



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 21 March 2023 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](#).

Martin Reeves
Chief Executive

March 2023

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

Membership

Councillors

Liz Leffman	Leader of the Council
Liz Brighthouse 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: 18 April 2023



AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note below

3. Minutes (Pages 1 - 10)

To approve the minutes of the meeting held on 21 February 2023 (**CA3**) and to receive information arising from them.

4. Questions from County Councillors (Pages 11 - 12)

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 or present a petition are submitted by no later than 9am four working days before the meeting i.e., 9am on Wednesday 15 March 2023. Requests to speak should be sent to colm.o'caomhanaigh@oxfordshire.gov.uk

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that your views are 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. Reports from Scrutiny Committees (Pages 13 - 18)

Report of the Place Overview & Scrutiny Committee: Scrutiny of Water Resources and the South East Regional Plan

7. Proposal From OUFC to OCC As Landowner: Engagement and Communications Strategy, Timeframe and Memorandum of Understanding (Pages 19 - 40)

Cabinet Member: Finance

Forward Plan Ref: 2023/046

Contact: Claire Taylor, Corporate Director Customers, Organisational Development & Resources, claire.taylor@oxfordshire.gov.uk

Report by Corporate Director Customers, Organisational Development & Resources (CA7).

The Cabinet is RECOMMENDED to

- a) **Agree the engagement and communications strategy set out at annex 1.**
- b) **Agree the memorandum of understanding (MoU) as set out at annex 2 and delegate authority to the Corporate Director, Customers and Organisational Development to sign on behalf of the Council. Whilst not anticipated, any non-material changes to be agreed in consultation with the portfolio holder for Finance and Property.**
- c) **Note the timetable set out at annex 3.**

8. Business Management & Monitoring Report - December 22 / January 23 (Pages 41 - 144)

Cabinet Member: Finance

Forward Plan Ref: 2022/160

Contact: Louise Tustian, Head of Insight & Corporate Programmes, louise.tustian@oxfordshire.gov.uk / Kathy Wilcox, Head of Financial Strategy, kathy.wilcox@oxfordshire.gov.uk .

Report by Corporate Director Customers, Organisational Development & Resources, Director of Finance (CA8).

The Cabinet is RECOMMENDED to

- a) note the report and annexes.
- b) note the virements in Annex B-2b and approve the virements in Annex B-2a.
- c) approve the write - off of seven unrecoverable social care debts with a combined total of £0.135m as set out in Annex B paragraph 117.

9. Capital Programme Monitoring Report - January 2023 (Pages 145 - 166)

Cabinet Member: Finance

Forward Plan Ref: 2022/159

Contact: Kathy Wilcox, Head of Financial Strategy, kathy.wilcox@oxfordshire.gov.uk

Report by Director of Finance (**CA9**).

Financial Report on capital spending against budget allocations, including any necessary capital programme approvals.

OCC Capital Programme

- a) **Approve the latest capital monitoring position for 2022/23 (Annex 1) and the associated updated capital programme at Annex 2, incorporating the changes set out in this report**
- b) **To note the approval of the Leader of the Council, in accordance with the Council's Financial Regulations for the revised budget provision of £5.4m for the Ploughley Road/A41 Junction Improvement scheme in Bicester (paragraph 21)**

Re-profiling

- c) **Agree the in-year re-profiling as identified in the report and (Annex 1 and 2)**

10. Treasury Management 3rd Quarterly Report (Pages 167 - 186)

Cabinet Member: Finance

Forward Plan Ref: 2022/189

Contact: Tim Chapple, Treasury Manager, tim.chapple@oxfordshire.gov.uk

Report by Director of Finance (**CA10**).

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

11. Workforce Report and Staffing Data – Quarter 3 - October to December 2022 (Pages 187 - 204)

Cabinet Member: Corporate Services

Forward Plan Ref: 2022/161

Contact: Joanne Pitt, Interim Director of Human Resources, joanne.pitt@oxfordshire.gov.uk .

Report by Corporate Director Customers, Organisational Development & Resources (**CA11**).

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

Cabinet is **RECOMMENDED** to note the report.

12. Oxfordshire Housing and Growth Deal Update (Pages 205 - 212)

Cabinet Member: Travel & Development Strategy

Forward Plan Ref: 2022/248

Contact: Lorna Baxter, Director of Finance (S151 Officer),

lorna.baxter@oxfordshire.gov.uk

Report by Chief Executive (**CA12**).

Cabinet to approve the Oxfordshire Housing and Growth Deal Programme.

The Cabinet is RECOMMENDED to

- a) **Subject to the decision of the Future Oxfordshire Partnership on 20 March 2023, request the Chief Executive of the Council to write to Department for Levelling Up Housing and Communities (DHLUC') to formally accept the terms of the letter from DHLUC to Oxfordshire Leaders and Oxfordshire County Council's Chief Executive dated 5 December 2022 (Annex 1).**
- b) **Agree that in accepting the terms of the letter at Annex 1, the Council will, as accountable body and in consultation with the relevant District or City Council regarding the impact on accelerated housing numbers, take responsibility for decisions necessary to manage the programme in accordance with the updated conditions set out by DLUHC.**
- c) **Note that it will be necessary to agree revised Terms of Reference and Memorandum of Understanding for the Future Oxfordshire Partnership to reflect the change in responsibility as set out in recommendation 2.**

13. Cost of Living Support Measures (Pages 213 - 228)

Cabinet Member: Finance

Forward Plan Ref: 2023/007

Contact: Robin Rogers, Programme Director (Partnerships and Delivery),

robin.rogers@oxfordshire.gov.uk

Report by Director of Finance (**CA13**).

To agree further support measures for residents in the Cost of Living Crises.

The Cabinet is RECOMMENDED to

- a) **Note the cost of living support measures delivered during 2022/23, as summarised in Table 1;**
- b) **Agree to vary the match funding requirements for Council Tax support agreed in September 2022, as set out in paragraph 30;**

- c) **Agree to the support package for 2023/24, as summarised in Table 3, noting the flexibility outlined in paragraph 31.**

14. Oxfordshire Inclusive Economy Partnership and Charter (Pages 229 - 236)

Cabinet Member: Leader

Forward Plan Ref: 2023/008

Contact: Chloe Taylor, Interim Head of Strategy, chloe.taylor@oxfordshire.gov.uk

Report by Corporate Director Customers, Organisational Development & Resources (CA14).

To sign up to the Oxfordshire Inclusive Economy Charter.

The Cabinet is RECOMMENDED to

- a) **Note that the Oxfordshire Inclusive Economy Partnership has been established.**
- b) **Note that the Oxfordshire Inclusive Economy Charter was launched on 24 January 2023.**
- c) **Agree to become a signatory to the Oxfordshire Inclusive Economy Charter.**
- d) **Agree to make four pledges to build on our commitment to an inclusive economy.**

15. Adult Social Care Market Sustainability Plan (Pages 237 - 266)

Cabinet Member: Adult Social Care

Forward Plan Ref: 2023/045

Contact: Pippa Corner, Deputy Director Commissioning, pippa.corner@oxfordshire.gov.uk

Report by Corporate Director of Adult Social Care (CA15).

Cabinet is RECOMMENDED to approve, following the extensive work with partners described in the paper, the draft in Annex 1 for publication and submission to Department for Health & Social Care (DHSC).

16. Highways contract procurement - preferred model for approval (Pages 267 - 294)

Cabinet Member: Highway Management

Forward Plan Ref: 2022/249

Contact: Phil Whitfield, Principal Officer - Service Improvement, phil.whitfield@oxfordshire.gov.uk

Report by Corporate Director Environment & Place (CA16).

Approval to procure the preferred highways maintenance delivery model for the 2025 highways maintenance contract.

The Cabinet is RECOMMENDED to

- a) **Approve the preferred model (single provider with greater level of in-house responsibilities and use of frameworks for some activities) for the future highway maintenance contract for Oxfordshire.**
- b) **Support progression to the next stage of developing and drafting the specification, contract, and other tender documents required for procurement.**

17. Forward Plan and Future Business (Pages 295 - 298)

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 **CA17**. 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.

Councillors declaring interests

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed 'Declarations of Interest' or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member 'must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself' and that 'you must not place yourself in situations where your honesty and integrity may be questioned'.

Members Code – Other registrable interests

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registerable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.

Other registrable interests include:

- a) Any unpaid directorships

- b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.
- c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

Members Code – Non-registrable interests

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:

Where a matter affects the financial interest or well-being:

- a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

This page is intentionally left blank

CABINET

MINUTES of the meeting held on Tuesday, 21 February 2023 commencing at 2.00 pm and finishing at 3.05 pm

Present:

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

Other Members in Attendance:

Councillors David Bartholomew, Donna Ford, Ian Middleton, Eddie Reeves

Officers:

Whole of meeting Claire Taylor, Corporate Director Customers, Organisational Development & Resources; Anita Bradley, Director of Law & Governance; Kathy Wilcox, Head of Financial Strategy; 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.

19/22 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillor Calum Miller and from Stephen Chandler, Interim Chief Executive and Lorna Baxter, Director of Finance.

20/22 DECLARATIONS OF INTEREST

(Agenda Item. 2)

There were no declarations of interest.

21/22 MINUTES

(Agenda Item. 3)

The minutes were approved and signed with two amendments:

page 3: line 2: replace "consultations" with "engagement"

page 3: para 3: amend penultimate line

replace

"the objectives of ensuring the ongoing success of Oxford United"

with

"the objectives adopted by the Cabinet in March 2022 and of supporting the ongoing success of Oxford United"

22/22 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

See Annex

23/22 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The following requests to speak were agreed by the Chair:

7 Pan Regional Partnership for the Oxford-Cambridge Area

Cllr Ian Middleton

9 Response to the recommendations of the Citizens' Jury

Richard Parnham

10 Verge and Vegetation Policy

Cllr Ian Middleton

24/22 FORMAL APPROVAL OF EARLY YEARS FUNDING FORMULA 2023/24

(Agenda Item. 6)

Cabinet was recommended to set a funding formula for 2-year-old and for 3 and 4-year-old provision in 2023-24.

Councillor Liz Brighouse, Cabinet Member for Children, Education & Young People's Services, introduced the report. Early Years Providers and the Schools Forum were consulted on the Early Years Funding Formula before this report was compiled and the overwhelming response was to pass on the increase in hourly rate in full to providers. There were around 800 providers of Early Years services.

Councillor Brighouse moved the recommendations, Councillor Enright seconded and they were approved.

RESOLVED to:

- a) **Pass the funding increase received by Oxfordshire onto providers in full and approve the 2023-24 Early Years funding formula for 3 and 4- year old provision with an underlying hourly rate of £4.58 (excluding the supplements, SEN Inclusion Fund and Contingency).**
- b) **Pass the funding increase received by Oxfordshire onto providers in full and approve the 2023-24 Early Years funding formula for 2- year old provision at an hourly rate of £6.21.**

25/22 PAN REGIONAL PARTNERSHIP FOR THE OXFORD-CAMBRIDGE AREA

(Agenda Item. 7)

Cabinet was asked to consider County Council membership of a new pan-regional partnership for the Oxford to Cambridge area being proposed by local authorities and other regional partners and supported by the Secretary of State for Levelling Up, Housing and Communities.

Before discussing the report, the Chair had agreed to a request to speak.

Councillor Ian Middleton stated that he was all for regional cooperation but did not think that it necessarily needed to be formally constituted in the way proposed. He was concerned that the partnership would largely speak for landowners, developers and the universities and could see little benefit for the County Council in getting involved. He urged Cabinet to reject the proposal.

Councillor Liz Leffman, Leader of the Council, summarised the report. Following the folding of the previous Oxford Cambridge Arc proposal, it was still felt that there was a need for a pan-regional body. The Government had provided £250,000 to establish such a body with the possibility of £2.5m if it is organised and agrees a programme.

Councillor Leffman noted that the city and two districts had already indicated that they wanted to be part of it and it will be linked to England's Economic Heartland Strategic Transport Board so it was important that Oxfordshire County Council be a part of it as well.

Councillor Tim Bearder proposed an amendment. He believed that Cabinet needed to see the objectives and governance of the proposed body before making a final decision to join. He proposed to add a condition at the end of recommendation a) and to reword recommendation b):

- a) Agree that the County Council will be a participant in the proposed pan-regional partnership for the Oxford to Cambridge area subject to recommendation b;
- b) To engage positively and proactively with the proposed pan-regional partnership's shadow board to establish the governance structure,

leadership and constitution. Prior to accepting formal membership of the pan-regional partnership, the Leader and Chief Executive will bring back to a future Cabinet meeting the set of guiding principles, covering both governance and this Council's objectives for its participation in the partnership.

The amendment was seconded by Councillor Gant and agreed.

Other Cabinet Members added the following comments including from a written statement from Councillor Miller which was read out:

- The body needed to have a transformative vision, shifting the emphasis from consumption to wellbeing.
- The independent positions on the Board should be filled by experts on environment, climate change and circular economy.
- It will not be a statutory body or joint committee – the member local authorities will retain autonomy.
- It was imperative that Oxfordshire County Council is represented on the board of the partnership.
- It should be clearly stated the objectives we are pursuing through the partnership and the activities we will not support.
- Voting on substantive issues should be by elected members only.
- The UK had one of the most centralised forms of government and there was a need for more regional cooperation.
- This presented an opportunity to work more closely with the universities.

The recommendations as amended were agreed.

RESOLVED to:

- a) Agree that the County Council will be a participant in the proposed pan-regional partnership for the Oxford to Cambridge area subject to recommendation b;**
- b) To engage positively and proactively with the proposed pan-regional partnership's shadow board to establish the governance structure, leadership and constitution. Prior to accepting formal membership of the pan-regional partnership, the Leader and Chief Executive will bring back to a future Cabinet meeting the set of guiding principles, covering both governance and this Council's objectives for its participation in the partnership.**

26/22 NETWORK MANAGEMENT PLAN 2023-2028

(Agenda Item. 8)

Cabinet had before it a proposed Network Management Plan to assist those working on the network, developers, utilities and the highway service, to plan, coordinate and implement works.

Councillor Andrew Gant, Cabinet Member for Highway Management, introduced the report which gives operational commitment to the Council's key priorities. For example, it outlined how the Council will manage the on-street parking asset and manage works on the highway. It was not a statutory requirement but advisory to have such a plan. It was an iterative process and will evolve and change over time.

Cabinet Members gave examples of where works had overrun their scheduled time or had appeared with little notice. It was to be hoped that the management plan would help improve coordination.

The recommendations were moved by Councillor Gant, seconded by Councillor Enright and agreed.

RESOLVED to:

- a) **Approve the adoption the 'Oxfordshire Network Management Plan 2023-2028' at Annex 1**
- b) **Approve the Oxfordshire Network Management Plan Summary document at Annex 2**
- c) **Approve the delegation of authority to amend the Network Management Plan to the Corporate Director of Environment and Place in conjunction with the Portfolio Holder for Highway Management for the life of the Plan to ensure it is kept up to date with related Council policies and any government guidance or legislative changes.**

27/22 RESPONSE TO THE RECOMMENDATIONS OF THE CITIZENS' JURY

(Agenda Item. 9)

Cabinet was requested to agree its response to the Citizens' Jury called Street Voice, convened by Oxford University and held over several weekends in June and July 2022, to explore issues related to transport, health and climate change in Oxford.

Before considering the response, the Chair had agreed to a request to speak.

Richard Parnham addressed the Jury's Recommendation 19 and called on Cabinet to endorse it rather than reject it. It advocated asking the universities and hospitals to give over some of their land to provide safe walking and cycling routes at no cost to them. He outlined some examples and provided maps of these to Cabinet Members in advance of the meeting.

Anita Bradley, Director of Law & Governance, responded that under the legislation cited, Section 26 of the Highways Act 1980, the Council would

have to demonstrate a need for a path and compensation would be payable to the landowner.

Councillor Andrew Gant, Cabinet Member for Highway Management, emphasised that the Council was in discussions with the universities all the time about improving walking and cycling facilities. He would provide a written response to Mr Parnham's proposals.

Councillor Glynis Phillips, Cabinet Member for Corporate Services, proposed the recommendations. She thanked the jurors and researchers for their time and work. She noted that this method of public engagement was resource intensive and the proposal was that it should be used very prudently and only when the policy agenda and democratic cycles lent themselves to such an approach.

Councillor Duncan Enright, Cabinet Member for Travel and Development Strategy, seconded the recommendations and summarised the response to the Jury's recommendations. He said that the Council was trying not to over-promise but give a realistic understanding of where things stood.

Councillors Enright and Gant proposed that an updated response be brought to Cabinet at a later date to take account of the latest Council budget and assess progress on the recommendations.

The recommendations were agreed.

RESOLVED to:

- (a) **approve the council's response to the recommendations resulting from the Citizens' Jury;**
- (b) **support the development of a policy on the future use of juries and their place within the council's decision-making process, as resolved by the Performance and Corporate Services Overview and Scrutiny Committee.**

28/22 VERGE AND VEGETATION POLICY

(Agenda Item. 10)

Cabinet considered amendment of the verge maintenance policy to improve alignment with the current Council's key priorities and to include improved references to the management of roadside nature reserves and support for areas of local community managed biodiversity.

Councillor Pete Sudbury, Cabinet Member for Climate Change Delivery & Environment, introduced the report. It was aimed at achieving improvement in biodiversity at relatively low cost. The Council benefitted from an evidence-based review conducted by HERO (Healthy Ecosystem Restoration Oxfordshire). He recommended Annex 5 as an excellent one-page summary of what everyone should do.

Councillor Glynis Phillips added that the one-pager would be an excellent guide for Town and Parish Councils to follow.

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

RESOLVED to:

- (c) **Approve the updated interim Highway Verge and Vegetation Management Policy and Service Aims at Annex 1.**
- (d) **Support use of guidance produced by www.plantlife.org.uk and [HERO](#) (Healthy Ecosystem Restoration Oxfordshire), including approach at Annex 4, to help further develop an incremental approach to the County Council's management of highway grass and vegetation assets.**

29/22 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 11)

The Forward Plan and update were noted with an additional item for Cabinet on 21 March 2023:

Proposal from Oxford United Football Club to Oxfordshire County Council as Landowner: Engagement and Communications Strategy, Timeframe and Memorandum of Understanding

.....in the Chair

Date of signing

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Questions	Cabinet Member
<p>1. COUNCILLOR MARK CHERRY</p> <p>On the January 15th, 2023, I reported a pothole outside 52 Prescott Avenue by a traffic calming road hump via FixMyStreet.</p> <p>Nothing was marked up for repair in January 2023. Early February 2023 as local councillor for Banbury Ruscote I escalated to the North Oxfordshire Area Officers and was told due to number of potholes reported it would be a while until the pothole was marked up for repair, essentially a capacity issue as officers were investigating not just Banbury rural Villages</p> <p>At the time of writing the 16th of February 2023 and further emails to officers and two calls on the highway number I am still no clearer when the pothole will be repaired although it has been marked up for repair.</p> <p>I think all county councillors would agree how hard area officers work but there seems a capacity of repair issues with milestone, and this needs to be urgently addressed before</p>	<p>COUNCILLOR ANDREW GANT, CABINET MEMBER FOR HIGHWAY MANAGEMENT</p> <p>January has seen a significant increase in defect repairs. For most of the past 12 months we have seen a steady reduction in the number of defects month by month but the numbers in January have seen an approximate 50% increase compared with last year. This is predominantly as a result of the very cold snap in December, followed by a period of wet weather and then the second cold spell in January.</p> <p>We monitor the performance of Milestone through performance indicators and through this spike in numbers, they met and indeed exceeded their targets during this period. They are able to provide resources through directly employed operatives and the use of additional sub contracted suppliers to manage the peaks in demand.</p> <p>During January there were 1156 potholes that were recorded and issued for repair within a 24 hours period, all of these were completed in the required timeframe. A further 1549 were recorded and issued for repair within 28 days.</p>

Questions	Cabinet Member
<p>members of the public have make compensation claims to the council or worst a cyclist hits one of the potholes and ends up in hospital.</p> <p>Could the Cabinet Member please advise when the pothole will be repaired?</p>	<p>The pothole outside 52 Prescott Avenue was logged for repair on 1 February with a 28 day repair time. The contractors therefore have until 1 March to undertake the repair but I understand this may be completed sooner subject to scheduling. I apologise however that you did not receive a more timely and accurate update. This is being reviewed and officers have been reminded of the need for prompt and accurate responses.</p>
<p>2. COUNCILLOR IAN MIDDLETON</p> <p>I have received reports from local hunt monitors that The Heythrop Hunt recently rode with hounds through Dean Common which is part of the Wychwood Project which I understand is owned by OCC. Could the Cabinet Member confirm that we do not allow hunting on any of our land and specifically within Wychwood Forest?</p> <p>SUPPLEMENTARY</p> <p>Could I have confirmation that it is County Council policy that hunting of any kind is not permitted on any County Council owned property?</p>	<p>COUNCILLOR PETE SUDBURY, CABINET MEMBER FOR CLIMATE CHANGE DELIVERY & ENVIRONMENT</p> <p>I can confirm that no permission was sought/given for hunting on OCC's land.</p> <p>I want to thank Cllr Middleton for bringing this to our attention, and we will write to all parties to remind them of our procedure in requesting access to OCC land.</p> <p>RESPONSE</p> <p>Yes. It is Council policy.</p>

This page is intentionally left blank

CABINET – 21 MARCH 2023

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Questions	Cabinet Member
<p>1. COUNCILLOR MARK CHERRY</p> <p>Can the Cabinet Member look into expediting Warwick Road onto the resurfacing highway schedule from Orchard Way to the traffic lights at Southam Road where its condition continues to decline?</p> <p>From interaction with highway officers it could be till late 2024/2025 until funding is available to resurface the road. This poses a health and safety concern to cyclists and general traffic using the road.</p>	<p>COUNCILLOR ANDREW GANT, CABINET MEMBER FOR HIGHWAY MANAGEMENT</p>
<p>2. COUNCILLOR JOHN HOWSON</p> <p>Last November at Cabinet I asked about whether attendance records for councillors could be made public. Will it be possible to introduce such a scheme from the start of the new municipal year this May?</p>	<p>COUNCILLOR LIZ LEFFMAN, LEADER OF THE COUNCIL</p>
<p>3. COUNCILLOR CHARLIE HICKS</p> <p>Active Travel England have recently published the active travel capability ratings for Local Authorities across England and Oxfordshire County Council is rated as 2 out of 4, with the next rating happening in Summer 2023. This rating affects how much funding Local Authorities receive from Active</p>	<p>COUNCILLOR ANDREW GANT, CABINET MEMBER FOR HIGHWAY MANAGEMENT</p>

Questions	Cabinet Member
<p>Travel England, who have stated as a headline message that "working with ambitious councils is at the heart of everything we do". Councils with higher ratings are in line to receive more funds.</p> <p>To become a Level 3 Local Authority on Active Travel Capability, we need to meet the criteria of: "Very strong local leadership, comprehensive plans, and a significant network in place with a growing number of people choosing to walk, wheel and cycle"</p> <p>Does he agree with me that we should be doing everything we can to achieve a Level 3 rating from Active Travel England in the next rating round in summer 2023 (especially as we are hosting a key national active travel conference this year)? And if he does agree with me on this, please can he outline what steps are being taken to maximise our chances of a Level 3 rating, including whether the opportunity is being taken in the current E&P department restructure to help get Oxfordshire County Council to the Level 3 definition this summer?</p>	
<p>4. COUNCILLOR MARK CHERRY</p> <p>Can the Cabinet Member urgently, investigate safety measures such as a lower speed limit for the stretch of road around house numbers in the 170s Warwick Road, Banbury where there have been recent road collisions with parked cars causing concern to local residents?</p>	<p>COUNCILLOR ANDREW GANT, CABINET MEMBER FOR HIGHWAY MANAGEMENT</p>

REPORT OF THE PLACE OVERVIEW & SCRUTINY COMMITTEE: SCRUTINY OF WATER RESOURCES AND THE SOUTHEAST REGIONAL PLAN

Cllr Kieron Mallon
Chair of the Place Overview & Scrutiny Committee
February 2023

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to —
 - a) Agree to respond to the recommendations contained in the body of this report, and
 - b) Agree that relevant officers will continue to update Scrutiny for 12 months on progress made against actions committed to in response to the recommendations, or until they are completed (if earlier).

REQUIREMENT TO RESPOND

2. In accordance with section 9FE of the Local Government Act 2000, the People Overview & Scrutiny Committee hereby requires that, within two months of the consideration of this report, the Cabinet publish a response to this report and its recommendations.

INTRODUCTION AND OVERVIEW

3. At its meeting on 25 January 2023, the Place Overview and Scrutiny Committee considered the Council's consultation response to the draft Water Resources South East regional plan, a presentation from Thames Water on their proposals to ensure a resilient and sustainable water supply, and a presentation from Group Against Reservoir Development (GARD) on their views regarding the South East Regional Plan consultation response.
4. The Committee received the input of Cabinet Member for Climate Change Delivery and Environment Councillor Sudbury, the Corporate Director for Environment and Place Bill Cotton, Rachel Wileman, Director of Planning, Environment and Climate Change, Phil Stride and Lesley Tait from Thames Water, and Derek Stork from GARD. The Committee would like to thank everyone, especially external contributors, for sharing their time and expertise with the Committee.

SUMMARY

5. The Committee considered a report on the County Council's proposed responses to the current South East water resources regional and company draft plan consultations. Draft responses were being prepared for those with a

deadline of 20th February 2023. The draft Thames Water WRMP24 had a delayed publication date, of 13th December 2022 and has a deadline of 21st March 2023, and therefore, a draft response has not yet been prepared.

6. The Director of Planning, Environment and Climate Change presented the report and referred, in particular, to the Council's opposition to the proposed strategic reservoir described in the Thames Water plan. She said that a representative of GARD had been invited to the meeting to explain their organisation's views on the proposed development.
7. Phil Stride from Thames Water gave a presentation on the consultation on the two plans. He said that Thames Water were keen to hear the Council's views on these plans. He made the following points:
 - The need for resource planning to address the potential shortfall in water resources in future decades
 - Work with the Environment Agency and other stakeholders on scenarios for abstraction reduction
 - The development of a best value plan
 - Managing leakages and water demand effectively
 - Development of new sources of water
 - Proposals for the South East Strategic Reservoir
 - Opportunities from the plan for Society, the Economy and the Environment
 - Proposals for consultation and engagement
8. Derek Stork, Group Against Reservoir Development gave a presentation covering the following points:
 - Aims of the GARD campaign/response to the plan
 - Analysis of water demand predictions
 - Performance of Thames Water against government targets on water efficiency and leakage
 - Drought resilience
 - Supply-side solution de-emphasising new reservoirs
 - New infrastructure to 2040
9. During discussion, members made the following comments on the draft response to the plan set out in the report:
 - Too much emphasis on engineering solutions to the problems
 - Targets on water leakage and performance were not sufficient
 - Insufficient proposals on educating the public on reducing water usage
 - Concern that an Oxfordshire-built reservoir will benefit other areas
 - There was no local support for the reservoir plans
 - Concern about the choice of language in the Council's proposed response set out in the report
 - A holistic approach was needed to water resourcing before detailed matters raised in the proposed response are considered

RECOMMENDATIONS

10. Water resources regional plans across England have reached a draft stage, and draft individual water company plans have also been produced. These draft plans set out the water company priorities for securing future water supply and will provide the framework for progressing the selected water resource options through consenting processes.
11. These matters are of particular interest to Oxfordshire because water companies are proposing a reservoir located near Abingdon known as the South East Strategic Reservoir Option (SESRO), as well as other options for securing future water supply.
12. Key proposals that impact Oxfordshire include:
- SESRO – The plans propose that this reservoir holds up to 100 million cubic metres of water, providing for up to 185 million litres per day (ML/d) of water. The plans envisage SESRO providing water from 2040.
 - Severn Thames Transfer (STT) - The plans propose that up to 500 ML/d be transferred from the River Severn to the River Thames via a new pipeline. The plans envisage STT providing water from 2050.
 - Thames to Southern Transfer – The plans propose that up to 120 ML/d be transferred from the River Thames via a pipeline from Culham south. The water would be available from SESRO and/or STT.
 - Thames to Affinity Transfer – The plans propose that up to 100 ML/d be transferred between the Thames Water and Affinity Water companies, partly via the River Thames and then by a new pipeline from a point in Hertfordshire. The water would be available from SESRO and/or STT.
13. The Committee considered the County Council's detailed draft responses to:
- Water Resources South East (WRSE) regional plan consultation
 - Water Resources West (WRW) Plan consultation
 - Water Resources East (WRE) Plan consultation
 - Affinity Water's draft Water Resource Management Plan consultation
14. The Committee wholeheartedly agreed with the detailed draft responses challenging the draft plans, including the assumptions used, for example the future population figures and how these are used to calculate future water needs. The Committee also agreed with the many concerns listed about the SESRO, for example its size, effectiveness, length of time to construct, cost, and environmental effects. The Committee agreed that the SESRO should be removed from the plans and more attention to reducing leakage and other matters which will help reduce demand.
15. The Committee noted that the Council's responses argue for a 'resilience first' approach, given climate change, and advocate for policies indicating a preference for low carbon and least environmentally damaging water supply solutions. Notwithstanding this, the Committee agreed it would be helpful to include a statement setting out the Council's holistic vision in this policy area.

Recommendation 1: That the Council includes, as part of its consultation response, a statement setting out Oxfordshire County Council's vision in terms of a holistic approach to water management, highlighting our

preference for solutions that are based in nature and that recognise the reality of an increasingly water scarce environment and the need to adapt to this reality.

16. The Committee shared the draft responses' frustration with some of the methodology and assumptions used but agreed that it is important that appropriate language is used when drafting responses to government consultations, avoiding divisive words such as 'nonsense'. Moreover, the Committee agreed that appropriate and professional language should be used in all Council business as a matter of course.

Recommendation 2: That the Council ensures appropriate language is used in future responses to consultations and all Council documents, avoiding unclear and divisive words such as 'nonsense'.

17. The Committee considered evidence provided by Thames Water and GARD which highlighted the current high levels of water leakage in Thames Water areas (176 litres per property per day) and how these are significantly higher than the industry average for the South East region (140 litres per property per day), based on 2017/18 figures.

18. Thames Water's ambition to reduce leakage to 66 litres per property per day by 2050 was welcomed by the Committee, but it was noted that this would still be worse than the average target for the region of 52 litres, which would still be a significant difference and if effectively addressed could significantly contribute to water resilience in the region.

19. The Committee discussed if more could be done to address water leakage and recommended that possible ways to expedite repairs are explored between the Council and Thames Water in order to improve levels of leakage and water resilience in Oxfordshire and beyond.

Recommendation 3: That the Council works with Thames Water to explore if more can be done to expedite water leakage repairs.

NEXT STEPS

20. The Place Overview & Scrutiny Committee will review the published Cabinet response to this report and its recommendations at the meeting of the Committee after Cabinet's response in accordance with part 6.2, 13(f), of the Constitution of the Council.

21. The Committee does not anticipate looking at water resources and the South East regional plan again within the current civic year.

Contact Officer: Marco Dias, Interim Scrutiny Officer
marco.dias@oxfordshire.gov.uk

Overview & Scrutiny Recommendation Response Pro forma

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 requested¹ 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: SEND Finances

Lead Cabinet Member(s): Cllr Pete Sudbury, Cabinet Member for Climate Change Delivery and Environment

Date response requested:² 21 March 2023

Response to report:

Enter text here.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
That the Council includes, as part of its consultation response, a statement setting out Oxfordshire County Council's vision in terms of a holistic approach to water management, highlighting our preference for solutions that are		

¹ Date of the meeting at which report/recommendations were received

² Date of the meeting at which report/recommendations were received⁹

Overview & Scrutiny Recommendation Response Pro forma

based in nature and that recognise the reality of an increasingly water scarce environment and the need to adapt to this reality.		
That the Council ensures appropriate language is used in future responses to consultations and all Council documents, avoiding unclear and divisive words such as 'nonsense'.		
That the Council works with Thames Water to explore if more can be done to expedite water leakage repairs.		

Divisions Affected – ALL

**CABINET
21 March 2023**

**PROPOSAL FROM OXFORD UNITED FOOTBALL CLUB TO
OXFORDSHIRE COUNTY COUNCIL AS LANDOWNER**

**Engagement and Communications Strategy, Timeframe and
Memorandum of Understanding**

**Report by Corporate Director Customers
and Organisational Development**

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
 - a) Agree the engagement and communications strategy set out at annex 1.
 - b) Agree the memorandum of understanding (MoU) as set out at annex 2 and delegate authority to the Corporate Director, Customers and Organisational Development to sign on behalf of the Council. Whilst not anticipated, any non-material changes to be agreed in consultation with the portfolio holder for Finance and Property.
 - c) Note the timetable set out at annex 3.

Executive Summary

2. In January 2023 the Cabinet agreed to begin negotiations on commercial head of terms for the use of a parcel of land known as 'Land to East of Frieze Way / South of Kidlington Roundabout or the triangle' for the development of a new stadium for Oxford United Football Club (OUFC).
3. Cabinet recognised that these heads of terms are non-binding, and that any final decision would be subject to the scheme addressing a set of strategic priorities set out below:
 - maintain a green barrier between Oxford and Kidlington
 - improve access to nature and green spaces
 - enhance facilities for local sports groups and on-going financial support

- significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use
 - develop local employment opportunities in Oxfordshire
 - increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing
 - support the County Council's net zero carbon emissions pledge through highly sustainable development
4. Furthermore, the Cabinet would need to be satisfied that medium and long term financial liabilities and risks to the Council could be managed and that further work on due diligence would need to be undertaken.
 5. Work is now underway to negotiate commercial heads of terms for the parcel of land known as 'the triangle'.
 6. OUFC are continuing to undertake their own community engagement activities and develop a scheme proposal that addresses the strategic priorities set out at paragraph 3.
 7. Oxfordshire County Council (OCC) has also made clear its intention to seek stakeholders' views and the annexes to this report set out a proposed timeframe and approach to undertake this. In addition, a memorandum of understanding between OCC and OUFC is proposed to underpin an open, transparent and productive relationship between the two parties. Whilst it is unusual to publish a Memorandum of Understanding, OCC is keen to be transparent about the working arrangements between the council and OUFC.

Background

8. This report follows those received by Cabinet on 18 January 2022, 15 March 2022 and 24 January 2023 (all available on the Oxfordshire County Council website). It provides an update on work underway and sets out indicative timetables, a framework for stakeholder engagement and a memorandum of understanding between OUFC and OCC. The content of these proposals is set out in annexes 1-3.
9. OUFC approached OCC in late 2021 with a proposal to develop Stratfield Brake playing fields and 'the triangle' for a scheme including a new home stadium and enabling commercial development. In January 2021 the Cabinet resolved to undertake a public engagement exercise to understand local views and set out a series of strategic priorities or objectives that any scheme should address prior to a final decision being made.
10. Following the public engagement activity, the Cabinet meeting held on 15 March 2022 agreed that officers would conduct discussions with OUFC to deepen their understanding of the detailed proposals being made and to consider their compatibility with the strategic objectives set out in paragraph 3 above and that

OUFC should provide information to OCC setting out how their proposals would address these strategic priorities.

11. OUFC have chosen to utilise the design process set out by the Royal Institute of British Architects (the RIBA plan of work) and on 10 November 2022, Officers received a response from OUFC in the form of the RIBA stage 0 report. It should be noted that this report has been undertaken in relation to a wider proposal encompassing a land parcel including the Stratfield Brake playing fields. OUFC published their final stage 0 report on their website in December 2022.
12. Following a series of clarifications and stakeholder meetings and a consideration of the proposals, the Cabinet met on 24 January 2023 and resolved to enter into negotiations for non-binding heads of terms for the use of 'the triangle' for a new stadium. This decision was undertaken recognising the scope and complexity of the original proposal was subject to a series of challenges both in terms of deliverability and the extent to which the strategic priorities would be addressed.
13. At the time of writing OCC have received no further detailed information from OUFC regarding the scheme. OUFC have continued to undertake their own stakeholder engagement and OUFC and OCC have begun negotiations on non-binding Heads of Terms.

Key Issues

14. The Cabinet report that was considered on 24 January 2023 agreed further stakeholder engagement as greater details of the scheme are presented by OUFC. The purpose of the engagement will be to seek views on the extent to which the strategic priorities have been addressed by the scheme proposals.
15. Annex 1 sets out the proposed strategy for OCC's engagement and communication and this approach is also reinforced in the proposed MoU. Communication and engagement will be undertaken in two phases, both meeting with stakeholder groups and inviting wider feedback. There will be a period of six weeks set aside (outside of main holiday periods in August) where OCC will seek views after information has been received (and published) from OUFC.
16. In addition, and as set out in the Cabinet report considered in January 2023, the County Council expects OUFC to undertake community engagement as part of the development of their scheme plans.
17. The report considered by Cabinet on 24 January 2023 set out the requirement for publication of a timetable and this requirement has been addressed at annex 3. OCC recognises the time constraints facing OUFC and remains open to flexing the timetable if this is possible. This will be subject to the submission of the required information from OUFC, to demonstrate the willingness of OCC to be flexible, and in the interests of transparency a series of timetable scenarios are set out in the annex. It is recommended that scenario 1 is utilised as the

assumed timeframe for the decision and that the Cabinet's forward plan of business will reflect this.

18. OCC remains committed to a period of stakeholder engagement of 6 weeks following the receipt and publication of scheme information from OUFC and is further committed to avoiding undertaking this engagement in the peak holiday period.

Proposed Next Steps

19. Officers are instructed to plan and organise engagement activities as set out in annex 1.
20. Officers are instructed to add updates to the Cabinet's forward plan of business as set out in annex 3 (scenario 1).
21. Officers to provide regular updates on progress to the Cabinet Member for Finance including Property and, as appropriate, Cabinet and Oxfordshire County Council Members as a whole.

Financial Implications

22. The costs associated with the engagement and communications strategy include officer time and the use of any independent advisors. This will be resourced from existing budgets and supplemented through use of the Transformation Reserve, if necessary. The cost is estimated to be less than £30k.

Comments checked by:

Lorna Baxter, Director of Finance and S151, lorna.baxter@oxfordshire.gov.uk

Legal Implications

23. It should be noted that this report relates to Oxfordshire County Council as landowner, and not in its roles as statutory consultee to a planning application. Any potential stadium development would be subject to the usual planning process and Oxfordshire County Council will undertake its role as a statutory consultee with regards to relevant matters as part of that process.
24. It should be noted that the proposed Memorandum of Understanding (annex 2) is not legally binding but should be seen as a serious statement of intent.

Comments checked by:

Richard Hodby, Solicitor, Legal Services richard.hodby@oxfordshire.gov.uk

Equality and Inclusion Implications

25. No further equality or inclusion implications have been identified in addition to those noted in previous reports relating to this matter. The approach to engagement set out in annex 1 sets out how the council will undertake an

inclusive stakeholder engagement. The publication of a timeframe and commitment to a period of six weeks for feedback seeks to enable as wide as participation as possible.

Sustainability Implications

26. Whilst there are no specific sustainability implications arising from this report it should be note that any scheme proposal by OUFC must support OCC's net zero carbon emissions pledge through high sustainable development aspirations and overall net zero emissions targets; that any proposal must seek to enforce less reliance on cars and improve sustainable transport through increased walking, cycling, and rail use and that any proposal must achieve a 10% biodiversity net gain.

Risk Management

27. The county council will identify and mitigate financial risks associated with the potential development of a stadium on leased land (should a leasehold rather than a freehold transaction be pursued) as part of the next steps of this work. The council will take appropriate legal and financial advice to develop the mitigations, currently this advice is being sought.
28. Professional fees will need to be incurred before it is clear whether the transaction can proceed. The liability for these fees must rest with OUFC and not the County Council. Whilst the County Council will always act in good faith, if ultimately it was unhappy with the proposals in the professional reports, the County Council must retain the right to refuse to proceed with the transaction without being liable for OUFC's costs.
29. For the avoidance of doubt, the County Council will not be willing to enter into a conditional agreement for lease or transfer before the professional reports are obtained which might tie it to proceed with the transaction despite being unhappy with the proposals in the professional reports.

Consultations

30. The County Council undertook a significant public engagement exercise in January 2022. Lasting four weeks, with specific local targeting, this exercise was open to all and explored the strategic priorities identified in this report. It related to proposals from OUFC covering both the playing fields at Stratfield Brake and the land known as the 'triangle' and described as land to the east of Frieze Way / south of Kidlington roundabout.
31. The County Council will welcome and take into consideration further views from communities and stakeholders when more detailed plans from OUFC are available at future milestones. Annex 1 sets out the proposed approach and Annex 3 sets out various timescale scenarios.
32. If a decision is made to make available the land to OUFC for a stadium, formal consultation would take place as part of the statutory planning process in due

course. It is important to stress that County Council cannot replace or undermine the statutory consultation process that will be undertaken by the Cherwell District Council, as the local planning authority.

33. The County Council is aware that OUFC, as the scheme promotor, is undertaking pre-application engagement with community stakeholders and the planning authority; OCC welcomes this work.

Comments checked by:

Paul Grant, Head of Legal and Deputy Monitoring Officer

paul.grant@oxfordshire.gov.uk

CLAIRE TAYLOR: CORPORATE DIRECTOR CUSTOMERS, ORGANISATIONAL DEVELOPMENT AND RESOURCES

Annex:	Annex 1: Engagement and Communications Strategy Annex 2: Memorandum of Understanding Annex 3: Timetables
Background papers:	None
Other Documents:	This report follows those received by Cabinet on 18 January 2022 , 15 March 2022 and 24 January 2023
Contact Officer:	Vic Kurzeja, Director of Property Services Vic.Kurzeja@Oxfordshire.gov.uk

March 2023

Annex 1

Oxfordshire County Council and Oxford United Football Club land negotiations: engagement and communications strategy

Introduction

This strategy sets out how Oxfordshire County Council (OCC) will inform and engage a wide range of stakeholders as it moves forward with negotiations with Oxford United Football Club (OUFC) about the potential for land owned by the council to be utilised for the club's new home stadium.

Council-led engagement activity will focus on the extent to which stakeholders are satisfied that OUFC's stadium proposals meet the council's strategic priorities for the use of the land in order to bring benefit to our communities in Oxfordshire.

In autumn 2023 Cabinet will decide whether or not to lease or sell the land to OUFC for the development of a stadium. Feedback from the engagement activity will be considered, alongside other supporting information, as part of the decision-making process.

OUFC's proposal for the stadium would then need to go through a full democratic planning process by the local planning authority Cherwell District Council. This would include a statutory public consultation process.

Background

Following a decision by Cabinet on 24 January 2023, Oxfordshire County Council and Oxford United Football Club have entered into negotiations on outline legal and commercial terms for council-owned land, which could be used for the development of a new football stadium. The land in question is located east of Frieze Way and south of Kidlington roundabout and is known as 'the triangle'. It is situated in the green belt.

For OUFC to receive agreement from the council to lease or buy the triangle site, their proposal must address the seven strategic priorities set out by the council for the use of the land, which are listed below. It must also meet objectives around managing financial risk and obtaining best value for the taxpayer from any transaction.

The seven strategic priorities are:

- Maintain a green barrier between Oxford and Kidlington
- Improve access to nature and green spaces
- Enhance facilities for local sports groups and on-going financial support
- Significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use
- Develop local employment opportunities in Oxfordshire

- Increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing
- Support the county council's net zero carbon emissions pledge through highly sustainable development.

During the negotiation period, Cabinet has asked officers to identify opportunities to meaningfully engage with stakeholders as OUFC's proposals are developed and impacts clearly identified. This engagement will focus on the extent to which stakeholders are satisfied that OUFC's proposals meet the council's strategic priorities set out above.

Objectives of stakeholder engagement

We aim to be as open and transparent in our communications and engagement activity as possible so that stakeholders feel they have been given the opportunity to share their views. We also need to shape the engagement activity carefully so that it does not risk prejudicing any future planning process.

The objectives of this plan are to:

1. Keep stakeholders, residents and fans informed about key milestones and the latest developments in this process.
2. Inform stakeholders, residents and fans of the distinct and separate roles of the three organisations in this process (Oxford United Football Club, Oxfordshire County Council and Cherwell District Council) to enable them to engage with each organisation in the right context.
3. Provide meaningful and visible opportunities for a wide range of stakeholders, including local residents, Oxfordshire residents and OUFC fans, to provide structured feedback on OUFC's proposals, within the parameters set out by the county council as landowner.

Audiences

The main audiences for the county council's engagement activity include:

- Local communities, defined as being within walking distance of the triangle
- Local democratic representatives, including parish councils, district councillors, county councillors, and local MPs
- Chief executive officers of Cherwell District Council, Oxford City Council and West Oxfordshire District Council
- Current leaseholder of the triangle and adjacent leaseholders
- Local sports clubs including Kidlington Youth Football Club, Gosford All Blacks Rugby Club, Kidlington Cricket Club and Kidlington Running Club
- Friends of Stratfield Brake and the Triangle
- OUFC supporters including Oxford United Supporters Panel and OXVOX - an independent supporters' group for OUFC
- Other local interest groups including, accessibility, equality and diversity, environmental, residents and religious groups
- Local and strategic representatives of the Oxfordshire's business community, including tourism

- Transport providers serving the triangle area, including bus providers, rail providers, taxis and private hire vehicles
- Wider Oxfordshire residents, commuters from outside of the county and visitors.

This list is not exclusive and we welcome approaches from other organisations that would like to be involved.

Activity

Communications

We will provide stakeholders, residents and fans with access to timely, easily accessible and factual information using council-owned and other digital channels (website, social media), issuing media releases, sending letters and emails to key stakeholders, and supplying packaged content for editors of community-led printed and digital media.

To support phase 2 of our engagement plan (described below), we will also add targeted social media advertising and a poster campaign to our communications mix.

Key to our communications approach is a dedicated page on the county council website. The page will include definitions, timeline, FAQs, repository/links to cabinet papers and other documentation, contact information, and signposting to other sites.

Stakeholder engagement

Opportunities for stakeholders to share their views will be divided into two phases, which are set out below. In both phases, engagement will focus on the extent to which stakeholders, residents and fans consider OUFC's proposals meet the council's strategic priorities for the use of county council owned land. The proposed dates for each phase are dependent on the receipt of information and plans from OUFC.

Phase 1 (March to early May): Targeted stakeholder engagement

- Designed to capture early views as to how OUFC's emerging plans meet the council's objectives, which can feed into our ongoing discussions with the club.
- Engagement will take the form of face-to-face meetings or virtual meetings, led by an independent chair and formally noted.
- We will review and expand our key stakeholder list, which includes individuals and organisations that we have kept informed throughout this process.

Phase 2 (early June to late July): Wider stakeholder engagement

- Designed to capture views as to how OUFC's developed plans for the stadium meet the council's seven objectives.
- The activity will take two forms:
 - deliberative engagement through a small number of 'listening' events with invited groups of stakeholders
 - an open engagement where anyone can share feedback using an online response form; email and letters will also be accepted.

- To support both approaches, we would ask OUFC to provide visual and written material setting out how they believe their proposal meets the council's strategic priorities to provide context to which people can respond to.
- We will commission an external provider to design, deliver and report on both the listening events and the open engagement exercise to provide independence.

DATED

MEMORANDUM OF UNDERSTANDING

between

Oxfordshire County Council

and

Oxford United Football Club Limited

This memorandum of understanding is dated [DATE]

Parties

- (1) **Oxfordshire County Council** of County Hall, New Road, Oxford OX1 1ND (**OCC**)
- (2) **Oxford United Football Club Limited** of The Kassam Stadium, Grenoble Road, Oxford, OX14 4XP (**OUFC**)

1. Background

- 1.1 OUFC wish to construct a football stadium (**Scheme**) to provide a new, permanent home for OUFC. OCC and OUFC wish to work together to explore the potential for the site owned by OCC to the east of Frieze Way / south of Kidlington roundabout and known as “the Triangle” to be utilised for the Scheme (**Project**).
- 1.2 The parties wish to record the basis on which they will collaborate with each other on the Project. This Memorandum of Understanding (**MoU**) sets out:
 - (a) the key strategic priorities; and
 - (b) the principles of collaboration

2. Key Priorities for the Project

- 2.1 The parties shall undertake the Project with a view to achieving the key strategic priorities set out in ANNEX A to this MoU (**Key Strategic Priorities**).
- 2.2 The parties acknowledge that the Key Strategic Priorities reflect the requirements set out by OCC’s Cabinet at its meeting on 24 January 2023 as needing to be met by the Scheme if OCC make any formal decision to lease or dispose of the Triangle to OUFC.
- 2.3 In addition to (and with a view to supporting) the Key Strategic Priorities, the parties acknowledge that:
 - (a) Any final agreement between the parties would need to be underpinned by terms that achieve community benefit and retain OCC’s reasonable long-term restrictions over the size and scale of the Scheme that is developed in the Triangle (**Objective**). The purpose of this is solely to ensure that the Key Strategic Priorities are addressed;
 - (b) OCC will seek stakeholders’ views regarding the extent to which the Objective has been met ahead of any final decision being taken by OCC’s Cabinet. The final decision will be taken by Cabinet in a public meeting; and

- (c) Whilst OCC has proceeded on the assumption that a lease would be the most likely way of satisfying the Objective, the sale of the Triangle may be considered if the Objective could be met and maintained over the long term.

3. Principles of collaboration

3.1 The parties agree to adopt the following principles when carrying out the Project (Principles):

- (a) collaborate and co-operate. Recognise that development and location of the proposed stadium is not without contention and both parties will seek to engage stakeholders and promote debate and discussion that is both constructive and respectful. Attempt to resolve any disagreements or differences of opinion constructively utilising a third party if required;
- (b) be accountable. Take on, manage and account to each other for performance of the respective roles and responsibilities set out in this MoU;
- (c) be open and honest. Communicate openly about major concerns, issues or opportunities relating to the Project, approaching all discussions with a spirit of honesty, openness and transparency, sharing information freely to progress the Project;
- (d) learn, develop and seek to achieve full potential. Share information and experience, work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce costs associated with the Project;
- (e) adopt a positive outlook. Behave in a positive, proactive manner;
- (f) adhere to statutory requirements and best practice. Recognising that OCC, being subject to the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, may need to disclose information about the Project and/or this MOU without consulting or obtaining consent from OUFC.
- (g) act in a timely manner. Recognise the time-critical nature of the Project and work constructively to progress the Project within an agreed timeframe (recognising also that the planning process will inevitably have an impact on the timeframe);
- (h) manage stakeholders effectively. Undertaking community and stakeholder engagement. For OUFC this will ensure community views are taken into account as part of the Project and for OCC this will help assess the extent to which the Key Strategic Priorities have been met;
- (i) deploy appropriate resources. Ensure sufficient and appropriately qualified resources are available and authorised to work on the Project; and

- (j) act in good faith to support achievement of the Key Strategic Priorities and the Objective in compliance with these Principles.

3.2 In the spirit of collaboration, OUFC agrees that it will not seek planning permission for the Scheme without the consent (not to be unreasonably withheld or delayed) of OCC, prior to the final decision being taken by OCC's Cabinet.

3.3 The parties recognise that the role of planning authority sits with Cherwell District Council and shall ensure that communications and engagement undertaken do not impact on this process. It is noted that planning engagement with the planning authority will be undertaken by OUFC as the Scheme developer, not by OCC as land owner.

4. Escalation

4.1 If either party has any issues, concerns or complaints about the Project, or any matter in this MoU, that party shall notify the other party and the parties shall then seek to resolve the issue by a process of consultation. If the issue cannot be resolved within a reasonable period of time, the parties may agree to jointly instruct a third party to facilitate resolution of the matter.

5. Intellectual property

5.1 The parties intend that any intellectual property rights created in the course of the Project shall vest in the party whose employee created them (or in the case of any intellectual property rights created jointly by employees of both parties in the party that is lead for the part of the Project (as shall be agreed beforehand) that the intellectual property right relates to).

5.2 Where any intellectual property right vests in either party in accordance with the intention set out in clause 6.1 above, that party shall grant an irrevocable licence to the other party to use that intellectual property for the purposes of the Project.

6. Term and termination

6.1 This MoU shall commence on the date of signature by both parties and shall expire on completion of the Project.

6.2 Either party may terminate this MoU by giving at least one months' notice in writing to the other party at any time.

6.3 If a final agreement is reached to lease or dispose of the Triangle to OUFC for the purposes of the Scheme, those arrangements and agreements will replace this MOU and the MOU will automatically terminate.

7. Variation

This MoU, including the Annexes, may only be varied by written agreement of the parties.

8. Charges and liabilities

- 8.1 Except as otherwise provided, the parties shall each bear their own costs and expenses incurred in complying with their obligations under this MoU.
- 8.2 Both parties shall remain liable for any losses or liabilities incurred due to their own or their employee's actions and neither party intends that the other party shall be liable for any loss it suffers as a result of this MoU.

9. Matters beyond the scope of the MOU

The parties acknowledge the following:

- (a) OUFC may wish to seek the views and advice from OCC transport and highway officers with regards to the proposed Scheme and that relationship falls outside of this MOU. OCC, in its role of highway authority, retains the right and duty to comment on the Scheme as part of any planning process.
- (b) The commercial viability and plans of OUFC are outside the scope of the Project and OCC is not inclined to support additional enabling development that is not aligned to the Key Strategic Priorities. Noting that OCC's participation in the Project is predicated on supporting and recognising the community role, legacy and heritage of OUFC, OCC is not offering financial support to OUFC for the Scheme or the running of OUFC

10. Status

- 10.1 This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the parties from this MoU. The parties enter into the MoU intending to honour all their obligations.
- 10.2 Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the parties, constitute either party as the agent of the other party, nor authorise either of the parties to make or enter into any commitments for or on behalf of the other party.

11. Governing law and jurisdiction

This MoU shall be governed by and construed in accordance with English law and, without affecting the escalation procedure set out in clause 5, each party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

Signed for and on behalf of OCC

Signature:

Name:

Position:

Signed for and on behalf of OUFC

Signature:

Name:

Position:

ANNEX A The Key Strategic Priorities

- maintain a green barrier between Oxford and Kidlington
- improve access to nature and green spaces
- enhance facilities for local sports groups and on-going financial support
- significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use
- develop local employment opportunities in Oxfordshire
- increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing
- support OCC's net zero carbon emissions pledge through highly sustainable development

This page is intentionally left blank

Annex 3: Timetable

In recognition of the complexity of this project three scenarios have been set out below mapping out a timetable to decision making. Planning assumptions are based on scenario 1 and will be reflected in the Cabinet's forward plan of business.

Scenario 1 – Likely case

Scenario 2 – Optimistic case

Scenario 3 – Elongated case

Scenario 1 – Likely case		
Activity	Timeframe	Comments
Cabinet meeting	21 March 2023	Cabinet paper to agree MoU, engagement and communications plan and timetables
Independently facilitated stakeholder meetings	March 2023 – early May 2023	Programme of independently facilitated stakeholder meetings. These are OCC led and not intended to replace or duplicate any OUFC community engagement.
Cabinet meeting	18 April 2023	Progress update in public – n.b. pre-election period, no decision-making process / timetable update only.
OCC receive suite of information from OUFC setting out how strategic priorities will be addressed	14 May 2023	Receipt of information by email from OUFC to OCC.
Cabinet meeting	23 May 2023	Paper setting out final arrangements for engagement.
Period of OCC internal assurance and clarifications regarding OUFC information	15 May – 31 May 2023	Internal process whereby clarifications and outstanding questions are resolved between OCC and OUFC.
Resolution of clarifications, provision of final suite of information.	31 May 2023	Deadline for clarifications.
Publication of information provided by OUFC	5 June 2023	Publication of final suite of information which to undertake open engagement.
Period of open engagement opens	5 June 2023	OCC have committed to a period of 6 weeks to seek feedback from all stakeholders.
Period of open engagement ends	23 July 2023	
Internal drafting and review	24 July - 1 September 2023	Internal process of evidence review, report drafting and assurance.
Cabinet meeting: final Cabinet decision	19 September 2023	Papers published week prior.

