectives of the authority, particularly climate action but also supporting a changing workforce and improving service access and delivery.

8.   The strategy notes key interfaces with schools, children's placements, adult social care and community facilities, recognising the importance of the wider context in which the service delivers.

9.   The strategy also identifies service development and improvement priorities to ensure that the property and facilities management service has the capacity to deliver the strategy.

10.   In terms of immediate implementation priorities, the strategy sets out the following activities for the next 6-12 months. These are in addition to the routine and planned business as usual activity:

a)   Agree a road map for Oxford city centre accommodation and the rationalisation of office and operational accommodation across the county (next six months).
b)   Develop costed business case to implement the agreed road map (next nine months).
c)   Plan to give up leased properties realising savings through rationalisation (next nine months).
d)   Plan to reutilise or dispose of key empty properties including Glebe House and Speedwell House (next nine months).
e)   Develop options and feasibility for implementation of community hub (next twelve months).
f)   Ongoing delivery of decarbonisation programme.

11.   Annex 2 presents the paper received by the Performance and Corporate Services Overview and Scrutiny Committee at their meeting on 30 September. This sets out the strategic direction and high-level options for office and operational assets and provides the context for a detailed business case, a core delivery element to realise the priorities within the strategy.

Feedback from the Performance and Corporate Services Overview and Scrutiny Committee.

12.   The Cabinet received feedback from the scrutiny committee with six observations from the committee, a response is detailed in the table below:

Observation 1: The high level of the report presented to Scrutiny acted as a barrier to Scrutiny being able to take an informed position on the preferred strategic direction.	Noted, the paper received by scrutiny set out a strategic direction to move to a community hub model and prioritise estate rationalisation, presenting three options within the city centre. At this stage strategic direction is being sought rather than the consideration of a detailed business case.
Observation 2: That the Cabinet will require much fuller detail to make a fully-informed decision.	Noted, the Cabinet is asked to agree the strategic direction as set out and commission necessary feasibility studies, options appraisals and business cases to deliver these objectives. These business cases will then require specific decision making.
Observation 3: That there is a need to pursue the chosen strategy with urgency, and that it should be seek to co-locate with partners, and focus on using its existing buildings in preference to lease-hold buildings.	Agreed, these observations are reflected in the strategy.
Observation 4: That local members have an important part to play in representing the views of their communities, and that they must be fully involved in discussions about the fate of property assets in their divisions.	Agreed, the strategy sets out arrangements for ongoing engagement and this paper recommends a city centre accommodation member working group.
Observation 5: That local members should be involved in discussions about unused property assets, and that the Council should be mindful of the potential for community asset transfers within a refreshed Community Asset Transfer policy.	Agreed, the current community asset transfer policy facilities transfers were appropriate and addressing empty or unused property is a key priority within the strategy. Local member engagement will be undertaken as part of any discussions.

Observation 6: That forthcoming office rationalisation must be closely integrated with the Council's other strategic priorities and plans, particularly with reference to staff and the Climate Emergency, and that trade-offs should be made consciously and transparently.	Agreed, the property strategy is a key enabler of the council strategic priorities as well as supporting workforce development and climate actions. The proposed approach to community hubs and asset rationalisation aims to support service delivery.

Financial Implications

13.   Implementation of this strategy will require significant capital investment. This will be set out as part of the council's capital programme and reviewed annually, and governance will be undertaken as part of the county council's capital governance framework. There are no additional revenue implications arising from this report.

Comments checked by:

Lorna Baxter, Corporate Director Finance (S151)
lorna.baxter@oxfordshire.gov.uk

Legal Implications

14.   There are no legal implications arising from this strategy. Legal advice will be required as the strategy is implemented and this will be sought on a project by project basis as business cases are developed.

Comments checked by:

Anita Bradley, Monitoring Officer and Director of Law and Governance
anita.bradley@oxfordshire.gov.uk

Staff Implications

15.   There are no immediate staffing implications arising from this report or the property and assets strategy. However, it should be noted that as the priorities and objectives set out in the strategy are implemented there may be an impact on workforce location. If this occurs the council will ensure it undertakes the appropriate formal consultation with staff and unions as required by our own council policy and in line with employment legislation.

Equality and Inclusion Implications

16.   There are no immediate equalities, diversity or inclusion implications arising directly from the report or the strategy. However, it is recognised that projects delivered as part of the strategy must take account of access, equality and inclusion matters and they will be subject to specific impact assessments and engagement with stakeholders and service users.

Sustainability Implications

17.   Implementation of the property strategy is key to achieving the County Council's commitments to climate action and net zero. It should be noted that the OCC operational portfolio is dated and requires upgrading and investment to meet modern working arrangements as well as environmental objectives, as such the property strategy should be seen as a key enabler of both the climate action plan and the council's long term workforce strategies.

18.   Choices made about our property can also support active travel, social outcomes such as regeneration and community outcomes through asset transfer. The strategy should be seen as a key enabler of sustainability and social value as well as a functional plan to maximise the quality and affordability of the estate.

19.   Specific climate impact assessments will be completed for projects that are commissioned as a result of the property strategy.

Risk Management

20.   The County Council's Property Service maintains a risk register covering operational risks and risks registers for projects.   In terms of managing opportunities, failure to implement the strategy will impact on our ability to maximise the social and economic value associated with the strategic objectives set out in the document. Likewise, effective investment in our property portfolios represents a strong opportunity to deliver against our climate action objectives.

Consultations

21.   Stakeholder consultation has taken place as part of the development of the strategy, this includes overview and scrutiny, attendance at all localities meetings and workforce engagement. The strategy will be reviewed periodically, and feedback sought as part of this.

22.   The strategy itself sets out arrangements for ongoing engagement on a portfolio and project-by-project basis, recognising the need to consider the nature of each major project in terms of locality and impact on stakeholders.

CLAIRE TAYLOR
Corporate Director, Customers, Organisational Development and Resources.

Annex: Annex 1: Oxfordshire County Council Property and Assets Strategy

Annex 2: Overview and Scrutiny presentation 30 September 2022 – high level overview of the strategy and overview of options for the corporate office and operational portfolio.

Background papers: Performance and Corporate Services Overview and Scrutiny Committee Property Strategy report for Cabinet 18 October 2022. aebhdfh (oxfordshire.gov.uk)

Contact Officer: Vic Kurzeja, Property Director.
                       Vic.Kurzeja@Oxfordshire.gov.uk

November 2022

Property and Assets Strategy

OXFORDSHIRE COUNTY COUNCIL

Oxfordshire County Council holds a broad range of properties and assets, which play a key role in the delivery of our services. From libraries to schools, office accommodation to fire stations, our buildings provide a network of access to essential public services for residents across the county.

The management of our estate is important in terms of service delivery, but it comes with a number of challenges. Many of our buildings require significant investment to bring them up to modern environmental standards – essential if we are to meet our net zero carbon commitments. Some of our buildings are not in the most convenient locations nor provide access to a wide range of our services, while some of our assets are under-utilised and are no longer required for their original purpose.

The investment required to meet these challenges is significant. To help us address this, we want to work with our partners to explore opportunities for co-location so that we can reduce our running costs, provide better access for our residents, and offer modern and inviting workplaces.

In addition to our service delivery sites, we hold community and investment assets, provide a maintenance service for our current schools estate, and build new educational facilities. These assets are essential – they provide valued local community spaces and quality schools for young people. In some cases, they also provide income or potential capital receipts that can be re-invested in service delivery and development.

Our reach is wide and we know the right investment in our buildings can enhance communities. It can also reduce our running costs, provide income and support our financial sustainability.

To deliver these benefits this strategy sets out an ambitious ten-year vision and a series of priorities for our various property portfolios and our service development. Putting service users and our workforce at the heart of our approach, we will seek to create and maintain an estate that meets our environmental and social objectives while creating welcoming and inspirational spaces for our residents and staff. We will invest in properties that support our long-term priorities, for example creating more placements for looked-after children to ensure local provision.

We intend to review this strategy periodically and produce a suite of key performance indicators to demonstrate progress. We will also work to improve the data we publish with regards to our property register and the performance of our buildings.

Councillor Calum Miller
Cabinet Member for
Finance and Property
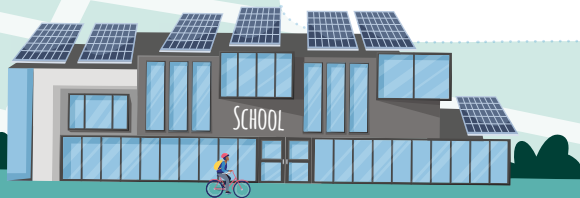
Oxfordshire County Council's property and assets portfolio is a key enabler in achieving the council's long-term strategic priorities as well as supporting communities and the education sector through the provision of property services. Providing inspirational and diverse spaces helps us connect, collaborate and interact with customers and colleagues, and enables us to reach into communities to deliver services where they are most needed.

The purpose of this strategy is to set out a clear long-term vision for the council's estate and assets and a set of strategic priorities by which to shape and develop property, assets and operational activity. The strategy will be underpinned by a framework of key documents, plans and policies through which the vision and priorities will be delivered. The strategy sets out a direction of travel from which to further develop implementation plans and business cases and by which to base future investment and development decisions.

A long-term vision and strategy enables the county council to create transparency and consistency with regards to the decisions made, sets a clear framework for our wider place shaping and community leadership role and enables prioritisation of resources.

The delivery of the council's long-term strategic priorities sits alongside the requirements of the service to modernise and upgrade the existing estate and contribute to wider policy objectives, such as our climate action and accessibility commitments. Our property and asset portfolios must also change to reflect socio-economic and demographic change and emerging trends that shape the way in which council services are designed, commissioned and delivered. These changes drive new requirements in terms of both the technology we use and the places and spaces in which our services and activities are delivered.

This property and assets strategy is designed to deliver an efficient, innovative and accessible property estate for our workforce and partners into the future. The strategy directly supports our climate action objectives and aims to generate both social and economic value, through the provision of facilities that are valued by our partners and the use or disposal of assets to support the long-term financial sustainability of the council.

We have developed an agile service delivery model that supports our workforce to operate effectively. Our property strategy supports this new delivery model. Alongside services that are available remotely and digitally, accommodation will be provided in local spaces and community venues so that we can work with partners to deliver face-to-face services where they are most needed. And we will create flexible, collaborative and inspirational spaces for our staff and partners to work together to deliver better outcomes for residents.

Long-term vision

This strategy sets out the council's ten-year ambition for its property portfolios, driven by the need to repurpose the estate to enable new ways of delivering services, agile working and the decarbonisation of buildings. The strategy will support the delivery of council priorities as set out in the corporate strategy, council services and financial sustainability. Where possible property and assets will be used to add social and economic value to Oxfordshire.

The county council's long-term vision for its estate is:

To create an efficient, innovative and accessible property estate, which delivers our climate action objectives and generates social value for our residents, workforce and customers of the property service. Wherever possible we will use our estate to support regeneration and the long term financial sustainability of the council.

Summary of current assets and estates

Oxfordshire County Council owns around 900,000 m² of property assets across 909 sites across the county.

A significant part of this is controlled by third parties under long-term leasing arrangements, and therefore, whilst not within the direct control of the council, these assets produce around £2.9m per annum of income through 536 lease arrangements.

Oxfordshire County Council assets are divided between three portfolios: operational, community and investment assets. These must be managed and maintained with plans for each portfolio. Across all three portfolios many of our assets require sizeable investment to meet modern office, service delivery and accessibility standards as well as our environmental obligations and ambitions.

The operational portfolio

Corporate and office-based assets

These include buildings that provide our support service and office-based facilities.

13 sites

11,000 m² of buildings

Educational assets

These sites include nursery, primary, secondary and special schools and supporting facilities such as leisure centres and field study centres that support the curriculum delivery.

418 sites

607,000m² of buildings

Non-educational assets

These include buildings necessary to deliver services to the communities of Oxfordshire, such as libraries, fire stations, children and family centres and household waste recycling centres.

156 sites

69,000m² of buildings

The community portfolio

Community assets include buildings and land, most of which are leased out for community purposes, such as playgroups, recreation land, community-run youth facilities, community-led children's support services, scouts, voluntary community sector groups and other similar community-run facilities.

A community asset transfer policy provides the opportunity for transfer of these assets to the community where they are no longer required for operational purposes.

141 sites

23,000 m² of buildings

In addition to community assets the council also holds residential and care assets. These include buildings that provide accommodation for the elderly and have been leased out through agreements that enable the rent received to be used to deliver care provisions, provide housing for fire service personnel or provide land and facilities for the traveller community.

74 sites

53,000m² of building

The investment portfolio

The county's investment portfolio includes land and buildings, some of which bring opportunity for financial benefit as they are surplus to operational requirements.

These retained sites have been and continue to be promoted within local plans and form a large part of the disposals programme. Capital receipts are used to support the broader capital programme.

107 sites

5,700m² of buildings

The nature of managing a complex and large property and assets portfolio is such that 'doing nothing' cannot be an option. The costs of backlog and managed decline in terms of the impact on service delivery and environmental performance alone require a planned response encompassing maintenance, investment in new facilities, disposal and modernisation.

More fundamentally management of the Oxfordshire County Council estate must also respond to wider drivers of change that encompass factors such as social and technological change as well as a clear focus on environment and financial sustainability.

Oxfordshire as a diverse county combines city and rural localities, with small market towns and areas of economic activity. In addition, there are areas of deprivation with regeneration and service delivery needs. Where services are delivered in person or face to face, the location of these services should be considered alongside size and requirements of local communities.

As a countywide organisation, the property portfolio should contribute to ensuring that residents feel able to access quality local services and accessible representation. As such

the democratic seat of the county should be accessible to the public both in terms of place, quality of the building and technology.

Finally, where county council assets are used by voluntary and community sector organisations for wider community benefit or service delivery a community asset transfer policy should provide mechanisms for the transfer of these assets where certain conditions are met.

Drivers of change

Political and democratic factors

- Accessible and public seat of democratic decision making is required.

- Fairness in terms of community access (e.g. balancing rural and urban needs).

- Regeneration opportunities through investment and modernisation of assets.

Environmental factors

- A property estate that encourages active and public transport options and distribution of service delivery that minimises journey time, distance and frequency.

- The Climate Action for a Thriving Oxfordshire plan sets out the council's commitment to be a zero-carbon organisation by 2030. This will require the decarbonisation of the estate through a programme of rationalisation, release of buildings, improvements and cultural change requiring significant capital investment to deliver on the ambition to be a carbon neutral authority.

Social factors and service delivery

- Some assets are old, inaccessible and unsuitable for service delivery or operational use, either in their current configuration or due to their inherent design.

- Opportunities for co-location with partners that could further contribute to rationalisation.

- Investment required in facilities that provide better services for local people: children's homes, special schools, educational assets, adults' provision etc. Investment can contribute to more affordable local capacity and therefore reduce costs and demand (e.g., local placements for children).

- The requirements of a modern workforce result in an underutilisation of office space, as flexible and agile working combined with changing models of service delivery have reduced requirements.

Technological factors

- Using technology to track and manage the performance of buildings (SMART buildings).

- Paper lite and wireless technology requirements.

- Virtual and hybrid working.

- Asset tracking and management applications.

Legal factors

- Requirements to statutory services such as schools, waste and recycling centres.

- Requirements to dispose of assets in line with relevant legislation.

Economic and financial factors

- A dilapidated estate - Investment in many of the council's buildings has not kept pace with maintenance requirements resulting in a large backlog, with some mechanical and electrical systems now also nearing end of life and due for replacement.

- Lease expiry dates are approaching over the next 2-3 years requiring a decision on whether to renew the lease and providing an opportunity to reduce the office footprint and make savings on rent and other running costs.

Strategic objectives

The long-term vision for Oxfordshire County Council's property and estates assets is underpinned by six strategic objectives.

1

Facilitating service delivery

- Maintaining fit for purpose operational accommodation in suitable locations and creating places and spaces that support the effective delivery of public services.

- Investing in solutions to support outcomes for Oxfordshire residents using our adults and children's services and ensuring our operational estate is welcoming and accessible for service users.

2

Supporting Oxfordshire communities

- Working closely with our community and voluntary sector stakeholders to maintain facilities in key locations closer to our residents.

- Focussing on social impact and leveraging the role of our assets and activities in supporting community resilience.

3

Decarbonising our corporate buildings

- Developing and implementing a comprehensive approach to reducing the environmental impact of our estate, in line with our corporate climate commitments.

4

Enabling agile working and rationalisation of the estate

- Working to improve our existing operational portfolio by creating modern, flexible and functional workplaces.

- We will identify and rationalise underutilised workspaces and seek co-location opportunities with partners wherever possible.

5

Maximising our potential investments

- Undertaking asset performance review and investing in (or disposing of)assets to support the council's financial sustainability.

- Working to address legacy backlog maintenance and refurbishment to maintain the quality and value of the estate and where appropriate to generate income.

6

Investing in our schools

- Working to meet the increasing demand for pupil places through delivering new schools and improving existing assets.

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Priorities: Operational portfolio

When considering future requirements for operational and service delivery properties the council favours a 'community hub model'. This essentially sets out the requirement for a 'core central office' and democratic facilities with community hubs and local access points that bring together children, families and adults services on single sites, moving away from existing underutilised and leased corporate offices and disparate front-line sites in the main towns.

This approach recognises the different geographies of the county, and the aim is always ensuring services are delivered effectively to the populations that need them, balancing office locations, community hubs and a spread of access points or community plus locations.

The approach reflects some national policy initiatives, for example the Department for Education funded hubs programme

Implementation of this approach will require long-term investment and an understanding of population patterns, travel distance and other factors such as repurposing existing assets will be considered as business cases are developed.

Democratic centre 'HQ / Corporate Services'

- Oxford's central location, historical significance, strong public transport links, access to a larger workforce and a range of facilities in the city mean it will continue to be the prime location for the council's main corporate office provision. A single corporate office is considered appropriate assuming the right location and size can be achieved.

- Agile ways of working and fewer days in the office per week on average mean commuting into Oxford is likely to become more viable for more people. Use of public transport to access the city will support the net zero agenda.

- The nature of the office workplace will need to change to support more collaborative, face to face working in line with the workplace design principles.

- There will continue to be a need for the democratic centre of the council to be in a central location and co-located with or close to the main corporate office HQ.

- Our democratic facilities could become a multi-purpose space for council and committee meetings with wider opportunities for events such as citizenship ceremonies.

Community hubs

- A move away from traditional offices towards community hubs in the main population centres would bring together children and families, adult and potentially other services in easy to access single locations in the main towns potentially aligned to key areas of deprivation.

- Community hubs could replace existing offices in the main towns, with a streamlined office provision alongside front-line services.

- As well as improving service access these community hubs could help to reduce travel, support regeneration and provide opportunities to co-locate services with partners.

Access locations – community plus

- Smaller customer access points – for example in the smaller towns. There is potential to repurpose existing libraries to provide additional local services.

- Additional mobile and digital services could support rural / emerging communities.

To deliver the long-term ambition for the community hubs model a business case for the current operational estate will be prepared. The objectives set out below will be used to inform the development of future options for the council's corporate and operational estate.