Scenario 2 – Optimistic case		
Activity	Timeframe	Comments
Cabinet meeting	21 March 2023	Cabinet paper to agree MoU, engagement and communications plan and timetables
Independently facilitated stakeholder meetings	March 2023 – early May 2023	Programme of independently facilitated stakeholder meetings. These are OCC led and not intended to replace or duplicate any OUFC community engagement.
OCC receive suite of information from OUFC setting out how strategic priorities will be addressed	31 March 2023	Receipt of information by email from OUFC to OCC.
Period of OCC internal assurance and clarifications regarding OUFC information	3 April – 25 April 2023	Internal process whereby clarifications and outstanding questions are resolved between OCC and OUFC.
Cabinet meeting	18 April 2023	Progress update in public – n.b. pre-election period, no decision-making process / timetable update only – confirm arrangements for next phase for engagement.
Resolution of clarifications, provision of final suite of information.	25 April 2023	Deadline for clarifications.
Publication of information provided by OUFC	5 May 2023	Publication of final suite of information which to undertake open engagement.
Period of open engagement opens	5 May 2023	OCC have committed to a period of 6 weeks to seek feedback from all stakeholders.
Period of open engagement ends	18 June 2023	
Internal drafting and review	19 June 2023	Internal process of evidence review, report drafting and assurance.
Cabinet meeting: final Cabinet decision	18 July 2023	Papers published week prior.

Scenario 3 – Elongated case		
Activity	Timeframe	Comments
Cabinet meeting	21 March 2023	Cabinet paper to agree MoU, engagement and communications plan and timetables
Independently facilitated stakeholder meetings	March 2023 – early May 2023	Programme of independently facilitated stakeholder meetings. These are OCC led and not intended to replace or duplicate any OUFC community engagement.
Cabinet meeting	18 April 2023	Progress update in public – n.b. pre-election period, no decision-making process / timetable update only.
OCC receive suite of information from OUFC setting out how strategic priorities will be addressed	14 May 2023	Receipt of information by email from OUFC to OCC.
Cabinet meeting	20 June or 18 July 2023	Paper setting out final arrangements for engagement.
Period of OCC internal assurance and clarifications regarding OUFC information	No later than 21 July - 25 August 2023	Internal process whereby clarifications and outstanding questions are resolved between OCC and OUFC.
Resolution of clarifications, provision of final suite of information.	25 August 2023	Deadline for clarifications.
Publication of information provided by OUFC	1 September 2023	Publication of final suite of information which to undertake open engagement.
Period of open engagement opens	1 September 2023	OCC have committed to a period of 6 weeks to seek feedback from all stakeholders, OCC practice would be to avoid August by which to undertake this. If necessary, the period of engagement could be lengthened through August to cover 6 weeks during July and September.
Period of open engagement ends	13 October 2023	
Internal drafting and review	16 October – 3 November 2023	Internal process of evidence review, report drafting and assurance.
Cabinet meeting: final Cabinet decision	21 November 2023	Papers published week prior.

This page is intentionally left blank

CABINET REPORT

BUSINESS MANAGEMENT AND MONITORING REPORT

January 2023

**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) note the virements in Annex B-2b and approve the virements in Annex B-2a.
- c) approve the write - off of seven unrecoverable social care debts with a combined total of £0.135m as set out in Annex B paragraph 119.

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 January 2023 performance, risk, and finance position for the council.
- 4. Further information is provided in the following annexes to the report:

Annex A: Performance as at January 2023
 Annex B: Finance as at January 2023
 Annex C: Equality and Diversity Plan
 Annex D: Climate Impact Plan

- 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 January 2023 the indicators were rated as follows:

Reporting Period	Green	Amber	Red	Monitoring only/Data Unavailable	Total
Monthly	22	10	11	9	52
Annual	1	1	0	0	2
Total	23	11	11	9	54

Table 1: Summary of January 2023 performance for all measures. RAG = Green = meets or exceeds target, Amber = misses target by narrow margin and Red = misses target by significant margin.

23 (43%) of the measures were reported as Green (meeting or exceeding target). 11 measures (20%) were rated as Amber (misses target by narrow margin), of which 11 have been Amber for 2+ months and 11 (20%) measures were rated Red (misses target by significant margin).

8. The number of **monthly** measures assessed as Red has decreased compared to the last report to Cabinet in January which set out that as at the end of November the 52 monthly indicators were rated as follows:

Monthly comparison	Green		Amber		Red		Monitoring Only/Data Unavailable		Total
April 2022	28	54%	8	15%	8	15%	8	15%	52
May 2022	27	52%	8	15%	10	19%	7	13%	52
June 2022	22	42%	13	25%	10	19%	7	13%	52
July 2022	23	44%	14	27%	8	15%	7	13%	52
August 2022	20	38%	11	21%	14	27%	7	13%	52
September 2022	23	44%	8	15%	14	27%	7	13%	52
October 2022	24	46%	8	15%	13	25%	7	13%	52
November 2022	21	40%	10	19%	14	27%	7	13%	52
December 2022	19	37%	12	23%	13	25%	8	15%	52
January 2023	22	42%	10	19%	11	21%	9	17%	52

Table 2: Comparison of monthly measures for FY22/23

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. There has been an improvement in Measure OCC07.02 Early Help Assessments from Red to Amber. These challenges are reflected in the performance measures for Priority 7 where the majority are reported as Red exceptions and causing very significant financial pressure requiring on-going action and interventions.

10. Inflation and workforce shortages in the wider economy have also impacted on the financial position for the council during 2022/23. These are also contributing to the finance measures which remain assessed as Red.

Table 3: Red RAG Status Measures January 2023 Reporting Month

Performance measures reporting Red for January 2023 (11 Measures)	
OCC02.03:	Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)
OCC07.03:	Number of early help assessments completed by health visitors
OCC07.06:	No of children we care for (excluding Unaccompanied Children)
OCC07.07:	Number of child protection plans
OCC07.10:	% of Education Health & Care Plans completed within 20 weeks
OCC11.01:	Overall forecast revenue variance across the Council
OCC11.02:	Achievement of planned savings
OCC11.03:	General balances are forecast to remain at or above the risk assessed level
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

11. The following table lists the 11 measures reporting as Red at the end of January 2023. Full details can be found in Annex A.

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

Status changes – December 2022 to January 2023	
Red to Green	* OCC04.03: % of residents aged 65 plus receiving ASC who manage their care by using a direct payment
Amber to Green	** OCC02.02: No of active borrowers (library members who have borrowed at least on item a year) OCC04.08: No of visits to Live Well Oxfordshire OCC11.09: Invoice collection rate - Corporate Debtors
Red to Amber	No Change
Green to Amber	No Change
Amber to Red	No Change
Green to Red	No Change

*Table 4: Changes across December 2022 to January 2023. *Measure OCC04.03 moved from Red to Green Status after tolerances were amended for January 2023. **Measure OCC02.02 moved from Amber to Green Status because of a change in targets between December and January reporting.*

13. Since the last Cabinet report (November 2022), there has been an increase in Green measures and a decrease in the number of Red measures.

Reporting Month	Green	Amber	Red
November	20	11	14
December	19	12	13
January	23	11	11

Table 5: Comparison of monthly measures

14. 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
October	24	8	13	45
November	20	11	14	45
December	41	15	16	72
January	23	11	11	45

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

This report contains the Quarter 3 position for the Equality and Diversity Action Plan and the Climate Action Plan.

Equality, Diversity and Inclusion Action Plan – Quarter Three

The Equality, Diversity and Inclusion Action Plan is included in full as Annex C. Table 7 illustrates the RAG breakdown for quarter 3. Since quarter 2, changes in status have occurred in three EDI measures. Two of these (EDI1.01 & EDI6.06) are improvements in status moving from Amber to Green and Red to Amber respectively. One measure (EDI2.01) performance has decreased since quarter 2, moving from Green to Amber. Overall, the RAG count has improved from quarter 2 to quarter 3.

Climate Action Plan – Quarter Three

The Climate Action Plan is included in full as Annex D. Table 7 shows the RAG breakdown.

One Climate Action Programme measure has been removed. The measure 'CA1.3.04 Trial of IHAT technology for fire engines subject to business case' has been terminated in Q2 to consider other projects. The Fire & Rescue Service has finished the work on the IHAT project and there was no clear evidence beneath IHAT's technology that the technology would enable a reduction in the carbon footprint of vehicles (or any other benefits). Therefore, the project is not being pursued further. For this reason, the measure has also been removed from Annex D.

Plan	Green		Amber		Red		Total
Equality, Diversity & Inclusion	37	90%	4	10%	0	0%	41
Climate Action Programme	8	67%	4	33%	0	0%	12

Table 7: Equality, Diversity & Inclusion Action Plan and Climate Action Programme RAG scores for Quarter 3 FY 22/23.

Performance Exceptions

15. 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 11 measures that have Red outcomes and of the 11 measures that have reported Amber, 10 have been rated Amber for two months consecutively and are included in this exception report.

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

This priority has three measures being reported in January 2023: one Amber and two Green.



Figure 1: Priority OCC01 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC01.09: Total % household waste which is reused, recycled, or composted	Amber	Amber	Bill Cotton

Table 8: Priority OCC01 Measure Exceptions - January 2023

OCC01.09: "The indicator is below target because recycling rates have plateaued for some time despite continued communication campaigns aimed at behavioural change and encouraging residents to use the existing recycling collections better. However, Defra statistics for Waste Disposal Authorities for 2021/22 show Oxfordshire first for the percentage of waste reused, recycled, or composted with a recycling rate of 58.2%, compared to Devon in second place at 55.1%, and Surrey 3rd at 54.4%. The reduction in green waste over the summer remains a factor in the forecast end of year recycling rate, particularly as garden waste is a significant part of the waste recycled. A step change is needed to meet Oxfordshire Joint Municipal Waste Management Strategy targets, which can only be made by the district councils and OCC acting together. Government waste policy changes are expected that could have a significant impact, but these have been repeatedly delayed by Defra. It is difficult to plan investment in changes without the certainty of what future requirements will be. This is a national issue affecting all local authorities.

However, in January Defra published its consultation response on introducing a Deposit Return Scheme (DRS) for drinks containers from October 2025. Defra is also engaging with the public sector and manufacturers on arrangements for Extended Producer Responsibility (EPR) for packaging. Defra announcements on the consistency of waste collections are still awaited."

17. Priority OCC02: Tackle inequalities in Oxfordshire

This priority has four measures being reported in January 2023: one Red and three Green.



Figure 2: Priority OCC02 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC02.03: Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)	Red	Red	Mark Haynes

Table 9: Priority OCC02 Measure Exceptions - January 2023

OCC02.03: “Total Heritage digital engagement 32% below target. Museum Service figure [15,666] below target mainly due to lack of any current promotional campaigns post-Christmas. History Service digital engagement [48,170] below target, impacted by continuing lower-level trend line following change to measurement of Heritage Search and Picture Oxon traffic; Heritage Search figure still higher than Dec 2022 which was boosted by quarterly addition of Discovery / Archives Hub traffic. Other History Service web and social media traffic remain stable compared with Dec 2022. Victoria County History digital engagement via British History Online 8% above the monthly target [12,960]; usage fluctuates over the year as a whole but now generally achieving pre-Covid levels.”

18. Priority OCC04: Support carers and the social care system

This priority has eight measures being reported in January 2023: two Amber, three Green and three ‘monitoring only’.



Figure 3: Priority OCC06 Monthly performance for 2022/23 financial year

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

Table 10: Priority OCC04 Measure Exceptions - January 2023

OCC04.04: “This measure is currently reported as Amber as performance has fallen in the year. However, performance remains in line with the national position. In terms of keeping performance at the right level the Adult Social Care forum will ask if a Direct Payment has been considered for each presentation to enable us to gather data around barriers and ensure that Direct Payments are promoted at every suitable

opportunity.”

OCC04.05: No Commentary Included

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

This priority has nine measures being reported in January 2023: four Red, one Amber and four ‘monitoring only’.



Figure 4: Priority OCC07 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC07.02: Number of early help assessments	Red	Amber	Kevin Gordon
OCC07.03: Number of early help assessments completed by health visitors	Red	Red	Ansaf Azhar
OCC07.06: No of children we care for (excluding Unaccompanied Children)	Red	Red	Kevin Gordon
OCC07.07: Number of child protection plans	Red	Red	Kevin Gordon
OCC07.10: % of Education Health & Care Plans completed within 20 weeks	Red	Red	Kevin Gordon

Table 11: Priority OCC07 Measure Exceptions - January 2023

OCC07.02: “The number of Early Help Assessments in the first 10 months of the year is 27% higher than last year but remains below target to increase to 5000 in the year. This is a local target not based on any national benchmarking.

Data from the Association of Directors of Children's Services (ADCS) Safeguarding survey shows Oxfordshire's rate of Early Help Assessments (EHA) is 17% lower than the national level (for 2021/22). We have across the children's trust set a target to increase to 10,000 EHAs by 2024/25. We want more children to receive an Early Help Assessment than a social care assessment.

Over 90% of EHAs are undertaken by schools or the council's Early help service and these two areas have driven the growth in numbers this year. Partner organisations are being asked to report on their performance via the Children's Trust and this will be reported upwards to the Health and Wellbeing Board. The lack of early help means children are unnecessarily being pulled into social care systems. For example, in line with our neglect strategy, less than 1 in 3 new statutory plans where the child had suffered neglect this year had evidenced an earlier early help assessment.

We are targeting individual agencies about their reported numbers of Early Help Assessments and the proportion of social care referrals that come from them that lead to no further actions.”

OCC07.03: “This is a measure of Early Help Assessments completed by health which are shared with the council. Oxford health, who run the Health Visitor service, are running a pilot to identify how many single agency assessments they have completed. Between April to September, they completed 289. We are looking now at how these

can be shared so if the child subsequently comes into social care, we know what has happened previously.”

OCC07.06: “This target was set to reduce our numbers to statistical neighbours’ average over the next two years.

The number of children we care for remains lower than the high point at the end of August. However, it remains above target and that of similar authorities. The figure was driven by an increase in children becoming looked after, with 109 non unaccompanied young people became looked after between April and June 2022, where we would expect 60-80. In response, the approval for children to be looked after was raised to Head of Service so that we could be assured we were doing all we can to keep children safely within their families. This increased check, challenge and support resulted in the number of children being cared for dropping in Q2 to 45 and 60 for Q3. This approach is now our practice approach. The 6 months July-December had less children becoming looked after than the first 3 months of the year.”

OCC07.07: “This target was set to keep us at the level of statistical neighbours.

612 children were the subject of a child protection plan at the end of January – a decrease of 36 from last month. This is above the target (550) but remains over 150 less than the highpoint of June 2019 (769).

OCC07.10: “Continued high numbers of requests for Education Health Care Needs Assessments across the year and staffing pressures in the SEND Casework team, Educational Psychology Team, Social Care and Health means that there are delays in each service area for completing reports that are required for the process. Agency staff have been recruited to support the high levels of workloads and the SEND Casework Teams workload has been reprioritised.”

20. Priority OCC09: Work with local businesses and partners for environmental, economic, and social benefit

This priority has two measures being reported in January 2023: one Amber and one Green.



Figure 5: Priority OCC09 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC09.05: No of Community Micro Enterprises supporting people in the community	Amber	Amber	Karen Fuller

Table 12: Priority OCC09 Measure Exceptions - January 2023

OCC09.05: “One new community micro-enterprise completed the Doing It Right Standards in the month, however, thirteen more are working through the standards. Enquiries about the programme also increased in January.”

21. Priority OCC10: Running the business - Customer Contact

This priority has six measures being reported in January 2023: one Amber, three

Green and two 'monitoring only'.



Figure 6: Priority OCC10 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC10.05: No of telephone calls to CSC abandoned	Amber	Amber	Mark Haynes

Table 13: Priority OCC10 Measure Exceptions - January 2023

OCC10.05: "Calls during January increased by 54.5% compared to December 2022 which is not unexpected due to seasonal demand, however there was an 8.3% increase in contact when compared to the same period from January 2022. With a slightly higher than average absence level, the abandonment rate increased by 4.3%, to 18.3% compared to December and remains Amber. We also dealt with 4,762 outbound calls, 237 webchats across seven service areas of our website and dealt with 22 social media contacts from the official OCC Twitter & Facebook pages. We have been experimenting with Power Automate to count the number of emails received into our shared mailboxes within the CSC. As a result, a total of 12,626 emails were received during January, which is an 82.2% increase from December. We are continuing to enhance this pilot. A total of 30,869 contacts was received during January. Whilst there are a few outstanding vacant posts for which we are actively finalising recruitment, the emphasis has now shifted to ensuring our recent new colleagues receive a dedicated induction and learning period. This take time and the teams are balancing that objective with the ongoing customer demand and striving to provide a qualitative customer experience."

22. Priority OCC11: Running the business - Finance

This priority has 14 measures being reported in January 2023: six Red, four Amber and four Green. Annex B provides further explanation of the finance measures in the following table.



Figure 7: Priority OCC11 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC11.01: Overall forecast revenue variance across the Council	Red	Red	Lorna Baxter
OCC11.02: Achievement of planned savings	Red	Red	Lorna Baxter
OCC11.03: General balances are forecast to remain at or above the risk assessed level	Red	Red	Lorna Baxter
OCC11.05: Directorates deliver services and achieve planned performance within agreed budget	Red	Red	Lorna Baxter

OCC11.06: Total outturn variation for the dedicated schools grant (DSG) funded services	Red	Red	Lorna Baxter
OCC11.08: % of agreed invoices paid within 30 days	Amber	Amber	Lorna Baxter
OCC11.10: Debt requiring impairment - Corporate Debtors	Amber	Amber	Lorna Baxter
OCC11.11: Debt requiring impairment - ASC contribution debtors	Red	Red	Lorna Baxter
OCC11.12: Average cash balance compared to forecast average cash balance	Amber	Amber	Lorna Baxter
OCC11.15: Invoice Collection Rate - ASC contribution debtors	Amber	Amber	Lorna Baxter

Table 14: Priority OCC11 Measure Exceptions - January 2023

Performance Highlights

23. This section of the report concentrates on a number of highlights achieved this period in delivering our strategic priorities.

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

Deal signed to bring 159 electric buses to Oxfordshire - The first vehicles in a fleet of 159 new battery electric buses are set to arrive in Oxfordshire in September, after an £82.5 million deal was sealed. Following the signing of contracts between the bus companies and the manufacturers, and the council's approval of [trial traffic filters](#) in Oxford to help reduce bus journey times by at least 10 per cent in the city, confirmation of Oxfordshire's ZEBRA scheme has now been finalised. The arrival of the 159 electric buses is expected to support a further drop in Nitrogen Oxide (NOx) levels that will help clean up Oxford and Oxfordshire's air pollution, reduce noise pollution and help make Oxfordshire a net zero carbon county well before 2050. Oxfordshire was one of only 12 local authorities to successfully apply for ZEBRA funding and is one of the biggest schemes in the country.

Tackle inequalities in Oxfordshire

Hundreds of laptops gifted to help vulnerable people get online - Oxfordshire County Council has given the computers to Getting Oxfordshire Online, an initiative that recycles older technology to be given to charitable organisations in the county. The donation represents a commitment to the council's digital inclusion strategy, helping to tackle inequalities in the county. The computers were provided by the county council's IT, Innovation and Digital Service, who ensured they were securely wiped before arranging the handover to Aspire Oxfordshire, a charity which empowers people facing homelessness, poverty, and disadvantage to find employment and housing.

Number of active borrowers (library members who have borrowed at least one item a year). Since libraries reopened in April 2021 (after Lockdown 3), the number of active borrowers has increased for 22 consecutive months (April 2021 - January 2023)

Prioritise the health and wellbeing of residents

NHS health checks in Oxfordshire now available in more locations - It is easier than ever for people aged 40 to 74 to get a free NHS health check, with the service now available in even more locations. Health Checks Oxfordshire are now providing free NHS health checks on behalf of Oxfordshire County Council at convenient community-based locations across the county, including libraries. This is in support of existing GP practice provision, making it easier than ever to get one.

Award-winning active travel study published

An award-winning active travel study carried out by the University of Bristol and Oxfordshire County Council has now been published. The qualitative study was carried out between May and October 2022 to learn more about active travel priorities – travel that involves some physical activity – and what might help people adopt more active habits. The study focused on cycling and walking for commuters and older people aged 65 to 75 living independently in Bicester and Witney. The study received the “outstanding contribution to public health or social care research” award from the National Institute for Health and Care Research (NIHCR) at the 2022 Thames Valley Health Research Awards last year.

Support carers and the social care system

Cutting edge technology helping older people leave hospital on time - Older patients in Oxfordshire are being supported to leave hospital and recover at home by using cutting edge technology and specialist wraparound support, empowering them to confidently take their medicines independently. Oxfordshire County Council's dedicated Innovation Hub (iHUB) is working with the council's adult social care team, as well as NHS partners, to develop the healthy ageing initiative. Using technology created by digital medicines experts CONNECT Care, the project is designed to improve health outcomes for patients while easing hospital discharge rates and reducing re-admissions.

Invest in an inclusive, integrated, and sustainable transport network

Plans for new active travel funding announced by Oxfordshire County Council - Oxfordshire County Council has secured £0.520m from the government's Active Travel Capability Fund to invest in improving access to active travel options across the county.

This investment will be used to deliver projects that enable more people to walk, wheel or cycle as a first choice for local transport. It will also be used to enhance high streets and improve access to work and education. The funding will enable the council to deliver more of its wider active travel strategy across South and Vale, Cherwell, and West Oxfordshire districts.

Eight Oxfordshire providers join £2 bus fare cap scheme. Most residents will be able to travel more cheaply by bus for three months at the start of 2023, thanks to a new government scheme. As part of the wider 'Help for Households' initiative, [the bus fare cap](#) will limit the price passengers will pay for an adult single fare to £2 on most routes operated by participating bus firms.

Continued city bus services secured by council investment - Residents in two areas of Oxford will have continued access to bus services in the new year following action and investment by Oxfordshire County Council. The council launched a tender process for new bus services following Oxford Bus Company's announcement of its withdrawal of routes 9 to Risinghurst and 13 to Northway from 8 January 2023.

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

Updated 2023/24 budget plans agreed in February 2023 reflect new pressures and include extra money for children and families - Oxfordshire's children and young people have been particularly affected by the COVID pandemic and, as the country emerges from it, higher numbers are requiring the support of care services and from special educational needs and disabilities (SEND) teams to fulfil their potential in education.

As part of the 2023/24 budget £0.5m has been agreed to be invested in additional staffing to improve capacity for SEND educational and health care plan (EHP) reviews and assessments. A further £0.5m has been agreed to accelerate the development of community hubs that will support children and families in accessing support services locally.

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

Man found guilty of money laundering following Oxford roofing scam - A self-employed scaffolder has been found guilty of three money laundering offences at Oxford Crown Court, 25 January 2023, after a trial lasting three days. The jury returned a unanimous guilty verdict on all three counts after deliberating for one hour and 39 minutes.

The court action followed an investigation by Oxfordshire County Council's Trading Standards team.




Running the business







Overall customer satisfaction rates for standard Registration Service








In January 2023, the service recorded 100% satisfaction for the fifth consecutive month (September 2022 – January 2023).

Strategic Risk Management Overview

24. 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.
25. 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.

Symbol	Meaning
	Position Improved
	Position Maintained
	Position Declined

Risk Ref	Risk Title and Description	Inherent Risk Score	December Residual Risk Score	January Residual Risk Score	DoT
SR1	Financial Resilience: The council is not financially sustainable in the immediate/medium term.	25	15	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	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	15	
SR4	Capital Projects: Major Infrastructure Portfolio schemes become undeliverable.	16	12	12	
SR5	Absence of Oxfordshire Place Strategy: A spatial and policy vacuum for strategic planning across Oxfordshire.	20	9	12	
SR6	Demand Management – Adult: The council is unable to provide the appropriate level of support for people to live well and independently in their	16	12	12	

Risk Ref	Risk Title and Description	Inherent Risk Score	December Residual Risk Score	January Residual Risk Score	DoT
	community, remaining fit, and healthy for as long as possible.				
SR7	Demand management - Children: Level of statutory activity required by the council in relation to meeting children's needs results in significant overspend.	25	25	25	
SR8	High Needs Block: Insufficient national funding and increasing local demand.	25	20	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	12	16	
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	12	
SR11	Health and Safety: Adverse H&S event including accident, incident, near-miss or dangerous occurrence.	20	6	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	12	
SR13	Supplier/Market Failure: Insolvency of major partners of the council. Supplier chooses to no longer provide services at the	20	15	15	





Risk Ref	Risk Title and Description	Inherent Risk Score	December Residual Risk Score	January Residual Risk Score	DoT
	contracted cost or to provide services at all.				
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	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	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	12	
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	15	

Table 15: Strategic Risk Overview for January 2023 Update

Financial Position

26. As shown in the table on the next page there is a forecast directorate overspend of £22.4m or 4.3%. The overall forecast variation is £14.4m or 2.8% after taking into account changes in centrally held budgets including the use of the remaining contingency budget and additional business rates grant income.

Directorate	Latest Budget 2022/23 £m	Forecast Spend 2022/23 £m	Variance January 2023 £m	Variance January 2023 %	Variance November 2022 £m	Change Since November £m
Adult Services	214.2	219.1	4.9	2.3	1.1	3.8
Children's Services	152.1	169.2	17.1	11.2	15.3	1.8
Environment and Place	63.9	61.8	-2.1	-3.3	-1.4	-0.7
Public Health	3.5	3.2	-0.3	-8.6	-0.3	0.0
Community Safety	24.8	24.8	0.0	0.0	0.2	-0.2
Customers, Culture and Corporate Services	63.9	66.7	2.8	4.4	2.0	0.8
Total Directorate Budgets	522.4	544.8	22.4	4.3	16.9	5.5
Budgets Held Centrally						
Capital Financing Costs	26.1	26.1	0.0	0.0	0.0	0.0
Interest on Balances	-13.0	-15.4	-2.4	18.5	-2.0	-0.4
Inflation and Contingency	2.5	1.4	-1.1	-44.0	-1.3	0.2
Un-ringfenced Specific Grants	-34.8	-34.8	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	-9.6	-10.6	-1.0	10.4	-1.0	0.0
Budgeted contributions to reserves	24.4	24.4	0.0	0.0	0.0	0.0
Budgeted Contribution to Balances	1.0	1.0	0.0	0.0	0.0	0.0
Total	-2.0	-6.5	-4.5	2.2	-4.3	-0.2

Budgets Held Centrally						
Net Operating Budget	520.4	538.3	17.9	3.5	12.6	6.3
Business Rates & Council Tax funding	-520.4	-523.9	-3.5	-0.7	0.0	-3.5
Forecast Year-End Position	0.0	14.4	14.4	2.8	12.6	2.8

Table 16: OCC Financial Position January 2023

27. In addition to the overspend against council budgets, the forecast 2022/23 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £16.5m after taking account of £1.2m of COVID-19 costs being met from council resources. This is a reduction of £1m from the previously reported £17.5m in November 2022. In line with the CIPFA code of practice on DSG High Needs deficits an unusable reserve is being used to hold negative High Needs DSG balances until those arrangements come to an end in March 2025. The forecast deficit will increase the total accumulated negative balance for High Needs held in this reserve to £46.3m at 31 March 2023.
28. As noted above and in previous reports there remains real concern over the level of demand for children's social care and a lack of suitable care placements available in the system. An update about the action being taken to manage this and reduce future demand was included in the report to Cabinet in January 2023. This report provides a further update on those actions.
29. After taking account of the £14.4m overspend general balances would reduce to £21.6m. This is £7.3m below the risk assessed level for 2022/23.
30. See Annex B for further details and commentary on the Finance position.

Financial Implications

31. 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 have been considered through the Budget & Business Planning process for 2023/24. Strong financial management and oversight will be required to ensure that services are managed within budgets for 2023/24.

Comments checked by: Lorna Baxter, Director of Finance
lorna.baxter@oxfordshire.gov.uk

Legal Implications

32. The Council's constitution at Part 3.2 (Budget and Policy Framework) sets out the obligations and responsibilities of both the Cabinet and the Full Council in approving, adopting and implementing the council's budget and policy framework.
33. 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. The report sets out the January 2023 performance, risk and finance position for the Council as part of its fiduciary duty to implement budgetary controls and monitoring.

Comments checked by: Paul Grant, Head of Legal and Deputy Monitoring Officer, paul.grant@oxfordshire.gov.uk

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

Annexes:





- Annex A: Performance as at January 2023
- Annex B: Finance as at January 2023
- Annex C: Equality and Diversity Plan
- Annex D: Climate Impact Plan

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

Contents


Priority	Page
Priority 1	2
Priority 2	4
Priority 3	7
Priority 4	8
Priority 5	10
Priority 6	12
Priority 7	13
Priority 8	21
Priority 9	22
Priority 10/11	23





Key

Status Indicator	Status Description
	Misses target by significant margin
	Misses target by narrow margin
	Meets or exceeds target
	Data missing
n/a	Status indicator not applicable

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	31/01/2023
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	1,247	950		Slightly lower than normal output due to the festive break. however targets are met.	No impact.	No risks.	19,656	16,750	
OCC01.05 Total number of electric vehicle charging points by end of March 2023	Tim Spiers	Cllr P Sudbury	0	0		Park and Charge project now complete. Future plans being formulated; awaiting notification of government LEVI funding.			238	245	

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC01.09 Total % of household waste which is reused, recycled or composted	Bill Cotton	Cllr P Sudbury	57.95%	62.00%		<p>The indicator is below target because recycling rates have plateaued for some time despite continued communication campaigns aimed at behavioural change and encouraging residents to use the exiting recycling collections better. However, Defra statistics for Waste Disposal Authorities for 2021/22 show Oxfordshire first for the percentage of waste reused, recycled or composted with a recycling rate of 58.2%, compared to Devon in second place at 55.1%, and Surrey 3rd at 54.4%. The reduction in green waste over the summer remains a factor in the forecast end of year recycling rate, particularly as garden waste is a significant part of the waste recycled.</p> <p>A step change is needed to meet Oxfordshire Joint Municipal Waste Management Strategy targets, which can only be made by the district councils and OCC acting together.</p> <p>Government waste policy changes are expected that could have a significant impact, but these have been repeatedly delayed by Defra. It is difficult to plan investment in changes without the certainty of what future requirements will be. This is a national issue affecting all local authorities.</p> <p>However, in January Defra published its consultation response on introducing a Deposit Return Scheme (DRS) for drinks containers from October 2025. Defra is also engaging with the public sector and manufacturers on arrangements for Extended Producer Responsibility (EPR) for packaging. Defra announcements on the consistency of waste collections are still awaited.</p>	As of yet there has been no financial risk identified.	Target of recycling and composting at least 65% of household waste by 2025 in the Oxfordshire Joint Municipal Waste Management Strategy may not be achieved.	58.06%	62.00%	

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	31/01/2023
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	66,677.00	65,000.00	★	Remains above target. This figure has now increased for 22 consecutive months (i.e. since libraries were reopened in April 2021 after Lockdown 3) which we feel is a significant achievement for the service. Huge efforts are going into encouraging customers back into libraries, with investment in book stock, activities and events and better publicity via social media as well as traditional media. We have also introduced an automated email for customers who have not used their library cards for a while – the idea is to remind them of the services available in the library and catch them before they become inactive. It is almost impossible to report on the efficacy of this, but anecdotally this new automated email has been effective and customers have mentioned it as a reason for returning to libraries.			622,971.00	624,000.00	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC02.03 Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)	Mark Haynes	Cllr J Hannaby	76,796.00	100,000.00	▲	Total Heritage digital engagement 32% below target. Museum Service figure [15,666] below target mainly due to lack of any current promotional campaigns post-Christmas. History Service digital engagement [48,170] below target, impacted by continuing lower level trend line following change to measurement of Heritage Search and Picture Oxon traffic; Heritage Search figure still higher than Dec 2022 which was boosted by quarterly addition of Discovery / Archives Hub traffic. Other History Service web and social media traffic remain stable compared with Dec 2022. Victoria County History digital engagement via British History Online 8% above the monthly target [12,960]; usage fluctuates over the year as a whole but now generally achieving pre-Covid levels.	There is little to no financial impact associated with this under-performance. As noted in Risk Impact, we will be moving to a more granular approach to targets/monitoring in this area from 2023/24 onwards.	There is little to no risk associated with this under-performance and we are looking to radically alter this target from 2023/24 onwards. At present the cumulative nature of this target masks discrete elements (with positive performance in certain areas of Heritage being masked by an 'under' performance elsewhere) and does not allow for clear monitoring or target setting. The changes to Heritage Search since October have also radically changed the landscape and it might be that should reduce the target for the last months of the year.	1,082,739.00	1,117,000.00	★
OCC02.04 Number of physical visits to Libraries	Mark Haynes	Cllr J Hannaby	151,174.00	90,000.00	★	Figure has increased from December (in line with normal seasonal trend) and January has hit the highest monthly figure for the year, in contrast to normal seasonal trends. This success is a result of the high number of activities (including school visits) that library staff have organised, and may also be a reflection of the growing demand on library services as the costs of living crisis deepens and customers seek for free reading materials, free computers/internet access, and warm spaces (plus a host of other library services).			1,345,824.00	1,170,000.00	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC02.10 No of people contacted via Making Every Conversation Count	Mark Haynes	Cllr J Hannaby	681.00	300.00	★	This figure remains significantly above target, as is has done all year. This highly successful partnership with Public Health has seen training for library staff in order to facilitate informal and accessible discussions with customers about health issues, including recommendations, signposting, and referrals as part of libraries' Health and Wellbeing offer (Books on Prescription, healthy living, Reading Well for mental health etc). Anecdotally, this programme has also had an extremely high impact on a small number of individuals, with one customer reporting that he had sought a GP appointment as a direct result of his conversation with library staff, following which was diagnosed with (and successfully treated for) early stage cancer.			5,845.00	3,000.00	★

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	31/01/2023
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
OCC03.05 Number of library issues (books, DVD, CD's, E-books)	Mark Haynes	Cllr J Hannaby	312,926.00	275,000.00	★	January figure has increased from December (in line with normal seasonal trends) and well is above target - in fact it is only slightly lower than August which is traditionally our high-point for issues. This is a result of investment in high-quality, relevant bookstock and also reflects a continuing high demand for e-Books which accounted for 12% of all loans in January.			2,800,718.00	2,625,000.00	★
OCC03.06 Digital engagement with library services	Mark Haynes	Cllr J Hannaby	149,587.00	115,000.00	★	Remains above target and reflects a continued high demand for library digital services such as Online Reference resources .			1,330,217.00	1,150,000.00	★
OCC03.14 No of physical visits to Heritage services	Mark Haynes	Cllr J Hannaby	9,888.00	7,455.00	★	Heritage visitor figure 32% above target, largely due to excellent (Museums Service) Learning & Access engagement in January and visitors figures at the Oxfordshire Museum surpassing pre-COVID levels once more (9737). History Service figure (151) on target, boosted by Age UK outreach event in Banbury, but service closed for stocktaking 24-31 Jan. Victoria County History had no planned public events in January, but total face-to-face engagements since April (742) exceeds the annual target.			97,713.00	85,890.00	★

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	31/01/2023
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	6,355.00		n/a	Live Well is continuing to monitor this working with information team linked to savings profiling More work has been done through the Community Connectors Team to link people into Universal Services and voluntary sector alternatives and the review team link in with CIN as part of Oxfordshire Way approach. Further work with CIN to understand the needs and age group being met through Live Well is planned as the new contract is awarded.			6,355.00		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	87.60%	86.00%	★	Live Well is continuing to monitor this figure, the level of numbers within Supported Living remains high which is positive. There will be an increase in 26 new supported living tenancies coming on board 23/24 through Resonance £5 million investment that will provide more in area opportunities for people with a learning disability to live in their own home. Further work through the Accommodation Board will feed into developing an up-to-date Housing Needs Assessment working with the districts to identify a 10-year plan, Live Well are an active partner in this work and will ensure models link well for supported living and reflect the new framework for support that goes live in April 23.			87.68%	86.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC04.03 % of residents aged 65 plus receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	19.40%	22.00%	★	This measure is currently reported as red as performance has fallen in the year. However performance remains in the top quartile nationally. We are suggesting the RAG ratings are amended to reflect the national position In terms of keeping performance at the right level the Adult Social Care forum will ask if a Direct Payment has been considered for each presentation to enable us to gather data around barriers and ensure that Direct Payments are promoted at every suitable opportunity.	No significant overall financial impact	The figure remains above the national average, however direct payments increase people's choice and control, so a falling level of direct payments may lead to reduced satisfaction and may put additional pressures on other services such as home care availability	20.80%	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	38.30%	40.00%	●	This measure is currently reported as amber as performance has fallen in the year. However performance remains in line with the national position. In terms of keeping performance at the right level the Adult Social Care forum will ask if a Direct Payment has been considered for each presentation to enable us to gather data around barriers and ensure that Direct Payments are promoted at every suitable opportunity.	No significant overall financial impact	The figure remains above the national average, however direct payments increase people's choice and control, so a falling level of direct payments may lead to reduced satisfaction and may put additional pressures on other services such as home care availability	39.01%	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	59.10%	60.00%	●				59.32%	60.00%	●
OCC04.06 No of residents who have received a formal assessment of their role as a Carer	Karen Fuller	Cllr T Bearder	578.00		n/a				5,694.00		n/a
OCC04.07 No of Carers who have received a direct payment	Karen Fuller	Cllr T Bearder	1,449.00		n/a				6,946.00		n/a
OCC04.08 No of visits to Live Well Oxfordshire	Karen Fuller	Cllr T Bearder	7,077.00	5,450.00	★	Number of page views of Live Well Oxfordshire for January 2023 was 18,660			59,240.00	54,500.00	★

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	31/01/2023
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	298.00	270.00	★	190 Current Direct Travel Payments (DTP) 23 Independent Travel Training - 85 Bus passes - 1 less DTP this month.			2,805.00	2,670.00	★
OCC05.02 % of contracted seats designated to school children	Bill Cotton	Cllr A Gant	77.43%	75.00%	★	The service continues to migrate its data from the ONE system to EYES. During this time, data from the old system is combined with manual records held while the new system is fully migrated across to EYES. They are therefore subject to change but there is no reason to expect a worrying trend in this KPI once EYES is fully updated.			61.21%	60.00%	★
OCC05.03 135 km (3%) of the highway to be resurfaced	Bill Cotton	Cllr A Gant	0.00	0.00	★	The annual plan target for 2022 total surfacing programme has been firmed up so far as 3% of the network (excluding patching). As at 31st January '23, 3.09% of the network has been treated and is slightly above the expected target. Almost all surfacing programmes are scheduled during April-October. There were 4 Micro-asphalts schemes programmed end of January - beginning of Feb that will be reported on February.			138.60	133.70	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC05.04 % of Annual change in average nitrogen dioxide concentrations in AQMAs	Bill Cotton	Cllr D Enright	21.02%	10.00%	★	We are reporting green against the target of 10%. The following work of the Council and partners supports the achievement of this target, includes the Local Transport and Connectivity Plan which involves the active travel strategy, Local cycling and Walking Infrastructure Plans and Travel Plans all of which reduce travel by cars with internal combustion engines by increasing travel by walking and cycling and use of public transport, which will soon include Electric buses. The County is developing an Air Quality strategy to provide greater coherence and response to tackling air pollution. It is due to be published on Clean Air Day 16 th June 2023.			21.02%	10.00%	★
OCC05.07 Measure of Bus Patronage (modal shift)	Bill Cotton	Cllr A Gant	Slightly behind schedule	Delivering to plan	●	No actual that is relevant for reporting at this time. Target for 23/24 being developed.	As of yet there has been no financial risk identified.	Target for 23/24 being developed.	Slightly behind schedule	Delivering to plan	●

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	31/01/2023
OCC06 - Preserve and improve access to nature and green spaces	?! 

This report does not contain any data

This priority has no measures to report in this reporting period

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	31/01/2023
OCC07 - Create opportunities for children and young people to reach their full potential	▲





Planning Pattern

All 3 selected 

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	2,692.00	1,516.00	n/a		Increased activity is being managed by additional temporary staff in the MASH. The cost of additional staff in the MASH have been met by Covid funds. And the plan to bring this back in line will be achieved through the long-term sustainable impacts of the Integrated Assessment Service and once the Early Help Strategy is fully implemented across the multi-agency partnership.	We have a statutory responsibility to have a safe front door that understands the difference in the levels of need presented in respect of children who need support because of their welfare and those at risk of harm and significant harm. Staffing levels need to be in accordance with good decision making and the risk is that we not only not meeting children's needs but of reputational damage.	24,681.00	15,160.00	n/a

Page 72

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
						<p>Performance on this measure is improving as the number of new contacts, which have risen since Covid, is beginning to stabilise. In the first 10 months of this year contacts have risen by 3% compared with 21/22, having risen by 18% in 21/22 and 35% in 20/21. This target is a local target not based on any national data. Although there is no national data, we share data with other authorities in the Southeast. This shows the rate of contacts in 21/22 was 20% lower than the SE average rate.</p> <p>This target was set at the level of activity pre Covid. Since then, not only have we had the Covid impacts, but also cost of living crisis that has increased potential need. Alongside this there has been an increase in the levels of anxiety across the multi-agency partnership as a result of mental health, pandemic and poverty. This is a locally set target and is not benchmarked against other authorities.</p> <p>The MASH triages all contacts to Children's Social Care and Targeted Family Support at an early help level. There is management oversight on all contacts at the first point of contact, and during the decision-making process.</p> <p>All children presented cases in the MASH are RAG rated. All children at risk of significant harm are dealt with immediately.</p> <p>In June 22, we undertook a review of the MASH in response to the very high volume of contacts that went to assessment and had no further action.</p> <p>The review led to the launch of our Integrated Assessment Service, (IAS) which is co-located within our MASH. We continue to develop and strengthen our MASH arrangements reflecting on the learning from our review, a good interface between Early Help and Children's Social Care, with clear management oversight recorded at all points, is now business as usual.</p> <p>This has achieved what we had hoped and stemmed the flow of case work into the FSP case holding children in need and child protection teams.</p>					

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.02 Number of early help assessments	Kevin Gordon	Cllr L Brighthouse	331.00	410.00		<p>The number of Early Help Assessments in the first 10 months of the year is 27% higher than last year, but remains below target to increase to 5000 in the year. This is a local target not based on any national benchmarking. Data from the Association of Directors of Children's Services (ADCS) Safeguarding survey shows Oxfordshire's rate of Early Help Assessments (EHA) is 17% lower than the national level (for 2021/22). We have across the children's trust set a target to increase to 10,000 EHAs by 2024/25. We want more children to receive an Early Help Assessment than a social care assessment. Over 90% of EHAs are undertaken by schools or the council's Early help service and these two areas have driven the growth in numbers this year. Partner organisations are being asked to report on their performance via the Children's Trust and this will be reported upwards to the Health and Wellbeing Board. The lack of early help means children are unnecessarily being pulled into social care systems. For example, in line with our neglect strategy, less than 1 in 3 new statutory plans where the child had suffered neglect this year had evidenced an earlier early help assessment. We are targeting individual agencies about their reported numbers of Early Help Assessments and the proportion of social care referrals that come from them that lead to no further actions.</p>	The legacy of high volume children through the front door has resulted in increased demand and pressure financially which is now under tight scrutiny.	There is evidence that the system was overburdened and as a result we are working our way through making sure we have the right children supported at the right level and appropriately stepped down from social care. This will take some time.	2,971.00	4,031.00	
OCC07.03 Number of early help assessments completed by health visitors	Kevin Gordon	Cllr L Brighthouse	5.00	67.00		<p>This is a measure of Early Help Assessments completed by health which are shared with the council. Oxford health, who run the Health Visitor service, are running a pilot to identify how many single agency assessments they have completed. Between April to September, they completed 289. We are looking now at how these can be shared so if the child subsequently comes into social care, we know what has happened previously.</p>			69.00	667.00	

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.04 Number of social care assessments	Kevin Gordon	Cllr L Brighthouse	591.00		n/a	Children and families needing assistance remain more likely to receive a social care assessment than an early help assessment and too many social care assessments do not lead to a social care plan. As we introduced a proportionate assessment at the front door, working alongside partners we are now more confident we are working with the right children in the social care system. Once the Early Help strategy grips the numbers of assessments will fall.			5,358.00		n/a
OCC07.05 No of children we care for who are Unaccompanied Asylum Seeking Children	Kevin Gordon	Cllr L Brighthouse	-3.00		n/a	This target is set in line with national expectations. National expectation set to increase the number of unaccompanied young people to 103 by the end of the financial year. After 10 months we are supporting 105 unaccompanied asylum-seeking children (above the original expectation). The national expectation has subsequently been increased to 148. The number of unaccompanied children rose as a result of the home office hotels being located in Oxfordshire.	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. Increasing numbers of cared for children particularly those with mental health need., puts pressure on scarce placements in a highly pressurised national market and increases prices. We have high unit costs and are working to develop a category management plan as more financial and commercial leavers are required to provider better placements for children closer to home	This growth in numbers puts a pressure on workload and placements and for partners in terms of mental health and community safety. Three home office hotels have opened in Oxfordshire in the last three months without any consultation.	105.00		n/a

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.06 No of children we care for (excluding Unaccompanied Children)	Kevin Gordon	Cllr L Brighthouse	805.00	750.00	▲	<p>This target was set to reduce our numbers to statistical neighbours' average over the next two years.</p> <p>The number of children we care for remains lower than the high point at the end of August. However, it remains above target and that of similar authorities. The figure was driven by an increase in children becoming looked after, with 109 non unaccompanied young people became looked after between April and June 2022, where we would expect 60-80. In response, the approval for children to be looked after was raised to Head of Service so that we could be assured we were doing all we can to keep children safely within their families. This increased check, challenge and support resulted in the number of children being cared for dropping in Q2 to 45 and 60 for Q3. This approach is now our practice approach. The 6 months July-December had less children becoming looked after than the first 3 months of the year.</p>	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.	<p>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.</p> <p>Increasing numbers of cared for children particularly those with mental health need., puts pressure on scarce placements in a highly pressurised national market and increases prices.</p> <p>We have high unit costs and are working to develop a category management plan as more financial and commercial leavers are required to provider better placements for children closer to home</p>	805.00	750.00	▲

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	612.00	550.00	▲	<p>This target was set to keep us at the level of statistical neighbours. 612 children were the subject of a child protection plan at the end of January – a decrease of 36 from last month. This is above the target (550) but remains over 150 less than the highpoint of June 2019 (769). In September 2022 our Child Protection Panel was replaced with the Child Protection Quality and Tracking Meeting which is chaired by Service Managers in Children's Social care and Safeguarding & Review. The focus of the panel is to provide additional scrutiny to children who have been subject to multiagency child protection plan for 9 months or longer. Since its implementation we are seeing a managed decrease in the number of children subject to child protection planning for more than 18 months.</p> <p>The Child Protection Quality and Tracking Meetings are providing Service Managers with increased oversight of those children subject to plans in excess of 9 months, and those children who have been made subject to a second/subsequent Child Protection Plan. We are moving into our improvement phase of the Independent Reviewing Officer service that will see a more specialist approach to children the subject of a child protection plan and cared for children. Designated roles will be in place across the service so that we ensure we have the right children subject to plans and the avoidance of repeat child protection plans. At the same time we will create a specialist and protected roles for the Independent Reviewing Officer focus on cared for children.</p>	These are our most at risk children across Oxfordshire, and we have a statutory responsible to protect them, which we do through our social workers. The financial risk is to ensure sufficient staff of the right quality. 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 are the subject of a child protection plan. This means that more children are at significant risk (strategic risk of safeguarding children).	6,026.00	5,500.00	▲
OCC07.08 Publication of strategy	Kevin Gordon	Cllr L Brighouse	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r
OCC07.09 Publication of activity programmes	Kevin Gordon	Cllr L Brighouse	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r
OCC07.10 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	13.00%	60.00%	▲	Continued high numbers of requests for Education Health Care Needs Assessments across the year and staffing pressures in the SEND Casework team, Educational Psychology Team, Social Care and Health means that there are delays in each service area for completing reports that are required for the process. Agency staff have been recruited to support the high levels of workloads and the	SEND (High Needs) expenditure is forecast to exceed the grant funding available by £17.5m in 2022-23. This is a slightly reduced deficit from the £20.3m shortfall	We report regularly to The Department for Education who track our monitoring and forecasting. Over the next 18 months the timeline will align with national	10.20%	60.00%	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
						SEND Casework Teams workload has been reprioritised.	<p>reported to Cabinet in January 2022. The cumulative deficit as at 31st March 2022 was £29.8m. Despite the proposal to increase Special School places, the annual forecast deficit remains high. The forecast deficit is based on existing savings plans agreed in the Spring. The delivering better value exercise has confirmed the spend trajectory for Oxfordshire as in line with the existing forecast. The next stage of DBV is to undertake case load audits to identify the best areas of opportunity to reduce expenditure. This exercise may change the focus of savings activities.</p>	<p>completion rates. Currently children are not being assessed in line with national expectations which is causing an increase in complaints.</p> <p>Why it will take time to improve our performance: There is currently a large backlog of Education Health Care Needs Assessment (EHCNA) requests, due to output (requests being processed) not keeping up with demand (number of requests) in previous years.</p> <p>As the backlog of requests are already in the system (being assessed, draft Education Health and Care Plans (EHCPs) being written), these are often completed first. This reflects in a low % of final EHCPs meeting the 20-week deadline, but the actual number of EHCPs being issued has increased substantially over the past 3 months.</p> <p>In order to ensure we are on target for meeting the 20-</p>			

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
								week deadline (legal timeline for EHCNA process), the most critical aspect is that more EHCPs are issued than are requested each week, i.e. output is greater than demand.			
OCC07.11 Monitor the number of children with an Education, Health and Care Plan	Kevin Gordon	Cllr L Brighouse	5,657.00		n/a				52,846.00		n/a
OCC07.12 Monitor the number of pupils at schools rated as good or outstanding by Ofsted	Kevin Gordon	Cllr L Brighouse	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r
OCC07.13 Reduce the % of children suspended from schools (termly)	Kevin Gordon	Cllr L Brighouse	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r
OCC07.14 Annual performance report on educational attainment	Kevin Gordon	Cllr L Brighouse	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r	n/r

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	31/01/2023
OCC08 - Play our part in a vibrant and participatory local democracy	?