- Enable and support the council's **agile ways of working** across the county

- **Deliver workplaces that are a real destination for our customers and people**, supporting greater collaboration and staff well-being, in line with the workplace vision

- **Enhance physical customer access** to our buildings to drive improved customer experience

- **Maximise opportunities to co-locate our services and with our partners** where there are service synergies and revenue efficiencies

- Ensure our **building systems and standards are applied consistently** across our workplaces

- **Optimise the use of existing assets** where they meet or can be made to meet future requirements before considering any new provision

- **Reduce the council's exposure to leasehold accommodation** by consolidating within freehold sites where possible

- **Self-fund new investment** in the estate through sale proceeds and income generation as far as possible, whilst reducing overall premises costs

- **Significantly contribute to the council's carbon reduction targets** by minimising travel to work distances and investing in and modernising our buildings

- Where the market supports it, **release surplus space for income generation purposes** and to support the local economy

Educational assets

These sites include nursery, primary, secondary and special schools and supporting facilities such as leisure centres and field study centres that support the curriculum delivery. Investment and development will be prioritised through the Pupil Place Plan, the Special Educational Needs and Disability Sufficiency of Places Strategy and the conditions survey. These assets sit outside the community hubs approach.

Priorities: Community portfolio

Community assets are those used for non-operational purposes. They include buildings and land, most of which are leased out for community purposes, such as playgroups, recreation land, community-run youth facilities, community-led children's support services, youth and voluntary community sector groups.

The priorities within the management of this portfolio are to support policy objectives such as community use and social value whilst generating the best possible returns. A community asset transfer policy provides the opportunity for transfer of these assets to the community where they are no longer required for operational purposes.

Where opportunities are identified to generate income or enable re-investment in assets without the demand for the use of corporate capital funding the council may consider early termination of agreements where options to break exist.

With regards to residential and care assets, including buildings that provide accommodation for the elderly, provide housing for fire service personnel or provide land and facilities for the traveller community.

Priorities are:

1. To enable care facilities to be made fit for purpose through third-party funding.

2. To work with service commissioners to understand the timescales for the property being released by a provider and ensure strategies are in place to generate income or capital.

3. To consider the release of travellers' sites to third-party organisations should opportunities arise, particularly to district councils as part of their affordable housing mandate.

4. To enable the transfer of assets to support communities through the use of a community asset transfer policy.

5. To provide options for affordable community rents where appropriate.

Priorities: Investment portfolio

The county's investment portfolio includes land and buildings which are retained for investment and growth purposes (e.g. farms, land for development). These assets are managed to protect the long-term interests of Oxfordshire and maximise value while some bring opportunity for economic or social gain as they are surplus to operational requirements.

The priorities within the management of this portfolio are, wherever possible, practical and viable to:

1. Seek change of use through planning permission to enhance property or land value to maximise income generation opportunities.

2. Develop and invest in assets to maximise ongoing income generation, for example through leasing out.

3. Dispose of assets where development and subsequent lease isn't supported or commercially viable or where the capital receipt enables an alternative priority or opportunity.

4. Take a proactive approach to empty properties and underused assets to secure social or economic value through disposal, investment or transfer.

Investment activities may also be undertaken to support regeneration, town centre development or activities for social value such as keyworker or affordable housing. All projects to develop, acquire or dispose of investment assets are subject to the council's usual business case and capital governance arrangements.

Service delivery priorities

Delivery of the priorities and objectives across the estate requires an effective and customer focussed property and facilities management service. Service development priorities are:

Working with stakeholders to seek 'one public estate' including opportunities for co-location with partners.

Investment in technology.

Development and consolidation of the corporate landlord function.

Focus on customer service with an improved service desk function.

Investment in our property and facilities management workforce including 'growing our own' staff and the utilisation of apprenticeships.

Working with human resources to embed agile working principles in the development of our estate.

9 Implementation priorities

Implementation priorities for the next 12 months are:

1 Agree a road map for Oxford city centre accommodation and the rationalisation of office and operational accommodation across the county.

2 Develop costed business case to implement the agreed road map.

3 Plan to give up leased properties realising savings through rationalisation.

4 Plan to reutilise or dispose of key empty or underused properties across all the asset portfolios.

5 Develop options and feasibility for implementation of community hubs.

6 Ongoing delivery of decarbonisation programme.

Further action plans will be developed to reflect priorities across all portfolios set out in this strategy.

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Monitoring, review and engagement

This strategy sets out a ten-year vision and is thereby aligned to the council's capital planning process. But it should be recognised that as markets, trends and demographics change the requirements of the various portfolios will also be subject to change, review and development. Likewise, opportunities for investment, disposal or co-location may arise that do not form part of the short-term plan and as such a pragmatic approach will be taken to ensuring that opportunities are not missed.

Monitoring

An annual report setting out progress and delivery will be produced, and the service will set key performance indicators to track performance. The county council's relevant overview and scrutiny committee will also be invited to monitor and review performance, relevant internal audit will be undertaken as part of the council's annual audit plan and the outcomes will be reported to the Audit Committee.

Strategic review

The strategy will be refreshed periodically (not less than once every two years) and stakeholder engagement will be undertaken as part of this review. The service will prepare annual plans to deliver the strategy and work within the council capital governance arrangements to ensure an effective capital programme is established.

In relation to the operational assets portfolio, it is expected that key internal customers or users of the service will set out their long-term requirements; this relates to assets used or required to deliver frontline services, for example the Pupil Place Plan or the Special Educational Needs Sufficiency of Places Strategy. These plans will be subject to their own development timeframes and the results will directly feed into the property strategy and its action plans.

Arrangements for ongoing engagement

The strategy has been developed through a review of the current portfolios, social, economic, demographic and workforce change and stakeholder engagement. However, it is recognised that long-term strategies are by their nature high level and that individual projects will also require specific consultation as they are developed. This may include various stakeholders such as elected members, service users, commercial partners, public or voluntary sector partners and on occasion may require formal consultation with the workforce and trade unions.

Consultation and stakeholder engagement will therefore be assessed and undertaken on a project-by-project basis as well as in terms of the wider strategy, considering the specific nature of each project and its location.

Each of the portfolios (operational, community and investment) will also have specific engagement requirements, for example community groups or schools, and these key stakeholders will be identified and engaged as appropriate.

Oxfordshire County Council Property and Assets Strategy

A paper for Performance and Corporate Services

Overview and Scrutiny Committee

September 2022

OXFORDSHIRE COUNTY COUNCIL

Vision

A long term vision for Oxfordshire County Council's property and assets

A vision for OCCs property and assets

The Property and Assets Strategy will set out the Council's 10-year ambition for its property portfolios, driven by the need to repurpose our estate to enable new ways of delivering services, agile working and the decarbonisation of our buildings. The strategy will support the delivery of council priorities, services and its financial sustainability and where possible add social and economic value to Oxfordshire.

It will set out a case for change and direction of travel from which to further develop the strategy and implementation plans and by which to base future investment and development decisions.

Our vision

To create an efficient, innovative and accessible property estate, which delivers our climate action objectives and generates social value for our residents, workforce and customers of the property service.

Where possible and appropriate we will use our estate to support regeneration and economic value.

The current challenge

Our current portfolio, challenges and opportunities

Summary of current assets

Oxfordshire County Council owns around 900,000m2 of property assets across 905 sites.

A significant part of this estate is controlled by third parties under long-term leasing arrangements, and therefore, whilst not within the direct control of the council, these assets produce around £2.9m per annum of income through 353 lease arrangements.

There are three main asset portfolios - Community, Investment and Operational assets. The latter of which is divided into educational, non-educational and corporate assets.

These must be managed and maintained with appropriate priorities for each portfolio, but within the wider vision and objectives of the strategy. Many of our assets require sizeable investment to meet modern office and service delivery standards as well as our environmental obligations and ambitions.

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Operational Assets

These fall into a number of categories Corporate, Educational and Non-Educational

EDUCATION (M2)

OPERATIONAL (M2)

CORPORATE OFFICES (M2)
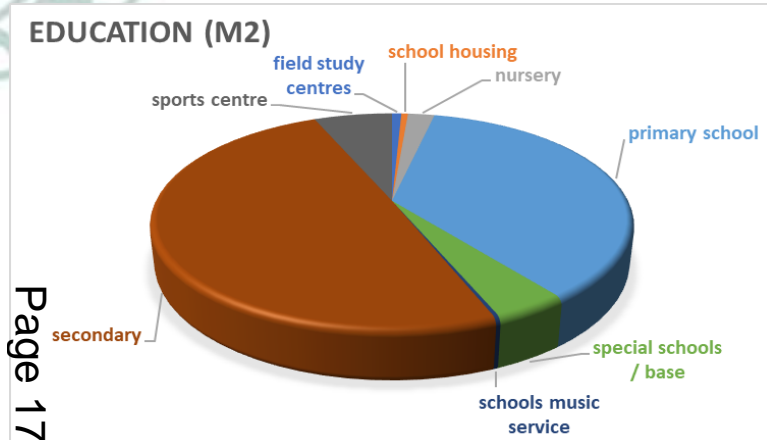
Educational

These sites include Nursery, Primary, Secondary and Special Schools and supporting facilities such as leisure centres (under joint user agreements) and field study centres that support the curriculum delivery.
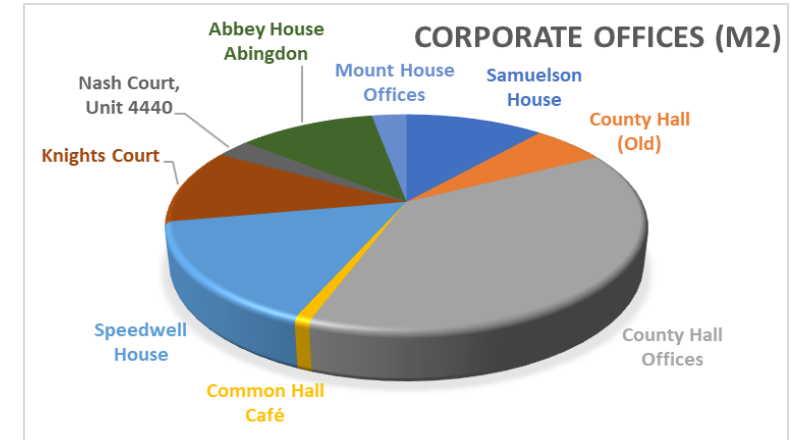
➔ 418 sites
➔ 607,000m2 of buildings
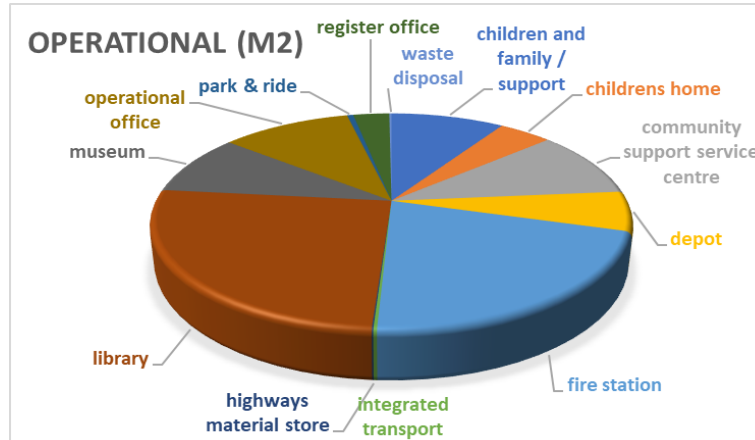
Non-Educational

These include buildings necessary to deliver services to the community of Oxfordshire, such as libraries, fire stations, children and family centres, household waste recycling centres, community support service centres etc.