This report does not contain any data





This priority has no measures to report in this reporting period

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	31/01/2023
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
OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Tim Spiers	Cllr D Enright	2.00	2.00		Connected Automated Vehicle supply chain - £300k for OCC. Behaviour science, standards and evaluation and monitoring, 4g mobile phone connectivity – providing agnostic standard for connecting. Smart grant – Sustainable travel promotion through app development. £35k for OCC			36.00	21.00	
OCC09.05 No of new Community Micro Enterprises supporting people in the community	Karen Fuller	Cllr T Bearder	1.00	2.00		One new community micro-enterprise completed the Doing It Right Standards in the month, however, thirteen more are working through the standards. Enquiries about the programme also increased in January.	No finance impact.	No risk impact.	23.00	20.00	

Running the business

Status of Indicators	31/01/2023
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	74.00%	5.00%	n/a	This information is for December. The CSC Customer Feedback team continue to work with relevant service areas to improve the performance. After an update session at Extended Leadership Team in November 2022 and the first monthly report for December 2022, a series of planned interventions and actions has now commenced eg training, focused directorate reports in Quarter 4 and this will improve the turnaround times in this key area			20.88%	5.00%	n/a
OCC10.02 % of Corporate Complaints (Stage 1 and 2) responded to outside of the response time	Mark Haynes	Cllr G Philips	68.00%	5.00%	n/a	This information is for December. The CSC Customer Feedback team continue to work with relevant service areas to improve the performance. After an update session at Extended Leadership Team in November 2022 and the first monthly report for December 2022, a series of planned interventions and actions has now commenced eg training, focused directorate reports in Quarter 4 and this will improve the turnaround times in this key area.			19.94%	5.00%	n/a
OCC10.03 Achieve a high level of customer satisfaction across all channels in the CSC	Mark Haynes	Cllr G Philips	99%	65%	★	Latest satisfaction survey – January– 12% of calls answered were surveyed, which has led to an overall increase in the satisfaction of customers happy with service received. 99% customers surveyed were satisfied or very satisfied, whilst 1% were unsatisfied The new way of capturing Csat has continued to achieve high results			83%	65%	★
OCC10.04 Resolve customer enq received through the telephony channels at the first point of contact	Mark Haynes	Cllr G Philips	78%	75%	★	8,367 inbound phone contacts were resolved at first point of contact. 2,332 (21.7%) of inbound phone contacts deemed avoidable.			76%	75%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.05 No of telephone calls to CSC abandoned	Mark Haynes	Cllr G Philips	18.30%	10.00%		<p>Calls during January increased by 54.5% compared to December 2022 which is not unexpected due to seasonal demand, however there was a 8.3% increase in contact when compared to the same period from January 2022. With a slightly higher than average absence level, the abandonment rate increased by 4.3%, to 18.3% compared to December and remains Amber.</p> <p>We also dealt with 4,762 outbound calls, 237 webchats across seven service areas of our website and dealt with 22 social media contacts from the official OCC Twitter & Facebook pages. We have been experimenting with Power Automate to count the number of emails received into our shared mailboxes within the CSC. As a result, a total of 12,626 emails were received during January, which is an 82.2% increase from December. We are continuing to enhance this pilot.</p> <p>A total of 30,869 contacts was received during January.</p> <p>Whilst there are a few outstanding vacant posts for which we are actively finalising recruitment, the emphasis has now shifted to ensuring our recent new colleagues receive a dedicated induction and learning period. This take time and the teams are balancing that objective with the ongoing customer demand and striving to provide a qualitative customer experience.</p>	Increased abandoned calls can ultimately lead to increased advisor dissatisfaction and turnover. Therefore, increased recruitment costs, training times, resource used to undertake these tasks. All of this puts pressure on budgets.	The risk in an increase in calls being abandoned is that if a higher number of calls are abandoned whilst waiting to be answered in the Customer Service Centre, externally this can lead to reputational damage to the organisation. Internally, this can lead to decreased advisor motivation therefore leading to greater turnover of staff and then increased abandoned calls, so becomes perpetuating. Reviews of staffing, allocation of workloads and call arrival patterns are underway in order to adequately match volumes to staffing. The team redesigns will also enable a focus on telephony work with the aim of reducing the amount of abandoned calls..	16.89%	10.00%	

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 J Hannaby	100%	95%	★	<p>The service has continued to maintain 100% customer satisfaction rating. A snapshot of customer comments are below:</p> <ul style="list-style-type: none"> • The registrar was lovely. Very friendly and respectful, super-efficient and paid attention to detail. Made a challenging experience as good as it could be. • This was a difficult appointment for us, and we could have not asked for a better service from our registrar. She was sympathetic and compassionate whilst remaining professional. Thank you. • The lady who registered the birth of my child was very helpful and polite with every question and the information she gave us as well. Never judge me when spelling out the names or anything. Felt so at ease. The receptionist was so very helpful towards us regarding another birth certificate and so polite. Would definitely recommend. • It was extremely easy to book, access an appointment and register our daughter's birth and the registrar was really kind, professional and helpful! • The registrar was friendly and welcoming whilst being efficient. She made the process simple and was a delight to meet! • Everyone we spoke to was friendly and helpful. On the day they couldn't have been better. The Registrar with her warmth and kindness made it the lovely occasion it was. • We had a really lovely day on 23rd of December 2022 and we're so appreciative of all their effort, ; they were very kind, pleasant and so helpful, I can't praise them enough. We also had a guest with a zimmer frame and they made sure she was alright; nothing was too much trouble, and it really made a difference. 			99%	95%	★
OCC11.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	2.80%	0.00%	▲	<p>The forecast variance for the council has increased from £12.6m at the end of November 2022 to £14.4m at the end of January 2023. The overall position at the end of January includes a forecast overspend of £17.1m for Children's Services, £4.9m for Adult Services and £2.8m for Customers, Culture & Corporate Services offset by underspends elsewhere and additional grant funding relating to 2021/22 business rates reliefs.</p>			1.43%	0.00%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	51.00%	95.00%	▲	<p>The 2022/23 budget includes planned directorate savings of £17.4m. 51% (£9.1m) are expected to be delivered and 16% (£2.8m) are assessed as Amber so work continues to ensure these are achieved by year end. £5.8m (33%) are assessed as red:</p> <ul style="list-style-type: none"> Adult Services: Savings of £2.2m relating to the turnover of placements and utilisation of block contracts for residential and nursing care, £1.1m relating to a programme to invest in supported and dementia care accommodation and £0.6m related to the utilisation of supported living accommodation are now expected to be achieved in 2023/24. Children's Services: £1.0m relating to Home to School Transport Environment and Place: £0.4m relating to Home to School contract management, £0.2m relating to fleet management efficiencies plus a delay in the delivery of savings to reduce the reliance on agency staff. Customers, Culture and Corporate Services: four savings totalling £0.5m relate to the council's cleaning contract and efficiency savings arising through digital solutions. 			67.00%	95.00%	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£21,600,000	£28,900,000	▲	<p>General Balances were £39.2m as at 31 March 2022 and decreased to £37.2m after taking account of budgeted contributions from balances of £2.0m. The risk assessed level of balances for 2022/23 is £28.9m. After taking account of the projected overspend of £14.4m and supplementary estimates of £1.2m balances will reduce to £21.6m. This is £7.3m below the risk assessed level.</p>			£292,000,00	£289,000,00	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.05 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	4.3%	1.0%	▲	As noted in previous reports the level of demand for children's social care and a lack of suitable care placements available in the system have caused significant pressure on the budget for Children's Services in 2022/23 and action is continuing to be taken to reduce demand and manage this. The forecast directorate overspend of £22.4m includes £17.1m pressure on Children's Services as well as a forecast £4.9m overspend for Adult Services, and £2.8m for Customers, Culture and Corporate Services. These are offset by a forecast underspend of £2.1m for Environment & Place and £0.3m for Public Health & Community Safety.			2.0%	1.0%	▲
OCC11.06 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Cllr C Miller	6.60%	0.00%	▲	Dedicated Schools Grant (DSG) budget, which is ring-fenced specifically for schools is forecast to overspend by £16.5m as a result of additional expenditure related to high needs. The reduction in the overspend from £17.5m reported last time is due to a lower number of expected independent placements being agreed within the financial year.			4.92%	0.00%	▲
OCC11.07 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr C Miller	95.00%	95.00%	★	Position unchanged from last month (December) - no change for January			95.00%	95.00%	★
OCC11.08 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr C Miller	92.67%	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 8th month, purchase order invoices dropped to 91.5%, 46% of the late or unpaid invoices relate to Legal service invoices, the services sites resource as the root cause. Invoices paid via the social care system are at 95% paid on time.			93.89%	95.00%	●
OCC11.09 Invoice collection rate -Corporate Debtors	Lorna Baxter	Cllr C Miller	97.06%	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 October 2022. The collection rate was 97% above the target of 95%.			95.43%	95.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£620,046	£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 £0.620m. The top two cases account for 49% of the total bad debt and are being actively worked on by teams to recover the debt. A debtor with a debt of £0.158m has gone into liquidation and a claim has been placed with the liquidators.			£4,192,021	£3,000,000	▲
OCC11.11 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£4,581,131	£2,500,000	▲	In 2021-22 the trailing impacts of Covid-19 had a significant effect on means tested social care contribution debt. An 18-month plan to address the levels of bad debt was commenced in quarter1 of 2022-23 and additional resources brought in to create and a multi skilled debt task group. The plan was to ring-fence and clear bad debt cases over 18 months. The task group report they have resolved 63 of 544 cases and collected £0.2m of the bad debt. However new debt cases are progressing to 6-months old, and older cases are not being resolved as quickly as planned. Consequently, the overall debt position is worsening, and the current level of bad debt is £0.9m above the current level of impairment. Adults' continue to prioritise work to improve performance during quarter 4.	Currently the level of bad debt is £0.9m above the impairment balance, if this is the position at year end Adults will be required to top up the impairment, this is a pressure on the service.	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, continues to increase and the debt position worsens. 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. Detailed real time debt reporting is being developed and is targeted for release for 23-24.	£42,184,809	£25,000,000	▲
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	£510,870,000	£442,000,000	●	Cash balances are higher than forecast due to slippage in the capital programme.			£493,032,40	£442,000,00	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.13 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	1.44%	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.			0.94%	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	88.67%	92.00%	●	The 120-day invoice collection rate was 89% this period, below the 92% target. A joint end to end review of the invoice to enforcement process for Adult Social Care contributions has been concluded and has moved into delivery and development, outputs are planned to be finalised by the end of the financial year. delivery of the revised reminder letters will be delivered by our IBC partners later in 23-24.		More debt cases and therefore increased resource demand, less effective and timely recovery due to overburden of cases. All leading to a risk of increased outstanding debt.	89.36%	92.00%	●

Introduction

1. This is the fifth financial monitoring update for the 2022/23 financial year and is based on information to the end of January 2023.
2. Further annexes are attached as follows:

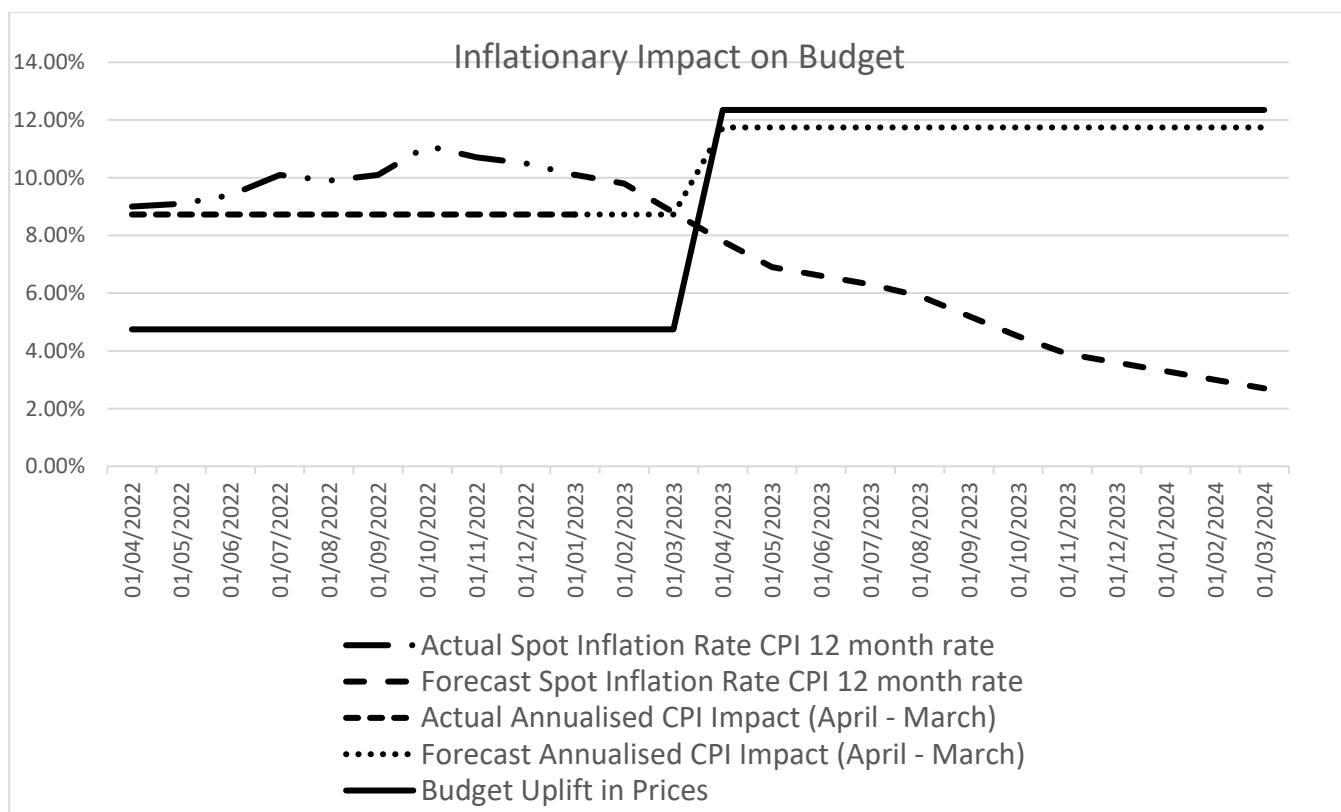
Annex B – 1 (a) to (e)	Detailed directorate positions
Annex B – 2a	Virements to approve
Annex B – 2b	Virements to note
Annex B – 3	Earmarked reserves
Annex B – 4	Government grants
Annex B – 5	General Balances

Overall Financial Position

3. As shown in the table below there is a forecast directorate overspend of £22.4m or 4.3%. The overall forecast variation is £14.4m or 2.8% after taking account changes in centrally held budgets including the use of the remaining contingency budget and additional business rates grant income.

Directorate	Latest Budget 2022/23 £m	Forecast Spend 2022/23 £m	Variance Jan 2023 £m	Variance Jan 2023 %	Variance Nov 2022 £m	Change Since Nov £m
Adult Services	214.2	219.1	4.9	2.3	1.1	3.8
Children's Services	152.1	169.2	17.1	11.2	15.3	1.8
Environment and Place	63.9	61.8	-2.1	-3.3	-1.4	-0.7
Public Health	3.5	3.2	-0.3	-8.6	-0.3	0.0
Community Safety	24.8	24.8	0.0	0.0	0.2	-0.2
Customers, Culture and Corporate Services	63.9	66.7	2.8	4.4	2.0	0.8
Total Directorate Budgets	522.4	544.8	22.4	4.3	16.9	5.5
Budgets Held Centrally						
Capital Financing Costs	26.1	26.1	0.0	0.0	0.0	0.0
Interest on Balances	-13.0	-15.4	-2.4	18.5	-2.0	-0.4
Inflation and Contingency	2.5	1.4	-1.1	-44.0	-1.3	0.2
Un-ringfenced Specific Grants	-34.8	-34.8	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	-9.6	-10.6	-1.0	10.4	-1.0	0.0
Budgeted contributions to reserves	24.4	24.4	0.0	0.0	0.0	0.0
Budgeted Contribution to Balances	1.0	1.0	0.0	0.0	0.0	0.0
Total Budgets Held Centrally	-2.0	-6.5	-4.5	2.2	-4.3	-0.0
Net Operating Budget	520.4	538.3	17.9	3.5	12.6	6.3
Business Rates & Council Tax funding	-520.4	-523.9	-3.5	-0.7	0.0	-3.5
Forecast Year-End Position	0.0	14.4	14.4	2.8	12.6	2.8

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 £16.5m after taking account of £1.2m of COVID-19 costs being met from council resources. This is a reduction of £1.0m from the previously reported £17.5m in November 2022. In line with the CIPFA code of practice on DSG High Needs deficits an unusable reserve is being used to hold negative High Needs DSG balances until those arrangements come to an end in March 2025. The forecast deficit will increase the total accumulated negative balance for High Needs held in this reserve to £46.3m at 31 March 2023.
5. As noted in previous reports there remains real concern over the level of demand for children's social care and a lack of suitable care placements available in the system. An update about the action being taken to manage this and reduce future demand was included in the report to Cabinet in January 2023. This report provides a further update on those actions.
6. The forecast includes the impact of inflation which has increased costs in 2022/23. The graph below illustrates that actual CPI has been higher than assumed when the budget for 2022/23 was agreed in February 2022. As set out in the report inflation has contributed to directorate overspends in 2022/23. The 2023/24 budget agreed in February 2023 includes funding to meet the estimated impact of higher prices in 2023/24.



7. After taking account of the £14.4m forecast overspend general balances will reduce to £21.6m. This is £7.3m below the risk assessed level for 2022/23.

Directorate Forecasts

Adult Services

8. Adult Services is forecasting an overspend of £4.9m against a budget of £214.2m.

Service Area	2022/23 Latest Budget	Variance January 2023	Variance November 2022	Change Since November
	£m	£m	£m	£m
Age Well Pooled Budget	68.9	2.0	0.0	2.0
Live Well Pooled Budget	123.1	3.9	1.7	2.2
Non- Pool Services	15.5	-0.4	-0.6	0.2
Commissioning	6.7	-0.6	0.0	-0.6
Total Adult Services	214.2	4.9	1.1	3.8

9. 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 (BOB). A three-month budget to the end of June 2022 was agreed with the OCCG with the expectation that the remaining budget for the rest of the financial year would be agreed by the ICB. The 2022/23 budget contributions for both pooled budgets were agreed at the December meeting of the Joint Commissioning Executive (JCE). Each partner will continue to manage their own variations against the agreed contributions for the whole of the financial year.

Age Well Pooled Budget

10. The Age Well 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. An overspend of £2.0m is forecast for the council elements of the pool, this is a change from the breakeven position previously reported. The overspend is after the use of £1.4m one-off funding held in reserves to meet forecast pressures.
12. The underlying overspend of £2.1m relates to delays in delivering savings which are no longer expected to be achieved in 2022/23. These relate to reductions in spend on residential placements and it is anticipated that these will be achieved in 2023/24.
13. Other overspends reflect an increase in residential short-stay beds linked to the cessation of the hospital discharge scheme and a forecast £0.8m 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
14. The council's share of the Better Care Fund held within the pool is £27.8m in 2022/23, an increase of 5.66% compared to 2021/22.

Live Well Pooled Budget

15. The Live Well 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.

16. An overspend of £3.9m is forecast for the council elements of the pool after taking into account the use of £3.1m one-off funding held in reserves.
17. The Learning Disability element of the pool is forecast to overspend by £4.3m. This is due to a £1.7m increase in the cost of Continuing Health Care Placements since 2021/22 (causing a variance to the council through the agreed risk share) and a £1.7m delay in the delivery of savings relating to supported living to 2023/24. The remaining £0.9m overspend reflects an increase in activity and unit costs throughout the remaining areas of the pool.
18. 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, with the remaining £2.0m reported as an overspend.
19. An overspend of £0.9m relating to the cost of care for 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 £0.6m of this pressure. This is an increase of £0.1m compared to the previous report.

Non-Pool Services

20. A £0.4m underspend is forecast for all non-pool services, a reduction of £0.2m from the previous report. This position is on the assumption that £1.2m is received from the DHSC in relation to Trailblazer costs.
21. An underspend of £0.6m is forecast with Health, Education and Social Care (HESC) relating to one-off funds which haven't been fully utilised.
22. The service has incurred £0.7m of transformation costs, £0.4m linked to the review of the Health, Education and Social Care (HESC) structure and £0.3m for phase 4 of the Adult Social Care transformation carried out over the last two financial years. This will be funded from the Transformation Reserve and the forecast reflects this.

Reserves

23. £10.7m one – off funding held in the Budget Priorities Reserve at the end of 2021/22 was available to support pressures in 2022/23 and the risks as outlined above. £5.6m 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.
24. The remaining £5.1m was available to meet cost pressures within Adult Social Care. £2.0m is earmarked against the pressure related to the Outcome Based Contract for Mental Health as noted in paragraph 18, with a further £2.7m expected to be used to meet variances forecast with the pool budgets. The remaining £0.4m will be used to support transformation activity.

25. £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.

Grants

26. 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.
27. 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.
28. 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.
29. The Adult Social Care Discharge Fund, totalling £500m nationally, was announced on 22 September 2022. The council will receive £1.9m, which needs to be used flexibly on the interventions that best enable the discharge of patients from hospital to the most appropriate location for their ongoing care.

Virements

30. Cabinet is asked to note the virements in Annex-2b to add the Adult Social Care Discharge Fund grant, the movement the income team into the Adults Directorate, the movement from the earmarked reserves into the Age Well pool and various budget virements tidying up the budgets outside the pooled budgets.
31. A second virement requested for approval adds £1.2m additional expenditure budget to support the costs the council has incurred as trailblazer for adult social care reform in 2022/23. The grant funding that supports this expenditure was confirmed by DHSC in February 2022. Since it is un-ringfenced funding it will be held centrally.

Children's Services

32. Children's Services continues to experience significant pressures in three of its budget areas – staffing (particularly agency staff), placement costs and high needs (Schools' Budget). The forecast overspend is £17.1m on non-DSG budgets and has increased by £1.8m since the last update to Cabinet in January 2023. The forecast deficit for High Needs has reduced from the £17.5m reported previously to £16.5m. This reduction is due to a lower-than-expected number of independent placements being agreed.

33. The previous report explained pressures relating to Corporate Parenting (within Children's Social Care Countywide) and, in particular, Children We Care For (CWCF). This is again where most of the increased pressures are.

Service Area	2022/23 Latest Budget	Variance January 2023	Variance November 2022	Change Since November
	£m	£m	£m	£m
Education & Learning	36.9	0.3	0.5	-0.2
Children's Social Care ¹	37.6	2.1	1.9	0.2
Children's Social Care Countywide	72.6	15.1	12.9	2.2
Schools ²	0.2	0.0	0.0	0.0
Children's Services Central Costs	4.9	-0.4	0.0	-0.4
Total Children's Services	152.1	17.1	15.3	1.8
Overspend on DSG	248.9	16.5	17.5	-1.0

34. The £2.2m increase in the forecast for corporate parenting (within children's Social Care Countywide), mainly reflects some back-dated costs and small delays in planned placement moves of a few high - cost placements.
35. Oxfordshire, in common with other authorities across the southeast and nationally, is financially exposed to the fractured national care market for children's placements and the workforce costs driven by recruitment and retention of children's social workers. The Association of Director of Children Services latest Safeguarding Pressures report collects information from 125 local authorities, 83% of all Councils nationally. The interim report findings indicate that, of the four funding pressures in the sector, placement costs for children in care, specifically independent fostering agencies and private residential children's homes placements as well as the cost of agency social workers and managed project teams are the top areas of concern. Those authorities that responded to the funding pressures element, report an average total shortfall of 7.5% of their children's services budget. Extrapolated to all 151 local authorities with responsibility for Children's Services, the total required nationally just to stand still and close the budget gap is £778m.
36. The previous report highlighted the actions being taken to manage down these pressures as much as possible but also highlighted that there were risks and pressures that could increase the forecast spend further. Since then, there has been a mixture of efficiencies and increased pressures, and these are discussed below.
37. As part of the strategy to provide sufficient, and more cost-effective, residential provision within the County, funding has been approved by the Department for Education to enable four new homes to be developed (in addition to Aston, the

¹ Forecast includes £2.2m transfer from Supporting Families reserve

² Maintained Schools are funded by Dedicated Schools Grant

replacement for Maltfield House, which is due to open in late 2023). Two of these are solo/small homes, one is for Autistic Spectrum Disorder (ASD) and one for Emotional Behavioural Disorder (EBD).

38. The business case for the four new children's homes was recently approved. The first of these homes, in Aston, will come on stream later this year, with all four homes expected to be operational by the end of 2024. It is anticipated that all revenue costs, including any up-front costs, such as fitting out and staff recruitment, will be met from within the overall placement budgets.

39. The key risks previously highlighted, that remain, are:

High-cost arrangements (forecast spend £8.3m, an increase of £0.7m)

- These arrangements are needed where appropriate provisions are not readily available in the marketplace. The forecast has been updated, primarily as a result of placement end dates being put back. There is a £0.3m contingency provision in the forecast, which provides flexibility to support additional placement costs in the remaining two months of the year.
- Following concerted efforts to find suitable alternatives, a number of arrangements have been agreed which have resulted in significant reductions in the weekly costs, although some arrangements were extended in order to ensure a safe transition. The number of children in these arrangements at the end of January 2023 is four.
- Some of these placements are joint funded by Health via continuing health care assessments and funding has now been agreed and incorporated into the forecasts. Further discussions may result in additional income.

Inflation uplifts

- These have been agreed for the majority of the service. However, some providers are requesting significant increases for 2022/23. A process to review uplift requests is in place, and will also be used in 2023/24, but this could add a further pressure of between £0.1m and £0.5m in 2022/23.

Unaccompanied Asylum Children and Young People

- The Home Office threshold of Unaccompanied Children and Young People (UCYP) is 0.1% of the child population in Oxfordshire target number, which equates to 148. Prior to August 2022, this was 0.07% or 104 UCYP.
- As at the end of January, there were 115 UCYP being accommodated, an increase of 4 since November 2022.
- The grant received for children under 18 is usually sufficient to cover the costs of placements. However, the grant funding reduces significantly when a child reaches 18. As many UCYP are 17 years old, this means that there is a risk that there is insufficient grant to cover the cost. A reserve of about £0.1m has been established to help mitigate costs this year, but it is anticipated that this will not need to be used in the current year.

- The Home Office has recently announced that it is introducing a new funding pilot, on a fixed term basis. This will include incentivised funding of £15,000 per Unaccompanied Asylum-Seeking Child (UASC) who are transferred from a hotel run by the Home Office or from the Kent Reception and Safe Care Service. Further funding may be available for long-term accommodation, subject to successful implementation of the first phase by the end of February 2023. Proposals are being drawn up to make the best use of this incentive and to plan cost-effective solutions.
40. As noted in the last report the following actions are being taken to reduce pressures:
- Review of all high cost placements to ensure that suitable alternative, and less costly, arrangements are made as a matter of urgency;
 - Review of all contracts to ensure that maximum use is being made (e.g. reduction of voids) and that maximum income is being recovered (including health and other local authority contributions);
 - Review of all children's placements to ensure permanency plans are prioritised and potential savings are identified;
 - Prioritising work within the re-unification hub to maximise the potential for children to return home, thus achieving better outcomes and reducing costs.
41. A brokerage action plan has been implemented to ensure more timely, suitable, and cost-effective placements are sourced. 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.
42. A 'LEAN' review is being carried out on the whole process for placement arrangements and will address efficiencies that can be made. This is a priority to address the shortfalls in processes and should improve financial forecasting.

Education & Learning

43. 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 (a reduction of £0.2m since the last report) are offset by staffing underspends of £0.8m, giving a net pressure of £0.4m, a net reduction of £0.1m since the position at the end of November 2022.
44. The main variations reflecting pressures on SEN budgets that are offset by savings on mainstream costs are:
- Overspend on SEN Post-16 arrangements £1.2m (previously £1.0m) – discretionary spend
 - Other SEN overspends £0.8m
 - Mainstream – saving of -£0.9m
 - Efficiencies in staffing budgets -£0.8m
45. Previously reported figures included a contingency for new placements. However, these have not materialised so the current forecast excludes this.

46. 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.

Children's Social Care

47. This service predominantly includes staffing costs. The continued workload pressure, increased vacancies and recruitment difficulties within front-line services has necessitated a higher use of agency staff within the teams undertaking assessment and safeguarding activity. This is essential to manage statutory case allocations and to maintain safe working practices.

48. An investment of £2.8m was made to the managed teams in the Family Solutions Plus service to reduce the backlog of assessments and intervention measures from April to end of November. This was funded by the COVID-19 reserve and through the application of the Supporting Families reserve.

49. The additional £0.7m for recruitment and retention mostly relates to the recruitment and retention of international social workers and newly qualified social workers, the costs of which are included in the previous forecast figures.

50. The overspend of £1.1m in social care includes:

- £1.8m in relation to Family Solutions Plus (FSP) teams, mostly relating to agency costs but also non-staff costs, especially transport. Agency costs have reduced as a result of the tightening of front door processes.
- £0.6m on other costs, including legal expenses due to the increased number of cases. This is being reviewed with Legal Services to identify any efficiencies or changes in working practices that can be made to reduce the pressure.
- £0.1m net saving on other staff teams, of which £0.3m saving relates to Youth Services as a result of delayed staff recruitment,

51. Within Family Solutions Plus, a target of 1,900 planned caseloads as at 31 March 2023 has been set, from a starting point of over 2,200. This, together with staff numbers and finances, is being tracked on a weekly basis to ensure the trajectory is maintained. The intention is to reduce the dependence on agency staff to a minimum, consistent with budget assumptions for 2023/24.

52. There has been significant progress and the target for caseloads is considered achievable, mainly as a result of changes made to create an integrated assessments team (by diverting staff from the Family Solutions Plus (FSP) team and other social care teams) and a Section 47 (safeguarding investigations) team. The intention is to make these arrangements permanent, within the available resources. Some provision is made in the 2023/24 budget to meet ongoing pressures, including agency staff, but it is anticipated that not all of that provision will be required.

Children's Social Care Countywide

53. This area covers a number of services but the most significant area of spend is the cost of placing Children We Care For. The budget for 2022/23 is £72.6m with a

forecast overspend based on the positions to the end of January of £15.1m (20.8%), an increase of £2.2m since November.

Service Area	2022/23 Latest Budget £m	Variance January 2023 £m	Variance November 2022 £m	Change Since November £m
Corporate Parenting	58.3	13.0	10.8	2.2
Disabled Children	9.3	2.2	2.1	0.1
Safeguarding Services	4.0	0	0	0
Youth Justice & Exploitation	1.0	-0.1	0	-0.1
Total Children's Services	72.6	15.1	12.9	2.2

54. The total number of children we care for (excluding unaccompanied children), rose significantly from December 2021 (742) until August 2022 (849). Since then, there has been a steady reduction. The table below shows that there has been a further reduction to 809 at 31 January 2023. Numbers are still higher than at the end of March 2022 and higher than the 2022/23 budget allows for. However, the recent downward trend is due to the new assessment procedures, resulting in fewer children entering into care.

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23
Mainstream	731	755	783	783	787	763	752	756	755	752
Disabled Children	61	61	60	62	62	66	66	66	60	57
Sub-total	792	816	843	845	849	829	818	822	815	809
Unaccompanied	62	65	71	71	75	83	84	111	113	115
Total	854	881	914	916	924	912	902	933	928	924

55. In addition to reducing the number of children coming into care, emphasis is also being placed on permanence planning and finding other more suitable (and usually more cost-effective) placements, including re-unification to the family home and adoption.

56. The October report to Cabinet gave detail of all the corporate parenting pressures and described how the pressures have increased since the time the 2022/23 budget was agreed. The increase of £2.2m between November 2022 and January 2023 is accounted for primarily in the following areas:

Placement type	Forecasts (£m)		
	Jan '23	Nov '22	Change
Crisis arrangements	8.3	7.6	0.7
Independent Living	6.5	6.1	0.4
Mother & Baby	1.3	1.2	0.1
Secure Unit	2.1	1.6	0.5
Children's Home Other	21.1	20.6	0.5
Total	39.3	37.1	2.2

57. The total number of high cost 'crisis' arrangements made during 2022/23 is 25 as at the end of January 2023, with four still in place. This total includes two disabled children placements during the year at a cost of £0.7m, which is accounted for within the Disabled Children's budget (see below). Discussions with health have resulted in joint funding for some of these placements. Further such discussions reduce the forecast pressure.
58. The 2023/24 budget proposals include provision for two placements, which is believed to be manageable with the tighter controls over these arrangements.
59. Independent Living – increased numbers in the 16+ arrangements include two placements at a high cost that were previously in the 'Crisis' budget.
60. Mother & Baby – three new placements in November plus extensions to others, partly due to lack of suitable accommodation and partly due to delays in court proceedings. Placements are typically averaging 16 weeks rather than the usual 12. One placement includes both parents at a very high cost of £7,700 per week. However, this is likely to decrease following further assessments and will be adjusted accordingly in the future.
61. The increase in Secure Unit costs reflects fee uplifts and placements being extended beyond the original forecast.

Disabled Children

62. An overspend of £2.2m is forecast based on the position to the end of January 2023. The overspend comprises £0.9m on staffing costs, mainly agency staff costs and £1.3m on placement and contract costs, including £0.7m on two high cost arrangements referred to above. These increased costs partly relate to a higher number of placements than budgeted for, with an increase to 66 placements at the end of October 2022, and a reduction to 57 at January 2023, compared to a budget of an average 58.
63. There have been some recently agreed back-dated price increases and increased support arrangements, that have added to the pressure.

Schools' Costs (other than DSG)

64. There are no significant variances to report

Children's Services Central Costs

65. Savings of £0.3m on management costs were previously shown against Social Care. The small increase reflects the use of grants to offset management costs.

Dedicated Schools Grant (DSG)

66. The Dedicated Schools Grant (DSG) budget, which is ring-fenced specifically for schools is forecast to overspend by £16.5m due to continuing pressures on High Needs. The reduction in the overspend compared to the £17.5m reported as at the end of November 2022, is due to a lower number of expected independent placements being agreed within the financial year.

Summary of DSG funding	2022/23 Budget £m	2022/23 Projected Outturn £m	Variance January 2022 £m	Variance November 2022 £m	Change Since November £m
Schools block	127.3	127.3	0.0	0.0	0.0
Central Services Schools block	4.8	4.8	0.0	0.0	0.0
High Needs block	75.5	92.0	16.5	17.5	-1.0
Early Years block	41.3	41.3	0.0	0.0	0.0
Total	248.9	265.4	16.5	17.5	-1.0

67. Within Early Years, the SEN Inclusion Fund and the Deprivation supplement are forecast to overspend by £0.5m due to more children being eligible for the funding. This will be funded by applying the contingency budget and through the final Early Years DSG grant that will be confirmed for 2022/23 in Summer 2023.

68. The forecast deficit for High Needs has reduced from the £20.3m deficit agreed at Cabinet in January 2022 to £16.5m. This 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.

Environment & Place

69. Environment and Place is forecasting an underspend of £2.1m (3.3%) against a budget of £63.9m.

Service Area	2022/23 Latest Budget £m	Variance January 2023 £m	Variance November 2022 £m	Change Since November £m
Transport & Infrastructure	2.2	0.0	0.0	0.0
Planning, Environment & Climate Change	34.2	-1.9	-1.6	-0.3
Highways & Operations	25.7	-0.2	0.2	-0.4
Directorate Support	1.7	0.0	0.0	0.0
Total Environment & Place	63.9	-2.1	-1.4	-0.7

Transport & Infrastructure

70. The Transport & Infrastructure service area is forecasting a breakeven position. However, there is a risk that it will not be possible to capitalise staffing costs associated with Homes England recharges, which would result in pressure of £0.3m.

Planning, Environment & Climate Change

71. The Planning Environment & Climate Change service area is forecasting an underspend of £1.9m. The underspend has increased by -£0.3m since the position reported at the end of November 2022.

72. Climate Change is forecasting an underspend of -£0.3m due to the impact of restructuring and recruitment.
73. Strategic Planning is forecasting an overspend of £0.1m due to continuing pressures in Development Management around planning income.
74. Environment & Circular Economy is forecasting an underspend of £1.5m 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 during the last two months of the year.

Waste Stream	Underspend £m	Annual Forecast tonnage 2022/23	Annual Budgeted tonnage 2022/23	Tonnage Variance 2022/23
Recycling/composts	-1.0	160,563	171,637	-11,074
Energy recovery	-0.3	111,023	105,758	-5,265
Landfill	-0.3	7,438	10,471	-3,033

Highways & Operations

75. Highway & Operations service area is made up of Highway Maintenance, Network Management and Supported Transport. The service is forecasting an overspend of £0.2m.
76. In Highways & Operations there is a £0.6m 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 budget but the ability to do this could be impacted if the number of safety, incident and severe weather events during the last two months of the year means expenditure increases.
77. Network management is currently forecasting an underspend of £0.8m. Parking income is returning to pre-pandemic levels and new sources of income are now being realised. 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.
78. Supported Transport is currently forecasting a breakeven position.

Directorate Support

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

Public Health & Community Safety

80. Public Health and Community Safety is forecasting an underspend of £0.3m. Within that total there is a £1.m forecast underspend relating to public health activity. £0.7m of that will be transferred to the Public Health reserve at year-end. Community Safety

is forecasting a breakeven position, a reduction of £0.2m from the last update to Cabinet in November.

Service Area	2022/23 Latest Budget £m	Variance January 2022 £m	Variance November 2022 £m	Change Since November £m
Public Health Functions	35.4	-1.0	-0.7	-0.3
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		0.7	0.4	0.3
Total Public Health	3.5	-0.3	-0.3	0.0
Total Community Safety	24.8	0.0	0.2	-0.2
Total Public Health & Community Safety	28.3	-0.3	-0.1	-0.2

Public Health

81. There is a £0.7m forecast underspend on services funded by the Public Health ringfenced grant, a £0.3m increase from the previous report.
82. The sexual health service is continuing to forecast an underspend of £0.2m. 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.
83. Public Health grant funded projects in relation to childhood obesity, an anticipated increase in stop smoking service capacity and social housing direct supply have been delayed resulting in a forecast £0.2m underspend.
84. £0.4m of the Public Health grant had been allocated to support the COVID-19 response in 2022/23, this has not been used this year due to a lower rate of COVID-19 and less of a societal impact than anticipated resulting in a £0.4m underspend. This will be earmarked in 2023/24 to provide dedicated health protection to fund any immediate response to a future health protection incident.
85. Public mental health services are forecasting a £0.2m underspend due to anticipated spend on mental health training not being delivered in 2022/23 and is instead now planned for 2023/24. Public mental health services will be developed in 2023/24 in line the Oxfordshire mental wellbeing strategy.
86. Significant additional funding has been provided to substance misuse services from national grants, to develop services and improve outcomes for drug and alcohol users. As a result, more clients have been sent to residential treatment, and this increased activity has resulted in a forecast overspend of £0.3m
87. 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 means there is a £0.3m

forecast underspend against council funded budgets.

Community Safety

- 88. The Fire and Rescue Service is reporting a forecast underspend of £0.1m. This is a £0.2m reduction in forecast spend from the previous report reflecting lower staffing costs than previously forecast
- 89. A large court case in Trading Standards is contributing to a forecast overspend of £0.1m.

Government Grants

- 90. 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.
- 91. £1.2m un-ringfenced grant is available to support the provision of accommodation-based support to victims of domestic abuse and their children.
- 92. The council will receive £0.2m 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.
- 93. £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.
- 94. The council will receive £1.3m in relation to the Firefighter's Pension Fund Grant and £0.1m from the New Dimensions Fund.

Reserves

- 95. Public Health earmarked reserves are expected to total £4.9m at 31 March 2023. Annex 1b of the Budget & Business Planning report to Performance & Corporate Services Overview and Scrutiny Committee on 9 December 2022 includes plans to use this funding in line with the grant conditions over the medium term.
- 96. The council is holding £0.2m in reserves to expand the Making Every Contact Count work programme in Oxfordshire. £0.03m will be spent in 2022/23 with the remaining balance being used over the following two financial years.
- 97. £0.1m of the Community Outbreak Management Fund (COMF) was allocated to Public Health. This has been used to part fund the healthy homes and moving together projects with funding still being held to contribute to the wayfinding enhancement scheme.
- 98. £2.4m 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.
- 99. The Fire Uplink Grant reserve is expected to be £0.4m at 31 March 2023. This is being held to fund employee costs expected to be incurred over the next three to five years.

100. £0.5m is expected to be held at the year-end in relation to the replacement of Airwave for Oxfordshire Fire and Rescue Service.
101. The council has been notified that the un-ringfenced Firelink grant will be £0.2m in 2022/23 a 20% reduction from the previous year. The level of grant will continue to reduce by 20% in each of the next five years.

Customers, Culture & Corporate Services

102. Customers, Culture and Corporate Services 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. Collectively there is a forecast overspend of £2.8m or 4.5% of the £63.9m budget. This is an increase of £0.8m compared to the November Forecast.

Service Area	2022/23 Latest Budget £m	Variance January 2023 £m	Variance November 2022 £m	Change Since November £m
Corporate Services	1.5	0.2	0.2	0.0
Human Resources & Organisational Development	4.1	-0.4	-0.3	-0.1
Communications, Strategy & Insight	3.1	-0.1	-0.1	0.0
IT, Innovation & Digital	11.8	-0.1	-0.1	0.0
Culture & Customer Experience	11.4	0.4	0.4	0.0
Finance & Procurement	8.1	0.9	0.3	0.6
Property, Investment & Facilities Management	16.5	1.2	0.9	0.3
Law & Governance	6.9	0.7	0.7	0.0
Delivery & Partnership	0.5	0.0	0.0	0.0
Total Customers, Culture & Corporate Services	63.9	2.8	2.0	0.8

103. Corporate Services is forecasting an overspend by £0.2m. This is mainly due to staffing pressures and recruitment costs.
104. Human Resources & Organisational Development is forecasting to underspend by £0.3m. The underspend has reduced due to a review of the previous forecast and the recent successful recruitment to new posts starting in November and December.
105. Communications, Strategy and Insight is forecasting an underspend of £0.1m due to staff vacancies and difficulties in recruiting in a challenging external market.
106. IT, Innovation and Digital is reporting an underspend of £0.1m from not renewing some IT support licenses as contracts are being reviewed.
107. Culture and Customer Experience is forecasting an overspend of £0.4m. 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.

108. Finance and Procurement is forecasting an overspend of £0.9m due to an increased use of agency staff for backfilling and contracting out Internal Audit activity as result of vacancies.
109. There is a £0.5m cost for commissioning of specialist cost recovery services. From 2023/24, directorate services which have received the benefit of recovered funds will be charged the cost of the recovery services
110. Property, Investment and Facilities Management is forecasting a £1.2m overspend. Utility costs for the council's buildings are forecast to be £0.5m above the budget based on the 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 £0.5m overspend in School Catering as result of higher food prices.
111. 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.
112. Delivery & Partnership includes the delivery of COVID-19, Ukraine and Transformation programmes. The service is currently forecasting a breakeven position.

Medium Term Financial Strategy Savings

113. The 2022/23 budget includes planned directorate savings of £17.8m. 51% (£9.9m) are expected to be delivered and 16% (£2.8m) are assessed as amber so work is on-going to ensure these are achieved by year end. £5.9m (33%) are now assessed as red and include:
- Adult Services: Savings of £1.5m relating to the turnover and utilisation of block contracts for residential and nursing care and £1.1m relating to a programme to invest in supported and dementia care accommodation are now expected to be achieved in 2023/24. £0.6m savings for the review of block contract for care home beds, out of area placement savings and placement commissioning savings are also expected to be achieved in 2023/24.
 - Children's Services: £1.0m relating to Home to School Transport
 - Environment and Place: £0.4m relating to Home to School contract management and £0.1m relating to fleet management efficiencies plus a delay in the delivery of savings to reduce the reliance on agency staff.
 - Customers, Culture and Corporate Services: four savings totalling £0.5m relate to the council's cleaning contract and efficiency savings arising through digital solutions.
114. The anticipated delivery of the savings is built into the forecast for the relevant directorate.

Debt Management

Corporate Debtors

115. The collection rate based on invoice volumes for December and January was 96.5%, 1.5% above the 95% target. The collection rate based on the value of invoices within those two months is 96.7%.
116. At the end of 2021/22 total corporate debt requiring impairment was £0.3m. At the end of January, the level of bad debt has risen to £0.6m. This is above the target range for bad debt at this point of the year; the top five cases account for over 60% of the total and these are all being actively progressed.

Adult Social Care Debtors

117. The 120-day invoice collection rate has dropped from 90% to 89% since the last report. 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.
118. The balance of bad debt as at the end of 2021/22 was £3.7m. This has increased to £4.6m at the end of January 2023, £0.1m higher than the current impairment balance. 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 balance at the end of 2021/22 has been operational since July 2022 and will run through to the end of the next financial year.
119. Cabinet is recommended to approve the write off seven Adult Social Care contribution debts with a combined total of £0.135m. In five cases arrears were not resolved before the person passed away and the estate was subsequently confirmed as insolvent. In the other two cases the persons in receipt of services have mismanaged their finances and gone into arrears with a number of creditors. They are only in receipt of state benefits or pensions and have no means to pay their accrued debt.

Budgets Held Centrally

120. There is a forecast underspend of £4.5m against budgets held centrally.

Capital Financing Costs

121. 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.
122. 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 needed to be taken during the year.

Interest on Balances

123. The current forecast outturn position for in house interest receivable is £6.6m, which is £5.1m above budget. Of the £5.1m overachievement, an estimated £3.5m will need to be applied to Developer Contribution balances held by the council.
124. 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.
125. The overachievement of interest receivable to revenue is £1.6m (£5.1m overachievement less £3.5m applied to Developer Contributions). Together with the underspend of £0.6m on interest payable, means the forecast outturn position for treasury management is an underspend of £2.2m.
126. 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.
127. The forecast outturn position for external fund returns is £4.0m, £0.2m higher than the budget. This may increase further depending on the position for the last quarter of the year.

Inflation and Contingency

128. The inflation and contingency budget for 2022/23 is £12.3m. Of this, £4.4m was intended to fund the 2022/23 local government pay award, estimated at 2.5% when the budget was agreed in February 2022. Virements to utilise £10.5m of the total to fund the 2022/23 pay award were agreed by Cabinet in December 2022. A further £0.7m (an increase of £0.2m since the last report) will be used to meet the costs of the recently agreed 2022/23 pay award for Firefighters. The underspend against the remaining £1.1m will be used towards offsetting the overall directorate overspend position.

Reserves

129. As set out in Annex B - 3 Earmarked Reserves are forecast to be £169.8m at 31 March 2023.
130. £1.0m funding held in the **COVID-19 Reserve** will be used to offset pressures in Children's services on the basis that some of the additional cost and activity for Children we Care For is thought to be driven by the on-going impact of the COVID-19 pandemic. This is built into the forecast position for 2022/23. A summary of the planned use of the reserve is included at Annex B-3a. The uncommitted balance of £2.0m is available to support further pressures related to COVID-19 on a one-off basis.
131. £0.7m expenditure in 2022/23 linked to the review of the Health, Education and Social Care (HESC) structure and phase 4 of the Adult Social Care transformation carried will be funded from the **Transformation Reserve**.
132. 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 £16.5m for 2022/23 (see paragraph 66) will increase the total deficit related to High Needs held in the reserve to £46.3m as at 31 March 2023.

Grants

133. As set out in Annex B - 4 government grants totalling £425.0m are expected to be received by the Council during 2022/23.
134. As noted in paragraph 31 the council has received confirmation from DHSC of £1.2m non ringfenced Trailblazers Support Fund Grant to cover the costs associated with the anticipated implementation of charging reform in 2022/23.

Homes for Ukraine

135. The third grant claim covering the period to the end of November 2022 was submitted in January 2023 and confirmation of the next tranche of grant funding is awaited.

General Balances

136. General Balances were £37.2m at 1 April 2022. Calls on balances previously agreed include £0.5m to fund a schools' condition survey and £0.7m to fund the Children's Services Recruitment and Retention Strategy.
137. After taking account of the £14.4m projected overspend balances will be £21.6m. This is £7.3m below the risk assessed level of £28.9m for 2022/23.

Business Rates Funding

138. Business rates funding assumed in the 2022/23 budget agreed included estimated grant funding for business rates reliefs for hospitality and leisure businesses impacted by the COVID-19 pandemic as well as an estimated deficit of £1.6m. Confirmation of £8.2m grant funding was received in January 2023. It is recommended that the additional one – off funding is added to General Balances.

Business Management & Monitoring Report
Position to the end of January 2023
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
	£000	£000	£000	£000	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Adult Services	214,188	219,088	4,900	2.29%	1,100	3,800	R
Children's Services	152,098	169,198	17,100	11.24%	15,300	1,800	R
Environment and Place	63,871	61,771	-2,100	-3.29%	-1,400	-700	G
Public Health	3,535	3,235	-300	-8.49%	-300	0	G
Community Safety	24,807	24,807	0	0.00%	200	-200	G
Customers, Culture and Corporate Services	63,868	66,721	2,853	4.47%	2,030	823	R
Directorate Total Net	522,367	544,820	22,453	4.30%	16,930	5,523	R

Business Management & Monitoring Report
Position to the end of January 2023
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
	£000	£000	£000	£000	£000	£000	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	-15,425	-2,418	18.59%	-2,018	-400	
Contingency	2,527	1,427	-1,100	-43.53%	-1,300	200	
Unringfenced Specific Government Grants	-34,834	-34,834	0			0	
Insurance	1,365	1,365	0			0	
Contribution to COVID-19 Reserve	-9,572	-10,572	-1,000				
Contributions to (+)/from (-)reserves	24,405	24,405	0	0.00%	-1,000	1,000	
Contribution to (+)/from(-) balances	1,000	1,000	0			0	
Total Budget held Centrally	-1,997	-6,515	-4,518	226.24%	-4,318	800	
Net Operating Budget	520,370	538,305	17,935	3.45%	12,612	6,323	
						0	
Business Rates & Council Tax Funding	-520,370	-523,870	-3,500			-3,500	
Forecast Year End Position	0	14,435	14,435	0	12,612	2,823	

Business Management and Monitoring Report: Adult Services
Position to the end of January 2023
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
SCS1	<u>Adult Social Care</u>					
SCS1-1A	Age Pool Contribution	68,870	70,870	2,000	0	2,000
SCS1-1B	Live Well Pool Contribution	123,047	126,947	3,900	1,700	2,200
SCS1-2 to 9	Other Adult Social Care Services					
SCS1-2	Adult Protection & Mental Capacity	4,353	4,353	0	0	0
SCS1-3	Provider & Support Services	4,138	4,138	0	0	0
SCS1-4	Domestic Violence & Abuse Support Service	0	0	0	0	0
SCS1-5	Housing Related Support	1,380	1,380	0	0	0
SCS1-6	Other Funding	-9,590	-9,590	0	0	0
SCS1-8	Adult Social Care Recharges	5	5	0	0	0
SCS1-9	Adult Social Care Staffing & Infrastructure	15,257	14,857	-400	-600	200
	Total Other ASC Services	15,543	15,143	-400	-600	200
	Total Adult Social Care	207,460	212,960	5,500	1,100	4,400
SCS2	Commissioning	6,728	6,128	-600	0	-600
	Total Adult Services	214,188	219,088	4,900	1,100	3,800

Business Management & Monitoring Report: Children's Services
Position to the end of January 2023
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
CEF1	<u>Education & Learning</u>					
CEF1-1	Management & Central Costs	1,304	504	-800	300	-1,100
CEF1-2	SEND	6,833	6,833	0	0	0
CEF1-3	Learning & School Improvement	1,212	1,212	0	0	0
CEF1-4	Access to Learning	27,126	28,226	1,100	200	900
CEF1-5	Learner Engagement Service	420	420	0	0	0
Total Education & Learning		36,895	37,195	300	500	-200
CEF2	<u>Children's Social Care</u>					
CEF2-1	Management & Central Costs	5,524	5,524	0	0	0
CEF2-2	Social Care	32,045	34,145	2,100	1,900	200
Total Children's Social Care		37,569	39,669	2,100	1,900	200

Business Management & Monitoring Report: Children's Services
Position to the end of January 2023
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
CEF3	<u>Children's Social Care Countywide Services</u>					
CEF3-1	Corporate Parenting	58,269	71,269	13,000	10,800	2,200
CEF3-2	Safeguarding	4,001	4,001	0	0	0
CEF3-3	Services for Disabled Children	9,359	11,559	2,200	2,100	100
CEF3-4	Youth Offending Service	972	872	-100	0	-100
Total Children's Social Care Countywide Services		72,601	87,701	15,100	12,900	2,200
CEF4	<u>Schools</u>					
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	207	207	0	0	0
CEF4-4	School Support Non-Negotiable Recharges	-45	-45	0	0	0
CEF4-5	Capitalised Repairs & Maintenance	0	0	0	0	0
Total Schools		162	162	0	0	0

Business Management & Monitoring Report: Children's Services
Position to the end of January 2023
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
CEF5	<u>Children's Services Central Costs</u>					
CEF5-1	Management & Administration	1,028	628	-400	0	-400
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		4,871	4,471	-400	0	-400
Total Children's Services		152,098	169,198	17,100	15,300	1,800
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)						
	Schools DSG	127,343	127,343	0	0	0
	High Needs DSG	75,468	91,968	16,500	17,500	-1,000
	Early Years DSG	41,263	41,263	0	0	0
	Central DSG	4,820	4,820	0	0	0
Total DSG Funded Expenditure		248,894	265,394	16,500	17,500	-1,000

Business Management & Monitoring Report: Environment and Place
Position to the end of January 2023
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	2,244	2,244	0	0	0
EP2	Planning, Environment & Climate Change	34,227	32,327	-1,900	-1,600	-300
EP3	Highways & Operations	25,701	25,501	-200	200	-400
EP4	Directorate Support	1,699	1,699	0	0	0
TOTAL ENVIRONMENT AND PLACE		63,871	61,771	-2,100	-1,400	-700

Business Management & Monitoring Report : Public Health & Community Safety
Position to the end of January 2023
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
PH 1 & 2	Public Health Functions					
PH1-1	Sexual Health	6,440	6,240	-200	-200	0
PH1-2	NHS Health Check Programme	645	645	0	-100	100
PH1-3	Health Protection	8	8	0	0	0
PH1-4	National Child Measurement Programme	154	154	0	0	0
PH1-5	Public Health Advice	150	150	0	0	0
PH1-6	0 - 5 year olds	8,848	8,848	0	0	0
PH2-1	Obesity	1,104	1,004	-100	-100	0
PH2-2	Physical Activity	390	390	0	0	0
PH2-3	Public Health General	2,161	2,161	0	0	0
PH2-4	Smoking and Tobacco Control	615	515	-100	0	-100
PH2-5	Children's 5-19 Public Health Programmes	2,297	2,297	0	0	0
PH2-6	Other Public Health Services	1,592	992	-600	0	-600
PH2-7	Drugs and Alcohol	9,452	9,752	300	0	300
PH2-8	Domestic Violence	1,615	1,315	-300	-300	0
Total Public Health Functions		35,471	34,471	-1,000	-700	-300
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	700	700	400	300
Total Public Health		3,535	3,235	-300	-300	0

Business Management & Monitoring Report : Public Health & Community Safety**Position to the end of January 2023****Revenue Budget Monitoring**

		Change in Variance	Variance Last Month	Projected Year End Variance	Projected Full Year Spend	Net Budget (Latest Estimate)
		£000	£000	£000	£000	£000
				underspend- overspend+		
EE4	Community Safety	-200	200	0	24,807	24,807
Total Community Safety		-200	200	0	24,807	24,807

Business Management & Monitoring Report: Customers, Culture & Corporate Services
Position to the end of January 2023
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+ £000	£000	£000
CC&CS1	Corporate Services	1,525	1,744	219	214	5
CC&CS2	Human Resources & Organisational Development	4,090	3,741	-349	-322	-27
CC&CS3	Communications, Strategy & Insight	3,072	2,923	-149	-116	-33
CC&CS4	ICT & Digital	11,778	11,662	-116	-115	-1
CC&CS5	Culture & Customer Experience	11,432	11,871	439	400	39

Business Management & Monitoring Report: Customers, Culture & Corporate Services
Position to the end of January 2023
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
CC&CS6	Finance	8,082	8,942	860	282	578
CC&CS7	Property, Investment & FM	16,534	17,736	1,202	943	259
CC&CS8	Law & Governance	6,855	7,602	747	744	3
CC&CS9	Delivery & Partnership	500	500	0	0	0
Total Customers, Culture & Corporate Services		63,868	66,721	2,853	2,030	823

Business Management Report
Position to the end of January 2023

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
EP	Mar	Jan	Transfer Savings Target as agreed	EP3	Highways & Operations	P	-750	0
				EP4	Directorate Support	P	750	0
CD	Mar	Jan	Substance Misuse Treatment & Recovery Housing Support Grant	PH1 & 2	Public Health Functions	T	158	0
				VSMMGT	Strategic Measures	T	0	-158
			Grant for Care Leavers at risk of rough sleeping 2022/23	CEF2-2	Social Care	T	49	0
				VSMMGT	Strategic Measures	T	0	-49
			Supporting families PBR	CEF3-2	Safeguarding	T	70	0
				VSMMGT	Strategic Measures	T	0	-70
			Adult Social Care Trailblazer Funding 2022/23	SCS1-9	Adult Social Care Staffing & Infrastructure	T	1,184	0
				VSMMGT	Strategic Measures	T	0	-1,184
Grand Total							1,462	-1,462

Business Management Report
Position to the end of January 2023

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	Mar	Dec	HESC Budget Transfer	CEF1-2	SEND Service	T	-116	0
				SCS2	Commissioning	T	116	0
CD	Mar	Jan	2022/23 pay award: Green Book staff on Fire Service cost centres	COM4-2	Fire and Rescue Service	P	187	0
				VSMGMT	Strategic Measures	P	-187	0
CS	Mar	Dec	NDTi Grant re Supported Internships (SEND)	CEF1-2	SEND Service	T	26	-26
			Increase ATV pay budget per Green Book Pay award 2022/23 & Increase Other LA Contributions	CEFATV	Adopt Thames Valley	P	73	-73
			HN DSG Pay Award 2022-23 Green Book	CEF1-1	Management & Central Costs	T	24	-24
				CEF1-2	SEND Service	T	-60	60
				CEF1-3	Learning & School Improvement	T	21	-21
				CEF1-5	Learner Engagement	T	10	-10
				CEF3-2	Safeguarding	T	4	-4
				CEF4-4	Schools Support Service Recharges	T	0	0
AS	Mar	Dec	Transfer from Reserves	BCFPOOL	Age Well Pool	T	500	-500
				SCS1-1A	Age Well Pool Contribution	T	0	0
			Adjust Pool contributions for NI changes	BCFPOOL	Age Well Pool	P	0	10
				SCS1-1A	Age Well Pool Contribution	P	-10	0
			Price Uplift 22/23 Budget reallocation	ACSNPOOL	Live Well Pool	P	251	-251
				BCFPOOL	Age Well Pool	P	15	-15
				SCS1-1A	Age Well Pool Contribution	P	15	0
				SCS1-1B	Live Well Pool Contribution	P	251	0
				SCS1-6	Other Funding	P	-266	0

Business Management Report
Position to the end of January 2023

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Page 109

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
			Transfer Reforms Budget to Project	SCS1-9	Adult Social Care Staffing & Infrastructure	P	150	0
				SCS2	Commissioning	P	-150	0
			Discharge Scheme and Reserve Transfer	BCFPOOL	Age Well Pool	T	1,685	-1,685
				SCS1-1A	Age Well Pool Contribution	T	0	0
			Price Uplift 22/23 Budget reallocation	ACSNPOOL	Live Well Pool	P	132	-132
				BCFPOOL	Age Well Pool	P	21	-21
				SCS1-1A	Age Well Pool Contribution	P	21	0
				SCS1-1B	Live Well Pool Contribution	P	132	0
				SCS1-6	Other Funding	P	-153	0
	Mar	Jan	Align Adult Pool contributions with pay award adjustments	ACSNPOOL	Live Well Pool	T	0	-3
				BCFPOOL	Age Well Pool	T	0	-57
				SCS1-1A	Age Well Pool Contribution	T	57	0
				SCS1-1B	Live Well Pool Contribution	T	3	0
			Drawdown for Children's equipment and ICB Elmore costs	BCFPOOL	Age Well Pool	T	320	-320
				SCS1-1A	Age Well Pool Contribution	T	0	0
CC&CS	Mar	Dec	Movement of staffing costs	COD5	Culture & Customer Experience	P	-34	0
				COD8	Law & Governance	P	34	0
			Budget to cover staffing constraint in CSC	COD5	Culture & Customer Experience	P	125	0
				COD7	Property & Community Facilities Management	P	-125	0
EP	Mar	Dec	Staff savings	EP2-2	Climate Change	P	-27	0
				EP2-3	Environment & Circular Economy	P	49	0
				EP2-4	Service Management Team	P	-22	0
Grand Total							3,073	-3,073

Business Management & Monitoring Report
Position to the end of January 2023
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	-8.4	6.2	6.2	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	-0.1	2.6	2.6	0.0	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	24.7	-7.4	17.3	16.8	0.5	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	-2.9	0.5	0.5	0.0	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	0.2	0.0	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 January 2023
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	-9.9	8.6	9.0	-0.4	This reserve is being used to support the implementation of the Council's priorities 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	0.0	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	-10.9	15.4	15.4	0.0	This reserve is set up to meet ongoing and emerging pressures 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	-13.8	169.8	169.7	0.1	

Business Management & Monitoring Report
Position to the end of November 2022
Planned Use of COVID-19 Reserve 2022/23 - 2025/26

	£'000
Opening Balance 2022/23	26,246
Planned contribution to support revenue budget agreed February 2022	-8,435
IT Equipment (not spent in 2021/22)	-500
Legal Services Agency Staffing	-170
Coroner's Activity	-137
Children's Services (Family Safeguarding Teams)	-400
Children's Services (contribution towards overspend)	-1,000
Information Management Team	-150
Use in 2022/23	-10,792
2023/24	
Opening Balance 2023/24	15,454
Planned contribution to support revenue budget agreed February 2022	-6,324
Planned contribution to support revenue budget agreed February 2023	-1,038
Use in 2023/24	-7,362
2024/25	
Opening Balance 2024/25	8,092
Planned contribution to support revenue budget agreed February 2022	-3,160
Planned contribution to support revenue budget agreed February 2023	-596
Use in 2024/25	-3,756
2025/26	
Opening Balance 2025/26	4,336
Planned contribution to support revenue budget agreed February 2022	-2,143
Planned contribution to support revenue budget agreed February 2023	-175
Use in 2025/26	-2,318
Available Balance	2,018

Business Management Report
Position to the end of January 2023
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
Page 126	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
	R Adult Social Care Discharge Fund	DHSC	0	1,910	0	1,910
	TOTAL ADULT SERVICES		10,391	3,771	0	14,162
	Children's Services					
	Dedicated School Grants					
	R Dedicated Schools Grant (DSG) - Schools Block	DfE	127,190	-98	251	127,343
	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	2,103	0	41,263
	R Dedicated Schools Grant (DSG) - High Needs Block	DfE	75,095	373	0	75,468
	Subtotal DSG Grants		245,951	2,692	251	248,894
	School Grants					
	R Pupil Premium	DfE	7,073	590	0	7,663
	R Education Funding Agency - Sixth Form Funding and Threshold	DfE	191	89	0	280
	R PE and Sport Grant	DfE	2,265	3	0	2,268
	R Universal Infant Free School Meals	DfE	3,867	22	0	3,889
	R Teacher's Pay Grant	DfE	98	-3	0	95
	R Teacher's Pension Grant	DfE	278	-4	0	274
	R Supplementary Funding	DfE	0	3,558	0	3,558
	R Coronavirus (COVID-19) Workforce Fund	DfE	0	23	0	23

Business Management Report
Position to the end of January 2023
Government Grants 2022/23

Ringfenced	Directorate	Issued By	Estimate 2022/23	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	Coronavirus (COVID-19) Recovery Premium	DfE	0	1,177	0	1,177
R	Coronavirus (COVID-19) National Testing Programme	DfE	0	8	0	8
R	Coronavirus (COVID-19) School Let Tutoring Grant	DfE	0	628	0	628
R	Coronavirus (COVID-19) Alternative Provision Y11 Transition	DfE	0	5	0	5
R	Coronavirus (COVID-19) Education Recovery NQT	DfE	0	126	0	126
R	Coronavirus (Covid-19) Schools Fund	DfE	3,083	-3,083	0	0
	Subtotal School Grants		16,855	3,139	0	19,994
	Other Children's Services Grants					
R	School Improvement Monitoring & Brokering Grant	DfE	0	234	0	234
R	Youth Justice Board	YJB	548	126	0	674
R	Asylum (USAC and Post 18)	HO	1,904	2,093	0	3,997
R	Afghan Resettlement Education Grant	DfE	0	0	0	0
R	Extension of Virtual School Heads - children with social worker	DfE	0	135	0	135
R	Extension of Virtual School Heads - previously looked after children	DfE	0	66	0	66
R	Pupil Premium Plus Post 16 pilot	DfE	0	91	0	91
R	Extended Personal Adviser Duty Grant	DfE	103	0	0	103
R	Staying Put Implementation Grant	DfE	271	17	0	288
R	Remand Framework	YJB	77	-5	0	72
R	Supported Internships for young people with SEND	NDTi	0	26	0	26
R	Holiday Activities and Food Programme	DfE	0	1,263	0	1,263
R	Attach ASF	DfE	0	6	0	6
R	Intervention Delivering Better Value in SEND - Grant for Data Analysis	DfE	0	45	0	45

Business Management Report
Position to the end of January 2023
Government Grants 2022/23

Page 128

Ringfenced	Directorate	Issued By	Estimate 2022/23 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
R	Fam Grp Conferences	DfE	0	36	0	36
R	Multiply	DfE	0	778	0	778
R	Home for Ukraine Education	DfE	0	4,189	0	4,189
R	Turnaround Programme	YJB	0	64	0	64
	Subtotal Other Children's Services Grants		2,903	9,164	0	12,067
	TOTAL CHILDREN'S SERVICES		265,709	14,995	251	280,955
	Environment & Place					
R	Bus Service Operators Grant	DfT	559	236	0	795
R	COVID-19 Bus Support Grant	DfT	0	109	0	109
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	621	0	1,407
	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 Protection Uplift Grant	DLUHC	0	303	0	303
R	Fire Fighter's New Dimensions Grant	DLUHC	40	0	0	40
	TOTAL COMMUNITY SAFETY		1,401	303	0	1,704

Business Management Report
Position to the end of January 2023
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
	Customers, Culture & Corporate Services					
R	Music Service	AC	1,045	-201	0	844
R	MaaS:CAV	Innovate UK	313	-313	0	0
R	OmniCAV	Innovate UK	1	116	0	117
R	Park & Charge	Innovate UK	206	0	-153	53
R	Virgin Park & Charge	Innovate UK	7	0	0	7
R	Data Driven Safety Tool	Innovate UK	91	-91	0	0
R	Quantum Gravimeter	Innovate UK	69	-69	0	0
R	Resilient CAV	Innovate UK	25	-25	0	0
R	Heart Park Project	DfT	90	-90	62	62
R	GTC DfT Congestion Tool	DfT	59	-59	0	0
R	CAVL4R	DfT	11	-11	0	0
R	Vectors	Innovate UK	0	14	0	14
R	FFLIP	Innovate UK	0	98	0	98
R	Road To Recovery	Innovate UK	0	9	-9	0
R	Harmony	Innovate UK	0	144	0	144
R	5G heart	Innovate UK	0	98	0	98
R	Frontier	Innovate UK	0	140	52	192
R	HySPERT Project	Innovate UK	0	27	0	27
R	Oxfordshire Public Space Innovation Netwk		0	50	0	50
R	Health & Care Innovation	Innovate UK	0	16	43	59
R	Designed For Ageing Medication Management		0	37	88	125
R	GovTech (NM2)	DfT	0	210	0	210

Business Management Report
Position to the end of January 2023
Government Grants 2022/23

Ringfenced	Directorate		Issued By	Estimate 2022/23	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
				£000	£000	£000	£000
R	Schemes Monitoring Cost iHUB		DfT	0	212	0	212
R	MultiCAV			0	0	229	229
R	Thames Valley Police Safer Streets			0	0	13	13
R	RPF Moddest			0	0	44	44
R	R & A Staff & Ops			0	0	84	84
R	RPF Airtek			0	0	78	78
R	CAV SD			0	0	35	35
R	Vehicle to energy communities			0	0	9	9
TOTAL CUSTOMERS, CULTURE & CORPORATE SERVICES				1,917	312	575	2,804
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	-40		173
U	Supporting Families - previously Troubled Families		DLUHC	915	116	80	1,111
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	Social Care Support Grant		DLUHC	17,343			17,343
U	New Social Care Grant		DLUHC	572			572
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	Care Leavers at risk of Rough Sleeping Grant		DfE	0		49	49

Business Management Report
Position to the end of January 2023
Government Grants 2022/23

Page 131

Ringfenced	Directorate	Issued By	Estimate 2022/23 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
U	Substance Misuse Treatment & Recovery Grant	OHID	0	620		620
U	Substance Misuse Treatment & Recovery Housing Support Grant	OHID	0	0	158	158
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	0	1,077		1,077
U	Trailblazer Funding	DHSC	0		1,184	1,184
	Subtotal Strategic Measures		77,091	11,208	1,471	89,770
R	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	11,208	1,471	91,375
	Total All Grants		391,469	31,210	2,297	424,976

R Ringfenced grant
 U Un-ringfenced grant
Issued by
 HO Home Office
 DHSC Department of Health & Social Care
 DfT Department for Transport
 DfE Department for Education

DLUHC Department for Levelling Up, Housing and Communities
 BEIS Department for Business, Energy & Industrial Strategy
 OHID Office for Health Improvement and Disparities
 DEFRA Department for Environment, Food and Rural Affairs
 AC Arts Council
 YJB Youth Justice Board
 NDTi National Development team for Inclusion

Business Management & Monitoring Report
Position to the end of January 2023
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 /Underpend		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 October 2022	-14.435	
		-14.435
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		21.565
Risk Assessed Level of Balances for 2022/23		28.900

Surplus/(deficit) balances compared to risk assessed level

-7.335

Annex C - Equality , Diversity and Inclusion

Measures	Action	Actual	Comments
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	★	Currently (at 31 December 2022) OCC is supporting 110 new arrivals, up from 84 at the last report (30 September 2022).
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) was rescheduled for 15 Oct and we replaced the Oxfordshire Conversations with three online events, to ensure feedback from these can inform the council's business and budget setting process. We offered to answer questions submitted by phone or email for those unable to access the sessions online and proactively offered 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 ebike loan scheme with residents living in deprived areas of East Oxford to support them into cycling. A project steering group has been set up to co-design this project; a launch is planned for Spring 2023
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	★	Reports from community insights are currently being compiled and will be completed in Quarter 4 (Jan-Apr 2023)
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	★	Community insights work will complete in Quarter 4 and the Health Needs Assessment is due for completion in Q1 2022/4. These will inform any changes that may need to be made to existing services and plans.
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. Briefings have been rolled out across the partnership. An Early Help Partnership Board is being established by Spring 2023. At 31 December 2022 the number of EHAs in the 20% most deprived areas of Oxfordshire stood at 256, as compared with 294 in the whole of 2021-22.

Measures	Action	Actual	Comments
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 was approved and signed off at Cabinet in July 2022. The action plan is currently in the process of being formulated. A Digital Inclusion Charter launch event is being planned for 22 February 2023.
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 PlaceBoard 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. Priority thematic areas to address health inequality have been agreed by the board. These are- Cardio-vascular disease, Maternity services, and Screening & Immunisation - and align with work happening in other parts of the Integrated Care System.
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	★	Additional technical resource now working on this project to install fibre connections at various community and village halls, and provide a service to the residents and organisations using those sites (including Schools, NHS Sites, Museums)
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	★	

			<p>Summary of tasks completed to date (this financial year) include but are not limited to:</p> <ul style="list-style-type: none"> · Procurement hub training programme; · Portal tool testing and implementation; · Providing support to procurement staff with upcoming tender projects (particularly trickier projects like frameworks and Dynamic Purchasing Systems (DPSs); · Soft launch with early adopter tender projects going live on the portal tool; · First tender projects closing and being evaluated; · Communications phase preparation (including InSite news article drafting and launch events being booked); · InSite news article published to kick-start the hard launch phase; · First evaluated tenders being awarded and winning supplier's delivery commitments being visible on the portal tool; · A Lunch and Learn session, open to all council staff, was held and recorded (the recording has been made available permanently on the intranet); · A Climate Café session, open to all council staff, was held and recorded (the recording has been made available permanently on the intranet); · Relevant social value guidance, training materials and implementation resources have been made available for general use (all staff) on the intranet, and these have been refreshed 3-4 times to date as the launch phase of the project has developed. <p>Work to support the ongoing implementation, communications and post-launch phases will continue over the winter and 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).</p>
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 project is implementing changes to the Music Service and the council's recruitment web content to make this more engaging. Changes to the Adult Social Care digital content are being redefined following central government's decision to delay the rollout of the social care cap. The project is due to be completed by May 2023.
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 upfront 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 the year.

Page 136

Measures	Action	Actual	Comments
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 35 years, dependent on capital funding.
EDI4.01 Better understand service users and their needs by collecting their information & feedback	We will develop and amend the LTCP (including Part 2 and the travel plans 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 underrepresented groups in Oxfordshire	★	Local Transport Connectivity Plan (LTCP) was adopted as council policy in July 2022. There is ongoing work to develop the area travel strategies and incorporate views from under-represented groups.
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 Thames Valley Police (TVP) to the Youth Justice Board in Sept 2022 and a report was also presented to the Oxfordshire Safeguarding Children Board. The Youth Justice Service Disproportionality Action Plan has been refreshed to reflect the need for a better understanding of the data and the Disproportionality Group has been relaunched, to be chaired by TVP.
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 has been undertaken to develop the terms of reference to undertake an audit of children's files, in respect of black and minority ethnic children subject to a s.47 investigation and those who have a child protection plan. The audit will take place in March 2023.
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.
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 Smoke Free survey is currently being analysed with a view to informing any improvements that could be made to related programmes. A health equity audit will commence in Quarter 1 (Apr-Jun) 2023/24.

Measures	Action	Actual	Comments
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 for Equalities Impact Assessments (EIAs) were updated on the intranet and promoted widely. The majority of advice provided to service teams to date was during the 23-24 Budget process. Teams were supported to undertake light-touch impact assessments where the impacts of savings proposals appeared slight or neutral. Teams were also supported to complete fuller EIA documentation where impacts on particular protected characteristics were considered more likely. Completed EIAs were used as part of internal decision-making about budget proposals, and some savings proposals with full EIAs were subsequently withdrawn. An overarching EIA on the totality of the Budget proposal has been published and one detailed service-level EIA was published as a background paper for the Budget consultation. In Quarter 4 (Jan-Apr) 2023 the EIA process will be included in materials promoting the OCC value "equality and integrity in all we do" as part of our 'Delivering The Future Together' values programme
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 updated the co-production handbook and worked with our Team Up Board to develop new opportunities for engagement with different populations groups. As new commissioning programs are set in train the joint commissioning team builds in direct consultation, engagement and co-design activities. We are currently delivering our community capacity funds through OCVA and OCF, ensuring a grass roots approach to asset-based community development.
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 government has revised the timeline for this work as part of the changes to their Adult Social Care Reform program. We will be publishing our Market Sustainability Plan in March 2023.

Measures	Action	Actual	Comments
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	★	<p>We are working towards the launch of our Safe and Well app in early 2023. This is the conduit to us collating EDI data from the visits that we undertake, and the launch of the new version also gives us the platform to train our staff to understand the importance of the data and how it will be used.</p> <p>There are still challenges with collecting equalities monitoring data face-to-face: there is a need to explain 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 why. Our current version of the Safe & Well app doesn't allow us to do this with confidence and it's imperative to have confidence in the data and how it is being collected.</p>
EDI4.12 Better understand service users and their needs by collecting their information & feedback	As part of aligning standards with the Oxfordshire Way, we will also utilise information from the Health Information Exchange to enable CSC to feed inclusive data to our systems and across our care pathways/services.	★	<p>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.</p> <p>At present, we are within the define stage to make improvements which will ensure inclusive data will be collected and inform our services.</p> <p>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.</p> <p>As part of aligning standards with the Oxfordshire Way, we will also utilise information from the Health Information Exchange to enable CSC to feed inclusive data to our systems and across our care pathways/services.</p>
EDI4.13 Better understand service users and their needs by collecting their information & feedback	This year we will aim to map any new customer services journeys or forms to see how we can make the process more inclusive for those with diverse needs and to understand our population demographic	★	<p>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.</p> <p>At present, we are within the define stage to make improvements which will ensure inclusive data will be collected and inform our services.</p> <p>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.</p>

Measures	Action	Actual	Comments
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 based primarily on management thoughts of what is needed for staff in the organisation. The Thrive survey in October 2022 asked 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 managers to do so	★	Currently being developed – consultation with Networks took place in July. Draft guidance has had comment from OD and HR and has been redrafted to reflect. The updated guidance will be circulated for further comment before completing the sign off process and been published in quarter 1 2023-24
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	★	Work has begun with local providers and teams within OCC to identify potential candidates and areas where these apprenticeships can be implemented. We are still chasing Education and Skills Funding Agency for a list of providers who deliver supported apprenticeships and the standards they offer
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.	★	The Armed Forces Covenant Duty came into force on 22 November. OCC promoted and welcomed the duty and reiterated our commitment to the armed forces community in Oxfordshire via internal and external communications. Further internal communication is planned for "The Buzz" in January 2023. Officers and members continued to engage directly with the armed forces community via the Oxfordshire Civilian Military Partnership (CMP). At the 5 October CMP Board meeting inequality of access to housing and health services as a result of military life were the focus of discussion. OCC has since hosted CMP working group meetings on both housing and access to NHS dentists and GPs.
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	★	This is an ongoing action and is now business as usual. Plans are now in place for refresher training in maths and English with core topics being scheduled and advertised. These will go live spring 2023

Measures	Action	Actual	Comments
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 (firefighters and officers) as a result of diverse marketing and messaging. We are running a two year recruitment campaign specifically for our On-call firefighter workforce which focuses on the role of a firefighter within the community and attracting people from our under-represented groups. Each quarter we monitor and review the number of applications received for On-call firefighters from both female and BAME residents. Q3 female applications were 20.51% compared against 25% and 28% for Q1 and Q2. Q3 BAME applications were 5.13% compared against 3% in both Q1 and Q2. This is the first year of monitoring; however we are pleased to see the results, especially for female firefighters. Overall, for all operational staff our female representation is 10.12% which is the first time we've been above 10% in our operational workforce. Unfortunately, we've seen a reduction in our BAME representation in our operational workforce to 1.40% from 1.75% which is attributed to a leaver who was able to secure promotion with another Fire & Rescue Service.
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.	★	The project now has detailed proposals and actions being drafted and consulted on within the council. The OCC staff Neurodiversity Group are trialling a secure text editing and correction tool.
EDI6.02 Celebrate and promote diversity in our workforce	We will roll out phase two of our reciprocal mentoring scheme	●	A temporary pause on the recruitment of an EDI Learning and Development lead has led to a delay in the workshop to define next steps (to be facilitated by Inclusive Employers). Whilst not directly related to this action, the future leaders programme (part of the Delivering The Future Together Programme) is likely to include a development pathway for future leaders with protected characteristics and reciprocal mentoring is envisaged as being part of the programme
EDI6.03 Celebrate and promote diversity in our workforce	We embed EDI into all projects under our Delivering The Future Together values programme	★	EDI considered in the design phase of new projects in phase 3. Ongoing monthly meetings with Inclusion network leads. DTFT champions have dedicated a month to promote Inclusion in the workplace in February 2023.
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 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 Stonewall Workplace Equality Index, and staff survey, were both completed by officers across the organisation at the end of September 2022. Results will be announced in early 2023

Measures	Action	Actual	Comments
EDI6.06 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 Gender Pay Gap report and Pay Policy Statement have been produced and are being reviewed at Remuneration Committee on 20th Jan for sign off at full council in February 2023. These are statutory documents which need to be approved before disclosure. Alongside these reports this year, for the first time, we have included the ethnicity pay gap report. Although this later report is not a statutory requirement as with the other two reports, we agreed to take this to Remuneration Committee, but this report will not go to full council. Once these are all signed off we will share findings and agree action plans.
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.	★	Specifications for the high priority development initiatives identified in the Inclusive Employers review are with EDI training providers to quote. Deadline for quote returns is 20th January. Chosen provider will deliver the high priority programme from April 2023. The high priority initiatives identified as part of the people managers pathway have been included in the essential skills for managers programme (part of the Delivering The Future Together Programme) and will be launched Spring 2023 – all new managers will be invited to attend. EDI Induction for all staff is being improved with a facilitated session as well as e-learning being provided for all new starters. The specification for this session is with EDI training providers to quote in January. All new starters from April 2023 will be invited to attend the facilitated session and it will be automatically added to their learning plan when they start at OCC

This page is intentionally left blank

Annex D - Climate Action Programme

Measures	Actual	Climate Action Milestone	Climate Action Updates	Climate Action Next Steps
CA1.1.01 Convert 54 traffic signals to LED	★	DFT sites completed complete procurement for 40 crossings	DFT - 6 sites identified and 5 have been completed. No remaining budget for the final site. BAU - 3 sites already upgraded 40 Pedestrian Crossings - Order placed, delivery programme being worked out Total of 48 sites will be upgraded in 2022/23	mobilisation of 40 Pedestrian Crossings LED Upgrades - Order placed, delivery programme being worked out , to be completed in Q4
CA1.1.02 Develop and implement streetlight policy	★	Approval and implementation	the policy was approved by cabinet in October 2022. Highways team are working out ways to improve climate deliverables, including use of data networking to enable start county initiatives.	Highways team are working out ways to improve climate deliverables, including use of data networking to enable start county initiatives.
OCC01.02 Total No. of streetlights fitted with LED Lanterns by March 2023	★		80% of the total SL upgrade to LED as December 2022	majority of the LED conversions should be completed by end of March 24
CA1.2.01 Complete the delivery of PSDS 3 and 3 projects	●	PSDS3 Delivery	PSDS 1 delivery complete - but the grid upgrades delayed at 3 sites (Abbey Center, Slade Park FS and Thomas Read Primary School) . Awaiting DNO to complete upgrades for installers to complete final commissioning PSDS 3a: Contracts signed on 3 schools ASHP(Carterton Gateway, Sunnigwell and Ace Center) contract award being sorted for insulation measures Hook Norton FS: Tender process underway contractual difficulties for Harwell and Benson Primary schools - risk of losing Grant funding	PSDS 1: awaiting DNO upgrades for 3 sites to enable final connection of ASHPs PSDS 3a: complete work on all 5 schools by end of March 2023
CA1.2.02 Develop and implement an Agile Working Strategy	★	Launch Agile Working Programme	Agile working framework adopted. Further opportunities in optimising work spaces were restricted by decisions from SLT	
CA1.2.03 Develop a Property Strategy and decarbonisation plan	★	Capital bids	Capital bid submitted. OBC is currently in governance process - going to SCB on 6th January 2023	awaiting outcomes from the capital funding bid process and going through the governance

Measures	Actual	Climate Action Milestone	Climate Action Updates	Climate Action Next Steps
CA1.2.04 Implement active building energy management	★	Engagement with ICT and Hard FM teams	process mapped out within the property team and an updated heating policy need to go through the governance process. Engagement with ICT team has ensured that we are futureproofing IT infrastructure for remote access to BMS.	need to take paper on heating policy through governance process
CA1.2.05 Release 1 leased building (Abbey House)	★	Nash Court has been released	Rental agreements at Abbey House and Knights Court are under review. Nash Court released in October 2022	Rental agreements at Abbey House and Knights Court are under review.
CA1.3.01 Set up One Fleet - integrated fleet management system	●	Programme and system implementation	system implementation underway FRS service to go live at the end of March 2023. rest of OCC fleet until end of Q2 2023/24	FRS service to go live at the end of March 2023. rest of OCC fleet until end of Q2 2023/24
CA1.3.02 Procure EVs to replace end of life/lease vehicles for OCC Fleet	★	Submission of capital bid and Home charging policy	Capital bid for Fleet replacement submitted and expected sign off in January 2023. Home charging policy - work in progress	Start procurement process for vehicles once capital bid approved Home charging policy and procurement to be completed
CA1.3.03 Shift diesel fire fleet to HVO subject to feasibility study	●	Trial evaluation and final report	HVO piece of work had to be paused due to capacity issues in fire & Rescue Service	
CA1.3.05 Launch HySPERT Phase 2 - H2C Prototype Fire Engine (depending on funding bid outcome)	●	Outcome of Funding bid	waiting for bid outcome	
CA1.4.01 Implement staff business travel programme	★	Identify recommendations & support development of business case	Shared data and working with Director of Customer & Cultural Services to explore options to reduce business travel emissions. business case for high mileage users submitted - awaiting capital bid approval in January 23	Work with services within Customer & Cultural Services to explore options for reducing carbon emissions associated with staff travel.

CABINET – 21 MARCH 2023

CAPITAL PROGRAMME UPDATE AND MONITORING REPORT

Report by the Director of Finance

Recommendations

1. The Cabinet is RECOMMENDED to:

OCC Capital Programme

- a) Approve the latest capital monitoring position for 2022/23 (Annex 1) and the associated updated capital programme at Annex 2, incorporating the changes set out in this report
- b) To note the approval of the Leader of the Council, in accordance with the Council's Financial Regulations for the revised budget provision of £5.4m for the Ploughley Road/A41 Junction Improvement scheme in Bicester (paragraph 21)

Re-profiling

- c) Agree the in-year re-profiling as identified in the report and (Annex 1 and 2)

Executive Summary

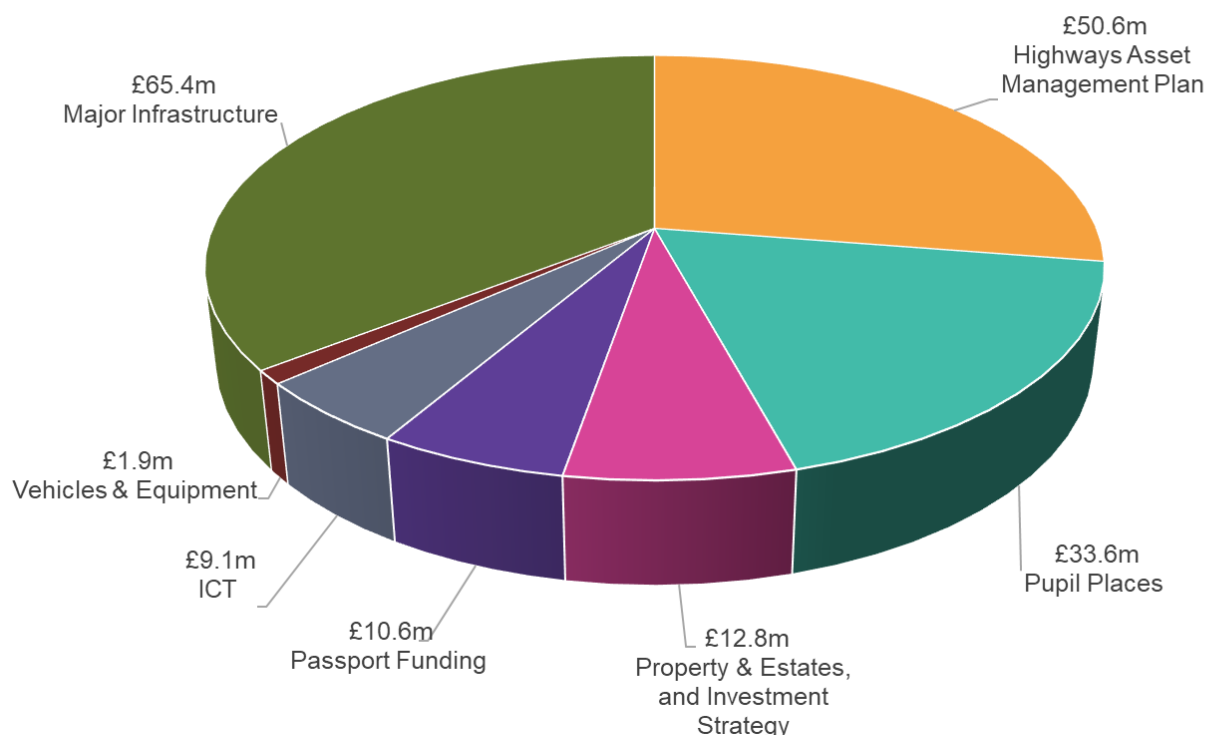
2. The report sets out the monitoring position based on activity to the end of January 2023 and is the fourth update for 2022/23. It also includes an update to the Capital Programme approved by Council in February 2023 taking into account additional funding and new and/or changes to schemes.
3. Forecast programme expenditure for 2022/23 is £184.0m (excluding earmarked reserves). This has decreased by £14.9m compared to the latest approved capital programme (Annex 1) and reflects the spend profile from the latest delivery timeframes as well as the inclusion of new grants received by the Council.
4. Since the Council meeting on 14 February 2023, a small number of funding changes and scheme updates have been included, the total ten-year capital programme (2022/23 to 2032/33) is now £1.394bn (excluding earmarked reserves). This has increased by £0.9m compared to the capital programme approved by Council in February 2023. The updated capital programme summary is set out in Annex 2 and the main variations are set out in this report.
5. As highlighted in previous reports inflationary increases in contract prices are continuing to increase the **Page 145** deliverability and cost of capital

schemes. This is reflected in several recent business cases that have been approved at the various capital governance platforms. The impact on the capital programme is reflected in the updates in this report.

Introduction

6. Capital expenditure is defined as spending that creates an asset for the Council (e.g. buildings, vehicles and equipment), and spending which meets the definition in regulations specified under the Local Government Act 2003 which includes spend on non-current assets that are not owned by the Council such as academies and the award of capital grants and funding agreements.
7. The capital programme sets out how the council will use capital expenditure to deliver the council's priorities as set out in the Strategic Plan 2022-25. The programme is updated quarterly and fully refreshed annually as part of the Budget and Business Planning Process to ensure that it remains aligned to the latest priorities, reflects the latest cost projections and profile for delivery, and incorporates the current funding position.
8. The capital programme is structured as follows:
 - **Major Infrastructure:** including Growth Deal Infrastructure programme
 - **Highways and structural maintenance:** including street lighting, and bridges
 - **Property Strategy:** including health & safety, maintenance, improvements and the Investment Strategy
 - **Pupil Place Plan:** including basic need (new schools and expansion), maintenance, health and safety and improvements
 - **IT, Digital & Innovation Strategy:** including broadband and End User equipment
 - **Passported Funds:** including Disabled Facilities Grant and Devolved Schools Capital
 - **Vehicles and Equipment:** including fire and rescue vehicles and equipment
9. The detailed investment profile for the 2022/23 Capital Programme is set out below and shows the forecast spend for the year by programme area based on the totals in the table in paragraph 12.

2022/23 Programme - Latest Spend Forecast



10. This is the fourth capital programme update and monitoring report for the year and focuses on the delivery of the 2022/23 capital programme based on projections at the end of January 2023 and new inclusions and changes within the overall ten-year capital programme.
11. Capital Programme for 2023/24 to 2032/23 was agreed as part of the Budget & Business Planning Report to Council on 14 February 2023 ([Budget and Business Planning Section 5.pdf \(oxfordshire.gov.uk\)](#)).

2022/23 Capital Monitoring

12. The capital monitoring position set out in Annex 1, shows the forecast expenditure for 2022/23 of £184.0m (excluding earmarked reserves). This has reduced by £14.9m compared to the latest approved capital programme.

The table below summarises the changes by strategy area:

Strategy Area	Last Approved Monitoring 2022/23 £'m	Last Approved Programme 2022/23 * £'m	Latest Forecast Expenditure 2022/23 £'m	Change £'m
Major Infrastructure	67.3	72.2	65.4	-6.8
Highways Asset Management Plan	51.6	50.3	50.6	+0.3
Property Strategy	15.6	15.1	12.8	-2.3
Pupil Places Plan	39.4	39.6	33.6	-6.0
IT, Digital & Innovation Strategy	8.9	9.2	9.1	-0.1
Passport Funding	10.9	10.6	10.6	0.0
Vehicles & Equipment	2.2	1.9	1.9	0.0
Total Strategy Programmes	195.9	198.9	184.0	-14.9
Earmarked Reserves	0.00	0.00	0.0	0.0
Total Capital Programme	195.9	198.9	184.0	-14.9

* Approved by Council 14 February 2023

13. Actual capital expenditure at the end of January 2023 was £119.5m. The combined spend to date and current forecasted in-year commitments for the Capital Programme is £170.3m or 89% of the revised estimate for the year but the rate of expenditure is expected to increase in the remaining part of the year due to several major infrastructure schemes reaching the construction stage.

Major Infrastructure

14. The Major Infrastructure Programme in-year expenditure is forecast to be £65.4m compared to the latest capital programme budget of £72.2m, a reduction of £6.8m. The programme is divided into 6 sub-programme areas as shown in the table below:

Major Infrastructure	Original Budget £'m	Last Approved Budget £'m	Latest Forecast £'m	Variation £'m
Housing Infrastructure Fund 1 (HIF1)	21.2	3.6	3.5	-0.1
A40 Corridor (Incl HIF2)	48.1	22.2	18.7	-3.5
A423 Improvement Programme	5.8	4.0	4.0	0.0
Active Travel P3	0.0	0.6	0.2	-0.4
Housing & Growth Deal (Inc Other schemes)	74.7	31.5	28.3	-3.2
Major Infrastructure Sub-total	149.7	61.9	54.7	-7.2
Countywide & Integrated Transport	1.2	10.3	10.7	+0.4
Major Infrastructure – Total	150.9	72.2	65.4	-6.8

HIF1

15. Forecast expenditure on HIF1 in 2022/23 has reduced by £0.1m. The Compulsory Purchase Orders are all now placed and the process is in the objection period. The procurement for the Design & Build contracts are progressing. The programme as a whole remains on track, financially there are risks around achieving its critical path and the market availability of suppliers and materials.

A40 Corridor (including HIF 2)

16. The A40 Corridor programme forecast expenditure has reduced by £3.5m. This is predominately due to the HIF2 A40 Smart Corridor scheme, where at the time of writing the report, there is still a level of uncertainty around the deliverability of some activity phased for March. The forecast reflects that uncertainty.

A423 Improvements Programme

17. The A423 Improvement Programme forecast expenditure has not changed.

Active Travel Phase 3

18. The Active Travel Phase 3 programme forecast expenditure has been reduced by £0.4m, due predominately to delays in the A41 London Road (Bicester) and Garsington Road improvement schemes.

Housing & Growth Deal & Other Schemes

19. The Department for Levelling Up, Housing and Communities have reviewed the final £30.0m instalment of the housing and growth deal grant funding. Following an update on the availability of the funding received in early December, the implications and risks have been worked through and recommendations put forward to the Future Oxfordshire Partnership, and elsewhere on this Cabinet agenda for the county council's consideration.

Banbury & Bicester

20. Overall, the Banbury and Bicester programme is forecasting a small reduction of £0.1m.
21. The Ploughley Road Scheme in Bicester has a cost pressure resulting from additional drainage works and carriageway resurfacing. These additional construction costs bring the total cost of the scheme to £5.4m. This is an increase of £0.8m from the previous approved budget. The additional funding will be met from additional S106 contributions and an underspend within a previous completed scheme within the Major Infrastructure Capital Programme. As the Gate 2 budget approved at construction phase was £4.1m, the cumulative variation is £1.3m.

22. To ensure the scheme can continue through the last phases of construction and avoid any unnecessary delays thus avoiding additional costs, the business case to increase the budget has received delegated approval from the Leader of the Council and Section 151 Officer as per the part 5.2.2 of the Financial Regulations.

Oxford

23. This programme is forecasting a reduction of £1.7m for 2022/23, mainly due to reprofiling on the A44 Corridor Improvement scheme.

South & Vale

24. Forecast expenditure on this programme in 2022/23 has reduced by £1.4m, this is due to a number of schemes predicting less than previously reported.

Countywide and Integrated Transport

25. Forecast expenditure in 2022/23 has increased by £0.4m, with nothing significant to report.
26. The overall ten-year programme for the Major Infrastructure programme has increased by £0.4m since the last update due to additional s106 funding coming into the capital programme.

Highways Asset Management Plan

27. The total in-year capital forecast for 2022/23 is estimated to be £50.6m and has increased by £0.3m. The programme is divided into 4 sub-programme areas.

Highways Asset Management Plan	Latest Capital Programme Budget	Latest Forecast	Variation
	£'m	£'m	£'m
Structural Maintenance Annual Programme	32.1	33.0	+0.9
Improvement Programme	3.4	3.0	-0.4
Structural Maintenance Major Schemes	13.9	13.7	-0.2
Other Programmes	0.9	0.9	0.0
Major Infrastructure – Total	50.3	50.6	+0.3

28. The Structural Maintenance Programme is forecasting to spend £33.0m, an increase of £0.9m. This is due mainly to increases in the delivery of carriageway, surfacing and structural improvement schemes. This includes the £0.5m additional scheme added to this year's programme for the works at Cherwell Drive, Oxford. There is a risk however that the Bridges

programme may slip slightly by year end due to weather conditions and water levels. reflects additional external funding and the reprofiling of future years budgets into the current year. Annex 3 shows the planned key structural maintenance deliverables for 2022/23.

29. The annual planned target total surfacing programme (excluding patching) for 2022/23 is calculated at 3% of the network. The expectation is that this would enable the council to maintain the 4,656km of network that it is responsible for in as close as possible to a 'steady state' within the funding available.
30. The annual Improvement Programme in forecast to spend £3.0m, a reduction of £0.4m. This includes 62 road safety and traffic improvements including road markings, cycle provision improvements, pedestrian crossings, footway improvements and speed limit alterations. The programme also includes enhancement to support bus journey time reliability and aiding bus movements.
31. Structural Maintenance Major Schemes are forecast to spend £13.7m. Annex 3 shows the planned key major scheme deliverables for 2022/23.
32. The Street Lighting LED Replacement programme is on target to deliver the agreed increased number of units following previous programme delays, within the £11.9m in-year forecast. There is a small risk that the programme could underspend by the year end due to delivery timescales for materials needed to complete the works. However, there is greater level of certainty that the whole programme will now be delivered by the end of 2023/24, primarily due to the focus of works being with a single supplier.
33. 80% (48,480 out of 60,6000) of the council's total street lighting assets have now been converted to LED.
34. The 20mph speed limit year 1 programme is slightly delayed and consists of 49 schemes for delivery by end of March 2023, with the remaining 29 schemes planned to be delivered in April and May next year.
35. The overall ten-year programme for the Highways Asset Management Plan programme has increased by £0.5m since the last update. This reflects an additional £0.5m coming into the Carriageway Programme to deliver the Cherwell Drive scheme.

Property Strategy

36. The Property Strategy Programme for 2022/23 is forecasting to spend £12.8m and has decreased by £2.3m compared to the previous update. The main changes are listed below.
37. Health & Safety remedial works (forecast underspend of £0.6m) – the Fire Compartmentation survey is completed, and the programme of works has been commissioned to commence in February. The need to roll forward is

due to initial delay in planning, completing the survey and preparing and commissioning the works.

38. Planning Consents Programme (forecast underspend of £0.5m). The original plan to spread the programme over 2 years was paused while the service undertook a restructure and review (refer para 42 and 43 below). This is now complete, and the service has re-profiled the plan to roll forward and spend the remaining Budget (£1.4m) in future years.
39. Office Rationalisation & Co-Location Programme (forecast underspend of £0.5m) the programme had to be delayed whilst the authority reviewed and clarified the requirements for both Union Street and Abbey House. Despite this delay the programme has successfully completed works to Knights Court (early stage of bringing on stream) and first phase of Union Street. Abbey House and Union Street (phase 2) will be rolled forward and completed in 2023/24.
40. Green Homes Sustainable Warmth Grant Fund (Forecast underspend of £0.5m). The programme is wholly Grant funded and permission has been granted to roll forward the outstanding work on both streams of the programme. There is a strong likelihood of some claw back of grant on the 'off gas' property stream of the programme.
41. The Service has now completed a transformation exercise and restructure of the team alongside a review of the Investment and Property Strategy. The restructure has focussed on overhauling the end-to-end governance, resourcing and management planning and control particularly to mobilise and implement programmes and complete within the agreed project plan.
42. The review of Investment strategy has focussed on:
 - (1) Asset Management and Disposal to optimise receipts
 - (2) Property Strategy to rationalise the utilisation of key buildings particularly the Oxford City Centre.
43. Following the completion of the transformation and approval of the Property Strategy by Cabinet in November 2022, the focus is now on the initial implementation of this strategy and establishing the sequencing of the overarching programmes. Central to the strategy is effective planning and resourcing to ensure delivery of programmed works within the plan and budget.
44. There is no impact to the overall ten-year programme.

Pupil Places Plan

45. The forecast expenditure for the Pupil Places Programme in 2022/23 has decreased by £6.0m to £33.6m. This reflects the latest anticipated profile of expenditure against the delivery timeframe of projects within the programme.

46. The Basic Need Programme is expected to spend £15.5m in 2022/23 with little change from the previous forecast.
47. Since the previous monitoring report, a further two projects within this programme have been successfully completed and one further project is expected to be completed within 2022/23:
- Gaglebrook – expansion to create 12 additional SEND places delivered by The White Horse Federation via a funding agreement.
 - Wallingford School – expansion to provide an additional 300 primary pupil places delivered by The Merchant Taylors' Oxfordshire Academy Trust via a funding agreement.
 - Kingfisher Special School, Abingdon – expansion to provide an additional 16 SEN places by Propeller Academy Trust via a funding agreement.
48. A further five projects are in construction:
- 1) Radley CE Primary School – expansion to provide an additional 105 primary pupil places and improved schools hall (part funded by Radley Parish Council).
 - 2) Blessed George Napier, Banbury – expansion to provide an additional 300 secondary pupil places delivered by Pope Francis Catholic Multi Academy via a funding agreement.
 - 3) Lord Williams's School, Thame – expansion to provide an additional 150 secondary pupil places delivered by Thame Partnership Academy Trust via a funding agreement.
 - 4) Glory Farm Primary School, Bicester – contribution (S106 funding) towards the replacement of 4 temporary classrooms delivered by Bernwode School Trust via a funding agreement.
 - 5) Woodstock Primary School, expansion to provide an additional 105 primary pupil places.
49. There are also a further 8 school expansion projects in the pre-construction phase. Depending on the delivery timeframe, some of these will reach the construction phase next financial year.
50. The Growth Portfolio Programme though has a forecast expenditure of £15.3m, a decrease of £5.4m compared to the last update. The main reason for this is that the contractors expected cash flow forecast for Shrivenham Primary School and Sires Hills Primary School for this financial year has now been accurately reflected on IBC which has resulted in a reduction in spend forecast for this year moving the spend forecast into next year. The overall project cost of both projects remains within the approved budget.
51. In this programme 4 projects are in construction. The first three projects are due to be completed in time for the start of the Academic Term 23/24:

- 1) Graven Hill Primary School, Bicester – a new school to create 420 primary pupil places and 90 nursery places and is being delivered by the housing developer (Graven Hill Village Development Co Ltd).
 - 2) St Johns Academy, Wantage – a new school to create 420 primary pupil places, 60 nursery places and SEND support spaces and is being delivered by the housing developer (Persimmon Homes).
 - 3) Sires Hill PS (NE Didcot) – a new school to create 420 primary pupil places and 90 nursery places.
 - 4) Shrivenham CofE Primary School – a new school to replace the existing school providing 315 primary pupil places and a 75 place nursery.
52. There are a further three projects in the pre-construction phase, two of which are brand new schools.
53. Schools Structural Maintenance (SSM) is part of the schools' annual programme. The 2022/23 programme included 35 projects with a forecasted budget requirement of £6.4m towards the repair and upgrades to school buildings primarily consisting of the replacement of boilers with hybrid low carbon heat pump solutions and flat roof replacement projects.
54. The latest forecast is £2.5m delivered in-year (reduction of £0.5m) with £3.9m planned to be spent in 2023/24. The maintained school condition surveys are on-going. A 2023/24 programme will be compiled using this condition survey information to ensure the most urgent repairs are included in the programme.
55. The overall ten-year programme for the Pupil Places programme has not changed since the last update.

IT, Digital & Innovation Strategy

56. Forecast expenditure for 2022/23 is estimated to be £9.1m and has decreased by £0.1m compared to the previous update. The main changes are detailed below.
57. Delivery under the GigaHubs programme is progressing well and the forecast for 22/23 is £3.14m (increase of £0.6m), of which £0.6m has been reclaimed from the grant sponsor. Payments to date total £0.9m, with the Q3+Q4 payments forecast pending invoicing total £2.2m. The change in the forecast position for 2022/23 reflects the flexible nature of the contract milestones and earlier delivery of some sites by NEOS Networks, but there is a neutral impact to the overall programme as the budget and forecast expenditure for the programme as a whole remains unchanged.
58. The Children Education Systems project to deliver the replacement of the main case management line of business systems (Education & Health Care Plan, Early Years & Education System, and Admissions) spend has been reprofiled by £0.5m into next financial year. A further upgrade to the system is being tested before final payments to the supplier.

59. The End User programme spend to support the new 'Agile Working' arrangements shows a forecast underspend of £0.3m which is due to completion of the initial phase of the programme to complete a mini refresh of older laptops. The underspent balance is being rolled forward to be incorporated as part of the next phase of the Agile Working and Replacement programme.
60. With an increasing competitive employment market, an improved recruitment experience is seen as crucial to the implementation of the HR Resourcing Strategy (Cabinet September 2022). A provision of £0.310m from the capital IT Strategy development budget has been made available towards the implementation of an Applicant Tracking System to replace the current provision through the Integrated Business Centre provided by Hampshire County Council.
61. Through external Government Bids²⁰ public local authority car parks have had 250 EV chargers installed. From the start of the project to end of Jan 2023 they have sold enough kWh to fuel 1.4million electric miles.
62. Growth in Park and Charge usage has grown to over 90,000 in the year to end of January 2023, most notably park and charge usage in South Oxfordshire has doubled in the past 6 months and trebled in the Vale of White Horse.
63. The overall ten-year programme for the IT, Digital & Innovation Strategy has reduced by £0.1m since the last update.

Passported Funding

64. The total in-year capital forecast for 2022/23 is estimated to be £10.6m, with no change from the previous forecast. £6.7m of the total is Disabled Facilities Grant that is required to be passported to the district councils. A further £2.8m relates to the final elements of the Local Growth Fund and Getting Building Fund where the county council is acting as the accountable body.
65. There is no impact to the overall ten-year programme.

Vehicles and Equipment

66. The total in-year capital forecast for 2022/23 is estimated to be £1.9m with no change from the previous forecast.
67. There is no impact to the overall ten-year programme.

Ten Year Capital Programme Update

68. The total ten-year capital programme (2022/23 to 2032/33) is now £1,394.1m (excluding earmarked reserves), an increase of £0.9m

compared to the latest approved capital programme in February 2023. The main changes have been identified within the report.

Strategy Area	Last Approved Total Programme (2022/23 to 2032/33) * £m	Latest Updated Total Programme (2022/23 to 2032/33) £m	Variation £m
Major Infrastructure	739.7	740.1	+0.4
Highways Asset Management Plan	281.8	282.4	+0.6
Property Strategy	55.4	55.4	0.0
Pupil Places Plan	259.3	259.3	0.0
IT, Digital & Innovation Strategy	22.0	21.9	-0.1
Passport Funding	24.7	24.7	0.0
Vehicles & Equipment	10.3	10.3	0.0
Total Strategy Programmes	1,393.2	1,394.1	+0.9
Earmarked Reserves	115.2	114.8	-0.4
Total Capital Programme	1,508.4	1,508.9	+0.5

* Approved by Council 14 February 2023

Capital Funding Update

Prudential Borrowing

69. The ten-year Capital Programme includes a requirement to fund £290.5m through prudential borrowing. This has increased by £18m through the capital budget and business planning process and is due to the pipeline proposal of the Fleet Replacement Programme, which is self-financing. The latest borrowing requirement for 2022/23 is £41.5m and is expected to be taken as internal borrowing because of the level of cash balances. The majority of this relates to schemes that have already been delivered but have, until now, been funded temporally by borrowing from other funding sources within the Capital Programme to delay the need to apply the prudential borrowing. The borrowing in 2022/23 is expected to include a further £23m from the £120m agreed in 2018 (£16m relates to additional investment in the Highways Asset Management Plan and £7.0m to the Property defect liability programme). A further £4m (from the £41.7m) borrowing which supports the OxLEP City Deals programme with the remaining £14.5m from other agreed spending plans.
70. The use of prudential borrowing will increase the Council's Capital Financing Requirement. The Council is required under statute to set aside a Minimum Revenue Provision to pay down the Capital Financing Requirement. Prudential borrowing is generally paid over 25 years. The Medium Term Financial Strategy takes account of this cost. As the Capital programme includes the OxLEP City Deal Programme, the borrowing costs relating to this scheme (for which the Council is the Accountable body) will be fully funded through Enterprise Zone 1 retained business rates.

Earmarked Reserves

71. The level of earmarked reserves (£58.8m) has reduced by £0.4m from the previous reported position to Council, primarily due to the Highways Asset Management Plan having drawn down £0.5m towards the new scheme included within the annual structural maintenance programme. A further £56m is held towards pipeline schemes as identified through the capital budget and business planning process.

Capital Reserves

72. The current level of capital reserves (including capital receipts and capital grants reserves) is approximately £184.4m. This is forecasted to reduce to £50m by the end of 2025/26 based on current spending and funding plans. The reduction is mainly due to the delivery of the Housing & Growth Deal Programme and the A423 Improvements Programme. Reserves can be used to temporarily fund schemes to delay the need for prudential borrowing or to help manage timing difference between the delivery of schemes and the receipt of Section 106 funding. The level of reserves impacts on the cashflow of the capital programme and the overall Council Balances and is already factored into the funding of the overall capital programme.

Risk Management

73. As explained in previous reports, there are a number of factors continuing to impact on the deliverability and cost of capital schemes. The combined impact of these factors has affected delivery across three key areas:
- Workforce – both skilled and unskilled
 - Availability of materials
 - Contract price (value and ability to maintain an agreed price)
74. These risks are continuing to be managed at both project and programme level and up to the Strategic Capital Board and where necessary action is being taken to adjust scheme deliverables and to use value engineering to maintain spend within the available funding.
75. There are two strategic risks being managed to mitigate impacts on the major infrastructure (Core Schemes and Major Infrastructure Programme more broadly). These are reported in the Business Management Monitoring Report, as part of the Strategic Risk Register.
76. As noted above at paragraph 19, the Department for Levelling Up, Housing and Communities have reviewed the final £30.0m instalment of the housing and growth deal grant funding. Following an update on the availability of the funding received by the council in early December, the implications and risks have been worked through and recommendations put to the Future Oxfordshire Partnership (and elsewhere on today's agenda for Cabinet).

Financial Implications

77. The paragraphs above set out the planned investment and available funding for the ten-year Capital programme including the risks associated with the delivery of the programme.
78. The following risks are inherent within the funding of the capital programme:
 - Certainty over the timing and value of future capital receipts and Section 106 Contributions
 - Certainty of the value of future grant funding
79. If capital receipts or Section 106 contributions are not received within the planned timeframe it may be necessary for the Council to temporarily fund capital expenditure through Prudential Borrowing. The Council has a Prudential Borrowing reserve to help manage the revenue impact of additional prudential borrowing.
80. Where additional funding is required to fund schemes on a permanent basis this will need to be addressed by reducing investment elsewhere within the programme (reprioritisation) or by permanently funding through prudential borrowing. This would require the identification of long term revenue funding as the Prudential Borrowing is usually repaid over 25 years through the Minimum Revenue Provision.

Comments checked by:

Lorna Baxter, Director of Finance, lorna.baxter@oxfordshire.gov.uk

Staff Implications

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

Equality & Inclusion Implications

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

Legal Implications

83. In year changes to the capital programme must be approved by Cabinet in accordance with the councils Financial Regulations and in particular paragraph 5.1.1(IV) where the total estimated resource allocation is above £1,000,000, then Cabinet can agree its inclusion into the Capital Programme, via the periodic Capital Report to Cabinet, based on the

recommendations by Capital Programme Board and the Section 151 Officer.

84. In relation to paragraph 2 above, then paragraph 5.2.2 (v) of the councils Financial Regulations state that '*The Leader of the Council may, in conjunction with the Section 151 Officer, approve any proposed change to the Capital Programme in advance of a report to Cabinet where Cabinet approval is required. In these cases, funding must be agreed by the Section 151 Officer and reported to Cabinet in due course.*'

Comments checked by: Kate Charlton (Head of Improvement Law and Governance), kate.charlton@oxfordshire.gov.uk

LORNA BAXTER

Director of Finance

Annexes: Annex 1 – Capital Programme Monitoring
 Annex 2 – Updated Capital Programme 2022/23 to 2032/33
 Annex 3 – Planned Annual Structure Maintenance Programme deliverables 2022/23

Contact Officers:

Belinda Dimmock-Smith, Capital Programme Manager

February 2023

This page is intentionally left blank

Annex 1

Capital Programme Monitoring 2022/23

Strategy / Programme	Capital Programme (Council Feb 2023)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2022)		
	Current Year	Future Years	Total	Current Year	Future Years	Total	Current Year	Future Years	Total	Actual expenditure to date	Commit- ments	Expenditure Realisation Rate	Actuals & Commitments	Current Year	Variation	Use of Resources Variation
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	%	£'000s	£'000s	%
Major Infrastructure	72,182	667,491	739,673	65,422	674,667	740,089	-6,760	7,176	416	40,353	14,965	62%	85%	150,868	-85,446	-57%
Highways Asset Management Plan	50,336	231,520	281,856	50,600	231,798	282,398	264	278	542	36,861	13,431	73%	99%	55,675	-5,075	-9%
Property Strategy	15,055	40,318	55,373	12,845	42,528	55,373	-2,210	2,210	0	6,587	5,158	51%	91%	20,450	-7,605	-37%
Pupil Places Plan	39,600	219,670	259,270	33,656	225,599	259,255	-5,944	5,929	-15	23,705	8,947	70%	97%	47,915	-14,259	-30%
IT, Digital & Innovation Strategy	9,224	12,820	22,044	9,051	12,893	21,944	-173	73	-100	5,404	1,330	60%	74%	10,216	-1,165	-11%
Passport Funding	10,553	14,162	24,715	10,553	14,162	24,715	0	0	0	6,268	1,185	59%	71%	8,744	1,809	21%
Assets & Equipment	1,907	8,358	10,265	1,907	8,358	10,265	0	0	0	350	163	18%	27%	2,260	-353	-16%
Total Capital Programme Expenditure	198,857	1,194,339	1,393,196	184,034	1,210,005	1,394,039	-14,823	15,666	843	119,528	45,179	65%	89%	296,128	-112,094	-38%
Pipeline Schemes (Indicative funding subject to initial business case)	0	56,000	56,000	0	56,000	56,000	0	0	0							
Earmarked Reserves	0	59,239	59,239	0	58,787	58,787	0	-452	-452					1,000	-1,000	0%
OVERALL TOTAL	198,857	1,309,578	1,508,435	184,034	1,324,792	1,508,826	-14,823	15,214	391	119,528	45,179	65%	89%	297,128	-113,094	-38%

Annex 2

Updated Capital Programme 2022/23 to 2032/33

Capital Investment Programme (latest forecast)							CAPITAL INVESTMENT TOTAL
Strategy/Programme	Current Year	Firm Programme	Provisional Programme				
	2022 / 23	2023 / 24	2024 / 25	2025 / 26	2025 / 26	up to 2032 / 33	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Major Infrastructure	65,422	117,001	264,564	217,412	47,754	27,936	740,089
Highways Asset Management Plan	50,600	62,217	47,400	19,058	17,020	86,103	282,398
Property Strategy	12,845	13,878	16,667	7,757	980	3,246	55,373
Pupil Places Plan	33,656	48,073	53,722	24,664	16,800	82,340	259,255
Digital & Innovation Strategy	9,051	6,499	2,032	962	750	2,650	21,944
Passport Funding	10,553	8,408	1,350	1,000	950	2,454	24,715
Vehicles & Equipment	1,907	1,158	800	800	800	4,800	10,265
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE	184,034	257,234	386,535	271,653	85,054	209,529	1,394,039
Pipeline Schemes (Indicative funding subject to initial business case)	0	1,600	17,350	18,900	18,150	0	56,000
Earmarked Reserves	0	0	6,830	6,116	15,778	30,063	58,787
TOTAL ESTIMATED CAPITAL PROGRAMME	184,034	258,834	410,715	296,669	118,982	239,592	1,508,826
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES	179,338	246,198	360,046	230,608	93,166	215,033	1,324,389
In-Year Shortfall (-) /Surplus (+)	-4,696	-12,636	-50,669	-66,061	-25,816	-24,559	-184,437
Cumulative Shortfall (-) / Surplus (+)	184,437	179,741	167,105	116,436	50,375	24,559	0

SOURCES OF FUNDING		2022 / 23	2023 / 24	2024 / 25	2025 / 26	2025 / 26	up to 2031 / 32	CAPITAL RESOURCES TOTAL
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant		59,786	58,005	91,652	70,916	24,300	125,400	430,059
Devolved Formula Capital- Grant		700	1,100	1,000	650	600	654	4,704
Prudential Borrowing		41,472	71,536	77,516	52,980	44,056	2,987	290,547
Grants		43,817	66,803	169,936	104,187	12,162	3,616	400,521
Developer Contributions		34,066	40,663	56,515	45,151	4,998	40,483	221,455
Other External Funding Contributions		293	0	350	720	0	0	1,363
Revenue Contributions		3,872	20,727	13,746	2,500	1,930	7,300	50,075
Schools Contributions		28	0	0	0	0	0	28
Use of Capital Receipts		0	0	0	19,565	26,388	34,593	80,546
Use of Capital Reserves		0	0	0	0	4,548	24,559	29,107
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED		184,034	258,834	410,715	296,669	118,982	239,592	1,508,826
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE		179,338	246,198	360,046	230,608	93,166	215,033	1,324,389
Capital Grants Reserve C/Fwd	125,321	106,321	99,805	50,216	1,800	0	0	0
Usable Capital Receipts C/Fwd	30,009	32,313	35,193	37,113	19,468	0	0	0
Capital Reserve C/Fwd	29,107	41,107	32,107	29,107	29,107	24,559	0	0

This page is intentionally left blank

Planned Annual Structure Maintenance Programme deliverables 2022/23

Project	Schemes Original / Current	Schemes Completed / Remaining	Comments
Surface Treatments (schemes)	71 / 121	117 / 4	Schemes to restore the condition or prolonging the life of existing carriageways. Additional schemes being delivered by accelerating 3yr programme. 4 schemes may now need to be delivered in the next programme due to contractor issues.
Carriageways (schemes)	17 / 18	16 / 2	Surfacing/reconstruction/strengthening of roads and embankments. 1 scheme is now being delivered over 22/23 and 23/24, an additional scheme has been added to be delivered before the Botley road closure is implemented.
Structural Highways Improvements (schemes)	19 / 22	22 / 0	Additionally, there are “planned reactive” minor patching schemes delivered throughout the year (119 schemes scheduled to date)
Footways (schemes)	40 / 72	70 / 2	Repair/construction of footways and cycleways. Additional schemes planned due to additional £500k budget.
Drainage (schemes)	17 / 17	17 / 0	Repair/renewal of existing drainage infrastructure and provision of new infrastructure to resolve known drainage issues. In addition 100 ‘planned relative’ schemes have been carried out to date.
Bridges (schemes)	35 / 21	7 / 14	Strengthening/replacement/imposition of management measures on weak structures (scheme numbers include design work). Some slippages of programme to next year due to weather and water levels.
Public Rights of Way	1 / 1	1 / 0	New/Refurbished Kit Bridges (delivered as planned-reactive). Improved Pedestrian Access Points (delivered as planned reactive dependent upon need).
Section 42 contributions (schemes)	N/A	12 / 0	Full 2022/23 programme now agreed with the County Council for unclassified road network

Planned Structure Maintenance Major Schemes deliverables 2022/23

Project	Schemes Original / Current	Units Completed / Remaining	Comments
Electrical	20,950 / 27,240	25,069 / 2,171	LED lantern conversions delivered
	8,600 / 5,000	3,792 / 1,208	Column replacements planned for later in the year
	9	8 / 1	Traffic Signal sites – refurbishment schemes for delivery in-year with additional LED conversions and smarter junction technology.
20mph Speed Limit (schemes)	75 / 49	21 / 28	Revised speed limit orders in towns and parishes [though think this should be less as Phase 1 may straddle two years]

Division(s): N/A

CABINET COMMITTEE – 21 MARCH 2023

TREASURY MANAGEMENT QUARTER 3 PERFORMANCE REPORT 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 in the third quarter of 2022/23.**

Executive Summary

2. This report covers the treasury management activity for the third quarter 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. During the third quarter of the year, £5m of external debt was repaid, taking the council's external debt balance to at £308.38m 31 December 2022.
4. The average daily balance of temporary surplus cash invested in-house in the nine months to 31 December was £447.24m, 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 1.25%. That was above the budgeted rate of 0.35% set in the strategy in February 2022, prior to the significant worldwide economic pressures as a result of the war in Ukraine. This has produced gross interest receivable of £4.07m for the nine months to 31 December 2022 compared to the budget of £1.16m.
5. 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 £2.91m in the first three quarters of the year, exceeding the budgeted figure of £2.52m. Forecast returns for the year are £3.81m, in line with the budget of £3.81m.