➔ 156 sites
➔ 69,000m2 of buildings

Corporate

These include buildings that provide our support service and office-based facilities.

➔ 13 sites
➔ 11,000 m2 of buildings

Community Assets

These include buildings and land, most of which are leased out for community purposes, such as playgroups, recreation land, community-run youth facilities, community-led children's support services, scouts, voluntary community sector groups and other similar community-run facilities.

A Community Asset Transfer policy provides the opportunity for transfer of these assets to the community where they are no longer required for operational purposes.

➜141 sites

➜23,000 m2 of buildings

NO OF ASSETS

playgroup / pre school

community facility

recreation

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7
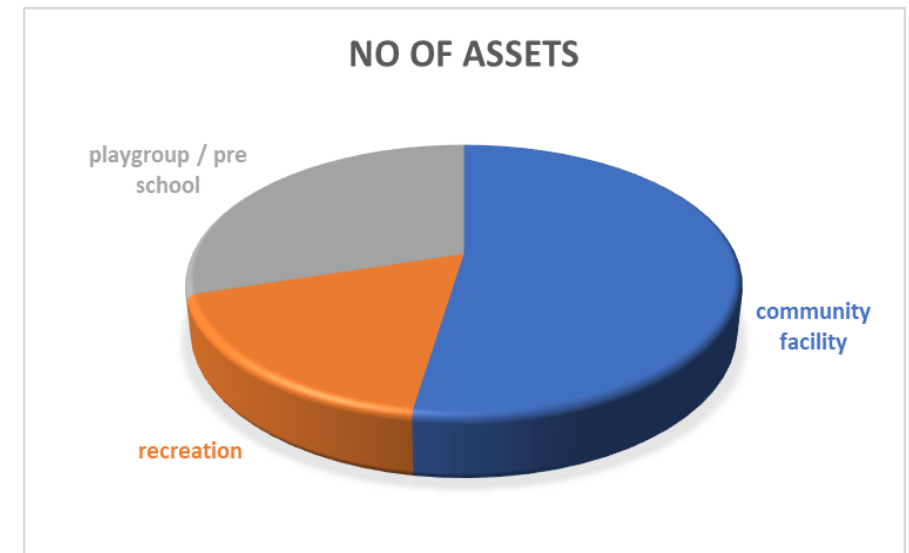
Investment Assets

These include land and buildings, some of which bring opportunity for commercial gain as they are surplus to operational requirements.

These retained sites have been and continue to be promoted within local plans and form a large part of the disposals programme.

Capital receipts are used to support the broader capital programme.

➔107 sites

➔5,700m2 of buildings

RESIDUAL (NO.)

workshop, 1
telecoms, 3
non operational, 24
agricultural, 34
miscellaneous, 12
garage / store, 8
land only, 15
garden / amenity, 6

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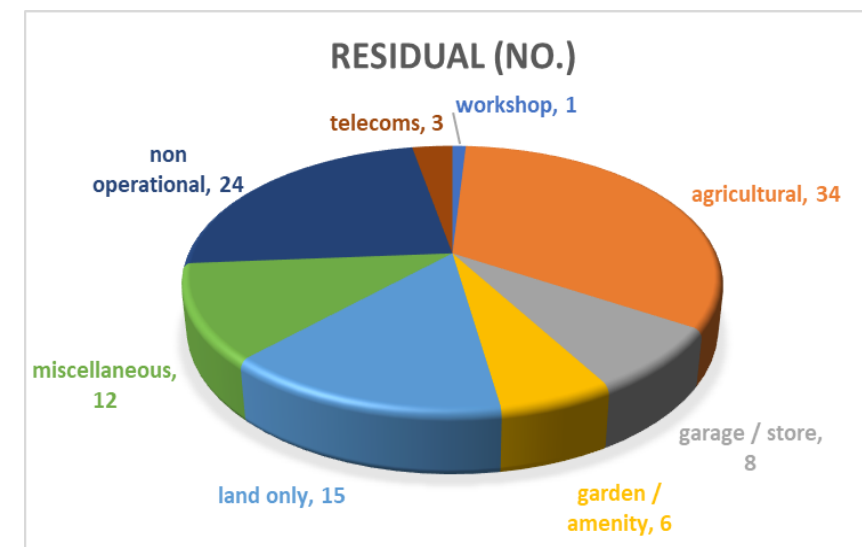
Content of the strategy

The high level strategy will include the long term vision, strategic objectives, summary of the wider context, drivers for change and set out the current asset portfolios.

When adopted the high level strategy will be supported by a series of key documents or frameworks. These are the more detailed frameworks or components of the strategy that underpin planning and delivery. They focus on the various portfolios of assets, service development plans, policies such as the community asset transfer, documents such as registers for disposal and 'business as usual' activities such as maintenance plans.

The high level strategy will be published and reviewed not less that every two years. The various frameworks will be developed, maintained and reviewed as operationally required.

Strategic Objectives

The ten-year property and assets strategy will be built on the following draft objectives:

1. **Facilitating service delivery –** maintaining fit for purpose operational accommodation in suitable locations and creating places and spaces that support the effective delivery of public services. Investing in solutions to support outcomes for Oxfordshire residents using our adults and children's services and ensuring our operational estate is welcoming and accessible for service users.

2. **Supporting Oxfordshire communities –** working closely with our community and voluntary sector stakeholders to maintain facilities in key locations closer to our residents. Focussing on social impact and leveraging the role of our assets and activities in supporting community resilience.

3. **Decarbonising our corporate buildings –** developing and implementing a comprehensive approach to reducing the environmental impact of our estate, in line with our corporate commitments.

4. **Enabling agile working and rationalisation of the estate –** working to improve our existing operational portfolio by creating modern, flexible and functional workplaces. We will identify and rationalise underutilised workspaces and seek co-location opportunities with partners wherever possible.

5. **Maximising our potential investments –** undertaking asset performance review and investing in (or disposing of) assets to support the council's financial sustainability. Working to address legacy backlog maintenance and refurbishment to maintain the quality and value of the estate.

6. **Investing in our schools –** working to meet the increasing demand for pupil places through delivering new schools and improving existing assets.

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Oxfordshire County Council Property and Assets Strategy

A deeper look at the operational assets portfolio

Content set out on pages 12 – 33 focuses on issues and options related to the **operational assets portfolio.** It provides a deeper example of the strategic planning required for each asset portfolio.

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Developing a set of priorities and options

Priorities and options for the operational assets portfolio

Strategic context and drivers for change

Under-occupied corporate offices and agile working	Key lease dates approaching	A dilapidated estate	The Net Zero Carbon agenda
For many years OCC offices have been under utilised. Technology and pre-covid ways of working were already driving a trend of under occupancy. Under utilisation will continue as the council adopts increasingly flexible and modern ways of working – including the recently adopted agile working framework. There are also opportunities for co-location with partners that could further contribute to rationalisation.	The Council currently occupies three corporate offices on a leasehold basis (Knights Court, Abbey House and Nash Court) approximately 33% of the office portfolio by floor area. Each has lease expiry dates approaching over the next 2-3 years requiring a decision on whether to renew the lease and providing an opportunity to reduce the office footprint and make savings on rent and other running costs.	Investment in many of the Council's buildings has not kept pace with maintenance requirements resulting in a large backlog, with some mechanical and electrical systems (e.g. County Hall) now also nearing end of life and due for replacement. Some assets are old, inaccessible and unsuitable for service delivery, either in their current configuration or due to their inherent design.	'Climate Action for a Thriving Oxfordshire' sets out the Council's commitment to be a zero-carbon organisation by 2030. This will require the decarbonisation of the estate through a programme of rationalisation, release of buildings, improvements and cultural change requiring significant capital investment to deliver on the ambition to be a carbon neutral authority.

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Priorities – operational assets portfolio

Based on the vision, strategic context and drivers for change the following priorities for the operational assets portfolio have been drafted to inform the development of options:

1 → Enable and support the Council's **Agile ways of working** across the county

2 → Deliver workplaces that are a real destination for our customers and people, supporting greater collaboration and staff well-being, in line with the Workplace Vision

3 → Enhance physical customer access to our buildings to drive improved customer experience

4 → Maximise opportunities to co-locate our services and with our partners where there are service synergies and revenue efficiencies

5 → Ensure our **building systems and standards are applied consistently** across our workplaces

6 → Optimise the use of existing assets where they meet or can be made to meet future requirements before considering any new provision

7 → Reduce the Council's exposure to leasehold accommodation by consolidating within freehold sites where possible

8 → Self-fund new investment in the estate through sale proceeds and income generation *as far as possible*, whilst reducing overall premises costs

9 → Significantly contribute to the Council's carbon reduction targets by minimising travel to work distances and investing in and modernising our buildings

10 → Where the market supports it, release surplus space for income generation purposes and to support the local economy

Potential future location requirements

An exploration of the HQ and community hub model and potential location requirements

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Location options – HQ and community hubs

When considering future requirements OCC has long explored a 'community hub model'.