Introduction

6. 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.
7. 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

8. 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.
9. The strategy sets out that the forecast average cash balance for 2022/23 is £442m. The average base rate forecast was 0.35%
10. The council intends to maintain its investment in strategic pooled funds with a purchase value of £101m (23%), with the remaining £341m (77%) being managed internally with a mixture of short, medium and long-term deposits.
11. 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.

Treasury Management Activity

Debt Financing

12. 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.
13. The Council's cumulative total external debt reduced from £313.38m from 1 April 2022 to £308.23m at 31 December 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.
14. At 31 December 2022, the authority had 50 PWLB¹ loans totalling £258.38m, nine LOBO² loans totalling £45m and one long-term fixed Money Market loan totalling £5m³. The combined weighted average interest rate for external debt as at 31 December was 4.44%.

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.

Maturing Debt

15. During the third quarter of the year, £5m of PWLB debt matured. The Council is forecast to repay a further £2m of PWLB debt by 31 March 2023. The details are set out in Annex 2.

Debt Restructuring

16. 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

17. 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 31 December 2022 none had been exercised by the lender.
18. Increased gilt yields in the first six months of the year raised the likelihood of lenders exercising their option to increase the rates on LOBOs, however in the third quarter of the year these risks subsided as UK Government Gilt yields lowered. If gilt yield were to temporarily increase in the short term, and 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

19. 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.
20. 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 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.
21. 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.

22. At the start of the year the UK Bank Rate was 0.75%, which was above the forecast of 0.25% in February 2022, prior to the significant worldwide economic pressures as a result of the war in Ukraine. Official rates rose to 1.25% by June 2022, again to 2.25% by September 2022 and to 3.50% by December 2022. With ongoing inflationary pressures impacting on the UK economy, the current forecast is for interest rates to increase to a high of 4.50% by March 2023. This is down from the forecast of 5.00% in the Mid Term Review. In the medium term, rates are forecast to reduce to 2.50% by 2025.
23. 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

24. 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 three quarter of 2022/23.
25. In the three quarter to 31 December 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

26. 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 31 December 2022, the Council had £370.0m deposited with 43 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 £20m deposited with the DMADF as at 31 December 2022.
27. The average daily balance of temporary surplus cash invested in-house in the three quarters to December was £447.26m, compared to the budget of £342.00m. The Council achieved an average in-house return for that period of 1.25%, above the budgeted rate of 0.35% set in the strategy. This has produced gross interest receivable of £4.07m for the nine months to 31 December compared to budget of £1.16m.
28. Whilst the average return for the first 9 months of the year is 1.25%, the monthly return has increased from a low 0.59% in April 2022 to 2.49% in December 2022.

29. 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

30. During the first quarter of 2022/23 the Council maintained its holding in external funds. The value of the funds was 94.94m as at 31 December 2022 compared to £95.90m at 30 September 2022, and £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 4.16% for the period. These investments are held with a long-term view and performance is assessed accordingly.
31. Gross distributions from pooled funds have totalled £2.91m in the first half of the year, exceeding the budgeted figure of £2.52m.

Prudential Indicators for Treasury Management

32. 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 31 December 2022 for the Prudential Indicators is shown in Annex 3.

Training

33. 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

34. 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 £6.70m, which is £5.16m above the £1.54m budget. An estimated £3.44m of this will be applied to Developer Contributions. As at 31 December 2022, £4.07m of the £6.70m interest receivable has been realised.
35. Dividends payable from external funds in 2022/23 are forecast as £4.00m, which is £0.20m above budget.
36. 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.
37. The Business Management & Monitoring Report to Cabinet in March 2023 notes that the net impact of the additional interest, after taking account of increases to interest payable on developer contributions is forecast to be £1.7m in 2022/23.

Comments checked by:

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

Legal Implications

38. 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:

Paul Grant, Head of Legal and Deputy Monitoring Officer, paul.grant@oxfordshire.gov.uk

Sustainability Implications

39. 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

Contact officer: Tim Chapple – Treasury Manager

Contact number: 07917 262935

February 2023

Annex 1

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2022/23

<u>Debt Profile</u>		£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.

Long-Term Debt Maturing 2022/23**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 31 December 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	Forecast
	31/12/2022	31/03/2023
Borrowing	£308,382,618	£306,382,618
Other Long-Term Liabilities	£ 17,000,000	£ 17,000,000
Total	£325,382,619	£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 31 December 2022	-£-131,117,382

Variable Interest Rate Exposure

Variable Interest Net Borrowing limit	£0
Actual at 31 December 2022	-£7,251,990.40

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	£ 94,500,000

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 31 December 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	10.38
12 – 24 months	0 - 25	5.51
24 months – 5 years	0 - 35	15.24
5 years to 10 years	5 - 40	24.77
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

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

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 third quarter of 2022/23 saw:
 - A 0.5% m/m rise in GDP in October, mostly driven by the reversal of bank holiday effects;
 - Signs of economic activity losing momentum as households increased their savings;
 - CPI inflation fall to 10.7% in November after peaking at 11.1% in October;
 - A small loosening in the labour market which pushed the unemployment rate up to 3.7% in October;
 - Interest rates rise by 125bps over Q4 2022, taking Bank Rate to 3.50%;
 - Reduced volatility in UK financial markets but a waning in global risk appetite.
- GDP fell by 0.3% q/q in Q3 2022 (ending 30th September), which probably marked the start of the UK recession. About half of that decline was the effects of the extra bank holiday in September for the Queen's funeral. The unwinding of those bank holiday effects meant that GDP rebounded in October and explained at least 0.3 percentage points (ppts) of the 0.5% m/m rise. Accordingly, if GDP were to avoid falls of more than 0.2% m/m in November and December, then GDP over Q4 as a whole could avoid a contraction, which would prevent a recession in 2022.
- However, at 49.0 in December, the flash composite activity PMI stayed below the "boom-bust" level of 50 and pointed to a small 0.1% q/q contraction in GDP in Q4. Consumer confidence was -42 in December and stayed close to its record low of -49 in September. Strike action could be another small drag and may mean that GDP is 0.0% to 0.5% lower than otherwise in December. GDP is projected to contract marginally in Q4 by around 0.1% quarter on quarter (q/q).
- Meanwhile, the 0.4% month on month (m/m) fall in retail sales volumes in November only reversed some of the 0.9% m/m rise in October. That left sales volumes 4.5% below their level at the start of the year. Indeed, the rise in the household saving rate from 6.7% in Q2 to 9.0% in Q3 implied that higher interest rates are encouraging households to save more. And a larger-than-usual £6.2bn rise in cash in household bank accounts in October may imply households have started to increase their precautionary savings.
- There were signs that the labour market was loosening gradually going into the final quarter of 2022. Although employment in the three months to October rose by 27,000, the fall in the composite PMI employment balance in December took it into contractionary territory and suggests that labour demand will cool. Meanwhile, labour supply improved as inactivity fell by 76,000 in the three months to October. That helped drive a rise in the unemployment rate from 3.6% in September to 3.7% in October. The number of job vacancies in November fell for the sixth consecutive month and were 18% below their peak in May.
- Crucially, though, wage growth remained resilient. Average earnings growth, excluding bonuses, grew by 0.7% m/m in October, above the 2022 monthly average of 0.5% m/m. That drove the 3myy rate up to 6.2%, well above the rates of 3-3.5% consistent with inflation at its 2% target. Wage growth is likely to slow gradually in the coming months as

the labour market loosens further but if extensive strike action is successful in achieving large pay increases, then wage growth could be a bit stronger for longer.

- CPI inflation peaked in October at a 41-year high of 11.1% and fell to 10.7% in November. Goods price inflation, which is driven largely by global factors, has peaked. The sharp rises in energy prices in 2022 mean that energy price inflation will fall sharply in 2023. Meanwhile, the large fall in agricultural prices since May means that food price inflation should start to decline soon. What's more, upward pressure on goods price inflation from global supply shortages is fading quickly.
- Domestic inflation pressures also eased in Q4. The 0.2% m/m rise in core CPI inflation in November was the smallest monthly gain since August 2020 and drove a fall in core CPI inflation from 6.5% in October to 6.3% in November. Services CPI inflation was stable at 6.3% in November despite the resilience of wage growth. And the easing of price expectations in the Bank of England's Decision Maker Panel survey in November suggests that inflation may become less persistent.
- The Chancellor's Autumn Statement on 17th November succeeded in restoring the government's fiscal credibility in the eyes of the financial markets without deepening the recession. The total fiscal consolidation package of £54.9bn (1.8% of GDP) in 2027/28 made the outlook for fiscal policy much tighter than at the beginning of Q4. The package was heavily backloaded, with net handouts of £3.8bn (0.15% of GDP) in 2023/24 and £0.3bn (0.01% of GDP) in 2024/25, and most of the tightening kicking in after 2024/25. The largest fiscal support was the extension of the Energy Price Guarantee for another 12 months, until April 2024, although at a higher price cap of £3,000 from April 2023 rather than £2,500. At the same time, Chancellor Hunt loosened the fiscal rules by requiring debt as a percentage of GDP to be falling in five years' time, rather than three. The Office of Budget Responsibility (OBR) estimated that the Chancellor will meet this new rule with a slim £9.2bn (0.3% of GDP) to spare.
- With fiscal policy now doing much less to fan domestic inflation pressures, we think Bank Rate will peak at 4.50%, or at least close to that figure. Despite stepping up the pace of policy tightening to a 75-basis point (bps) rate hike in November, taking Bank Rate from 2.25% to 3.00%, the MPC's communication was dovish. The MPC pushed back heavily against market rate expectations, which at the time were for Bank Rate to peak at 5.25%. The Bank's new forecasts predicted a deeper and longer recession than the analyst consensus, of eight quarters and with a peak-to-trough fall in real GDP of 2.9%.
- The Bank sounded dovish again in December when it slowed the pace of tightening with a 50bps rate rise, from 3.00% to 3.50%. Two members, Dhingra and Tenreyro, voted to leave rates unchanged, judging that the current level of Bank Rate was sufficient to bring inflation back to target. That said, the rest of the MPC appeared to suggest that further rate hikes would be necessary. We expect that the majority of the MPC will need to see stronger signs that activity is slowing, the labour market is loosening, and wage growth is slowing before stopping rate rises. As such, we expect that the MPC will deliver three further rate hikes in February, March and May, taking Bank Rate to a peak of 4.50% but with the pace of increase reducing to 25bps in March and May.
- Gilt yields have fallen sharply since their highs following the "mini-budget" on 23rd September as government fiscal credibility has been largely restored with the resignation

of Truss-Kwarteng and the fiscal consolidation package announced at the Autumn Statement on 17th November. Indeed, the 10-year yield fell from a peak of 4.55% to about 3.60% now, while the 30-year yield fell from 5.10% to 3.90%. Admittedly, yields rose by around 50bps in December, partially on the back of a global rise in yields. But if we are right in thinking Bank Rate will fall back in 2024 and 2025 then gilt yields will probably fall over the next two years, with the 10-year yield slipping from around 3.60% now to 3.30% by the end of 2023 and to 2.80% by the end of 2024.

- Lower volatility in gilt markets in Q4 meant that the Bank of England was able to stop its purchases of long-term gilts for financial stability reasons as planned on 14th October. It was also able to begin active gilt sales in November, albeit with a focus on shorter dated gilts. So far quantitative tightening has had little influence on short-term money markets. But as it is still an experiment, the risk of a widespread tightening in financial conditions remains.
- The restoration of fiscal credibility boosted the pound and the FTSE 100 early in Q4. While much of the benefit passed in the first half of Q4, sterling continued to rally against a softer dollar. Our colleagues at Capital Economics do not think that the global recession is fully priced into markets, and so expect a further fall in risk appetite to boost safe haven demand for the dollar and weigh on the pound. They are expecting the pound to fall from \$1.19 now to \$1.10 in mid-2023, before climbing to \$1.15 by the end of 2023 as the prospect of lower interest rates and a recovery in global economic growth buoys equity prices.
- Through December, the rally in the FTSE 100 petered out as investors have become increasingly concerned by the prospect of a global recession. However, the relatively dovish tone of the Bank of England, compared to the Federal Reserve and the ECB meant that UK equities held up better than other developed market indices. Indeed, at 7,452 at the December month end, the FTSE 100 is only marginally below its peak of 7,568 on 5th December, while the S&P 500 is around 4% lower over the same period. Nevertheless, there is a great deal of uncertainty as to which direction markets will move in 2023 and at what pace. Continued volatility is anticipated.

MPC meetings 3rd November and 15th December 2022

- On 3rd November, the Bank of England's Monetary Policy Committee (MPC) increased Bank Rate by 75 basis points to 3.00%, and on 15th December moved rates up a further 50 basis points to 3.50%. The later increase reflected a split vote – six members voting for a 50bps increase, one for 75bps and two for none.
- Nonetheless, the UK government appears more settled now, with Rishi Sunak as Prime Minister, and Jeremy Hunt as Chancellor. Having said that, a multitude of strikes across several public services and the continued cost-of-living squeeze is going to make for a difficult backdrop to maintain fiscal rectitude without pushing the economy into anything worse than a mild recession.
- Of course, what happens outside of the UK is also critical to movement in gilt yields. The US FOMC has led with increases of 425 basis points in 2022 and is expected to increase

rates further in 2023. Similarly, the ECB has also started to tighten monetary policy, albeit from an ultra-low starting point, as have all the major central banks apart from Japan (although the BoJ has “tightened” its policy by widening the accepted yield levels for 10yr JGBs, from 0.25% to 0.5% on 20th December). Arguably, though, it is US monetary policies that are having the greatest impact on global bond markets.

- What happens in Ukraine will also impact the global economy, but particularly in Europe. The search for alternative providers of energy, other than Russia, will take both time and effort. The weather will also play a large part in how high energy prices stay and for how long.

Interest rate forecasts

The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1st November 2012.

The latest forecast, made on 19th December, sets out a view that both short and long-dated interest rates will be elevated for some little while, as the Bank of England seeks to squeeze inflation out of the economy, whilst the government is also providing a limited package of fiscal loosening to try and protect households and businesses from the ravages of ultra-high wholesale gas and electricity prices. PWLB rates reflect a less elevated yield curve than prevailed under the Truss/Kwarteng government, and the 17th of November Autumn Statement made clear the government’s priority is the establishment and maintenance of fiscal rectitude. In addition, the MPC has tightened short-term interest rates with a view to trying to slow the economy sufficiently to keep the secondary effects of inflation – as measured by wage rises – under control.

Our current and previous PWLB rate forecasts below are based on the Certainty Rate.

Link Group Interest Rate View 19.12.22													
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.20	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.30	4.40	4.40	4.30	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.30
25 yr PWLB	4.60	4.60	4.60	4.50	4.40	4.20	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.30	4.30	4.20	4.10	3.90	3.80	3.70	3.60	3.50	3.30	3.20	3.20
Link Group Interest Rate View 08.11.22													
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.30	4.30	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.50	4.50	4.40	4.30	4.20	4.00	3.90	3.70	3.60	3.50	3.40	3.30	3.20
25 yr PWLB	4.70	4.70	4.60	4.50	4.40	4.30	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.40	3.30	3.20	3.20

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

- LIBOR and LIBID rates ceased at the end of 2021. In a continuation of previous views, money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.
- The Link forecast for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short-term cash at any one point in time.

This page is intentionally left blank

CABINET REPORT DATE - 21 MARCH 2023

WORKFORCE REPORT AND STAFFING DATA Q3 OCTOBER - DECEMBER

Report by Corporate Director Customers, Organisational Development & Resources

RECOMMENDATION

1. The Cabinet is RECOMMENDED to note the report

Executive Summary

2. Our workforce is the most valuable asset the council deploys. It is our people that make a difference to our residents and communities. The very nature of the services we provide, is people intensive. Our residents and our communities are reliant on the professionalism of our workforce to deliver high quality services and the future ambitions of the council.
3. This report provides an update on the key strategic workforce priority areas for Quarter 3 and a refreshed workforce profile at Appendix 1.

Quarter 3 – Strategic Workforce Priorities

- Workforce Planning
- Resourcing Strategy
- Equalities Diversity and Inclusion
- Gender Pay Gap

Quarter 3 – Key Activity

- Directorate Updates
- Apprenticeships
- Health and Safety
- Occupational Health
- Resourcing

Q3 Staffing data (October – December 2022)

Quarter 3 – Strategic Workforce Priorities

Workforce Planning

4. The new workforce planning tool has been finalised and HR have begun conversations with managers across the council to enable them to develop their

workforce plans. In future this will be linked into the service planning process cycle and will provide a more effective way of managing our staffing resource; their recruitment, retention, development and career progression, as well as helping to ensure we have the right people in the right place, doing the right roles, to meet service objectives.

Resourcing Strategy

5. Work is ongoing regarding the new resourcing strategy with priority now focused on the development and roll out of a new career's website in the spring.

Equalities Diversity and inclusion

6. Equalities, diversity and inclusion training has been identified as requiring improvement. The Council provides access to many training activities, but lacks a clear development pathway for staff, line managers and leaders and there is also reliance on self-directed e-learning. Inclusive Employers, a membership organisation for employers looking to build inclusive workplaces, were engaged to review the current offer and make recommendations for improvements. The review proposed clear trainer led pathways plus easy to access, self-directed learning with additional support for employees working across the organisation such as the policy team and HR. In addition, a pathway for employees supporting the staff inclusion networks has been recommended.
7. Work will commence in quarter 4 to develop the pathways including a robust communication and engagement plan as well as a monitoring and reporting mechanism.
8. It is recognised that people identify with more than one protected characteristic so leadership development for employees should be designed with "intersectionality" in mind. A Women of Colour in Leadership development opportunity has been taken up by 7 employees due to complete early quarter 1 2023-24. Learning from this programme will be reviewed when designing future leader programmes and as part of on-going review and development of the equality, diversity and inclusion Learning and Development offer.
9. The lack of GSCE English and maths is often a barrier to career progression so since 2021 Level 2 English and Maths has been offered to employees with a focus on employees in the lower pay quartile of the gender pay gap report. To date
 - 34 passes have been achieved
 - 37 courses of study are currently active, of which 27 are women and 11 were started in Q3 (compared to 6 in Q2)
 - 34 expressions of interest have been received and are currently moving through the pre-enrolment stage.

Gender Pay Gap

10. Gender Pay Gap – Organisations with a headcount of 250 or more employees are required by central Government to produce an annual snapshot of their gender pay gap as at 31st March for publication by 30th March the following year.
11. The gap between female pay compared to males has risen slightly from 1.8% in 2021 to 2.3% in 2022, which represents a 41p pay differential per hour between female and male pay. (The differential was 31p per hour in 2021). This small increase is still well below that of the national public sector mean/median hourly pay.
12. The slight increase in the gender pay gap cannot be attributed to one single factor. Point 11 of the report states OCC's relevant overall headcount decreased from the previous reporting year - the number of males increased compared to females which decreased by 2.5% from 2021 which impacted on the pay gap data.
13. To address this, we are continuing to explore our inclusion initiatives through our EDI action plan, particularly where there are barriers for women to progress into higher paid roles. We are promoting flexible and agile working and family friendly policies to attract and retain staff in a competitive job market and in a geographical area with low unemployment. We will also be implementing a new Workforce Strategy and action plan for 2023-25 in Spring 2023. The strategy will be aligned with the Council's strategic priorities, will include the priorities in the already approved resourcing strategy, and EDI will be a key theme.

Quarter 3 – Key Activity

Directorate Updates

14. **Fire and Rescue** - Following rejection of the 5% pay offer, the Fire Brigades Union (FBU) balloted its members in respect of strike action for Fire and Rescue staff employed on Grey Book terms and conditions. The outcome of this ballot was support for industrial action. However, planned strike action has been postponed following a revised pay offer, pending a further ballot of staff by the FBU. Planning work is taking place within Fire and Rescue to ensure that the service can continue to deliver services and provide support to staff impacted, should strike action take place.
15. **Environment and Place** – several consultations are underway including:
 - **OxCam Arc Project** - The Chief Executive of this project left employment with OCC on 27 October 2022. Work on the future of this initiative is being led by Cherwell District Council. There is uncertainty regarding future Government funding.
 - **Oxfordshire 2050 Plan** - The joint working with partner organisations on an Oxfordshire 2050 plan has now ended, resulting in three staff being issued with notice following consultation. One of those employees has secured an alternative post – commencing in January 2023.

- **E&P Transformation – Service Reviews and Corporate Director's Office** - Further work has been undertaken across E&P to develop proposals for new structures and posts following service redesign work. This work continues into Q4. The new Director's Office team structure was implemented on 1st November
16. **Customers Organisation Development and Resources (CODR)** – As a result of the Commercial Development Asset and Investment Directorate being disbanded, Law and Governance and Finance and Procurement are now standalone services forming a Corporate Services function reporting to the Chief Executive.
- **Property Services** transferred into CODR and is undergoing a review of its operating model and structure. A review of the Cleaning Service has been completed and several the recommendations are being considered.
 - **One Fleet** - Following a tender exercise, a fleet management system has been purchased and work is underway to import the organisation wide data in to the 'central' Fleet Management system. This is the first step to centralising control of the OCC fleet and all vehicle related activity. A larger program of work is being developed and the outputs of this will be reported in future cabinet reports.
17. **Law & Governance** – The new Head of Legal commenced employment in December and an Interim Head of Improvement Law & Governance role will lead on the 'transformation' of **all** areas in Law & Governance including Legal Services, Democratic Services, and Information Governance. The external Information Governance Service Review has completed with recommendations for the new structure.
18. **Children's Services** – Children's social care has made some progress in the recruitment of social workers. As of January 2023, 80% of permanent social worker positions in frontline statutory Family Solutions Plus (FSP) teams were filled compared to 62% in December 2021. In addition, there has been a reduction in the use of agency social workers overall and as of January 2023, 23% of this workforce were agency workers compared to 46% in December 2021.
19. Recruiting a higher number of Newly Qualified Social Workers (NQSWS) into our ASYE programme is one of the contributing factors in reducing vacancies, in addition to their 100% retention rate. In addition, 6 International Social Workers at the end of Quarter 3.
20. A recruitment microsite for statutory children's social care roles in FSP that are hard to fill is now live. As part of testing targeted approach via LinkedIn and Google search over 60 CVs were received in the first 2 weeks and these CVs are now being considered.
21. **Industrial Action** - We have been notified that the NEU have announced that they intend to hold strike action nationally on 3 days and on the following dates in our region in relation to their dispute over pay and conditions. Schools have been considering what arrangements will need to be in place to minimise the impact of

the strike and will notify parents/carers/staff of any potential partial school closures as soon as information becomes available. Guidance documents have been drawn up. Schools, nurseries and services with centrally employed teachers have been issued with guidance in respect of responding to strike action and handling employee queries. The strike dates are known to be:

- Wednesday 1 February 2023
- Thursday 2 March 2023
- Wednesday 15 March (London, South East, South West)
- Thursday 16 March 2023

22. **The Brazel vs Harper Trust** case which originated in 2017 focussed on holiday pay calculations for staff who do not work 52 weeks a year. The Supreme Court judgement made on 20 July 2022 established holiday entitlement should be aligned to 5.6 weeks per annum for part-year workers and workers with irregular hours (TTO and casual workers) and this became law. We had previously pro-rated 5.6 weeks annual leave as we would for part-time workers.

23. This legislation impacts:

- TTO employees on grades 1-6 with less than 5 years' service
- Employees in schools which have moved to Academy status within the last 2 years.

24. OCC proposed to implement the additional holiday entitlement with immediate effect and back date the entitlement to 1st October 2020 in line with the Deductions from Wages (Limitation) Regulations 2014 which permits 2 years pay from the date of when the Employment Tribunal heard the Complaint.

25. This proposal has been accepted by Unison and will be implemented in February. Arrears will be paid to approximately 1800 employees in February pay (across schools and directorates). The increase equates to 0.29 of a week's pay per annum to all term time only employees on grades 1-6 with less than 5 years' service. The majority of these staff are very part time, and the average increase to pay will be approximately £45 per year.

Apprenticeships

26. At the end of Q3 there were 254 Apprentices on programme, 56 of these were in schools. 79% of these are permanent staff undertaking an apprenticeship as CPD or career progression.

27. During Q3 22/23 there were a total of 35 new apprenticeship enrolments which is a slight increase compared to this quarter last year. Actual spend for Q3 was £250,351 the increase in spend was due to final completion payments for our first cohort of 12 Fire Fighter apprenticeships

28. The committed spend for the Q3 22/23 for new enrolments is £293,969. There has been a slight increase in enrolments this quarter but the budget cuts and the continued application of transformations in directorates is having an impact on these. The Apprenticeship Hub continue to support all colleagues with identifying

additional and appropriate apprenticeship opportunities. During Q4 we will be holding further webinars to promote The Leadership & Management, and Data apprenticeships where we will hopefully get further enrolments. This quarter we are also introducing a new L5 Coaching Professional Standard with an aim to develop more coaching capacity within the council, initial interest in this has been very high.

29. Q3 also saw the first completions of our 3rd cohort of Leadership & Management apprenticeships. Initial feedback from candidates has included the following:

- I have confidence that as a line manager I am on the right track.
- Better able to understand management processes and guidelines
- I have more confidence and time to dedicate to my team and develop team building with them.
- I am better able to communicate with my colleagues and understand their perspective and communication styles
- I feel better equipped to deal with workplace challenges.
- I am better able to understand the decision making processes and restrictions as a result
- I am proud that I managed a fulltime hectic job alongside the apprenticeship learning which I have never undertaken before. I am also proud that all my struggles and hard work resulted in a Distinction.
- Actually sticking with it and not quitting when I wanted to about halfway through
- I am more confident.
- My communication and understanding of my colleagues has led to better relationships with my colleagues and stake holders
- I recently had a meeting where myself and team took part in the Learning Styles questionnaire, which was extremely useful to myself and my team, understanding how they learn to improve our skills and service.
- By improving my communication this had led to significantly better relationships
- I am more confident to ask questions and challenge decisions and offer solutions or ideas.
- Increased awareness of data and use of data linked to our current data collection methods
- Reduced email traffic into Team Inbox that was not relevant to our team. Ask other departments to email teams directly.
- I ask more open questions and I am focussed on team building my new team.
- Improving working relationships with my team. Challenging some difficult behaviours.
- Currently lack of management roll, this could lead to skill fade following my apprenticeship

30. During Q3 22/23 there were 29 completions and 7 withdrawals.

31. The Apprenticeship Hub is continuing to review all withdrawal data to assess where trends are occurring and how the strategy for 2022/23 can be supported to minimise withdrawals. We are continuing to undertake monthly reviews with all training providers to manage on programme progression of learners and with managers to minimise withdrawals with early intervention.

32. Work continues with Adults and Children's services to develop a fit for purpose Social Care academy to support new career pathways at all levels. The proposal for our next cohort is to open this up to new recruits from outside the council who want to become fully qualified Social Workers.
33. With the presence and work of the Apprenticeship Hub becoming further engrained within the organisation we are further expanding on apprenticeship opportunities in all Directorates. Facilities, Climate Action group and Legal are three areas that are currently being reviewed with multiple apprenticeship posts being included within new structures.
34. A business case is being developed to create a trainee management programme specifically developed around the existing Level 6 Chartered Management Degree Apprenticeship. The purpose of the programme is to develop new leaders and manager of the future that are OCC developed in a large variety of services areas and Directorates. This is possible due to the modules of the programme which link to Finance, HR, implementing projects and leading on change programmes. This programme would be designed around OCC needs and could change the way we manage graduate programmes in the future.
35. National Apprenticeship week takes place w/c 6th February where we are planning to promote further apprenticeship opportunities and success stories throughout the week on different communication channels. We will look at the success of our apprenticeship offer, as well as hearing from some of our providers and local networks.
36. The Apprenticeship Hub have also kicked off Q3 with several webinars aimed at Leadership and Management Apprenticeships, as well as the Level 5 Coaching Professional programme. The Coaching Professional has been selected with the intent of lining to the Leadership and Management DTFT project, where the Coaching Apprentices will support and develop the new managers. For both webinars there are currently 30+ attendees from across the council attending.
37. In Q3 it was agreed at SLT that a levy share will be completed from Children's to locally based charities working within the Youth Support Sector. The purpose of the levy share is to support the sector more largely throughout Oxfordshire. As a product of this the Apprenticeship Hub are finalising how to manage the Directorate allocation of the levy, assessing how much is being spent compared to contributed, and identifying how to monitor lack of spend and what options we can provide across OCC. This will be reported on in future cabinet reports from Q4.

Corporate Health and Safety

38. Personal Safety and Security - Unfortunately, it's not uncommon for staff and councillors to be exposed to challenging behaviour in the course of their work. We want our staff to feel valued and appreciated and we expect them to be treated with dignity and respect. The Council's [Zero Tolerance Policy](#) outlines the Council's policy and procedures to prevent, manage and respond to work-related violence from members of the public. Improving controls for lone working and personal safety has been a priority area of focus for the Corporate H&S Team during 2022/23

with new policy supported through the use of technology (mobile lone worker app) and training. More recently, a building security review is underway to ensure the council can continue to provide safe spaces for both staff and visitors.

39. Improving Reporting of Accidents and Incidents - As well as being a legal requirement, reporting accidents and incidents is essential to ensure corrective action is taken and demonstrate continuous improvement. A project to update and replace the existing H&S Share Point reporting system is in progress with Go-Live date planned for April 2023.
40. Regulatory Activity by the Health and Safety Executive - Supporting maintained schools with building compliance issues including inspections by the Health and Safety Executive. As previously outlined (see Q1 report) the HSE have undertaken their first regulatory inspection at Thomas Reade Primary School. The inspection was positive with the HM Inspector noting effective arrangements in place both operationally by the school and corporately by the Council as the Duty Holder. All maintained schools have been reinspected ahead of programme to assess the condition of asbestos and from January 2023 plans will be drawn to deal with any remediations.

Occupational Health

41. There were 239 referrals to Occupational Health for Q3. 24 of these referrals were for wellbeing assessments, the remaining 215 for health referrals. The number of referrals is equal to the previous quarter. Of those referred:
- 56.3% were working
 - 2% were absent for less than one week
 - 9.8% were absent for between 1- 4 weeks
 - 15% were absent for between 5 – 12 weeks
 - 7% were absent for more than 12 weeks
42. The top 3 reasons for referral are as follows:
- 34% Anxiety/stress/depression and other psychiatric illnesses
 - 13.5 % Musculoskeletal issues
 - 9.8% Other Known causes
43. The greatest proportion of referrals under the anxiety/stress/depression and other psychiatric illnesses category came from:
- Children's 33%
 - Schools 26%
 - Adults 18%

Employee Assistance Programme

44. Over quarter 3 there were 90 activities which took place with Vita – OCC's Employee Assistance provider. The top three categories were as follows:

- Emotional support – 65
- Legal support - 12
- Information and advice - 11

45. A number of the activities within the emotional support category were linked to more than one issue. For example, from the 65 calls, there were 62 links to personal issues and 25 links to work/career issues. Emotional issues often come from many areas of our lives, resulting in primary and secondary reasons being assigned when an individual seeks help, therefore the reasons are often higher than the activities.

46. The main directorates to access EAP are Children's services, Adult services and Schools

Wellbeing activities held October – January

Supporting your team through change	19 January
DAWN network meeting	9 January
NHS health check workplace	3 January
Neurodiversity wellbeing group	5 December
Celebration the contribution of disabled people in the UK webinar	7 December
Feeling better during the festive season	5 December
Men's health and epigenetics	24 November
Immunity webinar	16 November
Stress in the workplace	14 November
Myth busting menopause	17 October
Work life balance	10 October
Dyslexia awareness	13 October
The importance of emotional agility for workplace webinar	10 October
EAP awareness session	4 October
Women's health webinar	3 October

Resourcing

47. The Council has a small in-house resourcing team who advise and lead on specific resourcing campaigns across the Directorates. The system used for recruitment and transactional recruitment services is provided by the IBC Hampshire Partnership. A review of their services is underway, and result expected in February 2023.

48. The managed service for temporary agency worker resource currently delivered by Comensura is due to expire in November 2024. Planning has commenced with Resourcing and Procurement to consider future delivery models. Spend on agency workers continues to be significant. The Resourcing team are working with Comensura and Procurement to produce a paper with options to reduce and control spend for the remainder of the contract.

49. The team have been supporting a range of key resourcing initiatives across a range of Directorates including Children's Services, Adult Services, Environment and Place.

Q3 Staffing data (October – December 2022)

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

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

Equality & Inclusion Implications

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

Sustainability Implications

53. There are no sustainability implications arising from this report

Risk Management

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

CLAIRE TAYLOR

Corporate Director Customers, Organisational Development and Resources

Annex: Appendix 1 - Workforce Profile Q3

Background papers: Nil
Contact Officer: Joanne Pitt, Interim Director Human Resources & Organisational Development

February 2023

APPENDIX 1 – STAFFING REPORT WORKFORCE PROFILE

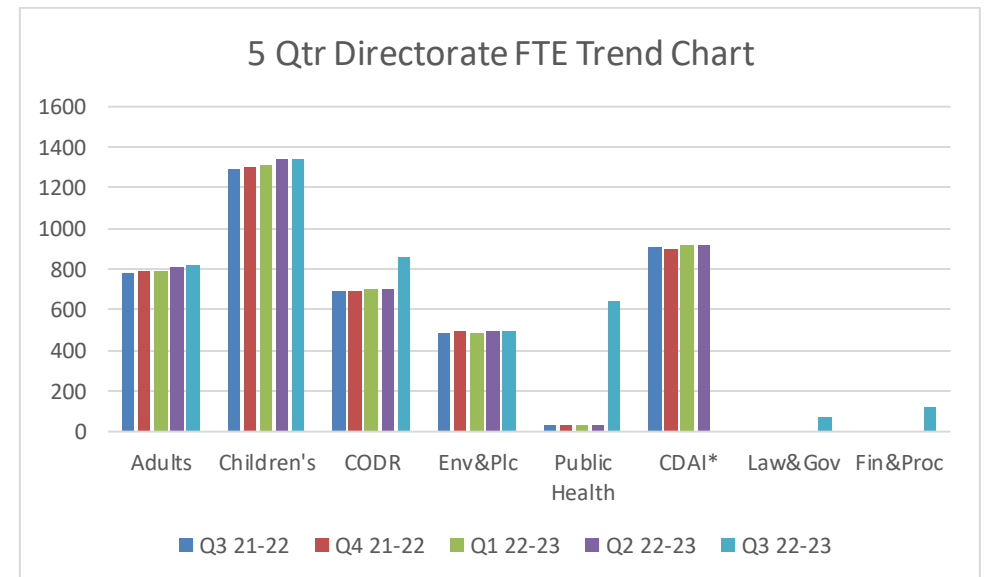
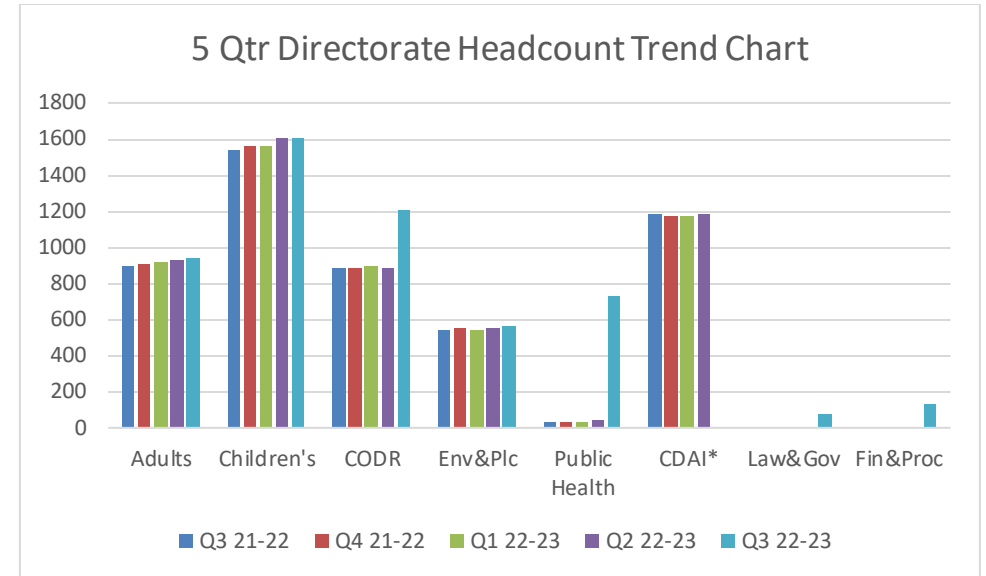
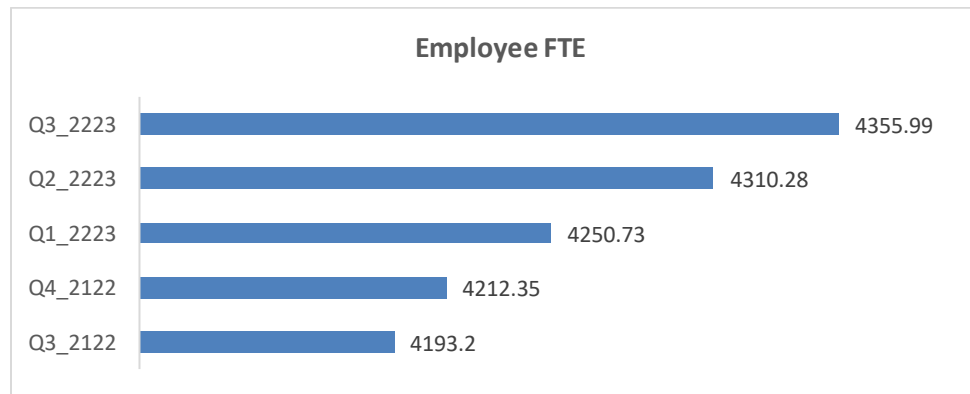
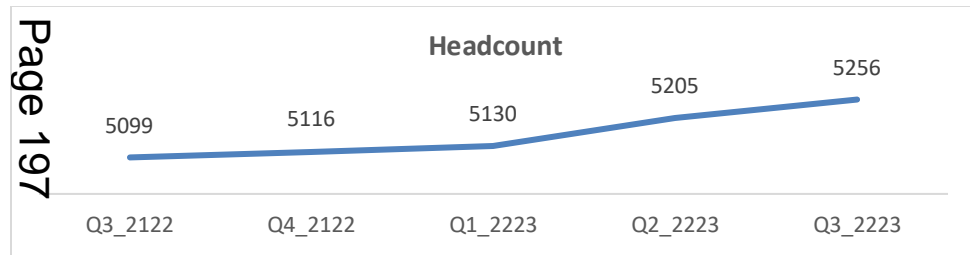
QUARTER 3 – OCTOBER – DECEMBER 2022

1

Headcount and Full Time Equivalent (FTE) comparison

The overall headcount has increased again during Q3 which is a continuing trend over the last year. As a result of a major restructure involving the removal of CDAI directorate, there have been significant increases within CODR and Public Health. Property and Facilities Management Services have moved into CODR, Community Safety into Public Health, with Law and Governance and Finance and Property Services moving to standalone Corporate Service units reporting directly to the Chief Executive.

Headcount and FTE at the end of Q3 (2022/23) is 5256 and 4355.99 respectively, compared to 5205 and 4310.28 for Q2 (2022/23) and has shown a similar upward trend over the last 5 quarters which is spread across all Directorates.



*CDAI Directorate no longer exists after Q2 – Property and FM services transferred to CODR and Community Safety to Public Health with Law & Governance and Finance & Procurement set up as standalone units

Age and Gender

The directorate workforce gender split remains consistent with two thirds women and one third men – a trend existing across both full and part time staff. 42.7% (2244) of the workforce are part-time. Numbers of part time staff dipped during Q1, but increased again during Q2 and Q3. The workforce age profile remains stable and highlights a slightly older workforce with 52.23% of the workforce aged 45 years or older.

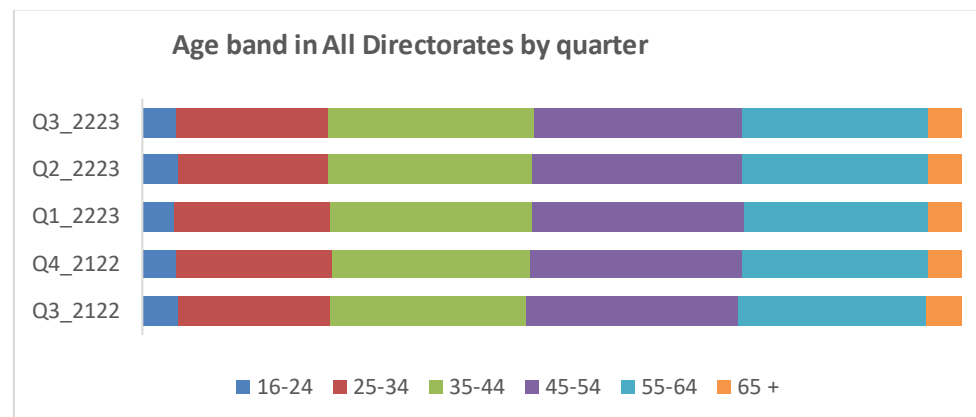
Of the 5256 staff employed across directorates, 330 have temporary contracts (6.3%). The profile of these staff continues to be slightly different from the above in that there is a slightly higher percentage (71%) of female employees in this group and a much higher proportion of employees aged under 45 (74%). 6.7% of these temporary contracts can be attributed to apprenticeships.

Ethnicity and Disability

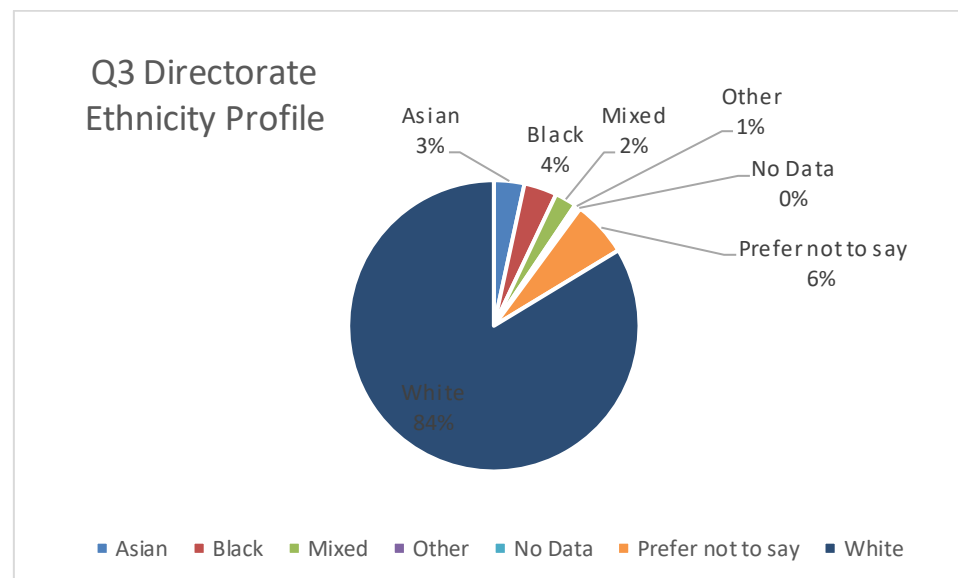
The 2021 census data has revealed that 76.8% of the population in Oxfordshire are White British, but the ethnicity breakdown of the working population within Oxfordshire has not yet been published. This will be reported in Q4 report.

Ethnicity: At OCC 14% of the directorate workforce are recorded as black, Asian, mixed and other ethnicity. 83.6% are white (76.62% are white British and 6.98% white other), and 6.5% remain undeclared. The proportion of BAME employees remains higher within our social care workforce at 13.54%. 6.2% of the workforce have selected 'Prefer not to say' and there is no data held for 0.25% of the Directorate workforce (13 records).

Disability: 5.76% of the directorate workforce are recorded as having a disability. The way in which equality and diversity data is recorded has changed during Q3, and the number of 'no data' entries have reduced significantly, but there are still a number of EDI records that are recorded with the 'prefer not to say' option.



There are minimal changes to the ethnicity profile across all directorates and the overall percentages remain the same as Q2



Apprenticeships

At the end of Q3 there were 254 Apprentices on programme, 58 of these were in schools. 79% are permanent staff undertaking an apprenticeship as CPD or career progression.

During Q3 22/23 there were a total of 35 new apprenticeship enrolments which is a slight increase on the same quarter last year. 27 of these were for permanent staff undertaking CPD. The committed spend for Q3 22/23 for new enrolments is £293,969. While the number of new apprenticeships has increased slightly on last quarter, budget cuts and continued transformation across directorates continues to have an impact.

Number of new enrolments - Q3 2022-23

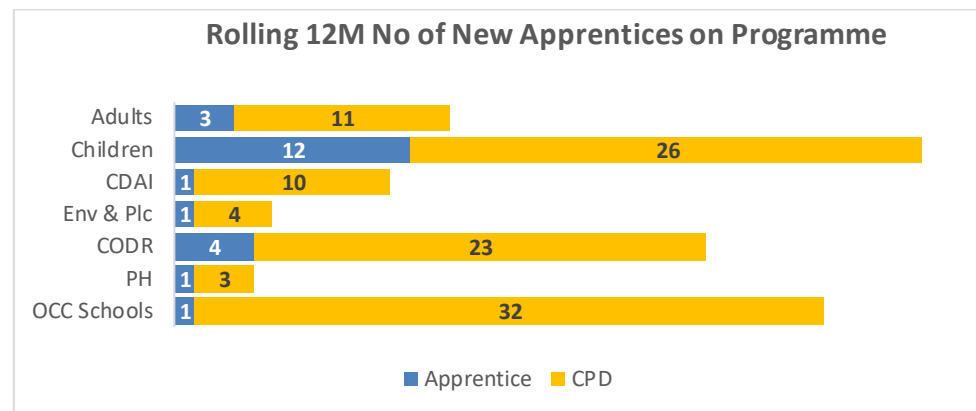
Directorate	Apprentice	CPD	Total
Adults	0	1	1
Children	4	9	13
CDAI	1	0	1
CODR	2	7	9
Env & Plc	0	2	2
PH	1	2	3
OCC Schools	0	6	6
Grand Total	8	27	35

Including 2 new apprentices who have since withdrawn from the scheme

During Q3 22/23 there were 29 completions and 7 withdrawals

The Apprenticeship Hub continues to review all withdrawal data to assess where trends are occurring and to take action to minimise the number of withdrawals. We are continuing to undertake monthly reviews with all training providers, line managers and learners to review progression and minimise withdrawals with early intervention. The feedback from those completing the leadership and management apprenticeship during Q3 has been extremely positive, and this apprenticeship will be promoted further during Q4.

New apprentices on programme during Q3 2022/23



Number of new apprentices per year per quarter

Fiscal Period	17/18	18/19	19/20	20/21	21/22	22/23
April - June		6	43	5	41	29
July - Sept	16	46	33	37	58	30
Oct - Dec	6	44	17	28	29	35
Jan - March	11	15	25	23	36	
Total	33	111	118	93	164	94

Committed spend on new apprentices per year per quarter

Fiscal year	17/18	18/19	19/20	20/21	21/22	22/23
April - June		17,500	214,600	31,000	237,486	189,279
July - Sept	106,000	472,100	344,500	448,851	540,786	276,097
Oct - Dec	14,000	222,916	72,427	309,885	215,000	293,969
Jan - March	25,000	69,500	142,000	172,454	350,618	
Total	145,000	782,016	773,527	962,190	1,343,890	759,345

APPENDIX 1 – STAFFING REPORT WORKFORCE PROFILE

QUARTER 3 – OCTOBER – DECEMBER 2022

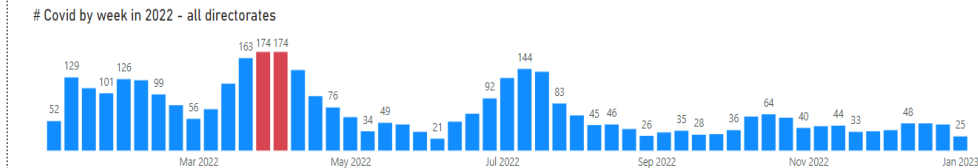
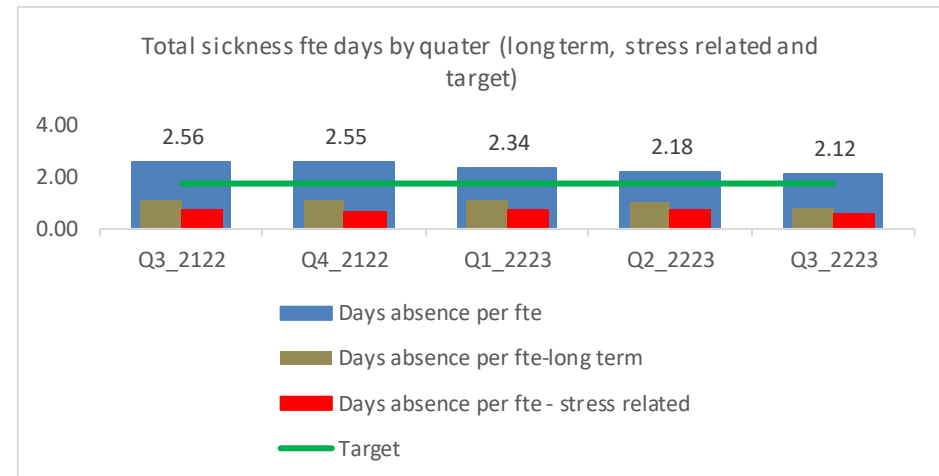
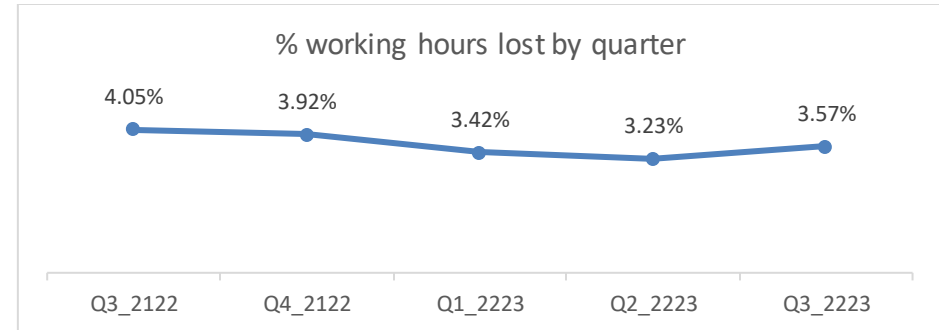
4

Sickness Absence

Recorded sickness absence increased during Q3 across most directorates and continues to be monitored along with referral rates to Occupational Health and usage rates of the Employee Assistance Programme. Short term absences continue to increase with 5950.94 days lost to short term absence in Q3. 157 employees reported an absence due to stress during Q3, the same number as in Q2 but a slight decrease on the 161 reported during Q1.

There were 109 employees on long term sickness (20 days or more) in Q3, a slight increase on Q2. Of those on long term sick in Q2 55% (60) returned to work in Q3, 26% (28) continued their absence into Q3 and 12 left. There were 76 new cases of long-term absence in Q3.

395 employees reported a covid related absence during Q3, (7.5% of all employees), which is a continued reduction on previous quarters. 38% of these absences were for more than 3 days, but the data shows that covid is no longer the main reason for absence.



The top reason for absence during Q3 is stress, anxiety, depression at 21.33% (25.34% in Q2), ear, nose and throat the second highest reason at 14.33% and covid, the third at 12.65% (a reduction from 21.45% in Q2). The other two reasons identified in the top five reasons were injury/fracture at 9.41% and virus at 7.84%

The rolling absence over the last 12 months is 8.64 days absence per fte which is a slight decrease on the 12 months reported at Q2, but continues to be higher than the target rate of 7 days per fte.

Short Term Sickness by Directorate for Q3	Headcount at end of Q3	No of staff on short term sickness Q3	% of staff on short term sickness Q3
Children	1609	767	47.66%
Adults	945	672	71.11%
Environment and Place	560	242	43.21%
CODR	1203	656	54.53%
Public Health	730	290	39.72%
Fin & Procurement	133	61	45.86%
Law & Governance	75	31	41.33%

APPENDIX 1 – STAFFING REPORT WORKFORCE PROFILE

QUARTER 3 – OCTOBER – DECEMBER 2022

5

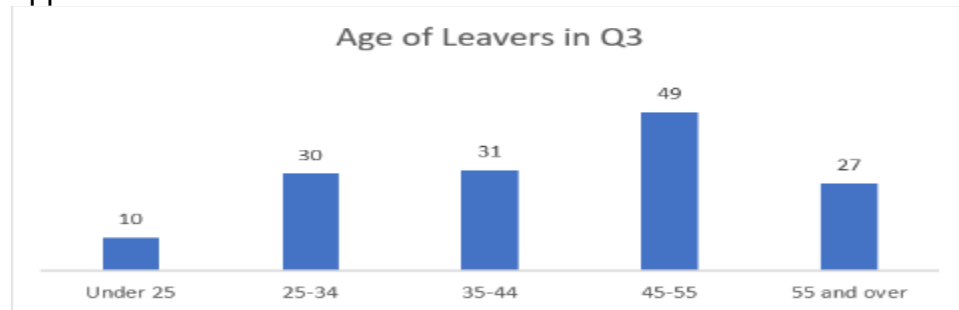
Grand Total	5256	2719	51.73%
-------------	------	------	--------

Turnover

Turnover for Q3 for directorates was 2.8% which is decrease on Q2 and a reduction on the previous 4 quarters. Directorate turnover for the rolling 12 month period also decreased from 13.4% in Q2 to 12.9% in Q3.

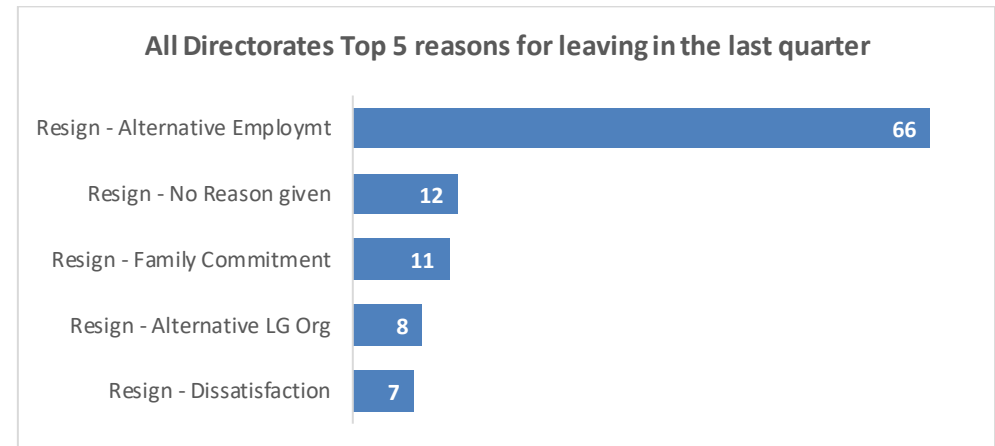
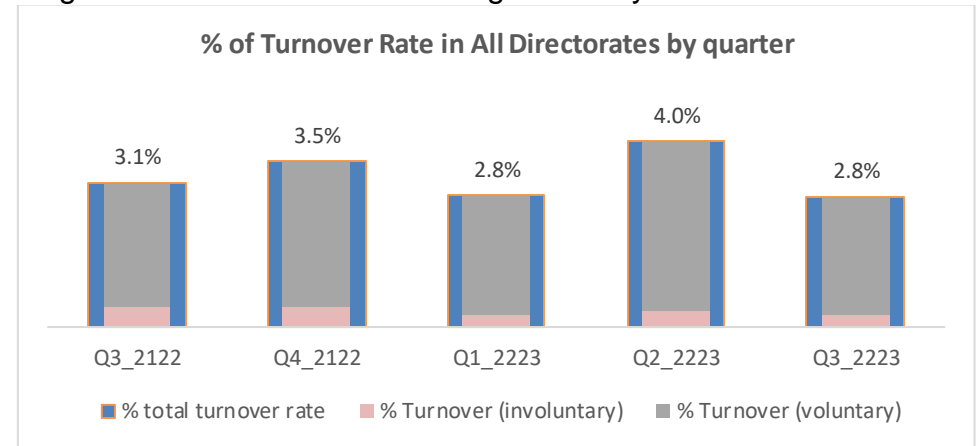
Directorate	LoS under 1yr	under 5yrs	under 10yrs	10 plus yrs	All Directorate
Adults	8	11	8	4	31
Children	6	20	6	12	44
CODR	8	23	5	5	41
Public Health	1	7		7	15
Env & Plc	1	5		4	10
Fin & Proc	1	2	1	1	5
Law and Gov		1			1
All Directorate	25	69	20	33	147

77% of leavers during Q3 left with less than 1 year of service, 46.94% had between 1-5 years' service, and 22.45% had more than 10 years' service. Approximately 68% of the leavers during Q3 left before completing 5 years' service. This is a continuing trend and one apparent across all directorates.



33% (49) leavers in Q3 were in the 45-55 age group, half of this group resigned to go to alternate employment. The average length of service

of our employees is relatively stable at 9.2 years with the average length of service for leavers during Q3 at 7 years.



Leaving to take up alternative employment continues to be the main reason for leaving at 44.89%. Leaving due to family commitments continues to be in the top 5 reasons for leaving with 8.16% giving no reason. 7 leavers (4.76%) left due to dissatisfaction.

We have received 54 exit questionnaire responses for Q3, a 36% response rate. The questionnaire focuses on wellbeing, relationships, roles, workload, culture, training and development. We

APPENDIX 1 – STAFFING REPORT WORKFORCE PROFILE

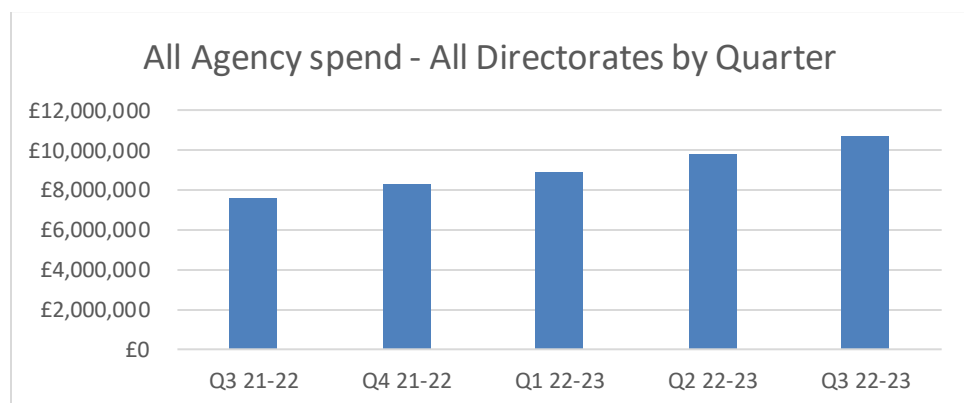
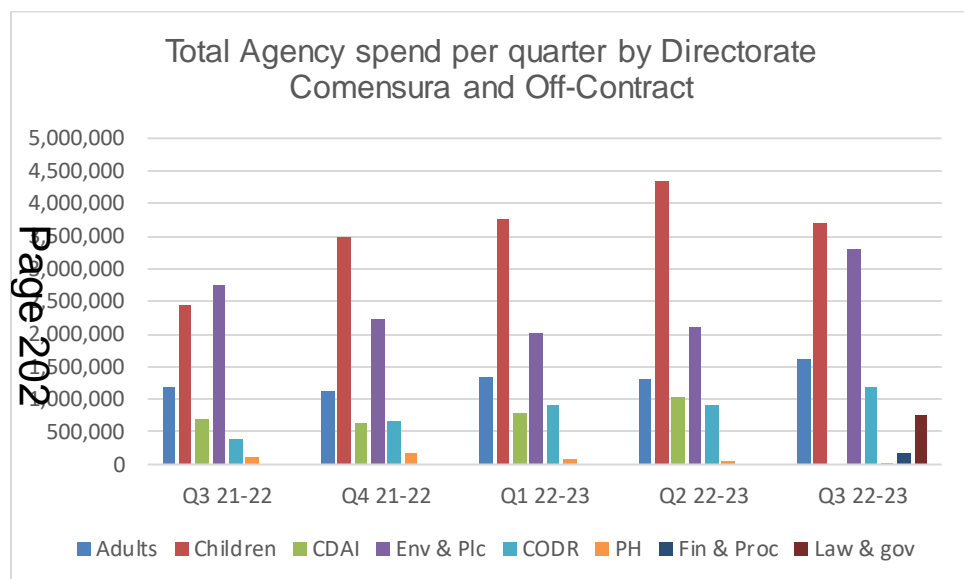
QUARTER 3 – OCTOBER – DECEMBER 2022

6

continue to promote the completion of these. A detailed report is being compiled for the Delivering the Future Programme.

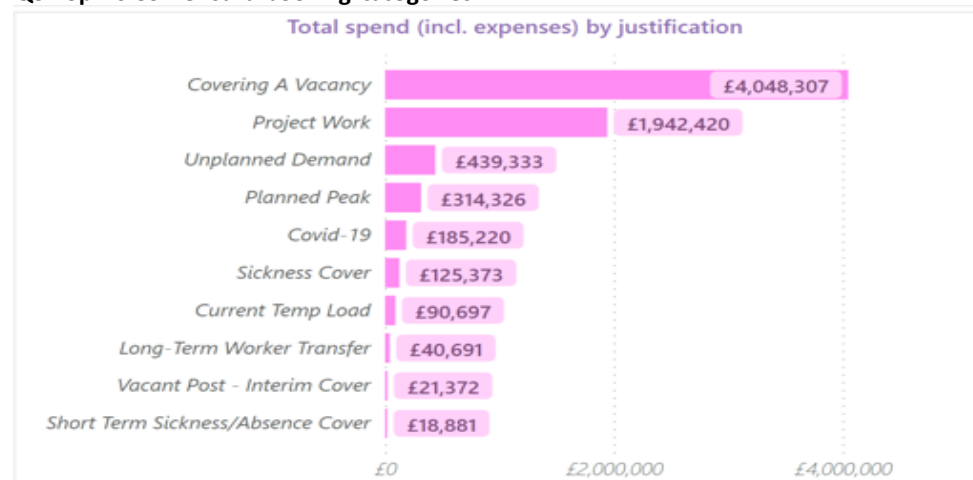
Total Agency Spend (Comensura and Off Contract)

The total spend in Q3 for all agency expenditure (**Comensura and Off Contract**) was £10,743,208 – an increase of £980,719. The majority of this increase in Q3 is due to the late verification/payment of invoices from previous quarters within Environment and Place.



Comensura contract spend has increased again this quarter to £7,184,353 (an increase of £270,210), although the number of new and continued bookings decreased over the quarter. Childrens' Directorate were again the heaviest user, although their spend reduced on Q2. Approximately 32% of Comensura spend relates to qualified Social and Health Care bookings, 19.5% for Interims, and 19.25% for Engineering and Surveying. There were 127 new bookings requested during Q3. Of these 72 (57%) were to fill a vacancy, 20 (16%) related to project work, 11 (8.6%) for unplanned demand, and 11 (8.66%) for planned demand. Two bookings related to a covid absence. At the end of Q3 there were 388 active bookings on Comensura, a decrease of 35 on Q2.

Q3 Top 10 Comensura booking categories



Off contract spend (agency usage outside of Comensura contract) has increased this quarter to £3,531,855 (an increase of £683,509 on Q2). £1,718,902 (49%) of all off contract spend relates to Environment & Place but this figure also includes spend from previous quarters where invoice validation took longer than usual. Children's Services off contract spend is still high at £1,597,778 but saw a reduction in Q3 of £549,621.

This page is intentionally left blank

Divisions Affected - All

CABINET
21 March 2023

Oxfordshire Housing & Growth Deal

Report by Chief Executive

RECOMMENDATION

The Cabinet is RECOMMENDED to

- a) Subject to the decision of the Future Oxfordshire Partnership on 20 March 2023, request the Chief Executive of the Council to write to Department for Levelling Up Housing and Communities (DHLUC') to formally accept the terms of the letter from DHLUC to Oxfordshire Leaders and Oxfordshire County Council's Chief Executive dated 5 December 2022 (Annex 1).
- b) Agree that in accepting the terms of the letter at Annex 1, the Council will, as accountable body and in consultation with the relevant District or City Council regarding the impact on accelerated housing numbers, take responsibility for decisions necessary to manage the programme in accordance with the updated conditions set out by DLUHC.
- c) Note that it will be necessary to agree revised Terms of Reference and Memorandum of Understanding for the Future Oxfordshire Partnership to reflect the change in responsibility as set out in recommendation 2.

Executive Summary

1. The Housing & Growth Deal was agreed with Government in 2018. The Deal comprised funding of £215m covering three strands overseen by the Future Oxfordshire Partnership (Growth Board at the time); Homes from Infrastructure Programme; Oxfordshire Affordable Housing Programme and the Growth Deal Capacity Fund. A fourth strand, the Productivity Programme was managed by the Oxfordshire Local Enterprise Partnership (OxLEP). The Deal was underpinned by requirement to develop an Oxfordshire Joint Statutory Spatial Plan (Oxfordshire Plan 2050).

2. Following the decision by the Future Oxfordshire Partnership to end the Oxfordshire Plan 2050, the DLUHC reviewed the implications along with the availability of the final £30m instalment of the Homes for Infrastructure grant funding.
3. On 5 December 2022, a letter relating to the final £30m was received from the Department of Levelling Up, Housing and Communities [DLUHC], including additional criteria relating primarily to strengthened reporting requirements and also a proposed change in payment methodology.
4. A number of meetings have since taken place to confirm and clarify the points raised in the letter and consider the risks to the Council in agreeing to the revised funding conditions.
5. This report updates the existing financial governance arrangements following the receipt of updated requirements for the release of the remaining £30m grant funding.

Oxfordshire Housing and Growth Deal Fund Financial Governance

6. In accordance with the Oxfordshire Housing and Growth Deal Delivery Plan agreed with Government in 2018, the County Council is the accountable body for the financial management of the Housing & Growth Deal (with the exception of the Productivity Programme).
7. As the accountable body, the County Council is responsible for:
 - Receiving grant funding from the government.
 - Ensuring that recommendations to the Future Oxfordshire Partnership on schemes to be funded are in accordance with the grant conditions and within the funding available.
 - Providing regular monitoring reports to the Future Oxfordshire Partnership.
8. The County Council also holds the risk should Government require funding to be repaid if it is unspent or deemed to have been misused.

Housing from Infrastructure Programme

9. Grant funding supporting the Housing from Infrastructure Programme was expected to total £150.0m. The investment in infrastructure was expected to accelerate at least 6,549 planned homes that might not otherwise have come forward at this pace. The programme comprises schemes covering road, rail, cycle routes and footpaths, as well as a school. Schemes may be either fully or part funded via the programme.
10. The grant funding was to be paid to Oxfordshire County Council in five equal annual instalments of £30.0m. 2022/23 was the fifth and final year for the

receipt of funding towards the Programme. £120m has been received so far and the remaining £30m was expected to be received in 2022/23.

11. Following the decision by the Future Oxfordshire Partnership to end the Oxfordshire Plan 2050, the DLUHC reviewed the implications along with the availability of the final £30m instalment of the grant funding. Following an update on the availability of the funding received in early December (see Annex 1), the remaining £30m will be released subject to the following conditions:

- Oxfordshire County Council S151 Officer to confirm that all recycled funds have been returned to the programme and spent before further funding will be provided.
- Oxfordshire County Council S151 Officer to confirm any changes to the anticipated spend and housing delivery profile for the next three years (2022/23 to 2024/25) on a quarterly basis (February / May / August / November, unless otherwise agreed).
- Oxfordshire County Council S151 Officer to confirm expenditure on qualifying Housing from Infrastructure schemes in-year on a quarterly basis (February/May/August/November, unless otherwise agreed), payment to be made in arrears.
- No funding will be available beyond the 2024/25 financial year. Oxfordshire authorities will need to cover any expenditure beyond this date, or reconsider which projects to prioritise if necessary.
- Oxfordshire authorities remain responsible for funding cost increases in project/programme spend.
- As part of quarterly monitoring, Oxfordshire authorities to provide an update on Local Plan progress.
- To agree with DLUHC the format for detailed monitoring.

12. The letter also sets out that the Oxfordshire Districts are expected to work with the County Council to ensure timely provision of the necessary information to DLUHC. Therefore, collaboration across authorities will continue to be required, providing quarterly updates (including housing numbers).

13. In September 2022 the Future Oxfordshire Partnership agreed a revised programme of schemes up to the value of the funding available from the Housing for Infrastructure strand of the Housing & Growth Deal (including the use of recycled funds). Acceptance of the terms in the letter dated 5 December 2022 will allow those schemes to progress.

14. Current programmes indicate that all schemes are projected to utilise their Housing & Growth Deal allocations within this revised timescale. The risk that events cause schemes to be unable to spend their allocations in the period is mitigated by the retained freedom to switch schemes in and out of the programme to maximise legitimate spend (subject to housing number assessment).
15. Agreeing to the terms of the DLUHC letter will require the Oxfordshire County Council, as accountable body and in consultation with the relevant District or City Council regarding the impact on accelerated housing numbers, take responsibility for decisions necessary to manage the programme in accordance with the updated conditions set out by DLUHC.
16. As a consequence of accepting the term of the letter, and reflected in paragraph 15, revisions to the Future Oxfordshire Partnership Terms of Reference and Memorandum of Understanding will be required. These should be brought forward for approval by the Future Oxfordshire Partnership as soon as is practical, recognising that they will only take effect following the approval by constituent local authorities

Financial Implications

17. There are a number of financial implications and risks which result from accepting the final £30m under the conditions within the DLUHC letter.
 - All existing funding and recycled funds need to be utilised before any further funding can be claimed.
 - The movement to a proposed payment in arrears model increases the Council's exposure both in terms of short-term cashflow as well as overall risks relating to payment.
 - Slippage in scheme delivery will put at risk the ability to claim the full £30m.
 - Any significant changes to either the spend profile or housing profile put at risk the terms of the funding set out in the letter.
18. The expenditure profile set out in the letter also does not align with the current construction programme profile. However, DLUHC have indicated some flexibility in aligning the profile to expenditure forecasts early in the extension period, with a preference on both sides for early / accelerated spend
19. Since no funding will be available beyond the 2024/25 financial year, action will be taken by the Council, in consultation with the relevant District or City Council as appropriate, to manage the programme to ensure that any increases in project/programme spend can be met within the available funding and that there is no unfunded spend after 31 March 2025.

Comments checked by:

Lorna Baxter, Director of Finance (S151 Officer)

Lorna.Baxter@Oxfordshire.gov.uk

Legal Implications

20. In accordance with the Oxfordshire Housing and Growth Deal Delivery Plan, the County Council is the accountable body for the financial management of the two remaining key financial streams.

21. An update to the terms of reference and Memorandum of Understanding for the FOP will be required to reflect the recommendations in this report. The Memorandum of Understanding is intended to be non-binding, as stated at paragraph 15.1, and no legal obligations or legal rights arise between the parties.

Comments checked by:

Kate Charlton, Interim Head of Improvement Law and Governance

Kate.Charlton@Oxfordshire.gov.uk

Annex: Annex 1 – Letter from Department for Levelling Up Housing and Communities

MARTIN REEVES
Chief Executive

Contact Officer: Lorna Baxter, Director of Finance (S151 Officer)

March 2023

This page is intentionally left blank



Department for Levelling Up, Housing & Communities

Cllr Barry Wood
Stephen Chandler,
Cllr Liz Leffman,
Cllr Susan Brown,
Cllr David Rouane and
Cllr Emily Smith.

Rt Hon Lucy Frazer KC MP

Minister of State for Housing and Planning

**Department for Levelling Up, Housing and
Communities**

Fry Building
2 Marsham Street
London
SW1P 4DF

www.gov.uk/dluhc

Cc: Layla Moran MP, John Howell MP, Anneliese
Dodds MP, Victoria Prentis MP,
David Johnston MP and Robert Courts MP

05 December 2022

Dear leaders,

Thank you for Councillor Wood's letter of 2 November, written on your behalf to the Secretary of State about the Oxfordshire Housing and Growth Deal. I have been asked to reply as this matter falls within my ministerial responsibilities.

As you know, the Oxfordshire Housing and Growth Deal was a flagship announcement by my predecessors that signalled both Oxfordshire and the Government's commitment to transformative housing and growth in the county. It put you at the forefront of supporting the critical jobs and industries that your county has rightly championed, but also showed genuine leadership in tackling the housing and affordability challenge. My predecessors wholeheartedly supported you in that agenda.

However, progress since that point has not been as positive as we had hoped for. The Deal set out two commitments by the Oxfordshire authorities: the submission and adoption of a joint statutory spatial plan and to plan for and support the delivery of 100,000 new homes between 2011 and 2031 – backed up with a credible plan for delivery. With your abandonment of the joint statutory spatial plan and the delay to your Local Plans (with some districts now planning to deliver this number of homes to a 2036 timetable), the Oxfordshire authorities have failed to deliver on both of these commitments. Further, I note that the affordable housing funding was not fully utilised and that the Housing for Infrastructure funding requires a significant time extension to be delivered as envisaged.

The Delivery Plan is clear that Government may withhold funding if milestones have not been met, as they have not been. However, given the housing affordability pressures and the need for additional affordable housing, I am willing to release further funding, but only in line with a much firmer grip on delivery by the Accountable Body (which I understand is Oxfordshire County Council [OCC]).

To that end, the remaining £30 million Housing for Infrastructure funding will only be released subject to the following conditions:

- OCC S151 to confirm that all recycled funds have been returned to the programme and spent before further funding will be provided;

- OCC S151 to confirm any changes to the anticipated spend and housing delivery profile for the next 3 years (22/23-24/25) on a quarterly basis (February/May/August/November, unless otherwise agreed);
- OCC S151 to confirm expenditure on qualifying 'Housing from Infrastructure' schemes in-year on a quarterly basis (February/May/August/November, unless otherwise agreed), payment to be made in arrears;
- No funding will be available beyond FY24/25, Oxfordshire authorities to cover any expenditure beyond this date, or reconsider which projects to prioritise if necessary;
- Oxfordshire authorities remain responsible for funding any cost increases in project/programme spend;
- As part of quarterly monitoring, Oxfordshire authorities to provide an update on Local Plan progress; and
- To agree with my officials the format for detailed monitoring.

I expect Oxfordshire districts to work with the county council to ensure timely provision of the necessary information to my officials. Based on the information that has been provided, unless agreed otherwise with my officials, we will assume the following profile:

Scheme type	Accelerated housing by end FY22/23	Accelerated housing FY23/24	Accelerated housing FY24/25	Total housing supported
Housing from Infrastructure	5487	1398	1588	8473
Schools/other	905	118	103	1126

	FY22/23	FY23/24	FY24/25	Total
Anticipated further expenditure required once capital recycled*	£0m	£14.5m*	£15.5m*	£30m*

* Subject to qualifying Housing from Infrastructure schemes.

As requested, I would also like to understand the approximate percentage of affordable housing unlocked by the Housing for Infrastructure programme.

I am copying this letter to the Members for Oxfordshire.

Yours sincerely,



RT HON LUCY FRAZER KC MP

Divisions Affected - All

CABINET 21 March 2023

Cost of Living Support Measures

Report by Corporate Director Customers and Organisational Development

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
 - a) Note the cost of living support measures delivered during 2022/23, as summarised in Table 1;
 - b) Agree to vary the match funding requirements for Council Tax support agreed in September 2022, as set out in paragraph 30;
 - c) Agree to the support package for 2023/24, as summarised in Table 3, noting the flexibility outlined in paragraph 31.

Executive Summary

2. In September 2022, Cabinet received a report on the Council's response to the cost of living crisis and agreed an additional £580,000 of in-year funding for the winter of 2022/23. Subsequently, through the budget setting process, Council agreed £2.3 million of council tax and cost of living support for 2023/24 in addition to the £500,000 annual funding previously agreed.
3. In February 2023, government confirmed details of the extension of the Household Support Fund for a further 12 months from 1 April 2023.
4. This report provides an update on delivery of cost of living support in 2022/23 and makes recommendations for the disbursement of cost of living resources in 2023/24.

Background Information

5. Residents across Oxfordshire continue to feel the impact of significant increases in the cost of living not met by increases in income. While some economic indicators have stabilised following the uncertain period in the autumn of 2022, food and energy prices remain high and interest rates continue to rise. A detailed report setting out the local and national context and the impact of the cost of living crisis in Oxfordshire was made to the Performance & Corporate Services Overview and Scrutiny Committee in January 2023. Pending announcements which may be made in the national budget following the publication of this report, further impact is expected if the Energy Price Guarantee is raised in April 2023. The Resolution Foundation have costed the impact of the rise at an average annual increase in energy bills of £850. National Energy Action, a national fuel poverty charity, estimates that this change will result in an increase of fuel poor households by 25%.
6. As a result, national government continues to implement a range of measures to support households, including raising the level of state benefits, extending cost of living payments for some low-income households and continuing the Household Support Fund in 2023/24.
7. Government recognises that some specific groups may have additional needs not met by national schemes or will not be able to access national funding. Local measures are therefore essential in mitigating cost of living impact. In addition to deploying national resources, the County Council has identified local funding to provide flexibility and longer-term support, outside of restricted and shorter-term national schemes.

2022/23 Delivery update

8. In addition to national resources provided through the Household Support Fund (HSF), Council agreed a four-year £500,000 p/a fund from March 2023. In 2022/23, this local funding has delivered an accelerated programme of support for energy saving measures through the Better Housing Better Health Programme and provided resources to local voluntary and community sector advisory services to maintain capacity for debt and money advice. An additional £200,000 of funding was agreed by Cabinet in September 2023 to deliver an energy support scheme for community buildings and a grants round for VCS organisations providing direct support for cost of living issues. Detail on the delivery and outcome of these schemes was set out in the [Cost of Living Update](#) to Performance & Corporate Services Overview and Scrutiny Committee in January 2023. £380,000 was also agreed in-year from the Budget Priorities Reserve to match-fund Council Tax Hardship funds.
9. The support measures delivered during 2022/23 are summarised in table 1 below.

Scheme	Description	Status	Value	Funding Source
Support for Families, Children, and Schools				
Free school meal equivalent support	£15 per eligible child per week of school holiday for all holiday weeks with equivalent support for Early Years Providers. Schools may provide at their discretion to students not eligible for FSM. 15,000 children supported.	Delivered	£2,740,000	HSF 2 & 3
Early Years Support Grant	Equivalent support for eligible younger children paid in a single grant of £60 for winter 2022/23. 2,000 children supported.	Delivered	£113,000	HSF 3
Education Welfare Grant	Funding for schools to support families experiencing acute hardship with essential spending such as warm clothing and breakfast club fees.	In delivery	£222,000	HSF3 & 4
Targeted support to low income and/or high energy costs impacted households				
Support for low-income pensioner households	£85 vouchers for 11,000 low-income pensionable households with 90% uptake.	Delivered	£935,000	HSF 2
Council Tax Hardship Grants	Providing match funding to city & district councils to increase the support available for those residents in exceptional circumstances of financial hardship by providing discretionary assistance with their council tax.	In delivery	Up to £380,000	Budget priorities reserve.
Emergency Welfare Schemes	Delegated to City and District Councils, including additional administrative costs grant. Provision enables direct and VCS delivery of support including community food services and application-based emergency support. Estimated 8,000 individuals supported including £140,000 specifically provided to 656 pensioner households.	Round 2: Delivered Round 3: In delivery	£620,000 £559,712	HSF 2 HSF 3
Cost of Living Grant for Housing Benefit Recipients	£300 grant to Housing Benefit-only Recipients who will not receive the national cost of living payments. 4,250 recipients.	In delivery	£1.3m	HSF3

Grant for families with severely ill and disabled children	Grant to assist with exceptional energy costs to those families in significant need, referred by professionals.	In delivery	£15,000	HSF3
Support for care leavers.	£300 cost of living grant to care leavers who miss out on national cost of living payments, reflecting increased costs of accommodation.	In delivery	£225,000	HSF3
Support for shared lives carers and foster carers	£200 grant for all shared lives (78) and foster and similar carers (500) for increased energy and food costs	Delivered	£128,000	HSF3
Essential items for asylum seekers	Provision of basic clothing and other personal items not available through the VCS	Delivered	£5,000	HSF3
Support for Voluntary & Community Sector				
Community Building Energy Support Scheme (CBESS)	£100,000 grant funding administered via Oxfordshire Community Foundation (OCF) to help VCS organisations with energy costs this winter. 105 projects supported.	Delivered	£100,000	One off bring-forward of reserve funding
Contribution to Oxfordshire Community Foundation's cost of living grant round	£106,000 funding provided to OCF's cost of living grant round to support community – In addition OCF contributed £100,000 from funds held and raised an additional £85,000 in leveraged philanthropic funding. 41 projects funded.	Delivered	£106,000 (Contributing to total funding of £291,000)	As above
Grant to Citizens Advice	£210,000 grant to Citizens Advice to maintain debt and benefits advice services until June 2023. The Council also provided £50,000 to Citizens Advice to support with the costs of administration of HSF.	Delivered	£260,000	Cost of living revenue funding agreed February 2022 HSF 2
Enhanced support for Better Housing Better Health	Support for Better Housing Better Health , a local energy advice and retrofit service which helps keep residents warm at home and improves the energy efficiency of their homes. This includes a telephone and a home visit service.	In delivery	£500,000	Various sources across the Council and City/District partners including £245,000 from cost of living revenue agreed February 2022

Table 1: Summary of 2022/23 cost of living support

Support Package Proposals for 2023/24

10. In developing local measures to tackle the cost of living crises, the Council is taking the following approach:

- Targeting limited funding towards the most financially at risk, including those who will not receive support from the national schemes;
- Mitigating the impact of Council Tax rises for the lowest income households;
- Working in partnership by putting resources where they have maximum impact e.g., by devolving funding to the City and District Councils and to the voluntary and community sector;
- Delivering timely and sustainable responses by building on existing and proven models where available (e.g., by expanding Better Housing Better Health) and interventions which support people to support themselves, in line with core corporate approaches, including The Oxfordshire Way (e.g., support to advisory services);
- Protecting community infrastructure e.g., VCS support grants;
- Avoiding exclusion in delivery by communicating through a diverse range of channels and designing out digital exclusion;
- Delivering tactical responses at the same time as developing longer term, strategic measures.

Scrutiny input

11. The Performance & Corporate Services Overview and Scrutiny Committee received a [Cost of Living Update](#) in January 2023. The Committee feedback on a number of issues including:

- The need to consider longer term strategic issues related to poverty and deprivation, alongside crisis support;
- The need to reach-out to a wide range of diverse community organisations to raise awareness of support;
- The need to guard against digital exclusion.

12. These issues are reflected in the approach set out above and in parallel action-planning for related longer-term work, including for the Digital Exclusion and Sustainable Food strategies.

Funding available

13. On 20 February 2023, government confirmed details of the fourth round of the Household Support Fund (HSF4) from the Department of Work and Pensions. This new round has the advantage of running for a full year. Restrictions on the cohorts that must be supported have also been lifted, allowing more local flexibility. However, the areas that must be considered for support have

increased and now include advisory services, families with children of all ages, pensioners, unpaid carers, care leavers and disabled people. An additional specification has now been made on the requirement for an open-access application-based scheme to be in place for the majority of the HSF funding window. This is in addition to the requirements to consider supporting those who miss out on national support measures because of their specific circumstances and locally identified additional priorities, including younger people in work. While Oxfordshire will receive £6.7 million for 2023/24, it is clear that the total range of government aspirations for HSF4 cannot be met in full.

14. As set out above, the Council has also agreed £2.3m one-off funding for cost of living and council tax support for 2023/24, in addition to the £500,000 p/a funding already in the revenue budget for emergency welfare support.

2023-24 Cost of Living Funding	£m
Household Support Fund 4	6.72
Emergency Welfare Fund (revenue)	0.50
Council Tax / Cost of living (one off revenue)	2.30
Total 2023-24	9.52

Table 2: Cost of living funding summary

15. To secure HSF4 funding, the Council must demonstrate compliance with detailed requirements. Therefore, the specific use of HSF is limited. Locally available funding provides the Council with the flexibility to meet locally met need that is not HSF compliant. To ensure the maximum funding is accessed with most impact, there will be movement between funding sources through the year. However, for transparency, support proposals can be broadly split into HSF and locally funded schemes. These schemes are outlined below and summarised in Table 3.

2023-24 Cost of Living Planned Expenditure	£m
New Local Crises Fund	1.00
Housing Benefit 50% Equivalence Payment (£450)	1.76
Free Schools Meal equivalent support (inc Early Years)	3.55
Education Support Grant	0.20
Schools sustainable food programme	0.16
Extend accelerated Better Housing Better Health for 12 months	0.24
Support to VCS Advisory Services	0.30
Practical support for those leaving hospital	0.02
Administration and evaluation	0.20
Funding Delegated to City and District Councils	
City and District HSF delegation	0.50
Match funding the Council Tax Support Fund	0.78
Doubling Discretionary Housing Payments	0.81
<i>Delegated sub-total</i>	2.09
Total 2023-24	9.52

Table 3: Cost of living planned expenditure

HSF 4 Support Proposals

Housing Benefit 50% Equivalence Payment

16. Those who receive Housing Benefit but do not also receive other qualifying benefits will not receive the one-off £650 cost of living payment in 2022/23. They will also be ineligible for the £900 available in 2023/24.
17. Housing Benefit is a means-tested benefit, paid according to rules set nationally by the Department for Work and Pensions, but administered by local authorities. While many Housing Benefit claimants will also be receiving an additional qualifying benefit for the national Cost of Living Payments, Housing Benefit itself is not a qualifying benefit. The Government says that because the benefit is administered directly from local authorities, and often paid directly to landlords, that cost of living payments cannot be delivered nationally to those receiving only Housing Benefit. However, it is clear that Housing Benefit recipients are often as or more in need than those in receipt of other qualifying benefits. Therefore, government has asked local authorities to prioritise this cohort when planning for HSF3 and 4.
18. At 4,400 individuals, this is a significant and important cohort to reach in Oxfordshire. However, as noted above, HSF cannot fund the full range of government aspirations and a fully equivalent payment cannot be afforded without eliminating other support priorities. Within HSF3 provision was made

for a £300 payment to eligible residents and this is currently in delivery, with a high-level of take-up. HSF4 proposes to include a £450 payment which is 50% of the national cost of living payment for 2023/24.

Free School Meal Equivalent Support

19. Free School Meal (FSM) equivalent support for school holiday periods was provided as part of HSF 1,2 and 3 and their predecessors through a payment of £15 per benefits-related FSM-eligible child and young person attending any state-funded school and college in Oxfordshire, per week of school holiday. Equivalent funding was provided to Early Years settings. In addition, school leaders use their discretion to provide funding beyond FSM eligibility. This scheme is well understood and has come to be relied amongst recipient families. While taking a large percentage of the available HSF funds, it has very high take-up and avoids additional application-based system meaning that regular support is delivered directly to parents. It is therefore recommended that this support continues through the HSF 4 period. (It should be noted that given the timing of this report, funding has already been provided for the Easter 2023 holiday under existing officer delegations for the administration of HSF 3.)

Education Support Grant

School leaders have appreciated the discretion to extend the provision of FSM equivalent support to non-FSM eligible children. However, schools have also reported that they are having to meet additional needs from their own resources to ensure access to education for children in exceptional need. This has included, for example, the provision of warm clothing, footwear and fees for breakfast clubs. In order to increase capacity in schools to meet need and reduce impact on local budgets, HSF3 included a provision an Education Support Grant. This was launched late in 2022/23 and schools have been given the flexibility to deliver spending through to end of March 2024, covering the full period of next winter. Funding is therefore included within the HSF4 package.

City and District HSF delegation

20. In previous funding rounds, the County Council has delegated funding to the City and District Councils to establish local emergency welfare schemes and provide related community support. Funding is allocated against a formula that takes into account population and relative deprivation. These schemes work in partnership with the voluntary and community sector. Local intelligence enables flexible support to be delivered that aligns with existing local provision, avoiding duplication and maximising impact. The flexibility of City and District Councils and our VCS partners has allowed the rapid delivery of short-notice schemes and significant funding has been delivered to residents directly through VCS advisory services. While in some cases direct delivery has aligned with VCS business models, in other organisations it has stretched capacity. Some organisations are therefore keen to move away from direct delivery. With the implementation of the longer-term Oxfordshire Crisis Fund (see below) the requirement to deliver application-based support at district and city level will fall

away. To maintain the impact of local intelligence on the overall package, it is proposed to continue delegating HSF funding to the City and Districts but without the requirement to deliver an application-based emergency welfare fund. This will give the City and District Councils new flexibility to target HSF as makes most sense locally, within the requirements of the fund.

Practical Support for those leaving hospital

21. Adult Social Care have highlighted concerns about those discharged from hospital who may be unable to ensure their homes are energy efficient or warm and may struggle to access heating repairs, energy top-ups or national support schemes in the short-term. They may also find it challenging to navigate benefits or be worried about leaving hospital. Officers recommend helping vulnerable adults with significant energy costs at the point of hospital discharge with a small discretionary fund to provide additional flexibility to existing provision. Such a cohort represents a vulnerable group, many of whom have a long-term health conditions and/or a disability.

Locally Funded Support

New Local Crisis Fund

22. The case was made in the September 2022 Cost of Living Cabinet report for implementing a new local crisis fund to give Oxfordshire the flexibility to deliver new funding streams and meet emerging needs at a faster pace. Local revenue funding will allow this scheme to continue beyond the horizon of nationally confirmed funding and give an element of stability for residents and professionals working in the field. The scheme has been in development during the winter and is due to launch in early 2023/24. £500,000 of local funding is available, which is comparable to other local authorities operating similar schemes. This report recommends enhancing this with an additional £500,000 of HSF4 funding. This will ensure that Oxfordshire complies with the HSF4 requirement for an open access application-based fund and enhance the total funding available in the system to alleviate cost of living pressures. The objectives of the scheme and the criteria for support are in development and will be consulted on with VCS partners including advisory agencies, internal teams and City and District Councils.

Schools Sustainable Food Programme

23. New Public Health resource is already agreed to deliver interventions related to obesity in schools in 2023/24. It is proposed to augment the business case for that scheme to use cost of living funding to delivery complimentary interventions to maximise the availability of funding and quality of food provided in schools. This is expected to include development support to bring in additional external funding to targeted schools in priority areas for example for breakfast clubs, create learning networks amongst catering staff to share best practice, and further work to maximise take up of Free School Meals.

Extend accelerated Better Housing Better Health

24. The Better Housing Better Health (BHBH) outreach programme supports older residents, those with health conditions or lower incomes and those in receipt of care, with support to stay warm, well and independent in their homes. Between April and December 2022 over 1,600 households have been supported over the telephone with a warm and well assessment, and 201 home visits have been completed. At least £64,800 of additional income from benefits has been identified, 74 households were signposted to funding to access new heating systems or insulation and energy efficient measures have saved nearly 90,000 kg/carbon dioxide. Over £54,000 of fuel vouchers have been distributed. The service also provides home visits to particularly vulnerable residents where small energy efficiency measures are provided, such as draught excluders and warm packs. The service takes referrals from a wide range of partners such as the Care Leavers and Sensory Impairment teams, and makes onward referrals to food banks, Citizens Advice (118) and Fire and Rescues Safe and Well visits (120). Over 1,000 Oxfordshire staff and volunteers have been trained on Fuel Poverty and the sources of support available. The overall aim is to provide holistic, long-term solutions to help people stay healthier and independent for longer in their homes. BHBH was launched as a partnership of City, District and County Council Public Health with initial funding of £60,000 per year for 400 telephone calls. In January 2022 a pilot project started providing home visits, with additional funding from the NHS, supported 400 visits over two years for £140,000. Additional cost of living funding from the County Council in 2022/23 allowed the scheme to surge, with an additional 300 visits and 2,200 telephone calls facilitated and £30,000 of additional practical support measures delivered.
25. The BHBH service is being quantitatively evaluated using health and social care records to explore the impacts of support on residents and the systems that support them and a qualitative evaluation will be produced. Both are expected to report in the Winter of 2023 to inform future funding mechanisms to ensure the sustainability of the service. Currently Public Health and the District and City have committed to funding a basic core offer for the next two years. A new service is being procured to start from November 2023 for two years, with the option to extend for a further two years. The contract will allow for additional funding to increase capacity and services to adapt to the changing climate action and energy bill landscape. Additional Cost of Living Funding of £250,000 would take the expanded level of service through winter 2023/24 and future funding will be sought based on the evaluation of impact on health and possible climate action benefits.

Support to VCS Advisory Services

26. Local advisory services, covering debt, benefits, employment, credit and other money advice, are under unprecedented pressure with local funding reduced at the same time as a surge in demand for services. The Council and its partners support and contract with advice services through multiple channels. In the medium to long term, the whole support network requires strategic review and consolidation, including in the context of district/city budget pressures.

However, given current pressure, there is an argument for further one-off support. The mechanism to provide the recommended support in 2023/24 is under review to enhance and not duplicate business as usual arrangements.

Council Tax Support and Discretionary Housing Payments Support

27. In proposing the 2023/24 budget to Council, Cabinet noted that while increasing the County's Council Tax precept was required to provide for essential services, there would be an undeniable impact on household budgets. To help mitigate this, Council agreed a cost of living and council tax support fund to minimise the impact on the lowest income council tax paying households. In partnership with the City and District Councils, officers have developed two further support proposals. These are intended to be as simple as possible to administer, given the pressure on local revenue and benefit teams, while still meeting the aims of the fund.
28. Firstly, the fund will double the funding available to the City and District Councils through the national Council Tax Support Fund, costing £780,000. This will ensure that all residents paying council tax but in receipt of Council Tax Support receive a discount of up to £50 on their council tax bill during 2023/24. This group represents the lowest income households who are still paying an element of Council Tax and for most, will eliminate the impact of the County Council's precept increase for the coming year. Surplus funding will be available to local councils to enhance their local council tax hardship arrangements, which vary from authority to authority, in line with the guidance of the national support scheme. Where billing authorities have already made provision to top up the national Support Fund to at least the 'up to £50' level, the County's delegation can be applied in full to council tax hardship arrangements, supporting those falling outside of the Council Tax Reduction policies. It should be noted that some billing authorities have relied on the budget provision agreed at Council to apply this discount in annual bills being dispatched ahead of year-end.
29. In addition, the District and City Councils have made a strong case to enhance the funding available for Discretionary Housing Payments. DHP helps to mitigate some of the impact of high housing costs for those in receipt of housing benefit or the housing element of universal credit, but whose housing costs are not met by the available benefit payments. National DHP funding has been reduced in recent years and local schemes expect more need to present than they will be able to support next year. This report proposes to match government support for Discretionary Housing Benefit (DHB), providing £810,000 of additional funding to mitigate some of the impact of increasing housing costs, where this is not met by the available benefit payments.
30. Following the decision of Cabinet in September 2022 to provide additional match-funding for Council Tax hardship schemes, officers have been agreeing local schemes with each City and District. Cherwell District Council does not operate a hardship scheme making the match proposals as set out in the September report more costly and administratively burdensome to implement. Cherwell proposes to demonstrate the match through local additional funding to its Discretionary Housing Payment scheme (over and above the funding set

out above) and with additional welfare support to Housing Benefit recipients, a group identified as missing out on national schemes. As this approach minimises costs and aligns with the new support proposed in this report, officers support that approach and recommend varying the match funding requirement accordingly.

Flexibility and additional support measures

31. The support package summarised in Table 3 represents current planning for the year ahead. However, there is significant uncertainty for example, in the number of FSM eligible students in the next academic year and in the take up of Housing Benefit cost of living support. In order to fully commit the available funding and to meet new needs and those needs not directly supported in the current package, the overall programme and spend will remain under review throughout the year with significant changes reported through business management reporting.

Communications and Engagement

32. A cross-county digital and physical communications campaign is ongoing in collaboration with District and City Council partners with two purposes:

Highlighting interventions for stakeholders and residents – including the allocation of funding, the agreement of policies, news about delivery of packages of support with partners. This is being delivered through the press, social media, and residents' e-newsletter.

Providing countywide signposting and support – practical signposting and support provided through social media, digital channels, and posters. The Council's role is to clearly articulate the help on offer and provide a central place for people to come to find out information.

33. Additional resources have been provided to the Children, Education and Families directorate Family Information Service. This has allowed the service to develop a new e-booklet on support measures for parents, update information on foodbanks, link with District and City Councils on support measures and advice clinics, update information on tax free childcare and engage on social media on help with childcare costs, funding entitlements and Holiday, Activities and Food provision (HAF).

Corporate Policies and Priorities

34. The County Council's Strategic Plan 2023-2025 lists as its second priority *tackling inequalities*. In addition, as set out above, priority three, *prioritising the health and wellbeing of residents* and priority seven, *creating opportunities for children and young people to reach their full potential* are directly impacted by levels of deprivation. The current cost of living crisis has the potential to increase inequality and absolute deprivation. Efforts to alleviate the impact of increases to the cost of living and broader work on enhancing the Council's

impact on economic inequality, as set out above, will therefore support the longer-term delivery of these strategic priorities.

Financial Implications

35. Funding arrangements for the recommendations in this report in 2023/24 are set out in paragraph 14 above.

Comments checked by: Danny Doherty, Interim Finance Business Partner,
danny.doherty@oxfordshire.gov.uk

Legal Implications

36. Where any grant constitutes a subsidy, the Council must comply with the Subsidy Control Act 2022 and, where necessary, carry out a subsidy control assessment to ensure that the grant is compliant with the subsidy control principles.
37. Where there are specific powers to provide support, these are detailed in the report. Otherwise, the council will rely on the general power of competence under the Localism Act 2011.

Comments checked by: Paul Grant, Head of Legal,
paul.grant@oxfordshire.gov.uk

Equality & Inclusion Implications

38. As set out in the background papers to this report, single parents, people with disabilities, carers, younger working aged people and people from some minority ethnic communities are more likely to have low incomes and so be disproportionately impacted by increases to the cost of living.
39. The overall support package for 2203/24 is designed to meet the needs of the most economically disadvantaged residents in Oxfordshire.
40. The new proposals outlined herein have taken multiple approaches to meet the needs of vulnerable residents with essential costs, especially energy, this winter.
41. To ensure the scheme provides support to the most in need, officers have recommended using existing criteria to identify vulnerable residents, such as Free School Meal (FSM) eligibility and receipt of Housing Benefit or Council Tax Reduction. In the case of FSM equivalent support, support is extended at the discretion of schools to ensure the scheme supports those who do not quite qualify for existing FSM criteria.

42. Discretion is at the heart of many elements of the schemes, which are designed with flexibility so that local professionals can exercise discretion to support a need that would not otherwise be met. This includes the Free School Meal programme, Hospital Discharge Support Fund and funding for Better Housing Better Health.
43. Nevertheless, there are various groups which this proposal has been unable to support. However, by including an open access Crisis Fund and maintaining local delegation to the City and District Councils, support can be made available for those who may not be able to access existing support programmes. The County Council's agreements with the City and District Councils includes the requirement for the recipient councils to have due regard to issues of equality and access in the design of their local schemes.
44. Throughout the design of interventions, officers have been tasked to mitigate digital exclusion. While digital channels provide an efficient route for many residents, alternatives are offered including access to telephone support and face to face support in libraries and through advisory services.

Sustainability Implications

45. Reducing energy usage can have the dual benefit of both reducing costs to the consumer and impact on the environment. This report sets out how the Councils is already supporting retrofit schemes and energy advice to low-income households. Some energy reduction schemes can be inaccessible to lower income households or households in specific circumstances making them more likely to be more vulnerable to the impact of the cost of living crises, for example those living in private rented accommodation. To maximise impact, existing and future Council schemes should therefore prioritise supporting both reduction of energy costs for those on the lowest incomes, as well as maximising absolute reductions in energy usage and associated carbon emissions.

Consultation

46. In developing proposals for support, officers have engaged with the City and District Councils and relevant elements of the voluntary and community sector, including through regular briefings with advice agencies. Through implementation, further engagement will seek to ensure that the County Council's support schemes are aligned to those of others and that we continue to work with partners to identify those elements of the community most impacted.

Claire Taylor
Corporate Director Customers and Organisational Development

Background papers: [Responding to the Cost of Living Crisis](#), Cabinet, 20 September 2023 (Note: recommendation d. was amended by Cabinet to increase the allocation of funding and ensure that funding was dispersed equitably between the City and District Councils applying a funding formula based on population and relative-deprivation.)

[Cost of Living Update](#), Performance & Corporate Services Overview and Scrutiny Committee, 19 January 2023

Contact Officer: Robin Rogers, Programme Director (Partnerships and Delivery), robin.rogers@oxfordshire.gov.uk, 07789923206

March 2023

This page is intentionally left blank

Divisions Affected – ALL

CABINET
21 March 2023

Oxfordshire Inclusive Economy Partnership and Charter Launch

**Report by Corporate Director Customers, Organisational
Development & Resources**

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
 - a) Note that the Oxfordshire Inclusive Economy Partnership has been established.
 - b) Note that the Oxfordshire Inclusive Economy Charter was launched on 24 January 2023.
 - c) Agree to become a signatory to the Oxfordshire Inclusive Economy Charter.
 - d) Agree to make four pledges to build on our commitment to an inclusive economy.

Executive Summary

2. This report provides an overview of the Oxfordshire Inclusive Economy Partnership (OIEP) including the development and launch of the Oxfordshire Inclusive Economy Charter on 24 January 2023. The report recommends the council becomes a signatory to the charter and makes four pledges to demonstrate the council's commitment to an inclusive economy.

Oxfordshire Inclusive Economy Partnership

3. The Oxfordshire Inclusive Economy Partnership is a coalition of over 100 organisations from public, private and voluntary and community sector who have come together to develop an inclusive economy agenda for the county.
4. The OIEP was launched in March 2021, building on the learning of the Inclusive Growth Seminar Series held in 2019/20 that was initiated by the Oxford Strategic Partnership. The creation of OIEP, broadened the reach of the inclusive economy work that OSP had initiated so that it was countywide.

5. The work of the OIEP is overseen by a steering group which is co-chaired by Baroness Jan Royall, Principal of Somerville College, and Jeremy Long, Chair of Oxfordshire Local Enterprise Partnership (OxLEP).
6. A series of working groups have been established to help deliver the partnership's vision. These are:
 - Inclusive Employment
 - Educational Attainment
 - Social value and procurement
 - Place-based outcomes
7. Each of the working groups is looking at projects across Oxfordshire that the partnership can support or grow and are developing a work programme and delivery plan.
8. The Future Oxfordshire Partnership provides oversight of the work of the OIEP. In June 2022 FOP reviewed and commented on the Charter and in November 2022 FOP agreed to support and promote the launch of the OIEP Charter.

Oxfordshire Inclusive Economy Charter

9. The Oxfordshire Inclusive Economy Charter has been developed by the OIEP and was launched at an event at the Old Fire Station in Oxford on 24 January 2023. The Charter is attached at Annex 1.
10. The purpose of the Charter is to:
 - Mobilise support for an Oxfordshire inclusive economy and raise awareness and profile
 - Publicly state commitment of individuals, businesses and organisations through the signing of an online pledge
 - Set and raise standards around the inclusive economy
 - Encourage residents and businesses to work together to help protect Oxfordshire's economy with an aim to keep money within the county.

Pledges

11. The Charter also contains pledges that an organisation may commit to making relating to the following themes:
 - Improve training and educational attainment
 - Recruit inclusively
 - Offer opportunities into work
 - Support local and social economy
 - Provide fair wages
 - Sharing resources, skills and assets

12. Grouped under these themes are examples of pledges that have been developed through the working groups as examples of the type of pledge that partners may wish to offer.
13. Each member of the OIEP is asked to sign up to the Charter and to make pledges to demonstrate its commitment to delivering a more inclusive economy for Oxfordshire.
14. Organisations are not expected to sign up to all of the pledges in the Charter, the suggested pledges have been developed to provide an example of the kind of commitments that organisations can pledge.

Signing up to the Charter

15. When signing up to the Charter organisations are asked to make a pledge, these can be one or several of the example pledges that have been developed, or an organisation can make its own pledge.
16. The Charter aligns with the council's strategic priorities, and the commitments that we have set out in the Social Value Policy, Digital Strategy, Armed Forces Covenant, Including Everyone, and Delivering the Future Together.
17. Through these commitments, the council is already meeting elements of the Charter, for example, donating laptops to Getting Oxfordshire Online and supporting employee volunteering. However, there is an opportunity to build on this and other existing work already underway within the council and provide additional focus for that work.
18. It is therefore recommended that the council becomes a signatory to the Charter and makes the following pledges:
 - As a buyer we pledge to assess and account for the social value that a supplier can offer the local community, alongside our assessment of the economic value/financial cost of the contract.
 - As an employer we pledge to commit to flexible job design (including access to agile ways of working, job share, part time working, school-friendly hours and flexibility around other care commitments).
 - As an employer we pledge to be a learning organisation, sharing our successes on EDI strategy and practical action, analysing setbacks to develop new ways of engagement and practical action
19. In addition, it is recommended that the council commits to the following stretch pledge:
 - As an employer we pledge to develop and embed practical processes so that potential candidates from disadvantaged groups can gain employment with our business, sustain their employment and thrive within both the workforce and wider society. For example, guaranteed interviews for care leavers, ex-military personnel and disabled candidates where essential

requirements are met. We will also explore targeted advertising, careers fairs or similar events in relevant locations across Oxfordshire.

20. By signing up to the Charter the council is demonstrating a shared commitment to creating a more inclusive local economy and supporting the work of the Partnership for the next calendar year by delivering on the pledges, after which the council will be asked to renew and update our pledges.

Monitoring and Reporting

21. Activities undertaken to support each of the council's pledges will be monitored. This will be undertaken on a quarterly basis via the Equalities, Diversity and Inclusion (EDI) Action Plan. The Action Plan's quarterly reports will also accompany the Business Management and Monitoring Report which goes to Cabinet every other month, to ensure visibility and assurance at member level.

Financial Implications

22. There are no immediate budgetary implications for signing up to the Charter.

Comments checked by:

Bick Nguyen-McBride
Assistant Finance Business Partner
Bick.Nguyen-McBride@oxfordshire.gov.uk

Legal Implications

23. There are no immediate legal implications from signing up to the Charter.

Comments checked by:

Paul Grant
Head of Legal and Deputy Monitoring Officers
Paul.Grant@oxfordshire.gov.uk

Equality & Inclusion Implications

24. The equalities implications are positive – the OIEP supports an inclusive economy and is committed to improving all aspects of social mobility and increased prosperity for communities and residents.

Sustainability Implications

25. The OIEP aims to support the local and social economy which contributes to the council's sustainability commitments.

Risk Management

26. The risks have been considered and there is a reputational risk if we do not sign up to the Charter as we are a member of the OIEP and FOP.

CLAIRE TAYLOR: CORPORATE DIRECTOR CUSTOMERS, ORGANISATIONAL DEVELOPMENT AND RESOURCES NAME

Annex: [Annex 1 - Oxfordshire Inclusive Economy Charter](#)

Background papers: Nil

Contact Officer: Chloe Taylor, Interim Head of Strategy
Chloe.taylor@oxfordshire.gov.uk

March 2023

This page is intentionally left blank

Oxfordshire Inclusive Economy Charter

Actively supporting inclusivity across Oxfordshire's economy will generate real benefits for your organisation. Environmental, Social and Governance (ESG) factors are increasingly being considered by employees, customers, funders, investors, and partners. Participating in the work of the Oxfordshire Inclusive Economy Partnership, through the pledges you make within this Charter, provides a way of demonstrating your commitment to social issues:

- Promoting your role in Oxfordshire's inclusive economy work will help you to attract people to work with you.
- Accessing the widest pool of talent will support growth and productivity within your company or organisation.
- Purchasing from local suppliers and supporting your staff to undertake volunteering activities within the community will contribute to well-being and a sense of loyalty among your employees, differentiating your organisation from competitors.

Joining the work of the Partnership is not only a good thing to do, but it will make a difference to your business too.

By signing this Charter, you are demonstrating your support for and commitment to making Oxfordshire a fairer and more inclusive place to live and work.

Charter pledges

As a group of employers, we recognise the importance and value of supporting an inclusive Oxfordshire. We are committed to improving all aspects of social mobility and increasing shared prosperity for both our communities and residents by taking action on these pledges:



Improve training and educational attainment

Creating workplaces where employees can thrive and grow and supporting educational programmes for children

Recruit inclusively

Making jobs accessible for all residents and hiring from diverse communities



Offer opportunities into work

Supporting those furthest from the labour market on their journey towards secure employment

Support local and social economy

Using our buying power to support the local economy and maximise social value



Provide fair wages

Ensuring employees have a fair and decent wage

Sharing resources, skills and assets

Practical ways to ensure goods and services are accessible to all



This page is intentionally left blank

Divisions Affected - All

CABINET

21 March 2023

Adult Social Care Market Sustainability Plan 2023 - 2026

Report by

Interim Corporate Director of Adult Social Care

RECOMMENDATION

1. **Cabinet is RECOMMENDED to** approve, following the extensive work with partners described in the paper, the draft in Annex 1 for publication and submission to Department for Health & Social Care (DHSC).

Executive Summary

2. The Government issued guidance to Local Authorities regarding the requirement to complete a cost of care exercise and a provisional market sustainability plan, this was to ensure the market is supported and funded appropriately to support future provision of care and support.
3. As a condition of receiving future government funding to support market sustainability, Oxfordshire was required to demonstrate that they were undertaking preliminary work by:
 - preparing a spend report setting out how the funding allocation will be used.
 - preparing a cost of care exercise report
 - preparing a provisional market sustainability plan

These were submitted to the Department of Health and Social Care (DHSC) and reviewed in October 2022.

4. Following on from the Council's submission of the Cost of Care report and provisional Market Sustainability Plan to the DHSC on 14 October 2022, the Government announced a delay to the introduction of the charging reform elements of Social Care Reforms until October 2025.

5. In December 2022, the DHSC asked local authorities to continue working and sharing information with their care providers on the cost of care exercise), grant allocation, and final Market Sustainability Plan until the submission and publication deadlines, while they carried out their review process.
6. Oxfordshire published and submitted the Cost of Care reports to the DHSC on 1 February 2023 and will publish and submit the market sustainability plan by the 27 March 2023.

Background

7. Councils are required to publish a Market Sustainability Plan detailing how they intend to meet market needs in the next 3 years. The plan includes the challenges and opportunities we have in meeting the needs of people. Some of these include:
 - Inflationary pressures and the rising cost of living
 - Providers competing for same workforce
 - Increasing numbers of staff choosing to leave the sector
 - Increasing number of provider failures / hand backs
 - Increasing demand / complexity
8. The Market Sustainability Plan (**Annex One to this report**) is informed by the cost of care exercise as a key input to guide the council in its assessment on the impact current fee rates are having on the care market in Oxfordshire. The final Market Sustainability Plan was co-produced with care providers and will be submitted to the DHSC by 27 March 2023. This outlines the key actions set out after local government budgets have been finalised.
9. The MSP sets out the challenges in the local care market in Oxfordshire and proposes to use the results of the cost of care exercise to inform future fee setting, commissioning, and market development, within the constraints of the additional funding allocated by the Government to deliver on this policy.
10. Alongside this, Commissioners have been refreshing the ASC Market Position Statement 2023 - 2024. The aim of a Market Position Statement is to bring together information and analysis about the local market so that current and prospective providers understand the local context, what is likely to change and where opportunities might arise in the future. This document is being co-produced with care providers to understand current demand, the challenges, and opportunities in the care market to inform future commissioning intentions.