This essentially sets out a 'core HQ' and community hub approach that brings together children, families and adults services on single sites, moving away from existing underutilised and leased corporate offices and disparate front-line sites in the main towns.

This approach recognises the different geographies of the county and has been considered by the council for many years, for example using libraries to deliver a wider range of services. The aim is always ensuring services are delivered effectively to the populations that need them, balancing office locations, major hubs and a wide spread of access points or community+ locations.

It also reflects some national policy initiatives, for example the Department for Education funded hubs programme Family hubs transformation fund - GOV.UK (www.gov.uk)

If this type of approach was adopted for the corporate office and operational delivery portfolio population patterns, travel distance and other factors such as exiting assets should be considered.

The adjacent map gives an example, and overleaf provides a summary of the rationale.

Key:
- Corporate / Democratic HQ
- Hubs
- Community +
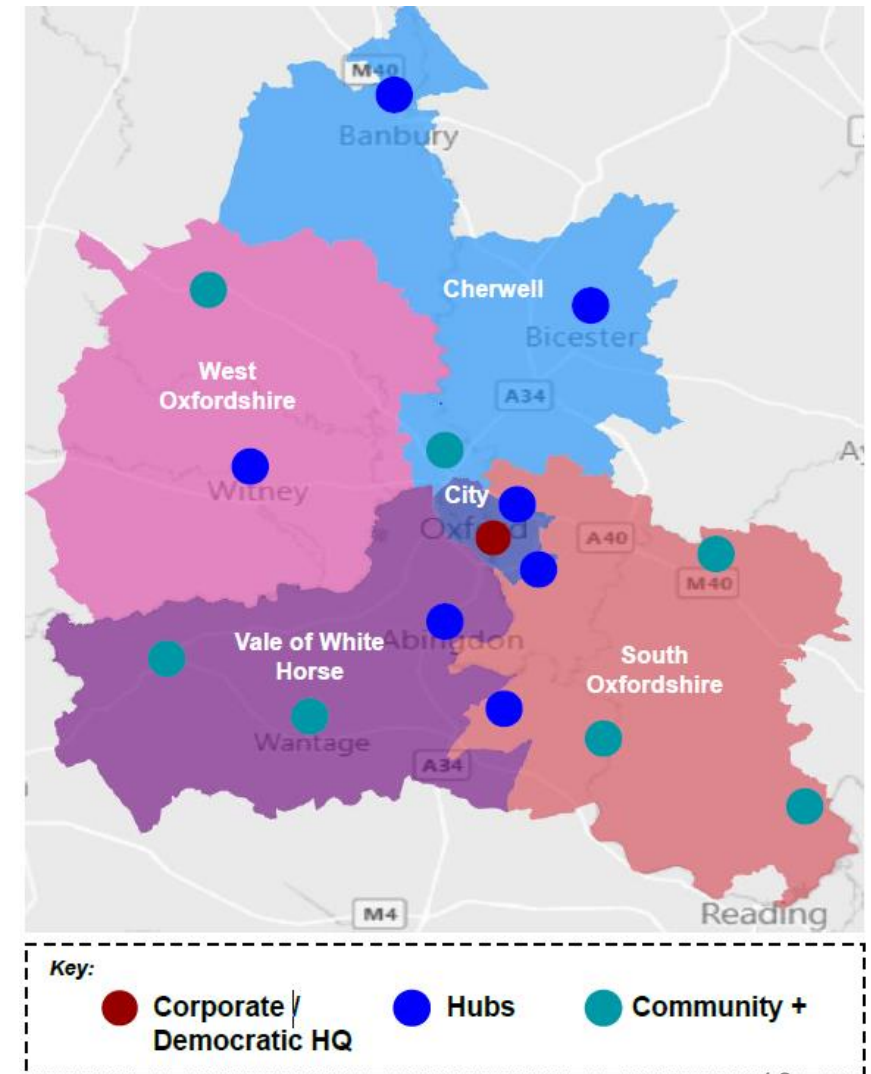
Location options – HQ and community hubs

Democratic Centre 'HQ / Corporate Services'

- Oxford's central location, historical significance, strong public transport links, access to talent and a range of facilities in the city mean it will continue to be the prime location for the Council's main corporate office provision. A single corporate office is considered appropriate assuming the right location and size can be achieved.
- Agile ways of working and fewer days in the office per week on average mean commuting into Oxford is likely to become more viable for more people. Use of public transport to access the city will support the Net Zero agenda.
- The nature of the office workplace will need to change to support more collaborative, face to face working in line with the Workplace Design Principles.
- There will continue to be a need for the Democratic centre of the Council to be in a central location and co-located with/close to the main corporate office HQ. The Democratic centre could be a multi-purpose space for Council and Committee meetings, with wider opportunities for citizenship ceremonies and a potential training facility.
- Depending on appetite there is the continued opportunity to move away from County Hall to a more modern HQ facility, perhaps retaining Old County Hall and utilising an alternative council asset for redevelopment.

Community Hubs

- A move away from traditional offices towards Community Hubs in the main population centres would bring together children and families, adult and potentially other services in easy to access single locations in the main towns aligned to key areas of deprivation.
- Potentially community hubs in Oxford city (north and south) bringing together adult, children, families and other services. These community hubs could potentially support regeneration.
- District community hubs bringing together adult, children, families and other services in the main towns of Banbury, Bicester, Witney, Abingdon and Didcot.
- Hubs could replace existing offices in the main towns, with a streamlined office provision alongside front-line services.

Access locations – community +

- Smaller customer access points – for examples in the smaller towns of Faringdon, Wantage, Wallingford, Chipping Norton, Thame, Kidlington and Henley where there is potential to repurpose existing libraries to provide additional local services.
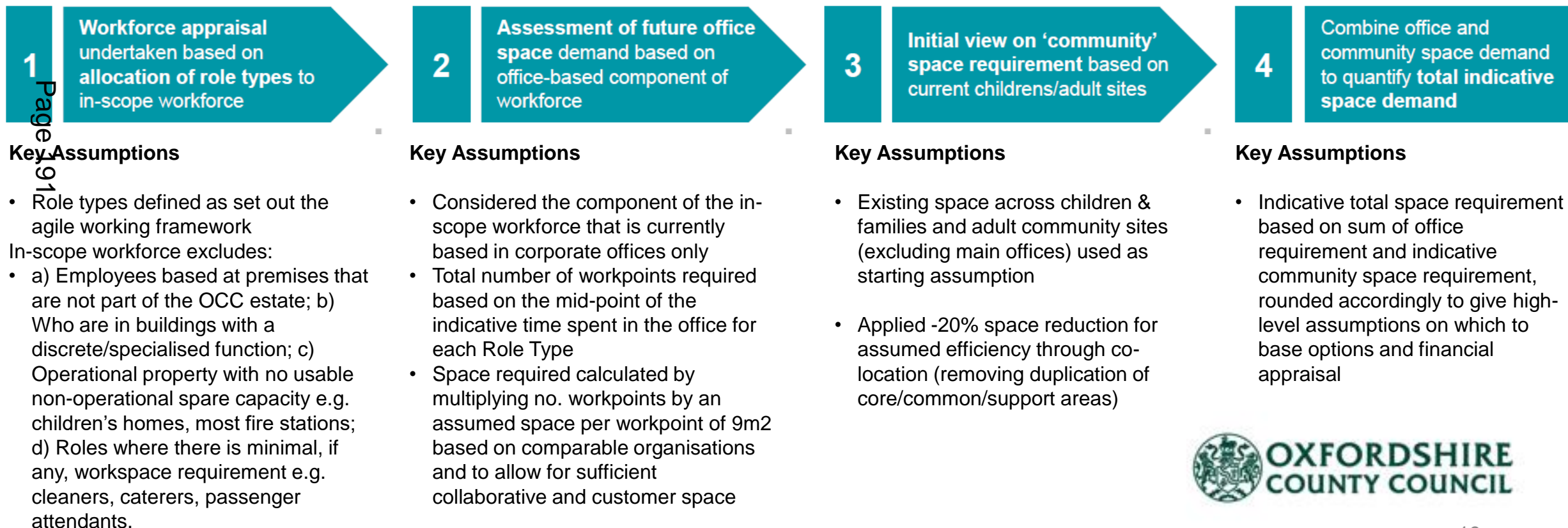- Additional mobile services could support rural / emerging communities.

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Future space requirements

An overview of space requirements, workplace design principles and the agile working framework

Space requirements – our approach

A high level appraisal of future space requirements is being undertaken driven by an early assessment of the Council's workforce and assumptions on children & families and adult service facilities that could potentially be co-located within Community Hubs.

An overview of the approach is set out below. Prior to detailed specification and requirements for the Community Hubs this should be viewed as an initial assessment from which to move forward, with more detailed appraisal needed.

| 1 | Workforce appraisal undertaken based on allocation of role types to in-scope workforce | 2 | Assessment of future office space demand based on office-based component of workforce | 3 | Initial view on 'community' space requirement based on current childrens/adult sites | 4 | Combine office and community space demand to quantify total indicative space demand |

Key Assumptions

- Role types defined as set out the agile working framework
In-scope workforce excludes:
- a) Employees based at premises that are not part of the OCC estate; b) Who are in buildings with a discrete/specialised function; c) Operational property with no usable non-operational spare capacity e.g. children's homes, most fire stations; d) Roles where there is minimal, if any, workspace requirement e.g. cleaners, caterers, passenger attendants.

Key Assumptions

- Considered the component of the in-scope workforce that is currently based in corporate offices only
- Total number of workpoints required based on the mid-point of the indicative time spent in the office for each Role Type
- Space required calculated by multiplying no. workpoints by an assumed space per workpoint of 9m2 based on comparable organisations and to allow for sufficient collaborative and customer space

Key Assumptions

- Existing space across children & families and adult community sites (excluding main offices) used as starting assumption

- Applied -20% space reduction for assumed efficiency through co-location (removing duplication of core/common/support areas)

Key Assumptions

- Indicative total space requirement based on sum of office requirement and indicative community space requirement, rounded accordingly to give high-level assumptions on which to base options and financial appraisal

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Workplace design principles

Two principles have been defined to guide the future of the Council's approach to the corporate office portfolio property reflecting the need for OCC property to meet the needs of customers, the community, and the workforce, whether through new build, re-development or refresh.

The key principles are set out below, further developed into the themes of function, feeling and form:

1	We will provide **inspirational, diverse community spaces in the right places**
2	We will create **spaces where we want to come together and connect**

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Co-production of design principles

the function of workspaces   **the feeling of workspaces**   **the form of workspaces**

Example of co-produced design principles – generated in a service workshop.

Design principle – function

The following Design Principles have been developed to guide the future purpose and function of our workplaces:

FUNCTION	Purpose	The core purpose of our workplaces will be **to come together and connect** - with our customers, our partners and each other
		We will provide workplaces in locations that **bring us closer to our communities** and the residents of Oxfordshire, for those who choose or need physical access to our services
	Activities	We will need **to collaborate effectively** to deliver our services to customers and carry out our corporate and democratic responsibilities, recognising that sharing ideas, solving problems and developing our services and people is **often best done face-to-face**
		The design of our workplaces will **maximise the value of incidental interactions** for sharing knowledge, learning, building relationships and instilling a sense of belonging **in support of our culture and values**
	Destination	Our workplaces will be **welcoming, inspiring and easy to access** so they become **a real destination** for our customers and people
		We will put a **greater focus on people's well-being** through provision of appropriate facilities that encourage daily exercise, social interaction and a positive work-life balance

Design principle – feeling

The following Design Principles have been developed to guide how we want our people and customers to feel in our workplaces:

FEELING	People & Customers	Our workplaces will help us to feel **a sense of belonging to the county of Oxfordshire** and its residents, with our core purpose reflected throughout our buildings
		Our buildings will **make our people feel valued** and **instill a sense of pride** in the Council so they are a great and inspiring place to come and access our services and to work
		The way we use space will **encourage us to feel part of one organisation** and break down silos so knowledge and ideas can be shared more dynamically to enhance our productivity and services
		In a practical sense our workplaces will **ensure the safety, easy access and inclusivity** of our people and customers through careful and deliberate design
	Image	We will use our buildings to convey **a professional and progressive image of the Council,** as well as reassurance that we are **working in the best interests of our residents,** balancing efficiency with excellent service
		Our workplaces will support **Corporate Social Responsibility and Net Zero** through sustainable building principles, an effective recycling regime and a paperless office, with the use of local suppliers

Design principle – form

The following Design Principles have been developed to guide the types of work-settings and infrastructure we will need to support our agile approach:

FORM	Spaces & Settings	We will **provide multi-use spaces** that bring together compatible services and functions for the benefit of our customers wherever possible
		Our workplaces will provide **a balance between collaborative and focused work settings,** optimised for local requirements, to provide choice depending on any given day's priorities and activities
		Our work settings will be **responsive to our requirements**, being able to flex to accommodate different group sizes and activities, but also over time by reviewing the use of space and optimising it
		A consistent **look and feel** is really important and will help to make our spaces inviting and comfortable to be in - natural light, colour, plants and the use of wall space to connect us to Oxfordshire and celebrate our successes
	Infrastructure	We will give **particular consideration to the acoustic design** of our buildings so that our noisier collaborative and operational spaces do not intrude on other group sessions and more focused work
		Enhanced **well-being facilities will be incorporated in the design**, in particular to support the social side of work through inviting communal spaces, decompressing after difficult conversations and day to day exercise
		Our work-settings will be **MS Teams enabled** and equipped with the right data, audio, visual and power infrastructure to support our agile way of working and **ensure parity** between those choosing to attend meetings face-to-face and those joining virtually

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Agile working framework
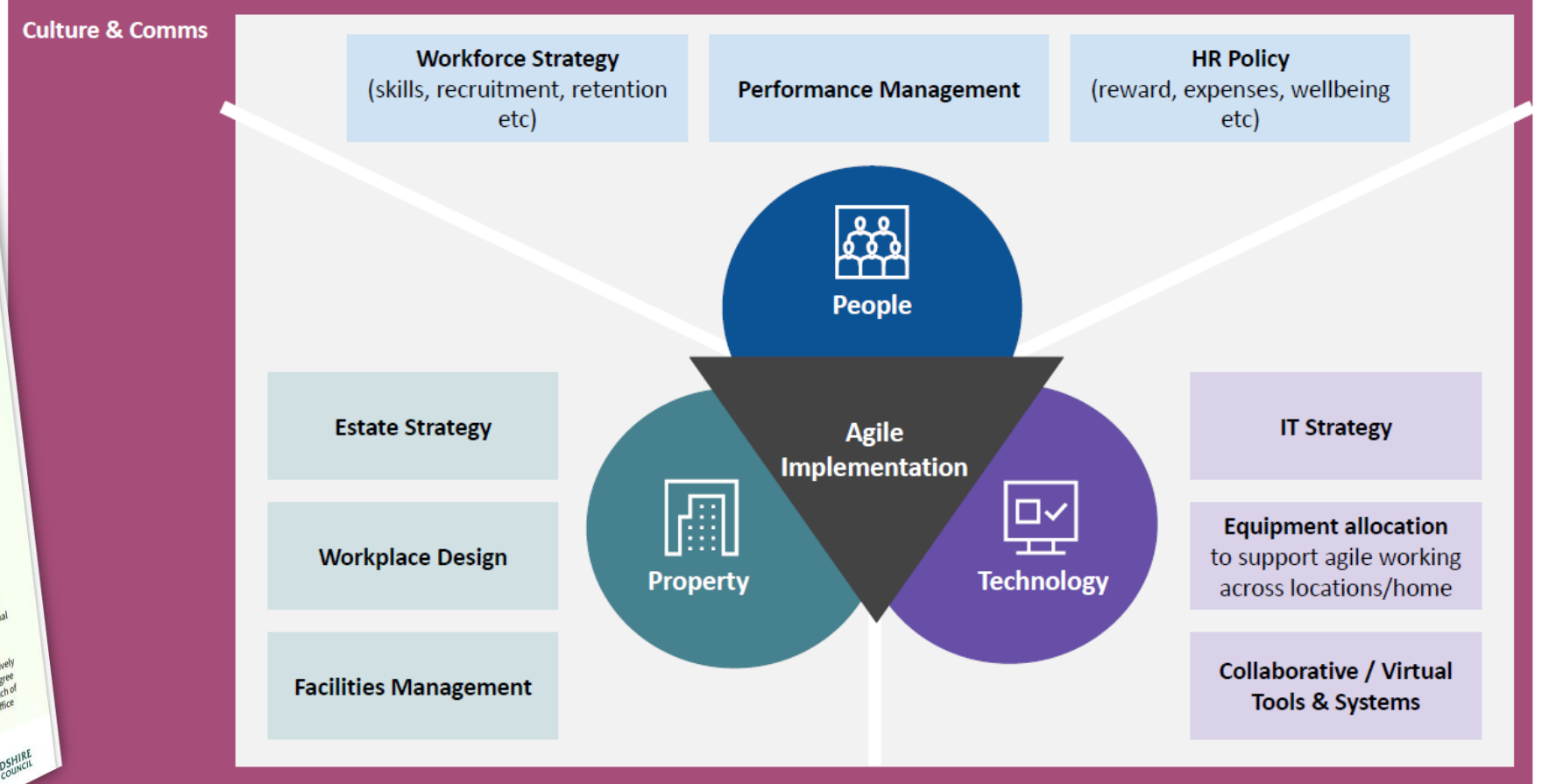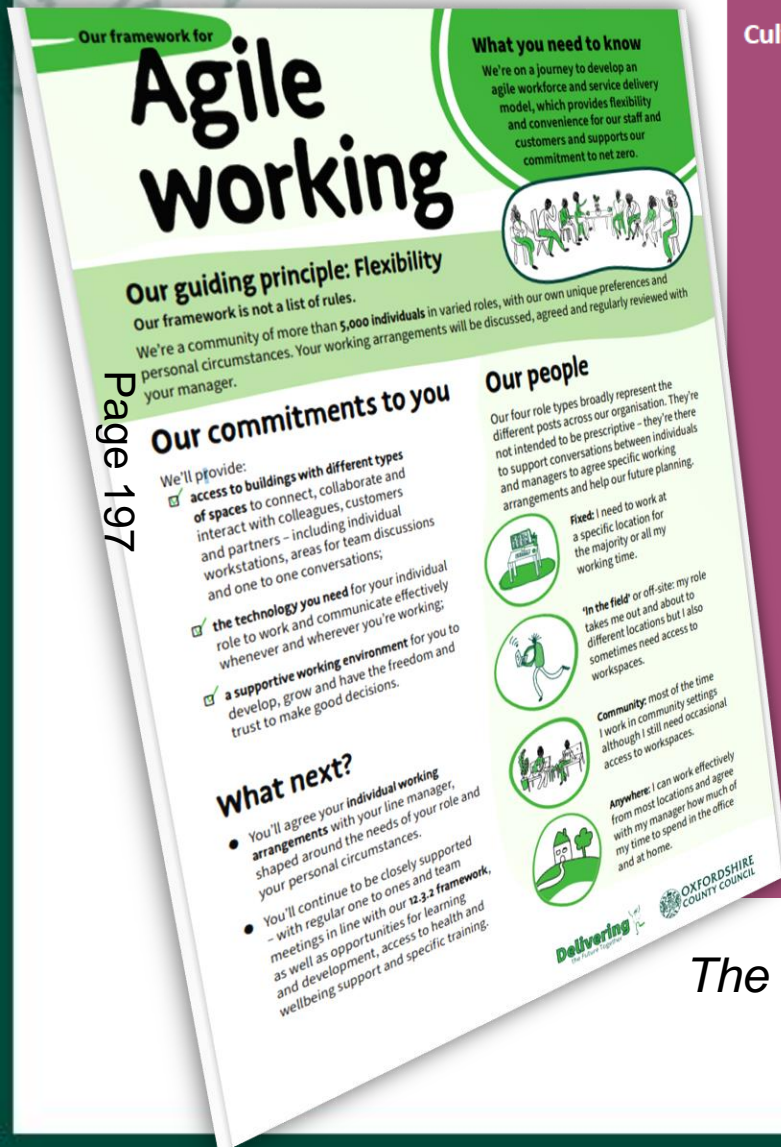
The underpinning principle of agile working is flexibility.