Care Provider Engagement

11. Between 12 January and 20 February 2023, Officers have engaged with care providers through a series of virtual workshops to shape the final market

sustainability plan as well as to refresh our Adult Social Care Market Position Statement for 2023-2024 which sets out for current and prospective providers our current local context, what is likely to change and where there may be future opportunities.

12. In total 56 care providers attended the market sustainability planning workshops, and early feedback (**detailed feedback is available in Annex Two**) has included:

- Workforce challenges and overseas recruitment
- Resourcing and recruiting quality staff is difficult
- Better understanding needed around contracting arrangements
- Care providers do not feel that they are getting support from the Government and that OCC need raise care providers concerns with Government on their behalf
- Care providers are losing staff to the NHS and feel that this is due to the pay and opportunities available
- Funding to support delivering quality services is crucial
- Care providers would like to work with commissioners to co-design services
- Care providers would like the council to facilitate more workshops/events and feedback sessions, where they can collaboratively work with commissioners
- Care providers need to be able to support staff to develop and progress in their careers
- Learning disabilities and working age adults often come second to the needs of older people
- Live-in care and Extra Care Housing are not being thought about often enough, in terms of supporting people to live independently and to support the Oxfordshire Way when looking for options to support people in crisis
- Supported Living needs to be more visible through market sustainability planning work

13. A feedback form was also sent out to providers after the workshops asking the following questions:

- Do you agree these are the anticipated market challenges and opportunities over the next 3 years?
- What other challenges and opportunities do we have over the next 3 years?

A market sustainability feedback session was held on 6 March 2023, where a draft market sustainability action plan was shared with care providers, this detailed the feedback they had provided during the four-market sustainability planning workshop events. This plan will evolve as we continue to work alongside care providers to address any challenges and identify opportunities

and innovative ways to deliver care and support and sustain the care and support market in Oxfordshire.

Financial Implications

14. For 2023/24 the Government announced an increase in the funding available for the Market Sustainability and Improvement fund from £162m nationally to £562m.
15. In 2022/23 Oxfordshire was allocated £1.5m of the £162m, with up to 25% available to complete the exercise and to strengthen the internal commissioning and contract management capacity. The funding has been applied within the terms of the grant and was mainly used to contribute towards the uplift of 6% awarded in 2022/23 to provider rates.
16. In 2023/24 Oxfordshire will be allocated £5.4m of the £562m. Detailed terms and conditions of the grant aren't yet available, but it is set out that the Market Sustainability and Improvement Fund is to enable tangible improvements to be made to adult social care. This is an increase of £3.8m from the amount received in 2022/23 and therefore reflects the additional budget available to be allocated. This has enabled us to increase the annual uplift by 1% for providers beyond the amount set aside in the Council's Budget.
17. At the Autumn Statement in 2022 it was announced that the grant would increase by a further £283m to £683m nationally in 2024/25, assuming the same share of the funding it is assumed that Oxfordshire would receive an additional £1.1m, at this time this funding has not been confirmed or allocated.
18. The median cost of care calculated in the exercise is not currently affordable within the grant awarded to the council, and therefore it is not possible to move to paying this immediately, and this is reflected in the proposals set out above.

Comments checked by:

Thomas James, Finance Business Partner, thomas.james@oxfordshire.gov.uk

Legal Implications

19. Section 5.34 of the Care Act [2014] Statutory Guidance sets out the local authorities duties to promote the efficient and effective operation of the local market in care and support services. The Council also has a central role in local market shaping to encourage quality, choice, and sufficiency of provision; and to promote efficient and effective operation of the adult care and support market. This will ensure there is a diverse, sustainable high-quality market, for the whole local population including those who pay for their own care.

Comments checked by:

Jane Hall, Interim Principal Solicitor - Adult Social Care & Litigation
Solicitor Higher Rights (Civil Advocacy), jane.hall@oxfordshire.gov.uk

Staff Implications

20. Not applicable

Equality & Inclusion Implications

21. The market sustainability planning process focuses primarily on services for older people. Market sustainability planning will stabilise the provision of homecare services for all ages. Furthermore, it will improve the stability of provision of residential care for older and those with complex needs.

Sustainability Implications

22. Not applicable

Risk Management

23. The main risk is that insufficient funding is made available from Government which restricts ability to implement proposals in full. The mitigation would be not to proceed with the proposals, however, that carries further risks around a reputational risk to the council and further damage to the relationship with the market.

Key Dates

24. The Market Sustainability Plan will be published and submitted to the DHSC by the 27 March 2023.

Karen Fuller - Interim Corporate Director of Adult Social Care

Contact Officer: Pippa Corner, Deputy Director Commissioning,
pippa.corner@oxfordshire.gov.uk

Annexes: Annex 1: Final Market Sustainability Plan
 Annex 2: Care Provider Market Sustainability engagement
 feedback

This page is intentionally left blank

Final Market Sustainability Plan 2023 - 2026

Section 1: Revised assessment of the current sustainability of local care markets

a) Assessment of current sustainability of the 65+ care home market

Sustainability of fee rates

The tables below show the enhanced and standard rates from our current population for all placements (excluding out of county) in care homes for people aged 65+.

	April 2021 to September 2022	April 2022 to September 2022	All Median
Nursing - Complex	£1,200.00	£1,250.00	£1,176.33
Nursing - Standard	£1,200.00	£1,200.00	£1,075.31
Residential - Complex	£1,000.00	£995.00	£1,000.00
Residential - Standard	£794.00	£794.00	£794.00

Figures 1- rates and rates (Source: OCC)

Current fee median CoC OCC)

	Median for placements after April 2021	CoC 83.8% Occupancy	CoC 90% Occupancy	Gap 83.8%	Gap 90%	% Gap 83.8%	% Gap 90%
Nursing - Complex	£1,200.00	£1,427.97	£1,399	£227.97	£218.97	19%	18%
Nursing - Standard	£1,200.00	£1,408.00	£1,380	£208.00	£198.00	17%	17%
Residential - Complex	£1,000.00	£1,187.96	£1,165	£187.96	£171.96	19%	17%
Residential - Standard	£794.00	£1,121.07	£1,099	£327.07	£309.07	41%	39%

Figure 2 - Current fee rates and median CoC rates based on occupancy (Source: OCC)

Sufficiency

The number of local authority clients accessing care homes in the year 2021/22, based on SALT Data, suggest that Oxfordshire's utilisation of care homes is above the average for the peer group per 100,000 of the 65+ population, which may reflect the lower availability of beds in care homes without nursing compared to peer authorities.

There is a wide variance in the sufficiency of care home supply (all types) to meet forecast demand across the County, based on the population aged 65+ most likely to require care and support. Some areas have little or no care home provision. In more rural areas there may be limited choice for people needing support in a care home. In contrast, some areas have high levels of provision, above the forecast needs of the local community.

Looking at expected demand for care and support, based on the population aged 65+ most likely to require care and support, there is a wide variance in the adequacy of care home supply (all types) to meet forecast demand. The map below shows the variance between care home supply and forecast demand by Middle Layer Super Output Area

(MSOA). Negative numbers show areas where there is a potential shortfall of care home beds based on current local authority commissioning levels relative to supply. Positive numbers show a potential over-supply.

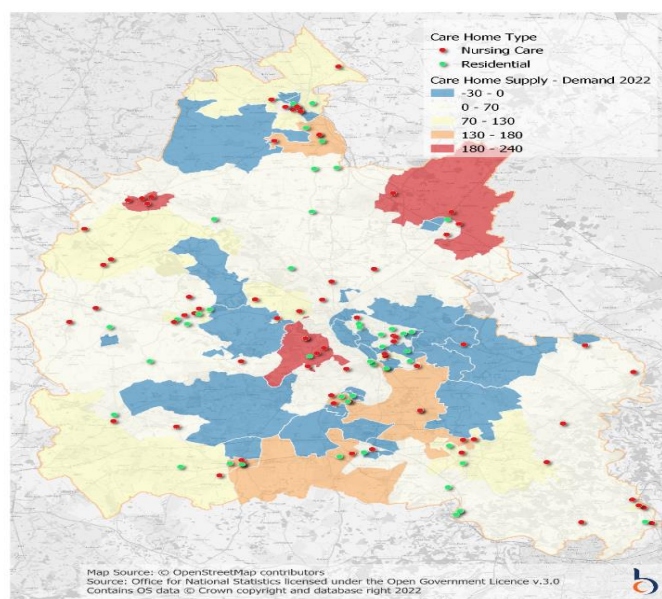


Figure 3 - Map showing location of care homes and forecast difference between care home bed supply and forecast demand

The map below shows the location of Care Homes and Care Homes with Nursing in Oxfordshire. Localities with several care homes show these clustered around the central location.

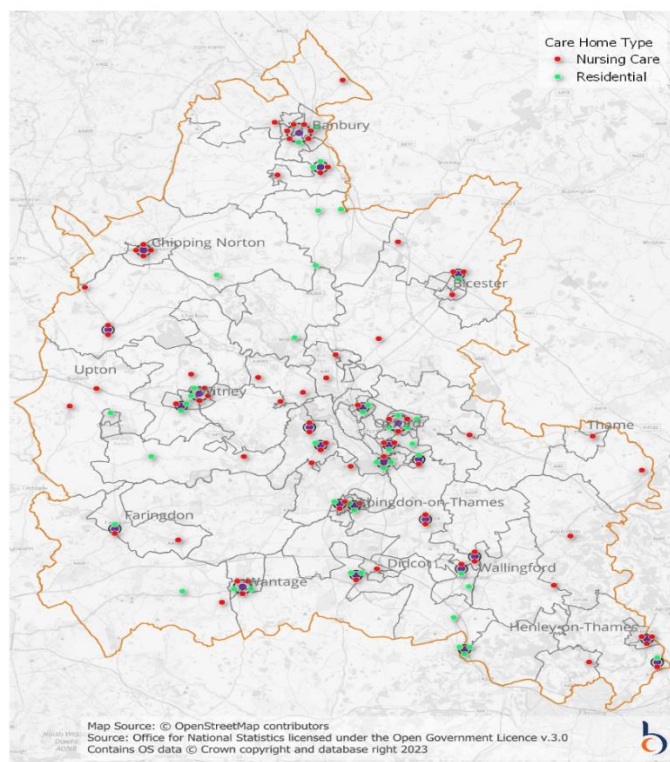


Figure 4 - Location of Care Homes by Type. Source: CQC Data February 2023

As can be seen, the County has a potential imbalance in care home provision, with certain areas having few or no care homes. The overall supply of care home beds is sufficient to meet need, but an over-supply of nursing care compared to residential care. 75% of

Oxfordshire's care home beds are registered for nursing provision compared to 49% nationally.

Care Home Type	Number of Locations	Number of Beds
Care Only	53	1,435
Care with Nursing	79	4,334

Figure 5 - OCC Performance and Information (Social Care), CQC March 1, 2023

The number of beds in 65+ care homes **without** nursing per 100,000 of the 65+ population is at the bottom of Oxfordshire's CIPFA Peer Group, whilst the number of beds in care homes **with** nursing is second highest. CQC data does identify homes that provide care without nursing within nursing homes, so the number of care only beds is likely to be higher than the stated figures, although this affects the data for the peer authorities too.

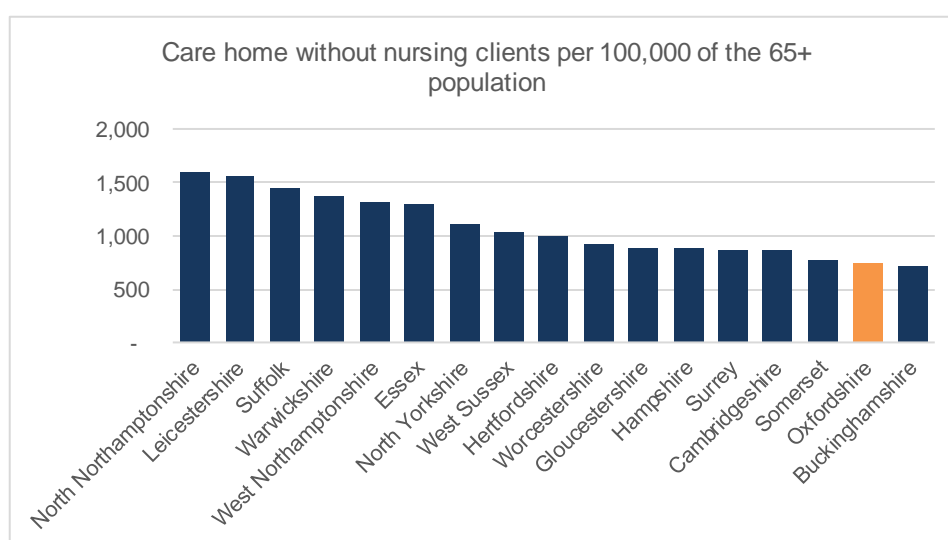


Figure 6 - Beds in care homes without nursing per 100,000 of the 65+ population., Source CQC Data February 2023, ONS Mid-Year Population Estimates 2020

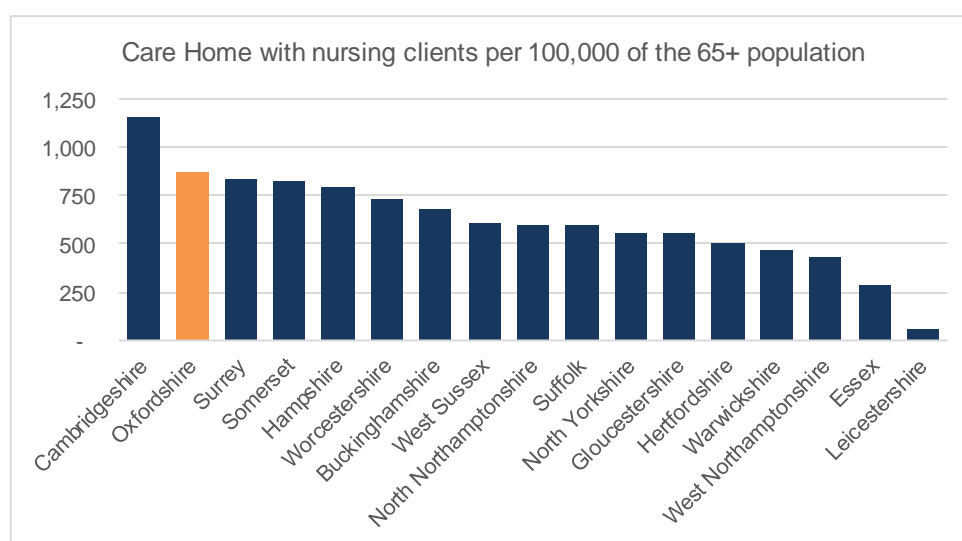


Figure 7 - Beds in care homes with nursing per 100,000 of the 65+ population., Source CQC Data February 2023, ONS Mid-Year Population Estimates 2020

The number of commissioned beds (based on SALT data 2020/21) reflects the number of care home beds: In care homes **without** nursing commissioned beds per 100,000 of the 65+ population is the lowest for Oxfordshire's CIPFA Peer Group, whilst the number of commissioned beds in homes **with** nursing care beds is at the top of the peer group:

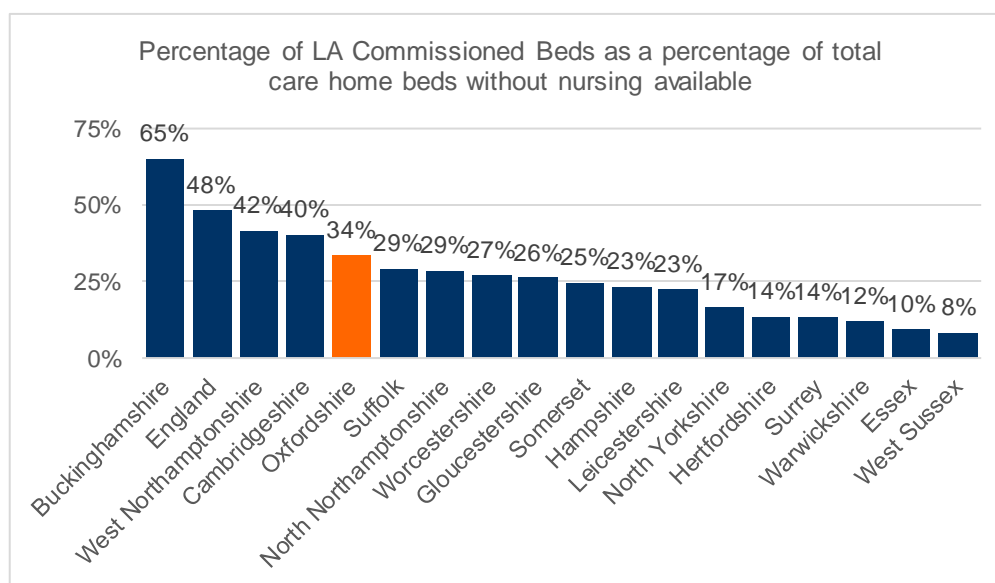


Figure 8 - Commissioned bed/weeks as a percentage of total available bed weeks in care homes **without** nursing. Source:

CQC February 2023, SALT Data 2021/22

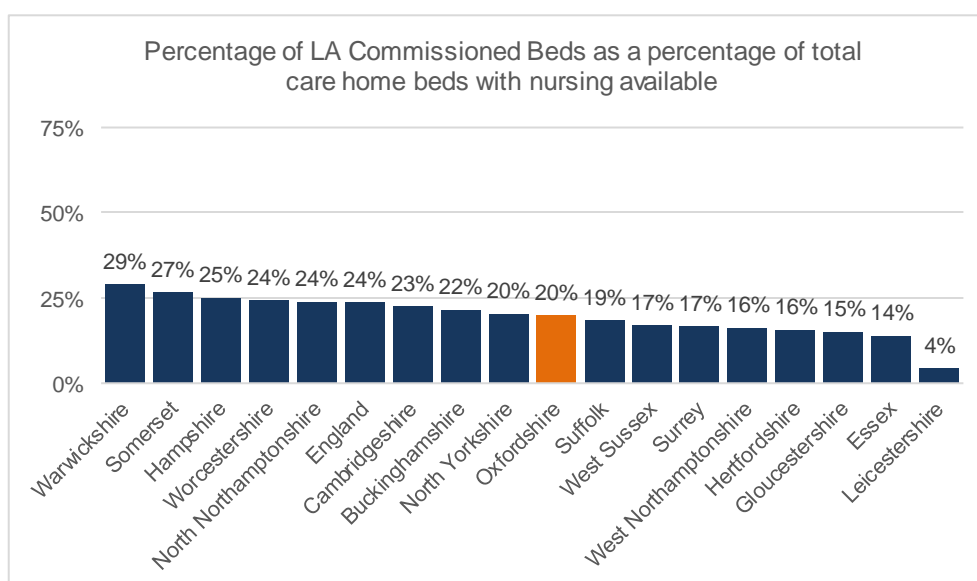


Figure 9 - Commissioned bed/weeks as a percentage of total available bed weeks in care homes **with** nursing. Source:

CQC February 2023, SALT Data 2021/22

The current overall supply of care home beds (with / without nursing care) is sufficient to meet current and projected commissioning needs to at least 2025. Oxfordshire's utilisation of care homes to meet the social care needs of older people is above the average for the peer group. The overall percentage of commissioned beds as a proportion of total beds available (c 45%) suggests that the market is dependent on self-funders. This may have resulted in lower weekly costs to the Council currently but could increase the impact of charging reform on the Council and providers.

The largest provider in Oxfordshire incorporates former council owned / run care homes. The contractual relationship allows for savings when compared to a typical spot

purchased placements. The NHS purchases an additional 5% of care home places. 2020 and 2021 brought fluctuations in care home admissions because of the pandemic, together with the inflationary pressures on all providers in 2022, these changes have brought significant price increases for new placements.

In Oxfordshire there are 130 care homes of these 79 are care homes with Nursing. Overall, 92% of Council and NHS funded Oxfordshire residents are placed within the county. On average, care home bed capacity at any one time comprises of:

- 10% vacant beds
- 57% taken up by self-funders (including those receiving Funded Nursing Care)
- 33% funded through ASC or NHS CHC.

CHC Placements	ASC Permanent Placements	ASC Short Term placements	Total
226	1425	107	1758

Figure 10 - Commissioning Aging Well - Oxfordshire Health, Education and Social Care Joint Commissioning Team (HESC), August 2022

Diversity

There is a range of care home provision across the County with an extensive self-funder market for care home places. 32% of providers are small, having fewer than 60 care home beds in total, compared to 46% which are large, with a total of over 1,000 beds nationally. There is also a wide range of alternatives to care home provision, including retirement housing and older person's supported housing, including extra care housing. We are currently delivering 927 units of extra care, increasing to 1,007 in November '22 and 1,082 in January '23. Extra Care schemes are generally located in areas where demand for care and support is highest.

Work has been undertaken across Oxfordshire to continue the transformation of adult social care and the way in which it is delivered in partnership with the local community. This has been described as 'the Oxfordshire Way'.

The Oxfordshire Way combines changes made to initial contact, operational service delivery (including Care Act assessments and strengths-based approaches to person-centred support planning) and supporting services, such as brokerage and commissioning. It also supports and promotes wider transformation activity across the council, with a focus on strengths and assets, building momentum for prevention and independence. It is underpinned by the dedicated website Live Well Oxfordshire (www.livewell.oxfordshire.gov.uk)

The Oxfordshire Way is critical to reducing early or avoidable admissions to care and ensuring no-one enters a care setting through lack of choice in the community or risk averse practice. Our performance measures demonstrate a reducing trend in care home admissions.

We have developed a compelling future narrative and roadmap for the transformation of Adult Social Care and the role it will play within our communities - The Oxfordshire Way.

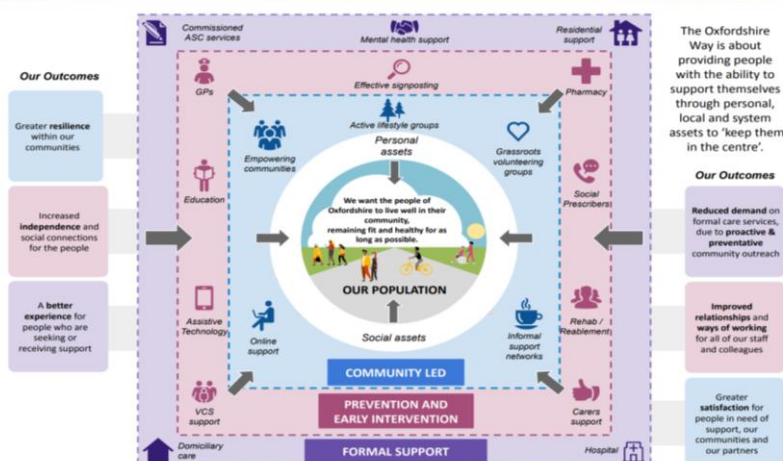


Figure 13 - The Oxfordshire Way Roadmap for ASC transformation across Oxfordshire, February 2021

While Oxfordshire has developed a range of short-term placement pathways to support hospital flow and discharge to assess through nursing home 'hub beds' and spot purchased placements, these may not be viewed as strictly innovative. During the pandemic we were able to develop a designated setting with Oxfordshire Care Partnership (OCP) and established a hotel with care as a short-term measure. Both these relied on agency care workers due to the county's workforce challenges.

Carers surveys report issues with supply of Personal Assistants and Home Care Agencies including lack of availability and high turn-over of support workers.

As part of the Oxfordshire Way the council commissioned Community Catalysts to stimulate the growth of micro-enterprises, focused on parts of the county where traditional care providers have a lower presence. This resulted in 74 community micro enterprises (CMEs) currently supporting 995 people with 3,029 hours of support. From the Adult Social Care Outcome framework there are two specific measures on adults with a learning disability. On both, we are in the top quartile nationally. There is one on all people 18-24 and again we are in the top quartile nationally.

Measures	21/22			22/23
	England	Oxon	Oxon rank (/151)	Oxon
The proportion of adults with a learning disability in paid employment	4.8	9.1	20	8.7
The proportion of adults with a learning disability who live in their own home or with their family	78.8	87.9	30	88.1
Long-term support needs of younger adults (aged 18-64) met by admission to residential and nursing care homes, per 100,000 population	13.9	7.9	28	8.8

Figure 11 - Adult Social Care Outcome framework (ASCOF), March 2023

Of equal importance to the success of the Oxfordshire Way is our partnership working with the VCSE, including their direct involvement in the transformation programme. The council and NHS commission Age UK to deliver support in people's homes to prevent admission to hospital and enable discharge after an admission in line with Pathway 0.

Quality

Oxfordshire has 53 care homes without nursing and 79 care homes with nursing based on March 2023 CQC data. Oxfordshire has a good quality care homes, with 87% of care

homes without nursing rated as good or outstanding, and 91% of care homes with nursing. There are no care homes rated as inadequate.

Overall Rating	Without Nursing	With Nursing
Outstanding	7%	11%
Good	80%	77%
Requires improvement	13%	10%
Not Rated	0%	1%

Figure 12 - Overall quality rating of CQC registered care homes in Oxfordshire
(Source: CQC data March 2023)

There is a mix of older and more modern care homes across the County. Oxfordshire's care home provision, in terms of number of beds per location for care homes without nursing, is above the national average, which may suggest slightly more modern stock. Care homes with nursing reflect the national average.

Workforce

Skills for Care data, based on the Adult Social Care Workforce Data Set (ASC-WDS), suggests that the social care workforce in Oxfordshire consists of around 17,500 adult social care jobs in Oxfordshire, of which 8,000 are in care homes.

Turnover in non-residential services is 59%, which is higher than care homes, and the vacancy rate is higher at 17.4%. 59% of non-residential care workers remained in the sector when they changed employment.

Vacancy levels in care homes in Oxfordshire is relatively low at 16.3% (based on Skills for Care data for March 2022), although the turnover in care homes is high at 56.8%, which suggests that staff are moving between care homes or different care sectors rather than leaving care completely, although more staff are leaving the care sector from nursing homes.

Pay levels are higher compared to regional and national averages, with average pay rates for front line care workers at £9.96 in Oxfordshire compared to £9.82 for the South East region and £9.66 for England. The cost-of-living crisis is likely to increase wage pressure on care homes, particularly in rural areas where transport and household energy costs are higher compared to urban areas. This is likely to result in skills shortages in some of the rural areas where care provision is already limited.

For CQC non-residential services, front line care workers are paid at £10.04 per hour based on October 2022 data, which is higher than the care home rates.

Trend data suggests that Oxfordshire's utilisation of care home provision (with and without nursing) remains high compared to the authority's CIPFA Statistical Neighbours. This may reflect the rural nature of the majority of the Oxfordshire and the challenge of delivering home care to a dispersed, rural, population. It does suggest that there are some opportunities for exploring non-care home provision.

Pay within care homes, based on March 2022 data, shows that Oxfordshire already pays above regional and national averages, but the cost-of-living increases are likely to have a more significant impact on rural areas, pushing up the cost of care home provision and home care. Vacancy levels in care homes remain relatively low compared to peers but can be expected to rise due to wage competition with other employment sectors, particularly as the cost-of-living crisis continues to impact on low-paid workers.

Provider and customer views

Care home providers generally remain engaged with the Council and good return rates in care homes, above national and regional averages, support this. This allows potential for positive engagement with providers in discussions about the options arising from the fair cost of care exercises and the implications of other charging reform.

ASCOF data for 2020/21 suggests that social care related quality of life is good, in common with the region.

b) Assessment of current sustainability of the 18+ domiciliary care market

Sustainability of fee rates

The table below shows the current average hourly fee rates paid for domiciliary care for people aged 18+ and the median weekly rates arising from the Cost of Care Exercise:

	18+ Domiciliary Care Rate per hour
Current Average 2022/23	£25.20
LaingBuisson - Median CoC rates from validated submissions	£30.12
Difference	£4.92
OCC - Median CoC rates from validated submissions	£26.15
Difference	0.95p

Figure 13 - Current fee rates and median CoC rates (Source: OCC Commissioning Team; LaingBuisson)

Sufficiency

Data for trends in care at home show a consistent rising trend in hours commissioned by the council.

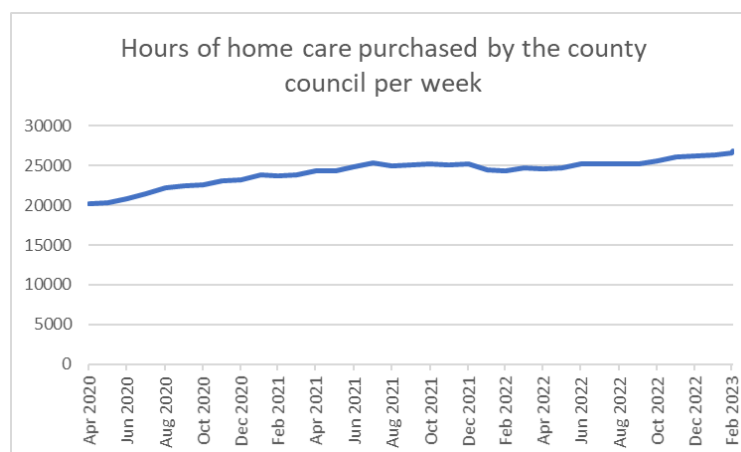


Figure 14 - OCC Performance and Information (Social Care), March 2023

Oxfordshire has a high level of commissioning of social care services from the community (generally homecare) compared to the CIPFA Peer Group for 65+ domiciliary care. The level of commissioning is lower for people aged 18-64.

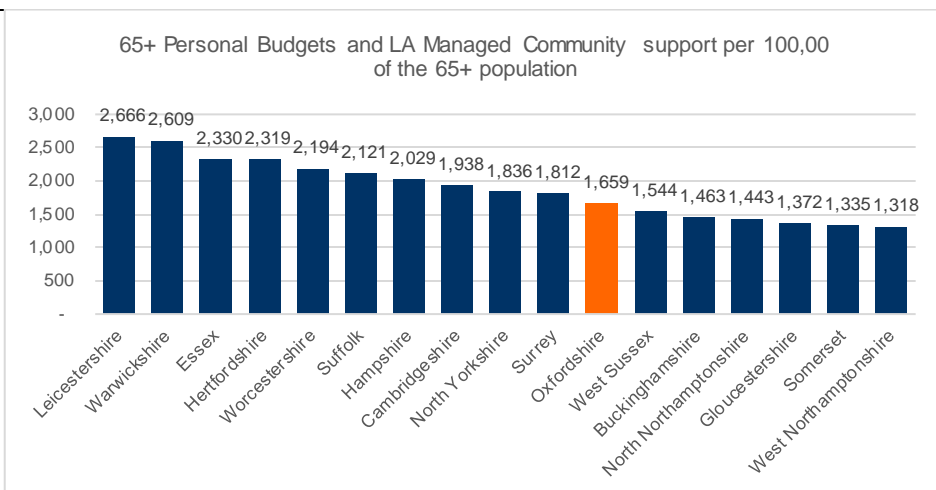


Figure 15 - 65+ Personal Budgets and LA managed community support per 100,000 of the 65+ population

(Source: SALT data 2021/22, Mid-Year Population 2020)

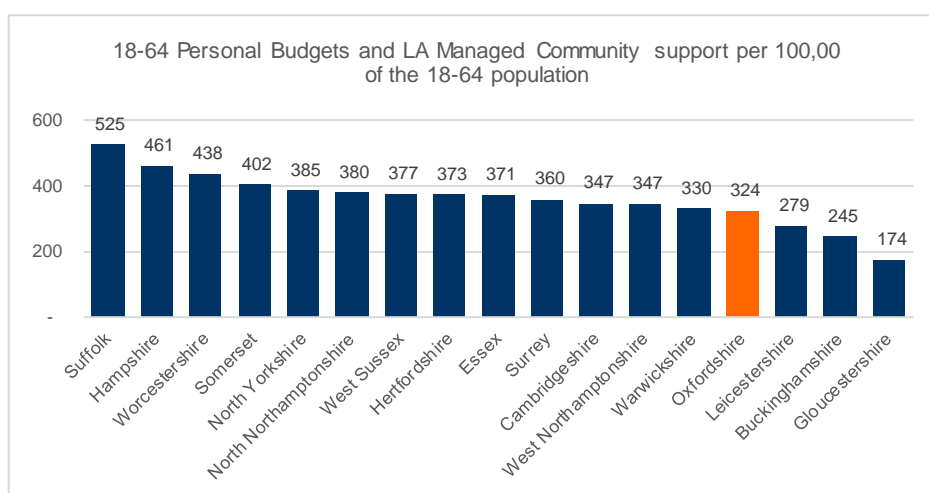


Figure 16 - 18-64 Personal Budgets and LA managed per 100,000 of the 18-64 population

(Source: SALT data 2021/22, Mid-Year Population 2020)

Oxfordshire has a relatively small number of domiciliary care locations registered to provide services only for people aged 18-64 (9, compared to a peer group average of 15) and below the group average of locations for people aged 65+. This results in a relatively high number of commissioned service users per location for 18-64 domiciliary care, and a relatively low number for 65+ domiciliary care locations.

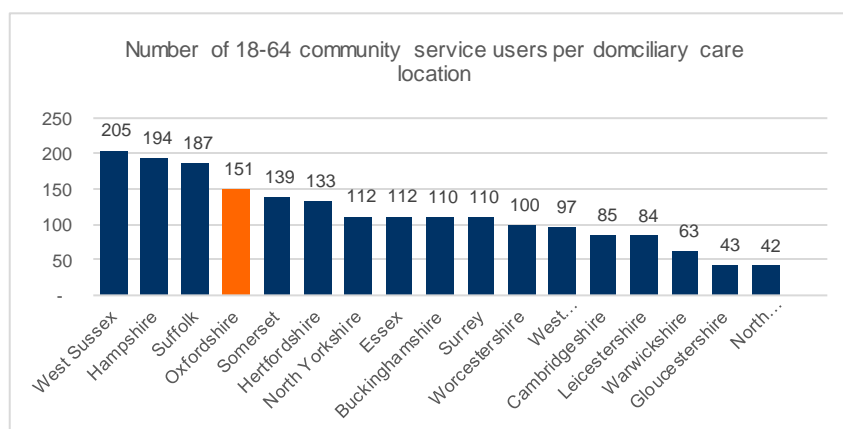


Figure 17 - Number of 18-64 service users receiving community-based support in the year

(Source: CQC data February 2023, SALT data 2021/22)

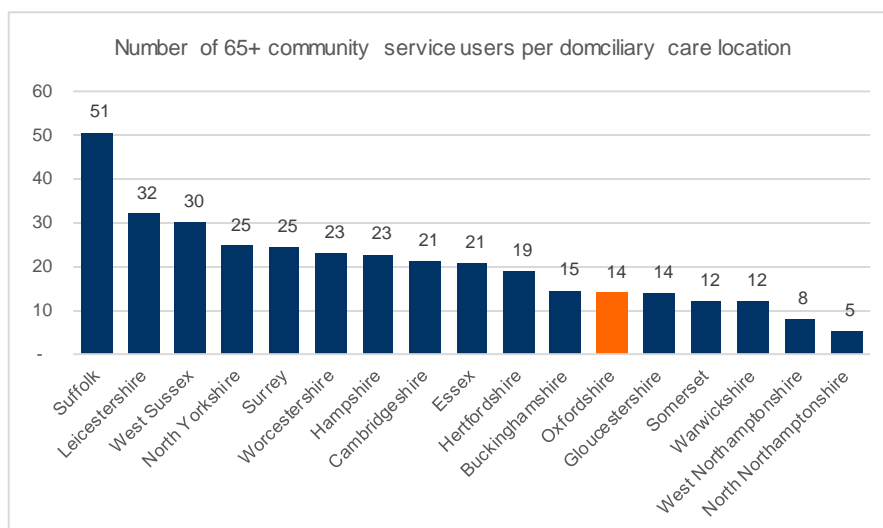


Figure 18 - Number of 65+ service users receiving community-based support in the year

(Source: CQC data February 2023, SALT data 2021/22)

At the 6 March 2023 for all community and hospital pathways there were 382 people were waiting for care post assessment,. Most people waiting were in Oxford City

	Care Homes	Home Care	Total	
			No	%
Cherwell	6	28	34	17.8%
City	29	18	47	24.6%
South	18	16	34	17.8%
Vale	19	22	41	21.46%
West	8	27	35	18.3%
Oxfordshire	80	111	191	100%

Figure 19 - OCC Performance and Information (Social Care), March 2023

As at (7/03/2023), there were 17 clients, 298.25 hours actively being sourced for home care. On the hospital pathways there were:

Pathway	Hours
Hospital Acute	122.75
Hospital Community	96.25
Hospital Hub	45.5
Hospital Hub – Winter beds	42
Hospital MH	4

Figure 20 - OCC Brokerage, Oxfordshire Health, Education and Social Care (HESC), March 2023

In 2021, the council recommissioned home care services through an innovative five-year Live Well at Home contract, integrating reablement and home care across the five zones

of the county, with set hourly rates and reablement episode fees. Four Strategic Providers were appointed to work in Oxfordshire with a Home First multi-disciplinary team hosted by the Council. They are supported by shadow providers for each zone and underpinned by a framework of 'zonal' providers across all areas. A key purpose was to develop resilience and improve the sustainability of our local care market.

The LWAH model was designed to create:

- A seamless service across reablement and long-term care, allowing us to avoid changing care providers as people transition from reablement to long term care wherever possible.
- A focus on building on people's strengths to maximise their independence within their own home and community.
- A contract funding model that promotes stability of the workforce by incentivising providers to recruit staff on salaried contracts (as opposed to casual hours) and offer long-term training and career development to their teams.
- During 2022 the Strategic Providers have encountered significant recruitment and retention challenges in spite of the stable financial model. However, the number of providers joining the framework has risen from 18 at its inception a year ago to 70 as of March 2023.

Diversity

70% of the home care providers in Oxfordshire are small, with fewer than 4 locations nationally and 60% only have a single location, in Oxfordshire. 26% of providers are large, with more than ten domiciliary care locations nationally.

As noted above in relation to care home provision, Oxfordshire has a range of preventative services (Oxfordshire Way), including support at home and assistive technology and supported housing options for people who are unable to manage in their own homes.

Quality

Overall quality of domiciliary care provision in Oxfordshire is reasonable, with 66% of the 138 registered domiciliary locations in the County rated as Good.

Overall Rating	Percentage of Locations
Outstanding	10%
Good	80%
Requires improvement	12%
Inadequate	1%

Figure 21 - Overall quality of Domiciliary Care Locations. Source: CQC Data February 2023

Workforce

As with the care home workforce, there are considerable pressures on the home care employment market. For providers, there is a strong upwards pressure on wages to compete with other sectors, particularly as the cost-of-living increases. This will result in strong pressures on the local authority to increase home care rates. Travel costs for care workers providing domiciliary care in rural areas has been flagged as a particular issue, although providers have expressed this as a serious problem in all areas. Combined with the overall cost of living increase, and reports of staff leaving their roles due to fuel prices, providers face higher vacancy rates across the county. Longstanding challenges linked to market capacity in rural areas (particularly Vale and West) have meant longer waits for care.

The council has brought together care providers at Workforce Round Tables to explore how we can collaborate to improve attraction, recruitment, and retention, drawing on colleagues with a range of expertise on related themes such as the economy, values-based recruitment, overseas recruitment, sustainable travel, and employee rewards schemes. We have also used Workforce Recruitment and Retention Fund (WRRF) to support initiatives on carer wellbeing and welfare.

Section 2: Assessment of the impact of future market changes between now and October 2025, for each of the service markets

Impact of charging reform on the market

The charging reforms are likely to have significantly less of an impact on people aged 18-64 because a large proportion of these services apply to people with long term disability. The Government's own impact assessment on the reforms was unable to determine a reliable figure for the number of people self-funding their care.

New cost of care

The median Cost of Care rates are significantly higher than the fees currently paid by the Council. In order for these rates to be sustainable for the Council, increases in fee levels over time will need to be matched by funding from government and linked to measures that reduce long term demand including alternative models of care.

Lifetime cap on care and means test for over 65

Based on the median nursing home CoC rate of £1,380, less a provisional reduction of £200 for notional hotel costs and £209.19 for funded nursing care, an individual self-funding their nursing home placement would take 84 weeks to reach their care cap, less any period paying for eligible home care in advance. The median length of stay in 1,440 permanently funded care home places was 101 weeks for all residents on the survey date, and 62 weeks for the 429 residents who died within the year. Length of stay is falling in Oxfordshire care homes for people placed by the council, reflecting the goal of maintaining people's wellbeing and independence for as long as possible. It is anticipated that a reducing proportion of residents entering care from 2023 will reach the care cap.

Lifetime cap on care and means test for people aged 18-64

The charging reforms are likely to have significantly less impact on people aged 18-64 because a majority of these services apply to people with long term disability. The Government's own impact assessment on the reforms was unable to determine a reliable figure for the number of people self-funding their care.

Most people between 18-64 will reach the care cap, but the impact on the costs to the local authority is expected to be relatively limited. The most likely impact is on people who have become disabled later after the age of 18 and are funded from insurance or pensions.

18(3) - self-funder

There is a large self-funding market in Oxfordshire in terms of care home and home care provision. An estimated 55% of people receiving social care services are self-funding, it is probable that there will be a rising number of people asking the authority to arrange their care, which, if arranged at the median fee rates, is likely to reduce income for care home providers from self-funders.

Average property prices in Oxfordshire are £462,000 so it is likely that most people who own their home before entering care will reach the care cap before their assets fall below the £100,000 Upper Capital Limit.

Impact of inflationary pressures

These are the substantially the same risks as for 65+ care homes above, with the exception of some domiciliary care specific issues:

- For individuals with care needs, people may seek a care home placement earlier than previously to avoid the costs of food, heat, and light in their own homes. This is likely to be a particular impact on care homes where the home will cover these costs. It is not clear whether the cap on hotel costs will be adjusted to reflect these increased costs for care homes. People receiving domiciliary care in their own homes are likely to have rapidly increasing needs where they cannot afford to eat or heat their homes adequately. This is recognised in public health analysis and is the driver for winter warmth / warm homes initiatives.
- For care workers, the rising cost of living will impact on the affordability of wages in the care sector, particularly if the national living wage does not keep pace with inflation. This may increase the pull towards other employment sectors, away from care, exacerbating existing staff shortages. For domiciliary care workers, the combined increase in the cost of living generally and increased fuel costs is likely to lead to a higher level of turnover and more people leaving the care sector to work in employment sectors where wages are higher.
- For providers, they will face increased demands for wage increases from staff and increased costs of running services. The risk of higher turnover in staff will see providers making greater efforts to enhance overseas recruitment. For home care services, there will be a direct impact of supporting vulnerable service users who cannot afford to eat or heat their homes adequately. This will lead to pressure on local authorities to increase both home care and care home fee rates.
- The council uplifts fee rates each year to take account of inflation and ADASS / LGA advice. Broadly, these uplifts are based on four factors: The National Minimum Living Wage and the 'real living wage'; the CPI in September; specific one-off government announcements such as NI contributions; building and transport related costs. This methodology will be less reliable in the context of significant fluctuations in inflation over time and the differential impact across types of cost.
- The local authority will be directly impacted by each of these factors, alongside increasing costs of running all Council services.

Overview of strategic risks

The key risks are:

- Unfunded cost increases in care home and home care provision based on the median costs. Based on care home costs an increase of £150 per week average for 1,440 permanently funded care home places would cost £11.2m a year.
- The cost-of-living crisis which will impact staff recruitment and retention for care homes and domiciliary care providers, increasing pressure for wage increases. Workforce was the greatest challenge in recent years in Oxfordshire, prior to the cost-of-living crisis. We have held a series of Round Tables with partners across the sector to share successful approaches and provide briefings from external experts.
- Increased demand for care services from people who are unable to eat or heat their homes adequately, particularly in those areas where there are pressures on staffing.
- Increased pressure on the council infrastructure with earlier demand for Care Act assessments, financial assessments, and brokerage. There is also likely to be an increase in complaints and general enquiries requiring additional resources to respond.

Section 3: Plans for each market to address sustainability issues, including fee rate issues, where identified.

There is potential to increase the use of home-based support and reduce commissioning of care home places. However, the rural nature of the County and the impact of cost of living increases on rural home care workers means that the costs of home care might be higher than care home placements.

Cost of living pressures are likely to work against attempts to increase the amount of home-based care because of the impact these have on people with care and support needs and care workers.

In 2022/23 Oxfordshire was allocated £1.5m of the £162m, with up to 25% available to complete the exercise and to strengthen the internal commissioning and contract management capacity. The funding has been applied within the terms of the grant and was mainly used to contribute towards the uplift of 6% awarded in 2022/23 to the majority of provider rates. The 6% uplift will be maintained for future and subsequent years.

In 2023/24 Oxfordshire will be allocated £5.4m of the £562m. This is an increase of £3.8m from the amount received in 2022/23 and therefore reflects the additional budget available to be allocated. This has enabled us to increase the annual uplift by 1% for providers beyond the amount set aside in the Council's Budget.

At the Autumn Statement in 2022 it was announced that the grant would increase by a further £283m to £683m nationally in 2024/25, assuming the same share of the funding it is assumed that Oxfordshire would receive an additional £1.1m, at this time this funding has not been confirmed or allocated. The median cost of care calculated in the exercise is not currently affordable within the grant awarded to the council, and therefore it is not possible to move to paying this immediately.

As part of the fee uplift for 2023/24 from 1 April 2023, the council has applied an uplift of 9% to all services operating within Oxfordshire whose current rates are within the ceiling thresholds. The 9% uplift is based on:

- Reflecting the increase in National Living Wage (NLW) on April 1st of 9.7% typically applies to 70% of provider costs.
- Reflecting the Office of Budget Responsibility forecast Consumer Price Index 2022/23 of 9.1% applies to 30% of costs.
- The National Insurance Health and Social Care Levy increase of 0.5% was applied in 2022/23. We have removed this following tax changes announced in November

We are looking to streamline our capacity so that we have better occupancy which would ensure the workforce is better deployed and we are looking to free up resource around reablement and domiciliary care. We already have a strong approach to good rates of pay for our staff.

Sufficiency and Diversity

- Take forward a median based on 90% occupancy minimum to inform the fee setting process and the actual cost of care
- Invite providers to help develop our approach to adjusting for fixed and variable costs
- Investigate the number of nursing hours which currently stands between 12-13 hours per resident per week in Oxfordshire
- Further exploration of the oversupply of care home beds across the county which the council is seeking to address in the coming years
- Achieve higher occupancy in the more viable homes
- Continue the use of contractual annual fee review and uplift methodology to address costs within available revenue resources.

- Regular care market dialogue and forums to shape and explore any issues, including regular engagement with care providers regarding their business intentions.

Quality

- Continued application of Council's quality monitoring process to drive up quality in the market.

Workforce

- Refresh the ASC Workforce Development Strategy 2023- 2026 to ensure it is reflective of the current market challenges and opportunities to attract recruit and retain staff.

(a) 65+ care homes market

Vision and strategic direction

The vision for the care home market is expressed through our overarching objectives set out in the Health and Wellbeing Strategy, the Prevention Strategy, and the Oxfordshire Way: we want the people of Oxfordshire to live well in their community, remaining fit and healthy for as long as possible. This means that as the number of older people rises in future, we expect more and more of them to live independently or with less formal support and greater community connection.

There is potential to increase the use of home-based support and reduce commissioning of care home places. However, the rural nature of the County and the impact of cost-of-living increases on rural home care workers means that the costs of home care might be higher than care home placements.

Cost of living pressures are likely to work against attempts to increase the amount of home-based care because of the impact these have on people with care and support needs and care workers.

- *Local authorities may also want to outline any further actions to improve market sustainability, which may include actions to improve capacity and waiting lists/times, supporting discharge, and workforce conditions, expanding use of technology and innovative models of care.*

Adult Social Care (ASC) Digital Strategy

We have an ASC Digital Board which is progressing our ASC Digital Strategy with a key focus on digital first, whilst ensuring we support digital inclusion and maximising our digital offer through innovation and implementation of wider technology to meet the changing needs of our residents.

Assistive Technology

Oxfordshire County Council's dedicated Innovation Hub (iHUB) is working with the council's adult social care team, as well as NHS partners, to pilot and develop a healthy ageing initiative. Using technology created by digital medicines experts CONNECT Care, the pilot is designed to improve health outcomes for patients while easing hospital discharge rates and reducing re-admissions

The healthy ageing initiative pilot will provide the support needed to reduce these risks, helping older people confidently and safely manage their own medicines at home. This support will come in the form of an initial face to face appointment with the individual as they are discharged, to create a personalised schedule for when they should take their medicines.

Individual patients will then be given a CONNECT Care 'smart' medicine storage box, which uses flashing lights and buzzes when it's time to take a dose and can even send texts to the patient's phone or a family member if doses are repeatedly missed. This means patients can benefit from technology that keeps them on track and is bespoke to them.

This is an example of how Oxfordshire is leading the way working innovatively, supporting individuals to be discharged from hospital putting patients first and easing pressures within the health and social care system. By working as one team, sharing the vision of The Oxfordshire Way, and taking a strength-based approach to identify opportunities that can really make a difference, we are using digital solutions to assist residents to live well, within their own homes for longer.

Funding priorities for the next 3 years

- Support of the market to ensure provider stability - targeted support to avoid unplanned provider market exits.
- Wider market engagement with providers to agree a long-term strategy on fees and commissioning
- Working with care home providers to develop a market based on supporting people with complex needs towards the end of their lives, which means shorter care home placements and greater joint working with the ICS - particularly impacts on the provision of nursing care, step-up / step-down services, reablement and assessment.

Allocation of resources to support market sustainability and market shaping

- Relative fee rates - Oxfordshire rates are comparatively high
- Developing a Dynamic Purchasing System and framework for care homes
- Working towards increasing the average occupancy rates in care homes
- Strategic commissioning resources are deployed to engage regularly in dialogue with the sector as a whole and with individual providers, including managing exits from the market where necessary
- Publishing commissioning intentions to support business initiatives
- Targeting workforce resource to people who most need support, maximising informal and VCSE support to help people stay independent and connected
- Council leadership on cost-of-living crisis for whole population will also benefit people working in the care sector which is comparatively low paid.

Evidence of joint working with providers to develop and agree provisional MSPs

Throughout the Cost of Care exercise, including during the preparatory period before it started, we have worked with our care association partners, our provider forums, Laing Buisson, and individual providers to raise awareness of the ASC Reform Programme and the government agenda. This was done to support full engagement in the exercise, aiming for very high return levels, making clear the significance of gaining the maximum possible intelligence to determine the findings about the cost of care in Oxfordshire. We understand we have gained a comparatively high return rate in relation to other council areas.

We included the Oxfordshire Association of Care Providers and Healthwatch Oxfordshire in the CoC Project Board to ensure transparency of the process and seek their views on wider market engagement. It was not possible in the time available to conduct more

meaningful co-production of the draft MSP, nor to share the preliminary findings of the CoC exercise due to the unreliability of the output in certain aspects.

Subsequently, between 12 January and 20 February 2023, the Market Sustainability Working group invited care providers to attend one of the four Care and Support Market Sustainability workshops, this was to start engaging with care providers and ask for their contributions to help shape the refreshed Market Position Statement for 2023 - 2024 and the final Market Sustainability Plan and define future requirements and commissioning intentions. Officers engaged with care providers through a series of virtual workshops to shape the final market sustainability plan as well as to refresh our Adult Social Care Market Position Statement for 2023-2024 which sets out for current and prospective providers our current local context, what is likely to change and where there may be future opportunities..

A market sustainability feedback session was held on 6 March 2023, where a draft market sustainability action plan was shared with care providers, this detailed the feedback they had provided during the four-market sustainability planning workshop events. This plan will evolve as we continue to work alongside care providers to address any challenges and identify opportunities and innovative ways to deliver care and support and sustain the care and support market in Oxfordshire.

Market Sustainability Strategic Priorities and Objectives

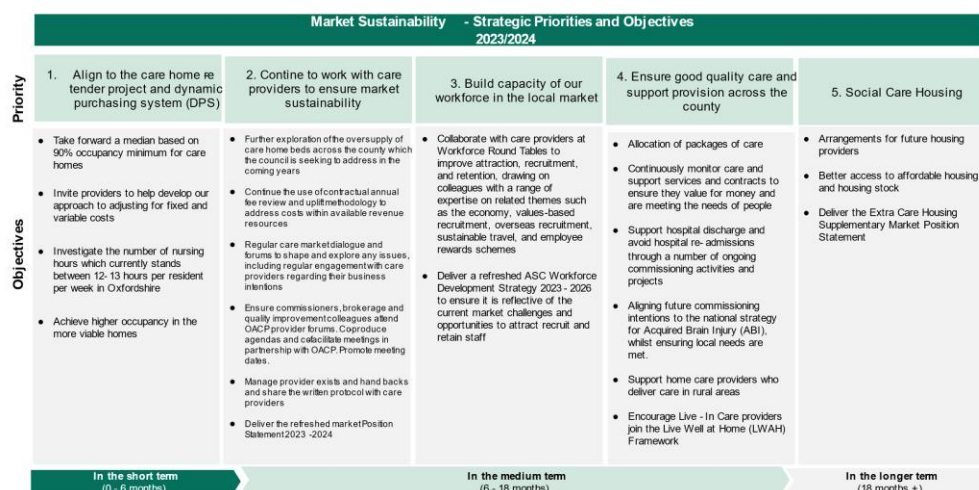


Figure 27 - Market Sustainability action plan - March 2023

(b) 18+ domiciliary care market

Vision and strategic direction

Oxfordshire already performs well on the provision of community-based support for people aged 18-64, including Direct Payments. For older adults, the picture is more mixed.

Cost of living pressures are likely to work against attempts to increase the amount of home-based care because of the impact these have on people with care and support needs.

The vision for the home care market is expressed through our overarching objectives set out in the Health and Wellbeing Strategy, the Prevention Strategy, and the Oxfordshire Way: we want the people of Oxfordshire to live well in their community, remaining fit and healthy for as long as possible. This means that as the number of older people rises in future, we expect more and more of them to live independently or with less formal support

and greater community connection. This is also our expectation for younger people with disabilities and long-term health conditions.

Oxfordshire already performs well on the provision of community-based support for people aged 18-64, including Direct Payments but provision is limited outside of urban areas. For older adults, the picture is more mixed.

Cost of living pressures are likely to work against attempts to increase the amount of home-based care because of the impact these have on people with care and support needs.

Funding priorities for the next 3 years

There is a need for wider market engagement with care home and domiciliary care providers to agree a longer-term strategy on fees and the longer-term provision of care and support.

- Support of the market to ensure provider stability - targeted support to avoid unplanned provider market exits.
- Increasing the provision of community-based supported housing and supported living for all client groups.
- Joint working with the ICS on the provision of community support services for people aged 18-64, particularly younger people with disabilities entering adult services, people with mental health problems and people with autism.

Market Sustainability Planning Provider Engagement

Purpose

The Market Sustainability Working Group engaged invited care providers from the following sectors:

- Care Home
- Home Care
- Extra Care Housing
- Supported Living

The engagement was an opportunity to hear from care providers about their challenges and opportunities as a care provider in Oxfordshire and help inform the Market Sustainability Plan for 2023 -2026.

Methodology

The period of engagement took place between 19 January 2023 through to 20 February 2023, with a feedback session planned for 6 March 2023. This report summarises the views and opinions obtained by Market Sustainability Working Group from care providers during this period. Set out below are the direct comments from providers from each of the workshops which have not been edited apart from the removal of individual names.

First Workshop - 12 January 2023

Provider Feedback

Provider - Would like us to consider Live In care agency and raise awareness with self-funders and in the community for rehabilitation at home as well as people with complex needs. Would like to have a conversation with someone in OCC to raise awareness and about the work they do and build a relationship and reconnect with OCC.

Provider - The starting point needs to be we need to have a conversation about a realistic understanding of Oxfordshire's market place. At the moment the solutions feel like a 'one size fits all' solution. The reality is Oxfordshire has low unemployment and very few carers who are available and the clients are geographically spread out. OCC hampers itself and providers by not recognising that it is a rural market place in Oxfordshire. By having a 'one size fits all' it make its very difficult for providers to support in picking up the isolated and rural clients. We need to structure the solutions around the market place. How to structure what you are asking us to do in a wide spread environment and consider the time and cost of this.

Provider - As part of the market sustainability work is there any thought about phasing out older housing stock that is not fit for purpose or housing stock that could be renovated?