Options for change

The corporate office portfolio – a worked example

Options appraisal – corporate office portfolio

- This section sets out a high level strategic options appraisal for the corporate office portfolio

- The intention here is to present the approach and type of analysis that is required for each of the various property and asset portfolios as a worked example.

- Options analysis has commenced on the first portfolio (corporate offices & operational service delivery sites).

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In-scope portfolio for options appraisal

The first phase of work and framework to be developed as part of the Property and Asset Strategy has predominantly focused on the corporate office portfolio (including Rewley Road Fire Station), with some wider consideration of children & families centres and adult community support service sites driven by the Council's workplace vision and aspirations for the future geographical footprint across the county.

It should be noted that separate strategic work is progressing in relation to other parts of the operational portfolio (e.g. fire stations).

Corporate Offices		
1	New County Hall	Oxford
2	Old County Hall	Oxford
3	*Rewley Road Fire Station*	*Oxford*
4	Westgate Offices	Oxford
5	Knights Court	Oxford
6	Nash Court	Oxford
7	Oxford Register Office	Oxford
8	Samuelson House	Banbury
9	Ron Groves House	Kidlington
10	Mount House	Witney
11	Abbey House	Abingdon

Other operational sites		
12	Abingdon C&F Centre	Abingdon
13	Abingdon Community Support Service	Abingdon
14	Didcot C&F Centre	Didcot
15	Didcot Community Support Service	Didcot
16	Barton C&F Centre	Oxford
17	Cuddesdon Corner Family Centre	Oxford
18	East Oxford Children's Centre	Oxford
19	Rosehill C&F Centre	Oxford
20	Oxford Community Support Service	Oxford
21	Banbury C&F Centre	Banbury
22	East Street Centre	Banbury
23	Redlands Centre LDT	Banbury
24	Courtyard Youth Arts Centre (inc. Bicester C&F Centre & Community Support Centre)	Bicester
25	Witney C&F Centre	Witney
26	Witney Community Support Service	Witney

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The corporate office portfolio - options

The following options have been developed based on their potential to meet the Council's workplace vision, future requirements and strategic objectives. A **baseline option (option 0)** has been included against which the other options can be compared.

Option		Summary of option
0	Baseline; essential maintenance and Net Zero Carbon investment only *(Baseline option against which to assess other options)*	• Assumes continued occupation of all existing in-scope assets with on-going running cost and lease obligations • Recognises that there is still a significant capital investment requirement to continue to occupy existing in-scope assets so includes essential maintenance and Net Zero Carbon investment
1	Do minimum; surrender leaseholds with investment to optimise retained estate	• Do minimum option that takes advantage of lease expiry dates over the next 2-3 years to release Nash Court, Abbey House and Knights Court to reduce footprint and running costs • Consolidation of workforce in retained assets, including County Hall, with investment for long term occupation • Seeks to potentialy sub-let surplus office space at Samuelson House as income stream

The corporate office portfolio - options

The following options have been developed based on their potential to meet the Council's workplace vision, future requirements and strategic objectives. A **baseline option (option 0)** has been included against which the other options can be compared.

Option		Summary of option
2	Consolidate in County Hall with Community Hubs	• County Hall as the main central office for the long-term and consolidates corporate and democratic services within. Releases other offices, including leaseholds. • Incorporates Oxford Register Office into County Hall; releases current building • Establishes Community Hubs in the main towns and Community Hubs in North and South Oxford by remodelling existing assets (to be identified at next stage of strategy development) • Releases existing C&F Centres and Adult Community Support Services which could relocate to new Community Hubs
3	New City Centre Office with Community Hubs	• Develops a new main central office for corporate services in the city centre, releases other offices • Releases New County Hall for income generation or capital receipt. Retains Old County Hall for democratic functions and incorporation of Oxford Register Office; • Establishes new Community Hubs in the main towns and new Community Hubs in North and South Oxford by remodelling existing assets (to be identified at next stage of strategy development) • Releases existing C&F Centres and Adult Community Support Services which could relocate to new Community Hubs

Corporate office portfolio - options SWOT

SWOT analysis of the options:

Option		Strengths / Opportunities	Weaknesses / Threats
	Baseline; essential maintenance and Net Zero Carbon investment only *(Baseline option against which to assess other options)*	• Addresses baseline requirement to support a carbon neutral estate and essential maintenance, although this baseline investment will not achieve full carbon neutral given the age and condition of existing assets and reliance on significant carbon off-setting is still expected • Retains significant surplus capacity for future growth	• Does not reduce the overall footprint, release surplus space for alternative uses or address current under-utilisation of the office estate • Does not take opportunity to release leasehold sites at lease expiry • Does not deliver on the ambition to move to a Community Hub model • There is a significant capital requirement just to address Net Zero Carbon and maintain the current estate even under this do nothing option • Does not release revenue savings
1	Do minimum; surrender leaseholds with investment to optimise retained estate	• Enables the release of leasehold offices in line with lease expiry dates over next 2-3 years • Delivers an overall office space reduction by releasing leaseholds and consolidating in retained sites • Invests in the retained estate for the long-term and partly addresses Net Zero Carbon (as significant carbon off-setting will still be required) • Relatively easy to deliver compared to Option 2 and Option 3	• Does not deliver on the ambition to move to a Community Hub model • Relatively modest release of surplus space for alternative uses (e.g. income generation most likely limited to part of Samuelson House) • Still a considerable capital requirement to invest in a large number of retained assets • Existing Children & Families and Adult Community Support Service accommodation is not addressed in terms of future service suitability • Limited opportunity to co-locate with partners

Corporate office portfolio - options SWOT

SWOT analysis of the options:

Option	Strengths / Opportunities	Weaknesses / Threats
2 Consolidate in County Hall with Community Hubs	• Optimises and significantly improves County Hall for the long-term and confirms commitment to the current HQ site in a central city location with access to good facilities • Delivers on the Community Hub ambition and releases many sub-standard Children & Families and Adult Community Support Service sites for disposal/alternative uses • Potential to convert existing properties to income streams through refurbishment and sub-letting	• High capital outlay for major redevelopment and new Community Hubs (especially if new builds are required) • Existing site suitability for new Community Hubs needs full appraisal at the next stage of strategy development in parallel with agreeing a vision/requirements for Community Hubs with services so is a key unknown at this stage • Risk in terms of deliverability and capital investment (although potential to mitigate risk through alternative delivery structures e.g. JVs)
3 New City Centre Office with Community Hubs	• Delivers a new build, BREEAM 'excellent', central HQ office for the future, • Delivers on the Community Hub ambition and releases many sub-standard Children & Families and Adult Community Support Service sites for disposal/alternative uses • Potential to convert New County Hall to income streams through refurbishment and sub-letting • Retains Old County Hall for democratic functions as well as incorporation of Oxford Register Office	• High capital outlay for major redevelopment and new Community Hubs (especially if new builds are required) • Existing site suitability for new Community Hubs needs full appraisal at the next stage of strategy development in parallel with agreeing a vision/requirements for Community Hubs with services so is a key unknown at this stage • Risk in terms of deliverability and capital investment (although potential to mitigate risk through alternative delivery structures e.g. JVs)

Example evaluation scorecard

	Do minimum; surrender leaseholds	Consolidate in County Hall with Community Hubs	New City Centre Office with Community Hubs
	Option 1	Option 2	Option 3
Performance against property strategy objectives	*Assessment by which the option meets the 10 strategic priorities for the portfolio set out in the property and assets strategy*	*Assessment by which the option meets the 10 strategic priorities for the portfolio set out in the property and assets strategy*	*Assessment by which the option meets the 10 strategic priorities for the portfolio set out in the property and assets strategy*
Indicative net revenue impact *versus baseline* (after borrowing and income)	£	£	£
Indicative net capital investment required *in addition to baseline capital*	£	£	£
Indicative payback period	Years	Years	Years
Indicative payback period excluding finance costs	Years	Years	Years

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Research and engagement

How the strategy was developed and future stakeholder engagement

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How has the development of the strategy been informed?

The development of the strategy has been informed by:

- analysis of current assets, their condition and location
- review of national workforce trends
- review of national policy trends
- initial stakeholder engagement
- review of the operating model for the property service
- costs and impacts of moving to net zero

Future stakeholder engagement

Whilst the strategy will set out a ten-year vision (thereby aligned to the councils capital planning process) it should be recognised that as markets, trends and demographics change the requirements of the portfolio will also be subject to change.

- Therefore the strategy will be refreshed periodically (not less than once every two years) and stakeholder engagement will be undertaken as part of this.

- Individual property projects will also require specific consultation, with members, service users, commercial partners, public or voluntary sector partners and on occasion may require formal consultation with the workforce and trade unions. Consultation and stakeholder engagement will therefore be assessed on a project by project basis as well as in terms of the wider strategy.

- The various components of the strategy (referred to as frameworks) will be developed over the first 12 months, following the development of the first framework – the corporate office portfolio.

OXFORDSHIRE COUNTY COUNCIL

Next steps

Further development, analysis and implementation

Development and implementation of the next suite of frameworks to underpin the long term strategy

- Plans for each of the portfolios: operational (including corporate, educational and non-educational) community and investment.

- Further development of the community hub and HQ model set out in this paper

- Refreshed community asset transfer policy (CAT) and policy for community rents.

- Service development and technology improvement plan

- Maintenance plans and schedules

- Asset disposal register and approach to dealing with vacant properties

Divisions: N/A

CABINET – 15 November 2022

APPOINTMENTS 2022/23

Report by Director of Law & Governance

RECOMMENDATION

1. **Cabinet is RECOMMENDED to**

    a) **designate Oxford Health NHS Foundation Trust as a Strategic Outside Body;**

    b) **appoint Councillor Tim Bearder, Cabinet Member for Adult Social Care, as a partner Governor with Oxford Health NHS Foundation Trust.**

Introduction

1. Cabinet is responsible for member appointments to a variety of bodies which in different ways support the discharge of the Council's executive functions.

2. Oxfordshire County Council has been asked to appoint a partner Governor to Oxford Health NHS Foundation Trust.

Strategic Partnerships

3. This category of Outside Bodies comprises Partnerships which the Cabinet has designated as 'strategic' and whose membership Cabinet has agreed should be linked to the role of Cabinet Member/s and not to individually named members.

4. Oxford Health NHS Foundation Trust, which is represented on Oxfordshire Health & Wellbeing Board, is a key partner for the Council, especially in relation to the Community Services Strategy, and should be designated as a Strategic Outside Body.

ANITA BRADLEY
Director of Law & Governance

Annex: None

Background papers: Nil

Contact Officer: Colm Ó Caomhánaigh, Committee Officer, Tel 07393 001096

November 2022

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Overview & Scrutiny Recommendation Response

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested[1] and, if the report or recommendations in questions were published, the response also must be so.

This template provides a structure which respondents are encouraged to use. However, respondents are welcome to depart from the suggested structure provided the same information is included in a response. The usual way to publish a response is to include it in the agenda of a meeting of the body to which the report or recommendations were addressed.

Issue: Citizens' Jury

Lead Cabinet Member(s): Cllr Glynis Phillips, Cabinet Member for Corporate Services

Date response requested:[2] 18 October 2022

Response to report:
Agreed, but it is noted that there are at present no further Citizens' Juries planned.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
That the Council develops a clear plan as to how any future Citizens' Juries would best be incorporated within the wider policy-development and decision-making processes of Council.	Accepted	

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[1] Date of the meeting at which report/recommendations were received
[2] Date of the meeting at which report/recommendations were received

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Division(s):   N/A

CABINET – 15 November 2022

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

CABINET MEETINGS

29 NOVEMBER 2022

KEY DECISIONS

Cabinet, 29 November 2022

Topic/Decision	Portfolio/Ref
▪ **Central Oxfordshire Travel Plan** To seek approval of the content of the Central Oxfordshire Travel Plan.	Cabinet, 2022/158 - Cabinet Member for Travel & Development Strategy
▪ **Core Schemes - Traffic Filters ETRO Approach** Seek Approval for the implementation Traffic Filters ETRO.	Cabinet, 2022/139 - Cabinet Member for Climate Change Delivery & Environment, Cabinet Member for Highway Management, Cabinet Member for Travel & Development Strategy
▪ **HIF2 Update** To review the programme phasing.	Cabinet, 2022/216 - Cabinet Member for Travel & Development Strategy

20 DECEMBER 2022

KEY DECISIONS

▪ **A40 Access to Witney - Compulsory Purchase Order and Side Road Orders** To seek approval of the Statement of Reasons and Orders Plans and approval to make the Compulsory Purchase and Side Road Orders.	Cabinet, 2022/012 - Cabinet Member for Travel & Development Strategy
▪ **Capital Programme Monitoring Report - October 2022** Financial Report on capital spending against budget allocations, including any necessary capital programme approvals.	Cabinet, 2022/094 - Cabinet Member for Finance
▪ **Oxfordshire Minerals and Waste Local Plan Process** A report to Cabinet seeking authority to pursue a new Minerals and Waste Local plan and to withdraw the current Minerals and Waste Local Plan Part 2 and the update of the Minerals and Waste Local Plan Part 1.	Cabinet, 2022/111 - Cabinet Member for Climate Change Delivery & Environment

NON-KEY DECISIONS

▪ **Climate Action Programme - Biannual Update** This report updates Cabinet on the delivery of the 22/23 Climate Action Programme delivery plan and the annual greenhouse gas report.	Cabinet, 2022/162 - Cabinet Member for Climate Change Delivery & Environment
▪ **Financial Monitoring Update October 2022** Note the report and agree any specific recommendations.	Cabinet, 2022/217 - Cabinet Member for Finance
▪ **Infrastructure Funding Statement** Approve Statement.	Cabinet, 2022/106 - Cabinet Member for Travel & Development Strategy
▪ **Local Government Association Communications Peer Review: feedback report** Cabinet members to approve the report from the July 2022 LGA communications peer review.	Cabinet, 2022/186 - Cabinet Member for Corporate Services
▪ **Voluntary and Community Sector Infrastructure Contract** To approve the new voluntary and community sector (VCS) infrastructure provision.	Cabinet, 2022/099 - Cabinet Member for Public Health & Equality
▪ **Workforce Report and Staffing Data - Quarter 2 - July to September 2022**	Cabinet, 2022/095 - Cabinet Member

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

CABINET MEMBER MEETINGS

CABINET MEMBER: HIGHWAY MANAGEMENT - CLLR ANDREW GANT

8 DECEMBER 2022

KEY DECISIONS - NIL

NON-KEY DECISIONS

▪ **Banbury - Town Centre - West - proposed residents parking scheme** To seek approval of proposed parking measures.	Cabinet Member for Highway Management, 2022/164 - Cabinet Member for Highway Management
▪ **Brightwell cum Sotwell - High Road - proposed puffin crossing** To seek approval of a proposed puffin crossing.	Cabinet Member for Highway Management, 2022/169 - Cabinet Member for Highway Management
▪ **Britwell Salome - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/170 - Cabinet Member for Highway Management
▪ **Checkendon - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/171 - Cabinet Member for Highway Management
▪ **Chadlington - A361 and Chipping Norton Road** To seek approval of proposed waiting restrictions.	Cabinet Member for Highway Management,

	2022/166 - Cabinet Member for Highway Management
▪ **Childrey - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/172 - Cabinet Member for Highway Management
▪ **Chinnor - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/173 - Cabinet Member for Highway Management
▪ **Cropredy - Station Road** To seek approval of proposed waiting restrictions.	Cabinet Member for Highway Management, 2022/165 - Cabinet Member for Highway Management
▪ **Curbridge and Lew - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/174 - Cabinet Member for Highway Management
▪ **Didcot - Vicinity of rail station - proposed parking measures** To seek approval of proposed parking measures.	Cabinet Member for Highway Management, 2022/163 - Cabinet Member for Highway Management
▪ **Didcot - Ladygrove area - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management Delegated Decisions by Cabinet Member for Highway Management, 2022/118 -

	Cabinet Member for Highway Management
▪ **East Hendred - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/175 - Cabinet Member for Highway Management
▪ **Fawler - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/176 - Cabinet Member for Highway Management
▪ **Forest Hill - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/177 - Cabinet Member for Highway Management
▪ **Fritwell - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/178 - Cabinet Member for Highway Management
▪ **Goring - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/179 - Cabinet Member for Highway Management
▪ **Letcombe Bassett - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/180 - Cabinet Member for Highway Management
▪ **Lewknor - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/181 -

	Cabinet Member for Highway Management
▪ **Little Coxwell - proposed 20mph speed limit** To seek approval of a proposed 20mph speed limit.	Cabinet Member for Highway Management, 2022/182 - Cabinet Member for Highway Management
▪ **Long Hanborough - Regent Drive** To seek approval of proposed waiting restrictions.	Cabinet Member for Highway Management, 2022/184 - Cabinet Member for Highway Management
▪ **Oxford- North Parade area - proposed loading bays and other measures** To seek approval of proposed loading bays and other measures.	Cabinet Member for Highway Management, 2022/167 - Cabinet Member for Highway Management
▪ **Oxford - Walton Street area - proposed permanent seating areas on highway** To seek approval of proposed on highway seating areas.	Cabinet Member for Highway Management, 2022/168 - Cabinet Member for Highway Management
▪ **Radley - Kennington Road and Whites Lane - proposed pedestrian and cycle crossings and shared use footway / cycle track** To seek approval of proposed crossings and cycle track.	Cabinet Member for Highway Management, 2022/183 - Cabinet Member for Highway Management

CABINET MEMBER: TRAVEL & DEVELOPMENT STRATEGY - CLLR DUNCAN ENRIGHT

8 DECEMBER 2022

KEY DECISIONS

▪ **North Oxford Corridor - Kidlington Roundabout** To approve i) the proposed 30mph speed limit on Kidlington Roundabout and all approaches (A4260/A4165), including the	Cabinet Member for Travel & Development

full length of the A4165 where a 40mph speed limit currently applies ii) the introduction of a bus lane on Bicester Road and revised bus lane extents on A4165 Oxford Road (north), iii) introduction of signalised crossings for pedestrians and cyclists.	Strategy, 2022/093 - Cabinet Member for Travel & Development Strategy

NON-KEY DECISIONS - NIL

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