In addition, has OCC given any thought to the arrangements when existing or future housing providers come into the market to avoid costs and loss of support income when people move out?

Provider - Why does care have to be time based it's not cost effective; we end up losing money. Could we look at task-based payments for domiciliary care instead.

Provider - There's an issue with supply and demand. In Oxfordshire there isn't the supply at the moment for people we need to bring into the care industry. A lot of providers are working within overseas recruitment. Also, they are having to rely on charities and grants. There is a fundamental problem in the market place, as the offer is not sufficient. This needs to be looked at and it's a question of can we afford it or can't we afford it. We need to get to a point where we agree what we need to do, and this is how much it is going to cost us.

Provider - Regional Manager support four homes across Oxfordshire. Recruitment is a real issue in Oxfordshire, also custom housing is expensive, and we are stealing from each other to recruit often. Have a robust overseas programme and support the homes they got, but still have gaps in recruitment.

We have housing elements which have accommodation for staff that provide a stable environment, however staff that move because of the cost of living and because it is so much cheaper in the north of the country, even though you provide a stable community and infrastructure around them it still comes down to the cost of living.

Provider - With regard to overseas recruitment in domiciliary care, there might be a perception that this is cheaper for providers for getting staff from abroad. It actually cost £2 more than recruiting staff in the UK. We also need to do a lot of induction work in the first couple of months for overseas staff.

Provider - We take on a lot of risk every time we take staff from abroad, as we have to offer them full time hours and guarantee salaries and have to pay for their travel time and what we need to look at is how OCC can support us with overseas recruitment, as we need to make sure staff are fully employed and that makes it much more cost effective for us and reduces any downtime.

For example, if I employed a member of staff in a care home I could offer them full time hours, however this is different in domiciliary care, because we get paid for half an hour or however long the visit is and then staff have to travel to their next visit plus, there may be gaps until the next visit. How do we fill the holes up to reduce the risk to providers?

If OCC are looking at better access to affordable housing in Oxfordshire, can we make sure the accommodation package are spread across the county.

Provider - There is a housing developments who are offering £15,000 off if you are a key worker. I have a blue light care and I am encouraging staff to have the card, however there are some organisation who are refusing to accept the blue light card unless you can show that you work for the NHS - JF asked to email him the organisations details.

Second Workshop - 19 January 2023

Provider Feedback

- Feels like the commissioning intentions are repeating themselves.
- There are challenges with asking Nursing Homes to do more. It is difficult for care home providers.
- Resourcing of staff is difficult and recruiting quality staff.
- Rural areas for Homecare providers are difficult as need to cover for mileage and the set rate does not cover for this. Cost of living has increased, and staff/providers are struggling as the set rate doesn't cover this.
- Overseas recruitment. May be better for providers who are large organisations. People are recruited from overseas but then go over to another provider or the NHS as the pay is better. Housing is very expensive, and it can be difficult to find housing for people. Providers are having to pay a lot of money upfront which impacts on them. There is a big commitment for providers as they must train staff, pay for housing / loans, pay for flights, etc.
- Some providers are doing sponsorship in this country, this is mainly for people who are from overseas and their visas are due to end. There can be a lot of due diligence checks which need to be completed which can be both timely and costly.
- Providers do not feel that they are getting support from Government and that OCC need to keep saying this and raising concerns with Government on their behalf.
- Providers are losing staff to the NHS and feel that this is due to the pay and opportunities available.
- If providers keep losing staff or cost of living keeps increasing this will impact on the quality. Providers want support from OCC to help manage this.
- If everybody gets it right, it is a good opportunity to get the workforce right. Providers need to be able to support staff to develop and progress in their careers.
- One provider example: Could instantly recruit to support a person when the pay was increased. Prior to this the council were paying for agency staff to cover at a higher rate, yet if the rate paid to the provider had been slightly higher, they could have recruited to the post. The provider could have still helped the council to save some of the money they were paying initially for the agency cover.

Initial discussion about Live-in care and ECH not being thought about well in terms of supporting people to live independently and to support the Oxfordshire Way when looking for options to support people in crisis.

LD and working age adults often come second to the needs of older people- that's how it feels at times. Reference to providers wanting to get back to the pre-Covid days of really good joint working, face to face events etc. This was echoed by all providers in the room.

Funding must be adequate to deliver quality.

Communications - OACP are carrying out comms survey. WG explained that he was mapping comms and interested to hear how we can communicate better across the sector (both outgoing comms from OCC and how providers can communicate clearly).

Provider - the length of contracts is too long, for example the LWAH is a 5-year contract to run and is performing poorly. These contracts are pushed through without consultation with providers. Is the contract being remodelled in any way etc.

Provider - OCC don't have funds to really support the rest of the market, this is something providers have raised before, clearly contract failing, but no time for us to revisit this - is this something we're considering? *Staff member responded that they are aware of the contracts and are starting to think about the future of the contracts.*

Provider - ideally something to look at as a service development opportunity as a contract closed for the next 3 years – what are the thoughts for the contract going forwards – contract doesn't help with sustainability

Provider - I have been doing this 20 years, it's a revolving door, we are listened to but not acted on. The Council never seems to learn from previous experience. There are personnel changes, but providers see the consistency. What would work is proper engagement and listening to provider

Provider - negotiated the original contracts, looked at DPS contract when originally developed 5 yrs. ago, managing partner average fees were £1,500 wk. dementia specialist home, review the fee regardless of source of funding, when we talk about joining the DPS, but would never join with OCC and would not contract with OCC unless they pay the fee, OCC used to purchase lots of beds but no longer.

Provider - fee review clause is fundamental; OCC's are not a good strategic partner. If I am going to invest 100k in a residential bed, don't rely on the council to fund it. Unless they have the right contracts and the right price.

Provider - asked what's quality, it's measures quality as a deviation from the specification. Hospitals are being blocked because OCC won't pay, there is plenty of opportunity to buy, so there shouldn't be the pressures in the system widely reported. The fair cost of care exercise provides a description of the cost of care, this feeds into the exercise, what comes out, nothing as OCC don't engage, or OCC don't believe providers.

Provider - agrees about the pricing points, a big change in the council in the last 2 years was that there was not a successful restructure. Previously knowledgeable people - only just recently the council has recognised this hasn't worked - believe there's a move towards transactional relationship instead of engagement with the portal requirements evidencing this - believe it's a move towards transactional relationship. Covid a consideration.

Provider - need to be a move forwards building trust. There is a waste of contracts on an industrial scale, and it smacks of mismanagement. Now having to manually manipulate data to work in the portal makes it harder on providers but easier on the council. Has 3 different contracts and it's an admin burden, there should be a single contract rather than 3, 4, 5, 6 contracts with additional burden, there is a lack of

bandwidth i.e., lack of people with experience etc. but lack of opportunity to present ideas and a true relationship is equal relationship with providers, OCC needs us and providers.

Provider - sessions like today are helpful - when we are told we're getting the opportunity to engage, the meetings are not good, there's no agenda and it feels it's just an exercise where providers come along and be talked at - a tick box exercise.

Provider - good resource and care not being used. What does a quality conversation look like, well it's this - breakout rooms!

Third Workshop - 6 February 2023

Provider Feedback

Provider - As an ABI provider we don't fit into OCC's frameworks i.e., Live Well and Age Well. ABI is specialised, it's a condition it doesn't discriminate, it covers all age groups. It touches on all areas; it's really thinking about where we fit in.
Staff member to pick this up.

Provider - Live in Care is seen as Cinderella care. We cover all age groups; this entails covering people with neurological problems and also behavioural difficulties. Is keen to be part of the conversation and the potential resources both for social services, CHC and self-funders, so that people know there are other options there.

Provider - How will we support hospital discharge and avoid hospital admissions?

Provider - What is OCC planning around the support for safeguarding teams and social workers and expanding this. If people have safeguarding issues and can't be supported, as a private provider we rely on the council to support us with safeguarding concerns and for social workers to support us to making these decisions. If we are already struggling with staff shortages, how are we going to expand this.

Fourth Workshop - 20 February 2023

Provider - it looks OCC are pushing for more extra care housing when we are already struggling to recruit staff in domiciliary care

Provider - would like OCC to share the DHSC grant allocation for the cost of care and how this will be spent.

Provider - OCC did a Valuing Care exercise a couple of years ago and this had a 45% return rate and OCC used this to set the contract rates. Why does OCC have concerns about the 50% return rate from care homes.

Provider - housing sustainability and reference to supported living, need to ensure we have housing that meets people needs and possible future needs as well. Also, we need to think about the financial positions, where we have a more equitable costs around voids when people move out of a property and how the void costs are shared. We need a better model for one-to-one hours, and we can sometimes lose a proportion

of the core hours. When the accommodation needs some adaption or further work it's difficult to move someone in or make it more attractive and providers are left picking up the financial costs. This is part of the market sustainability conversation of where the cost pressures are in supported living.

Provider - If we look at the Skills for Care data the average vacancy rate in Oxfordshire is about 11 ½ % vs 10 ½ % on average for the country and the turnover rate for our workforce is 45% vs a national average of 30% there are significant problems with workforce. How we recruit, attract, retain, and train staff needs to be a key part of the market sustainability plan. OCC could use the cost of care modelling tool to help increase staff pay.

Provider - as part of the care home cost of care exercise the majority of care providers in Oxfordshire are independent and smaller operators and not larger providers. Relying on larger providers is not relatable to smaller providers as our costs cannot go to a huge head office. Unlike larger providers we don't meet with CQC or the DHSC to have these kinds of discussions. It's good that we do with OCC. Our buying power is different. We have questioned things with OCC and are not hearing back on rates we put in lots of information, and we don't hear anything back from OCC.

Provider - As a domiciliary care provider we have been speaking to OACP which is good but sometimes feels this is not get enough of a voice through to Oxfordshire Council directly. We need more direct communication with the Council.

There is a growing resentment between smaller providers and strategic providers because of quality of care, as we see their CQC reports, and these providers still seem to be getting new packages of care and as a smaller domiciliary care provider we are struggling to get packages from OCC. Even though we respond to the emails from brokers straight away we don't get them as they go straight to strategic providers, this is a quality-of-care issue, as someone is not looking at the quality of some of these providers before allocating the packages of care. Feels like there's a us and them out there. We are not able to pick up packages on a spot basis even though we know there are still pressures in the market.

Provider - Seeing an increasing demand in complexity of needs coming through in tenders and in the people we support. We need staff who can cope with this and the right internal support system with training, this leads back to the recruitment and having the staff with the right training and skills. Is this the pipeline of individuals Oxfordshire is seeing coming through?

Divisions Affected – ALL

CABINET 21st March 2023

Future Highway Maintenance Contract Model

Report by Corporate Director for Environment and Place

RECOMMENDATION

1. The Cabinet is RECOMMENDED to

- a) Approve the preferred model (single provider with greater level of in-house responsibilities and use of frameworks for some activities) for the future highway maintenance contract for Oxfordshire.
- b) Support progression to the next stage of developing and drafting the specification, contract, and other tender documents required for procurement.

Executive Summary

- 2. Following Cabinet approval in October 2022, highway maintenance contract specialists, DMSqd, were appointed to independently lead on a piece of work to determine the most appropriate model for Oxfordshire.
- 3. The outcome of this work has identified the appointment of a single provider was found to be the most appropriate model for Oxfordshire County Council, however, it was also found that both the 'in house and top up' and 'framework' models also presented significant opportunity for the council. As a result, the final recommended model is the appointment of a single provider combined with the increased insourcing of certain functions (like prioritisation and programming of works, customer and stakeholder management and scheme design) and the use of existing frameworks (such as Midlands Highways Alliance framework) to procure higher value schemes and programmes (such as large-scale surface dressing and inlay schemes).
- 4. It is recommended this model is endorsed by Cabinet and for them to give permission for officers to develop the finer details and relevant documentation (specification, contract terms and pricing schedules) required for procurement of this model. Cabinet will be asked to approve the specification and detail of procurement in September 2023 prior to the actual procurement commencing.

Context

5. The existing highway maintenance contract with M-Group Infrastructure (Milestone) is set to expire on 31st March 2025 with no options to extend remaining. Oxfordshire County Council therefore needs to decide on a model for highway maintenance delivery from that date and have undertaken any procurement or recruitment prior to the expiry of the existing contract.
6. Oxfordshire County Council are currently in a 'single provider' contract with Milestone to provide highway maintenance services. The contract was for 10 years from 1st April 2010, with up to a further 10 years' worth of potential extension linked to performance. Due to extensions either awarded or revoked the contract is currently due to end on 31st March 2025 with no further opportunity for extension. The contract was originally held by Atkins, transferred to Skanska and finally transferred to Milestone in 2021 as part of a divestment by Skanska.
7. The current Milestone contract allows for the delivery of the following services across Oxfordshire:
 - Routine maintenance i.e. defects repairs, drainage, highway grass cutting, signs and lines
 - Winter maintenance including gritting
 - Delivery of the capital maintenance/renewal schemes
 - Structures – maintenance and improvement works
 - Small new infrastructure and improvement works > £500k
 - Arboricultural service and support
 - Countryside and PROW maintenance
 - Traffic Management
8. Whilst the 'single provider' model was traditionally a preferred choice for many authorities, given the changing nature of the industry and new Oxfordshire County Council priorities, it is recognised that alternative approaches to highway maintenance delivery should be explored to assess if it continues to be the right approach for Oxfordshire.
9. An initial list of 7 models which may be potentially appropriate for Oxfordshire was developed. These models are detailed below. A list of model type definitions can be found in annex 1.
 - **Private funding** (Private sector finances, builds and maintains infrastructure. Local Authority pays via long-term repayments).
 - **Single provider** (Local Authority contracts a single organisation to carry out activity on their behalf).
 - **Framework** (Local Authority uses a procurement framework to commission maintenance services).
 - **Joint Venture** (Separate legal entity set up by Local Authority and a provider to deliver maintenance services).

- **Multiple Providers** (Use of several specialist providers to carry out specific activities rather than a single provider).
 - **In house + top up** (Maintenance is carried out by in house teams with additional external resources commissioned for specialist activities).
 - **Use of Teckal organisation** (Use of local authority owned provider for activity).
10. To support the delivery of work to date an officer led working group and a joint member / officer steering group has been established. Each group meets on a monthly basis.
 11. An initial high-level review of the options was carried out to measure the performance of each model type against a series of 'critical success factors' (strategic aims of the council). It identified that private funding, joint venture and teckal models did not sufficiently meet these strategic aims and were subsequently discounted from future consideration.
 12. Taking the remaining models a detailed assessment was then completed to measure the performance of the remaining models (which were felt to satisfy the councils strategic aims) against a series of 'operational success factors' to understand their feasibility and deliverability by the council. This assessment identified that the model that individually delivered the most merit was the **appointment of a single provider** to deliver highway maintenance in Oxfordshire.
 13. However, it was also identified that there was significant merit in the greater internal control and resourcing of key areas and the use of frameworks for larger, higher value schemes and programmes to ensure value for money is delivered.
 14. The final recommended model is a hybrid model consisting of the procurement of a single provider to act as the primary partner for the council, but that some key functions, that are currently outsourced such as prioritisation and programming of works, customer and stakeholder management and scheme design and inspection of works (through a Clerk of Works style role), should be subject to increased council control, ownership, and resource.
 15. It is also recommended the Council makes greater use of existing frameworks (such as Midlands Highways Alliance framework) to procure these higher value and complex schemes and programmes (such as large-scale surface dressing and inlay schemes) to help ensure value for money.
 16. It should be noted for some areas like design, whilst it is proposed to insource additional resource and capability, it is also important to ensure an effective design function is allowed for within the contract to be able to respond to demand peaks and to use for highly specialised areas when required. Similarly, it is important that the contract enables the Council to insource additional functions if deemed appropriate during the life of the contract.
 17. An executive summary of the approach and process undertaken including recommendations can be found in annex 2.

18. This preferred approach was also critiqued against the outputs of the member survey which was issued in November 2022 to understand members views around what they would like to see any future contract address and their thoughts on what elements of the existing arrangements they feel are working well and what elements they would like to see changed as part of any new contract. Discussion on how the proposed model addresses Councillor comments raised as part of the survey can be found in annex 3.
19. Engagement with other local authorities and industry delivery partners have also been taking place. The purpose of these engagements are to understand lessons learned (both positive and negative) from both client and delivery partner perspectives and to understand what future industry and governmental trends and assumptions should be considered. It confirmed the recommendation is not out of kilter with what other councils are doing which is:
- Buckinghamshire Council have opted for a hybrid based single provider and council framework model
 - Gloucestershire County Council have opted for a multiple provider model
 - West and North Northants have retained a single provider model
 - Surrey County Council have retained a single provider model
 - Rutland County Council have gone out to procure a single provider model

Proposed next steps

20. Following the approval of the preferred model, the next stage is to appoint specialist delivery and legal resource to support the project.
21. Officers, in partnership with a delivery consultant and specialist legal support will develop a specification and a contract for services to be procured against with the intention of commencing the procurement and issuing invitations to tender in September 2023. Throughout this process industry and local authority engagement will continue to help refine the specification to recognise the latest sector position, ensuring an ambitious, deliverable, and cutting-edge contract can be procured.

Key dates

Activity	Indicative Timeframe
Approval of approach by Cabinet	Oct 2022
Investigation and development of preferred model	Oct 2022 – Feb 2023
Approval of preferred model by Cabinet	March 2023
Development of specification/s to support model	April 2023
Approval to procure preferred model by Cabinet	Sept 2023
Launch of procurement	Sept 2023
Closure and bid evaluation	Jan 2024 – March 2024
Appointment of contractor/s	March 2024
Mobilisation of new contract	April 2024 – March 2025
Launch of new contract	April 2025

Financial Implications

22. Due to the scale and complexity of the project it is expected external specialist delivery consultancy services will be required for elements of the project. It is estimated general consultancy support will cost around £250k. In addition to this, specialist legal advice will be required which is estimated will cost between £50k and £160k depending on the specifics of the contract type and procurement undertaken.
23. In October 2022, Cabinet approved funding to address the need for additional consultancy support. An extract from the budget agreed by the Council in February 2023 demonstrating this below. A total of £400k over the 2-year project duration (2023/24, 2024/25) has been approved, with additional funding removed from 2025/26.

Reference	Description (2022/23 Budget)	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
24EP3	Additional temporary resources and expertise to support the exploration and delivery of a new highways maintenance contract from the end of March 2025	150	100	-250	0

24. There is a small risk of a potential cost pressure against this budget as levels and cost of support is confirmed. If this does occur, then it is expected that any additional cost will need to be absorbed by the services baseline budgets - meaning a reduction in 'revenue' maintenance work on the ground taking place or through any overachievement in income targets.
25. Due to cost pressures and uncertainty of future grants and budgets, the contract will not offer guaranteed levels of spend. As part of the procurement exercise previous years spends and volumes of works will be presented for indication but will not be committed to.

Comments checked by: Filipp Skiffins, Assistant Finance Business Partner

Legal Implications

26. Any procurement exercise to appoint professional services to support the project, and to procure the new highway maintenance contractor, including any associated contracts, will be completed in line with all relevant legislation and guidelines. Due to the scale and value of the contract/s being procured a member of the legal team has been appointed to the project team and will work alongside any externally appointed legal advisers.
27. Due to the complex and very specific nature of a long-term highway maintenance contract, specialist external lawyers are likely to be required to support the inhouse lawyer in the development of the contract and to work in conjunction with the appointed delivery consultants.

28. As the 'Highway Authority' for Oxfordshire, the procurement of a new highway maintenance contract/s is essential to ensure Oxfordshire County Council meets its obligations under section 41 of the Highways Act 1980 to maintain highways which are deemed 'maintainable at public expense'.

Comments checked by: Jayne Pringle, Interim Principal Solicitor – Contracts & Conveyancing

Procurement Implications

29. Any procurement exercise to appoint professional services to support the project and new highway maintenance contractor/s will be completed in line with all relevant procurement policy and guidelines. Due to the scale and value of the contract/s being procured a member of the procurement team will be appointed to the project team and will own the procurement elements of the project.
30. To support the recommended approach a detailed procurement strategy to deliver has been developed (at annex 4). Whilst a restricted procedure is considered to be the most appropriate, as well as being the timeliest and cost effective, the use of alternative procedures, such as competitive dialogue with negotiation, will be considered and discussed with external advisors when developing the legal and technical requirements.
31. It should be noted that legislative changes to the procurement regulations will come into effect Sept 2023, and the specific timings of the tender will need to be taken into consideration with regard to the project programme and risks.
32. Social value is at the heart of all Oxfordshire County Council procurement exercises. For procurements associated with this project, significant weighting will be placed on ensuring contracts deliver the Councils social values.

Comments checked by:

Melissa Sage, Head of Procurement & Contract Management

Staff Implications

33. Due to the scale and complexity of the project is a need to appoint an additional and dedicated subject matter expertise on a fixed term / consultancy basis to advise on the type, scale and scope of the model / contract/s we may wish to procure. This is across Highways, Procurement and Legal.
34. Should the preferred model be approved it is likely there will be some potential TUPE of staff relating to additional activity or functions undertaken by the county council, the bulk of staff transfer will be from Milestone to the new single provider.
35. The wider project team will be internally resourced from both within the directorate and corporate centre.

Equality & Inclusion Implications

36. It is not anticipated the procurement of a new highway maintenance contract/s will impact negatively on any 'protected characteristics' groups, nor on the armed forces, carers, staff, other Council services or providers. There is an opportunity through any procurement to positively impact rural communities and areas of deprivation.

Sustainability Implications

37. A climate impact assessment has been completed prior to this papers submission with the following results produced. Any future contract will look to ensure adoption of the latest technologies, innovations, and practices to reduce carbon where possible. A Climate Impact Assessment has been completed for the proposal which shows a net benefit of +13.

Risk Management

38. The procurement of a new highway maintenance contract/s offers many opportunities for Oxfordshire County Council by ensuring any selected model is appropriate for the current and perceived future challenges for the council.
39. Failure to award a new contract/s holds significant risk for this project, failure to do so by 31st March 2025 will potentially leave Oxfordshire County Council without a highway maintenance contractor to fulfil our maintenance obligations. To minimise this risk the project has been established well in advance of this date to enable a robust assessment and procurement process to take place.
40. A detailed risk and issue log has been developed and is being actively managed by the officer led working group. Key risks will be escalated to the steering group and added to the corporate register where required.

BILL COTTON

CORPORATE DIRECTOR FOR ENVIRONMENT AND PLACE

Annex:

- Annex 1 – Model type definitions
- Annex 2 – Service Delivery Models Executive Summary
- Annex 3 – Response to Cllr Survey
- Annex 4 – Procurement Strategy

Background papers: None

Other Documents: None

Contact Officer

Paul Fermer (Director of Highways and Operations)

Phil Whitfield (Principal Officer – Service Improvement)

March 2023

This page is intentionally left blank

Model type definitions and descriptions

Private Funding	Similar in most respects to a Private Finance Initiative which are long in duration and pass asset and service responsibility to the provider.
Single Provider	Most service transferred to private sector partner. Client retains some elements of service such as strategy, performance management etc. A common approach is for the highway maintenance services and the design services to be procured separately, e.g. a term contractor and a term consultant.
Framework	Assumes more than one provider with similar skill set to allow mini competitions to be held for appointment against work packages.
Joint Venture	Exhibits attributes of an incorporated joint venture. i.e. Is a separate legal entity. Very small client function retained in the local authority for contract management purposes.
Multiple Providers	Authority procures individual services from different providers such as routine highway maintenance, technology assets, street lighting, design services etc. Client retains some elements of service such as strategy, performance management etc.
In-house + top up	Simple top-up arrangement to fill gaps/weaknesses in the client team. The amount of highway maintenance function remaining with the client depends on how much top up is involved, be it single or multiple providers. Note: An option for In-house has not been included here as in reality the model does not exist. All councils in England who use the in-house title for their delivery model always outsource a number of specialist elements of the highways service that often includes the high spend items on surfacing and surface dressing.
Teckal	Assumes very limited and ad-hoc input from the private sector but likely to sub-contract major spend on surfacing schemes.

This page is intentionally left blank



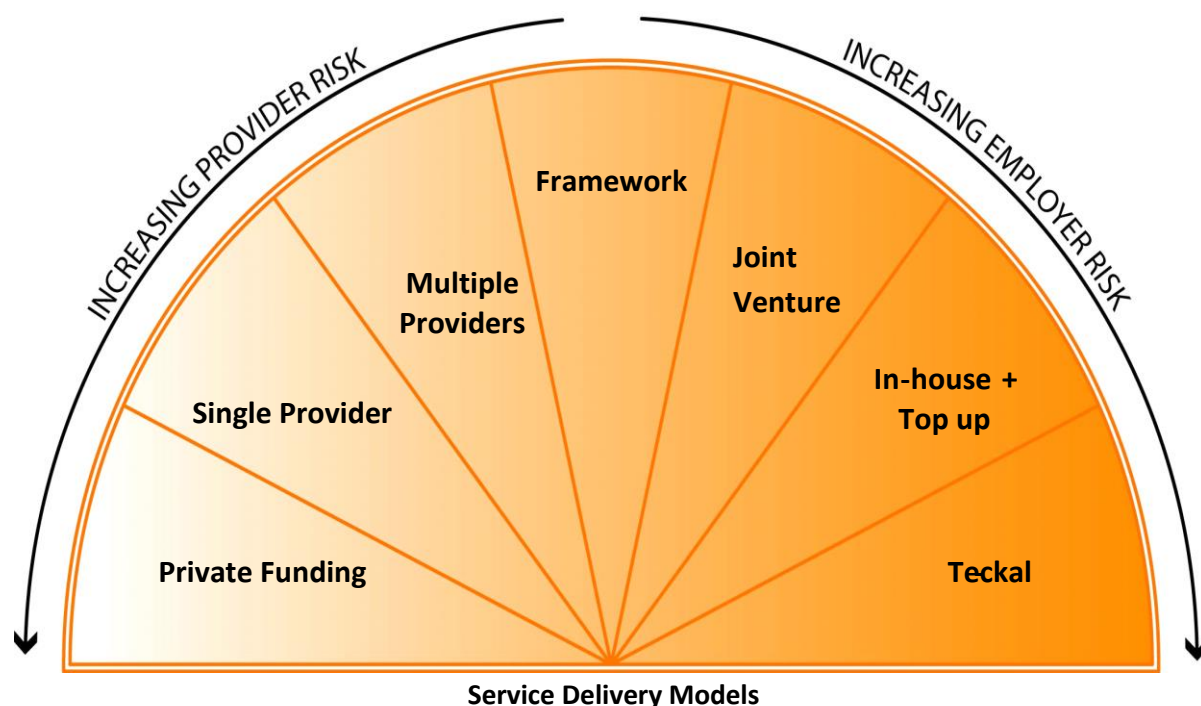
Service Delivery Models

Executive Summary

Phase one

OCC commissioned an experienced and well-respected consultancy to work alongside Officers and Members to evaluate service delivery options for the highways term maintenance contract which is set to expire on the 31st March 2025 with no option for extension.

Initially a long list of options was drawn up along with the key attributes of each model. The models included:



Phase two

Each model above was considered in turn against how they could potentially meet a series of critical success factors (CSF's) as determined by OCC. The CSF's were as follows:

- How well does the model fit with OCC Strategic Priorities
- To what extent does the model allow OCC to optimise opportunities
- Is the model economic, efficient, effective and transfers risk appropriately
- Considering OCC constraints how achievable would it be to implement the model
- Is there sufficient capacity, capabilities and appetite in the market to deliver the model
- How affordable would the change be
- Can the model prove fit for purpose over the length of the contract

From this assessment a shortlist of models was identified to take forward to the next stage of evaluation.

Phase three

The shortlisted models included:

- Single Provider - most service transferred to private sector partner. Client retains some elements of service such as strategy, performance management etc. A common approach is for the highway maintenance services and the design services to be procured separately, e.g. a term contractor and a term consultant.
- Framework - assumes more than one provider with similar skill set to allow mini competitions to be held for appointment against work packages.
- Multiple Providers - authority procures individual services from different providers such as routine highway maintenance, technology assets, street lighting, design services etc. Client retains some elements of service such as strategy, performance management etc.
- In-house + top up - simple top-up arrangement to fill gaps/weaknesses in the client team. The amount of highway maintenance function remaining with the client depends on how much top up is involved, be it single or multiple providers. Note: An option for In-house was not included here as in reality the model does not exist. All councils in England who use the in-house title for their delivery model always outsource a number of specialist elements of the highways service that often includes the high spend items on surfacing and surface dressing.

Each model above was considered in turn against how they could potentially meet a series of operation success factors (OSF's) as determined by OCC. The OSF's were as follows:

- Is the model suited to deliver social value initiatives that support the local economy from the outset and on an ongoing basis
- Is the model sufficiently flexible to embrace new carbon reduction measures as they become available over the life of the contract
- Is the model sufficiently flexible to embrace new innovations as they become available over the life of the contract
- Will the model deliver a positive customer experience
- How agile is the service likely to be with regards to flexibility to change, responsiveness of the contractor to deliver savings in key areas
- Does the model facilitate the right balance with regards to risks transfer
- What are the estimated comparative costs of making the change (implementation and delivery)

Based upon a quality/price (cost) of 60/40 the evaluation exercise showed that a 'Single Provider' model represented the best option by a clear margin.

However, other models, particularly the "In House plus Top Up" also scored well against a number of the OSFs. Therefore, the team considered there would be merit in considering whether some of the elements of the service that are currently delivered via the single provider model with Milestone could be delivered by the Council in future.

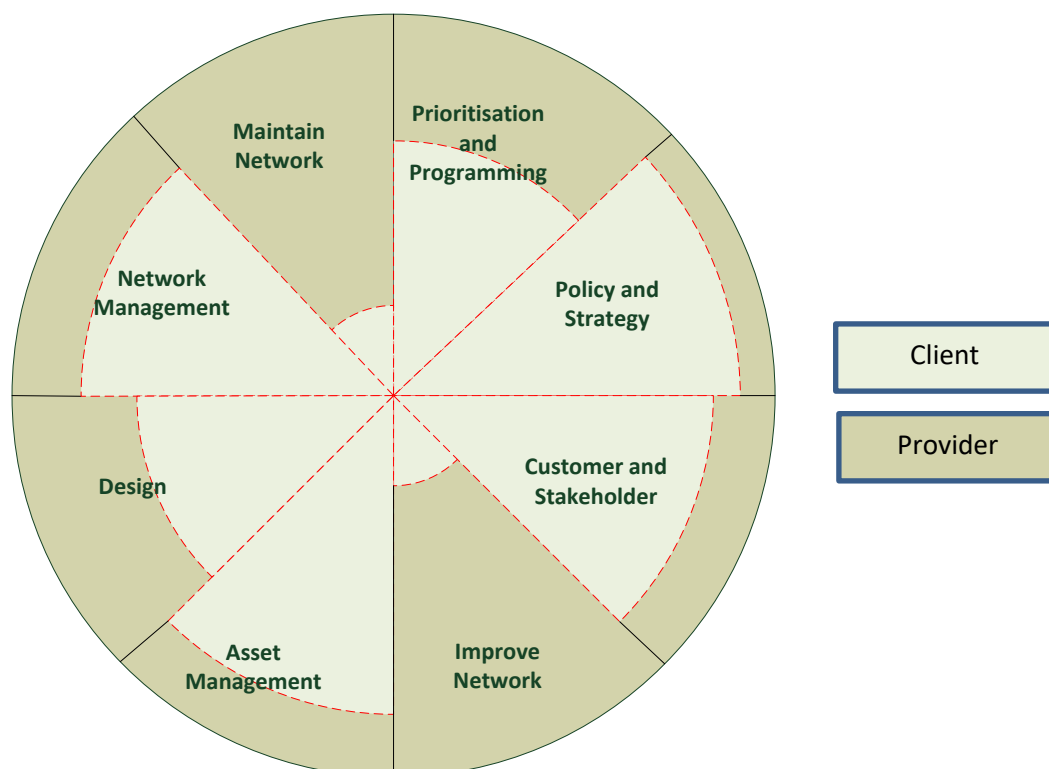
Phase four

Therefore, the final stage of this model evaluation exercise was to establish the following

- Where the balance of service delivery should lie between the client and the private sector including any self-delivery of the core maintenance function by OCC.
- The applicability of Frameworks within the overall model
- The pro's and con's of including design as part of a more fully integrated service

The key service areas under consideration for Oxfordshire County Council address all those functions required to manage and implement a full highways term maintenance contract. Each service area was considered in turn in terms of where the optimum split should lie between the Council and its chosen private sector partner.

Through discussions with Officers of the Council and based on the experience of DMsqd the following proposed service splits were identified:



Prioritization and Programming	
Client (approx. 60%)	Contractor (approx. 40%)
Takes the lead in prioritization of maintenance and investments in the network. Identifies any sequencing and other constraints and the “windows” for the works to be carried out in consultation with stakeholders.	Provides input into prioritization and programming of maintenance and investment programmes. Responsible for the detailed programming and sequencing of the work in accordance with constraints and “windows”.

Policy and Strategy	
Client (approx. 90%)	Contractor (approx. 10%)
Works with Members and Senior Leadership to set Council’s Vision and Objectives. Takes the lead on developing and implementing Highways and Transport Policies and Strategies aligned with County Council Vision and Objectives and National Government Guidance.	Provides advice and guidance on developing Highways and Transport Policies and Strategies as instructed by Client. Brings expertise and learning from other contracts ad sectors.

Customer and Stakeholder Engagement	
Client (approx. 80%)	Contractor (approx. 20%)
Provides main point of contact with Members and other stakeholders. Manages customer correspondence and contacts; website, social media channels etc. Leads on consultation regarding Highways and Transport Policies, programmes and schemes.	Provides information, reports, data, evidence etc to enable Client to consult and engage with stakeholders. Carries out programme and scheme communications (e.g. letter drops, info boards etc)

Improving the Network	
Client (approx. 10%)	Contractor (approx. 90%)
Quality Assurance of works on site via sample inspections and testing (e,g, CoW type function).	Responsible for all resources to programme, manage, deliver and supervise improvements to network including: <ul style="list-style-type: none"> • Junction and similar carriageway improvements / modifications • Footway and cycleway schemes • Structures refurbishments • Road Marking programmes • Drainage schemes • Traffic Safety Schemes

Asset Management	
Client (approx. 80%)	Contractor (approx. 20%)
<p>Takes the lead in developing Asset Management Policies and Plans.</p> <p>Commissions surveys and asset condition data. Maintains and manages asset inventory and asset condition data.</p> <p>Carries out lifecycle planning and identification of maintenance and investment programmes that meet Council priorities and budgets</p>	<p>Provides input, bringing experience and expertise from other contracts and sectors.</p> <p>Provides asset updates and as-built information on completion of work.</p> <p>Provides input into lifecycle planning and programmes via expertise in costing, programming, alternative and innovative materials and treatments to maximise outcomes.</p>

Design and other Professional Services	
Client (approx. 60%)	Contractor (approx. 40%)
<p>Takes the lead in the design of improvement schemes.</p>	<p>Provides Proportionate Design Support to Client via</p> <ul style="list-style-type: none"> • ECI • Walk, Talk, Build • Developing standard approaches for repetitive activities.

Network Management	
Client (approx. 80%)	Contractor (approx. 20%)
<p>Responsible for network management duties under TMA and other legislation. Operates and manages permitting schemes and network occupancy.</p>	<p>Provides Early Road Space Planning to optimise network occupancy.</p> <p>Complies with permitting requirements.</p>

Maintain the Network	
Client (approx. 10%)	Contractor (approx. 90%)
<p>Highway inspections.</p> <p>Quality Assurance of works on site via sample inspections and testing (CoW type function).</p>	<p>Responsible for all resources to programme, manage, deliver and supervise the maintenance activities on the network including:</p> <ul style="list-style-type: none"> • Reactive maintenance (defect repairs) • Cyclical maintenance (drainage cleansing, vegetation etc) • Emergency and incident response • Planned maintenance (patching programmes etc) • Winter maintenance and severe weather response

	<ul style="list-style-type: none"> • Structures maintenance (routine maintenance and minor repairs) • Conventional surfacing and reconstruction • Surface dressing • Surface treatments • Road markings • PROW maintenance
--	--

Service Delivery Model Assessment - Outcome

1. The optimum model for OCC to deliver its highways term maintenance contract from 2025 is the Single Provider model based on the service splits shown above.
2. Scheme works up to a threshold of £500k should be included within the main term maintenance contract.
3. Surfacing works, including conventional surfacing and surface treatments should be included within the main term maintenance contract.
4. OCC to take greater control of design by taking the lead in the design of improvement schemes by growing the capability and capacity of the existing in-house design team. Top-up design services can be sourced via an alternative mechanism when required leaving the contractor to focus on simple designs, walk/talk/build and Early Contractor Involvement.
5. Scheme works in excess of £500k should be delivered via external frameworks available through the likes of the Midlands Highways Alliance.

This page is intentionally left blank

Annex 3

Drainage and / or gully issues / maintenance (additional comments)	Road salting and footway treatments - winter (additional comments)	Verge and vegetation maintenance (additional comments)	Surfacing schemes - road / footpath / cycleway and asset condition (additional comments)	Unsafe / overhanging trees and other arboricultural issues (additional comments)	Potholes and other defects (additional comments)	Bridge maintenance (additional comments)	Public Rights of Way and their associated infrastructure (additional comments)	Minor road improvements and other small infrastructure schemes (additional comments)	Are there any other comments or observations you would like to raise about the existing highway maintenance service delivery arrangements?	Officer response
I never know when drainage or gully issues are being looked into, or what the schedule is or the timetable for when something gets looked at. Personally, more information is better, and I would love to know exactly when and why a particular street is or is due to be looked into on a proactive basis.	Cycle paths being done as an equal priority to cars would be appreciated. It's essential.	I do understand why verges and vegetation is deprioritised relative to other things. However, there are too many instances where I have to report bushes overhanging cycle paths. Also, we keep getting publicly shamed for weeds on footpaths, which seems unsustainable.	Surfacing schemes are proactively communicated to us via localities meeting normally, which is good. Cycleways however seem to be neglected, with little long-term plans being put in place. We are getting confused by the public locally on this one, and we only ever find things out by submitting formal questions to the cabinet member.			The bridge team has been responsive to me on a couple of smaller issues which has been very helpful, and they've gone the extra mile. I'd also somewhat disappointed because of Abington Bridge. We are getting confused by the public locally on this one, and we only ever find things out by submitting formal questions to the cabinet member.			I thought we were changing the existing process to that councillors could help decide prioritisation. Typically this is when it is added a case is resolved or closed, when it actually means it has been passed elsewhere for action, or is not solvable.	We shall seek to ensure the future model results in the ability to more easily share policies, processes and procedures for prioritisation and investment purposes. Target invaluable for defect rectification to provide a better 'forward look for Members'.
The maintenance is usually done very well but perhaps not as frequently as I could be.	The roads are treated efficiently and well. Footways much less so.	When the work is done it is fine but it takes a very long time for it to be done. On several occasions residents have taken matters into their own hands before workers turn up to do the job. On one such occasion I spoke to a crew who said they will halt the work on their job list and had to do it even though I had clearly already been done (they did improve it but the amateur job would have sufficed).	A more detailed programme of work would be very helpful including roads that are not going to be resurfaced for whatever reason which should be stated.	In my experience these are attended to pretty rapidly.	It is still too unclear what counts as a defect worth repairing and what doesn't. The time taken to get round to some repairs is far too long whilst others, apparently no more major, are done very quickly.	I have very limited experience but on a bridge incident of a couple of coping stones on a bridge that had been pushed off look likely months to repair - they didn't even need to be replaced as they were still lying on the bank of the brook.	It is very confusing as to who is responsible for some of the rights of way.	Very much Oxford biased. I work in Oxford and live outside and the difference between the highway maintenance is absolute...	The number of occasions on which signs are left behind after work has been completed is quite shocking. Not only must it involve extra unnecessary expenses but it is confusing for road users and I suspect is the reason some signs, especially Road Closed ones, are ignored even when they are still current.	We shall ensure the selected delivery model optimises maintenance activities within the available budgets.
Temporary reactive measures work reasonably well, but some sites have repeated issues which are not addressed.		Vision splays and signs often get dangerously overgrown before remedial work occurs.				There has been improvement in records years but too often sub-standard pothole patching takes place which falls down afterwards. I am not a fan of the diagonal patcher.	I was not aware this was contracted out. At my contact has been with the PMSW officer.		FMS is a valuable tool relied upon by councillors and the community, however, ambiguous wording is still used despite many years of complaint. Typically this is when it is added a case is resolved or closed, when it actually means it has been passed elsewhere for action, or is not solvable.	We shall seek to ensure the model results in the ability to openly share policies, processes and procedures for prioritisation and investment purposes. Target invaluable for defect rectification will be clear and communicated.
Officer responses are timely however are limited in what they can do due to budget	Has not been required while I have been a councillor	Much of maintenance is managed by parishes, but more proactivity is required in dangerous areas e.g. M40 junction	Condition is particularly poor in rural areas. Residents complain of patches that do not hold and need repatching (wasting resources)	Officers are fairly responsive in what is a difficult area (e.g. with ownership of trees needing to be established)	See previous comment			There is long delay and lack of capacity for small schemes	Local officers do a good job and are dedicated. But capacity is limited and needs improving.	Right first time solutions along with clear prioritised targets will be incorporated into the new contract.
This does seem to be more of a reactive service that only reacts when pressure is applied. It would be much better if maintenance was planned and undertaken without the need for budgeting.		Seems OK, but we do need a plan for proper management of salt usage without this leading to sign life issues and complaints from residents. This is especially important where footpaths and cycle paths are involved. There is a local education/commis issue here as well.	The problem is that residents only see the bits that need doing and tend not to notice the bits we've done. So maybe better comes on that would be helpful. Also more to drive the point home that the lack of funding is not our fault. We've probably never going to be winners on this but perhaps more of a focus on areas that residents directly interact with would be good, such as pathways (which I believe are even more underfunded). Also more attention needs to be paid to getting things right first time. If things are done poorly that reflects on the council, even if we come back and do it again. There's also the concern that poor works are not being properly monitored and the costs of doing it again are down to the council and ultimately the local council tax payer. I don't know if that's true, but we, and residents, need to be assured that it's not. Contractors also need to be under no illusion that we will accept shoddy work.	These need to be responded to more quickly via FMS. There seem to be too many of these cases stored without the work being done which means that members then need to intervene. Conversely there needs to be better communication with residents when works are done as many of them become concerned if they see trees being cut down in their area.	This is pretty much the same question as the surfacing schemes. Same comments apply. Although of course the potholes are more visible and become totemic, politically.				As I said at full council, I would like to see more focus on competitive procurement of contracts. I think a lot of the problems with the existing contracts are down to the fact that preferred contractors know they will get the work and in many cases that work is not properly checked. We need a much more competitive tendering process. I appreciate that this adds to the workload for officers, sub-contractors and consultants, but I think it would result in longer term savings both in terms of basic contract costs and the cost of any remedial work that's being required when defects aren't spotted early on.	We shall ensure a robust asset management plan is put in place detailing how all assets, including green estates, are to be managed. Right first time solutions along with clear prioritised targets will be incorporated into the new contract along with the need for clear communications with the public to raise awareness of how the budget is being spent. With regards to competitive tendering we will run a robust competition for the term maintenance arrangements including a full schedule of rates in order to obtain best value. We are looking into how best to maintain ongoing tendering exercises via mini competitions for certain types of works.
Just very poor gully clearance which results in fix my street lighting when it rains. Lots and lots of blocked drains resulting in flooding. There should be emptied EVERY YEAR.		We look like a third world country is the comment I have had	See above comment, real issue is the poor repairs done after fibre companies	No repairs seem to be done until the hole is huge.					An Herley be given a budget to respond to urgent problems quickly. We know what needs doing.	Clear defect intervention levels, along with prioritisation, will be built into the contract. Robust inspections of completed work will help to drive better quality of service.
Rather than having to request drainage repairs and/or gully emptying it would be good to see a maintenance schedule for each division, with particular priority given to the busier residential areas and those with higher numbers of deciduous trees.	Bus routes are generally covered but often busy residential footways are not treated, e.g. Oster Road footpaths. This is main pedestrian link between hospital sites and sees a high volume of pedestrians and cyclists.	It would be helpful to see a schedule of verge maintenance and perhaps better cutting back of vegetation around road signs, e.g. A403 branch signs are covered by tree branches from the year of issue repeated requests for cutbacks are unheeded.	It always good to see the schedule for such schemes unfortunately the reality of works actually taking place when scheduled is poor. Realise that sometimes priorities change for other things, but local member must be kept better informed of changes and the reasons for delays. Also, some understanding of why certain roads, footways and cycleways are getting priority, would be helpful.	See previous comments re verges and vegetation		The Old Road bridge over the Eastern Bypass which links to Sholver and the Ridings has been on the list for repair for many years. It has been removed temporarily by low-level barriers which are looking in poor shape and no longer as bright and therefore less visible to road users. A schedule of when this bridge will be repaired and perhaps made more difficult for anyone to climb onto above the dual carriageway is overdue.	Most public rights of way are well sign posted and kept in good order. It is easy to report problems though budget restrictions mean that it can take some time to fix them.	Minor road improvements, for instance a dropped kerb onto an off-road cycleway or replacement of a bolted at a kerb edge to stop vehicles or repainting of a 20mph on road sign seems to require local councillor's priority funds. That's fine, but the reality of getting these minor improvements made is a nightmare in the city district.	Clear communications are paramount. Informing councillors before events are scheduled and offroaded, informing them of the agreed schedule, any changes/delays and why and giving councilors the chance to contribute back funds from the community priority funds would make the councils reputation so much better.	The new contract will focus on a robust asset management plan that ensures interventions at the right time, at the right place with the most appropriate solution in order to drive best value for OCC for all maintenance activities. At the tender stage the Council will seek agreed proposals from the market providing the appointment of a contractor must likely to fulfil its obligations and deliver against our priorities. Communications with Members and the public will be a priority in the new arrangements.
Takes a long time to get action	often ok for major roads. Rarely for minor. And we must clear/visit cycle paths, and currently we do not	as ever, hard to know who is responsible. A40 and other major roads, where it is clearly CCC, are badly maintained, especially cycle paths	V bad/accidental, is barely done	barely done		where to start - clearly it is an impossible and never ending task, with inadequate finance to do it. But our roads are appalling	Seems ok in my division	what maintenance.	Yes. I have no idea whether Milestone offers VFM or not, compared with in house or another provider. How much time and effort officers have to take to instruct Milestone? Who decides priorities - staff or contractor? How are Milestone kept up to date with changing priorities and changing expectations, eg on promoting active travel?	The new arrangements represent the opportunity for OCC to rebalance its costs and demonstrate value through a competitive tender. Our asset management plan will determine where our priorities lie as a Council and the types of solutions that should be put in place on each asset type, taking account of budget availability.
They seem to fix it every year, but the problem still remains	Very good	None	Could be better	Biggest problem in my division	Never a permanent fix	None	None	Very good on this issue	No	Right first time solutions along with clear prioritised targets will be incorporated into the new contract. We shall ensure that contractors address the green estate as part of their offer.
Literally no updates and lots of work that needs to be done	Need more salt bin in rural streets / off main roads even have residents willing to salt those adopted roads and no response (a year on year)	Needs better scheduling especially given changes in climate and earlier growth in the year	Exhaustingly bad, FMS cases being closed on adopted roads and no reasons and have to raise over and over again		Beyond ridiculous - tired of the excuses - when they are "fixed" poor and not bonded - sloppy work and not checked at all! I have some holes that are done 20 x a year!	Beverton Bridge!!!	The countryside access team are brilliant on all levels	As per FMS comments and endless delays / issues / and my residents are exhausted	Yes it's very poor! "You need a better contract as frankly it's not resourced well, repairs are of poor quality and delays are fairly subject to an SLA and who's enforcing this?"	Right first time solutions along with clear prioritised targets will be incorporated into the new contract. We shall ensure that contractors address the green estate as part of their offer.
We experience flooding of roads and properties at times and a risk-based regular programme would seem to be in order. It is possible to use FmlyStreet better to target water? What are the key warning signs?	Largely OK, though residential pavements are an issue. I suggest we might create and promote winter volunteer warden schemes to understand how and when to treat.	It is the summer and cycle ways that seem to be the main problem. Again - a FmlyStreet solution might work to help? For example, reviewing reports from the last few years and anticipating when After all, verges don't move and grow largely in the same pattern!	We do as well as we can I think.	This comes up quite a lot, and it is hard to see the wood for the trees! Most issues remain every year so a refocus on issues in FmlyStreet would help.	We do as well as we can I think, given resources. I haven't heard as many complaints recently about recent fires falling apart, so good job to those involved.	Comms and speed of action seem lacking. Probably because there are costly to do, and maybe because in my patch we have had 4-5 footbridge failures in the last year. Note that footbridges, when broken, divide the walking and cycle routes and our counter to our priorities.	This is high in my mind, because we have some in my area which have "ownership issues". It would be great to get a briefing on who is responsible for what, and what levers we can pull with landowners. We desperately need upgraded (level) surfaces on some, and lighting is an issue.	Sometimes the reporting lines seem long and often unclear. Also it would be good to have crisper shorter concise routes for councillor queries. Again a clear (online) map showing all works would be good. In addition, it seems a frustration that despite regular officers, local members are not consulted before work begins, leading to wasted time, effort and money. An egregious example is the botched introduction of 20mph in Wilbury Road - once as part of the active travel route and once during the winter robust. It seems planners didn't visit, and they certainly didn't use local knowledge when deciding where to put signs.	We will be seeking proposals that represent a risk based approach for all maintenance activities including dealing with severe weather events during the tender stage. Community engagement will also feature in the new contract as well as communications with both Members and the public.	
There are a number of gullies that are a frequent problem. Some time ago (probably about four years) I discussed with Highways the possibility of clearing gullies that are known to be problematic more regularly and reducing the frequency on those that are less of a problem. However that doesn't seem to have happened and as a result we have very bad flooding in particular places whenever we have a heavy downpour.	Great on the main roads but not so much on footpaths which is largely down to the PCs to manage	There are particular areas which I know are problematic and which I always have to ask to be cut. If those were done more regularly and often less so that would help especially on some road junctions where visibility is generally poor	Rural roads do not get enough attention. I have a road in my division which I have been asking to be resurfaced for more than three years! I feel that the condition isn't bad enough but is quite hazardous for cyclists. We need to consider rural road surfaces from the active travel point of view as well as for cars.	Problems with hedges and trees that belong to private landowners - difficultly enforcing their obligation to cut back overhanging trees and hedges from their properties	I usually find that potholes are dealt with quite quickly		Any problems with footpaths are usually dealt with very quickly		quality not always there regarding potholes, temporary signs are left in highway verges after the work completed	We shall seek proposals during the tender stage that deliver a robust approach to drainage management and also take a sustainable view of the green estate. We shall seek to ensure the model results in the ability to openly share policies, processes and procedures for prioritisation and investment purposes. Target invaluable for defect rectification will be clear and communicated.
Being kept up to date with long standing issues and knowing the timeline for agreed actions is sandwiched in, Martin and lackey in particular			over reliance on my staff and completed actions are not always marrying up with the data. Bigger surface work is not always up to quality standards in rousham road, lucky	can take a long time for actions to be completed and communicated with as the status and if occurring what maintenance plan is in place agreed by landowners if involved	temporary repairs of potholes means we are potentially seeing a regular recurrence		generally just needs councillors and parish council updated		N/A I do find the advice and assistance of officers very helpful without which I would not be able to achieve anything for residents.	We shall ensure a robust asset management plan is put in place detailing how all assets, including green estates, are to be managed. Right first time solutions along with clear prioritised targets will be incorporated into the new contract along with the need for clear communications with the Members and public.
When requested we've had some major improvements with many people complementing the work as a job well done. Work done in partnership with officers.	I am not very familiar with this, but I have had complaints that this function is not done to the extent it's elements. We had a major trip due to ice and complaints and queries have followed since then - it is not like it is in adjoining counties.	I think this is very important along major routes and I appreciate in when this work is done - I have had many compliments about improvements in the state of roads and people appreciate any action taken.	We have seen some significant improvements in my division including the resurfacing of the footway in the town centre - much appreciated. I have had many compliments about improvements in the state of roads and people appreciate any action taken.	N/A	It is really good to see repairs when they occur.	N/A	I have had no real experience of any works in this area. I have found it difficult to report these issues.	Generally good - some improvement needed.	N/A I do find the advice and assistance of officers very helpful without which I would not be able to achieve anything for residents.	The tender process will represent the opportunity to take a 'fresh look' at how we maintain the network across all asset types including winter service provision.

This page is intentionally left blank

OPTIONS APPRAISAL

Title for Business Need	Highways Contract Renewal – Main Tender	
Pipeline Reference	tbc	
Author	Melissa Sage	
Service Area	Highways, Environment & Place	
Version	V 1	
Date	5 December 2022	
Approvals Given	Approver	Date
Service Lead		
Category Manager	Basil Waloff	5 December 2022
Relevant Governance E.G. Project Board; DLT or other forum		

1. Description of Proposal

The Highways Maintenance tender expires in 2025. There is a need to re-procure these arrangements, however the Council is taking the opportunity to review its requirements, in particular how these are delivered by the market, to ensure that it has the most appropriate and cost effective model for this next contract.

Estimated values of the contract are £30m p.a. and currently the working assumption is that the contract will be issued for 10 years. This is an above threshold tender and must comply with PCR2015 regulations.

A pre tender analysis has been completed by DM Squared to review all potential delivery models available and to recommend the best fit for Oxfordshire County Council (OCC).

Due to the complexity of this tender, a tender for consultancy support to create the specification, run the tender and to support during the implementation process will be run. It is anticipated that this consultancy partner will be in place by 1 April 2023 to support the development of the specification, with the aim to issue the tender by 1 September 2023. Given the complexity of the tender itself, and potentially a move from the incumbent (depending on the outcome of the tender), the appointment of the successful supplier will be by 1 April 2024, allowing for a 12 month implementation process if needed.

Expert support from (external) Legal may also be needed in this process to mitigate risk and to ensure full compliance with PCR2015. They will also be able to add value through prior experience on these types of tender.

General Comment - For a contract and tender of this size, there are realistically only a few suppliers who will be able to deliver the requirements. They will have their own views as to whether they see OCC as a desirable client, in terms of capacity to deliver the tender, capacity to deliver the contract, fit with other contracts, OCC's fit as a client plus any future / current tenders / contracts which may tie up resource. Some suppliers may choose not to bid as a result, leaving a reduced pool of viable candidate suppliers.

2. Options Analysis

There are several options which are available for the procurement of this Consultant.

2.1 Option 1 – Open Tender

A tender is run, open to the whole market; any consultancy who is able to meet the terms of the specification would be able to submit a response.

Strengths	Weaknesses	Opportunities	Threats
Considers whole of market	<p>Multiple responses</p> <p>No pre qualification of suppliers</p> <p>Can take time to create tender, analyse tender responses and select winning bidder</p>	Whole market responses may create innovative approaches	<p>There are very few suppliers who are able to deliver a contract of this size. Using an Open tender may mean that attention is distracted on those who are not capable, time is lost and outcomes are not as good for OCC</p> <p>Highest risk of procurement challenge</p>

2.2 Option 2 – Use of Framework (Mini Competition or Direct Award)

Frameworks are pre-selected group of suppliers who have already met minimum standards for particular categories. Local Authorities are able to use such Frameworks if they are named on them (specifically or generally) and the process becomes much shorter and involves less gathering of standard information from the suppliers. Depending on the Framework, there are options to either run a mini competition involving all suppliers, or else to direct award to one specific supplier.

Strengths	Weaknesses	Opportunities	Threats
<p>Smaller preselected group of suppliers</p> <p>Shorter tender process</p> <p>Minimises risks through procurement approach</p> <p>Pre agreed rates or some other financial comparison</p> <p>Minimal risk of procurement challenge</p>	<p>Only able to go out to smaller preselected group of suppliers</p> <p>There may not be a framework out there which uses all of the relevant suppliers who would be interested in, capable of and with capacity to do this contract</p>	<p>Quicker time to implementation</p> <p>Potential for direct award, if framework permits</p> <p>Negotiation on pricing for whole project still possible</p>	<p>Suppliers may not be interested in the work and not respond to tender</p>

2.3 Option 3 – Restricted Tender

A Restricted process is a 2 stage process, whereby a whole market group of suppliers is reduced down by use of a Selection Questionnaire (SQ). This SQ is based around industry standard questions, allowing for more technical questions to be asked later on in the process. The purchasing organisation must specify how many suppliers are to be taken forward to this second stage, prior to receiving responses (this can be a minimum score or else ‘a maximum of....’)

Strengths	Weaknesses	Opportunities	Threats
<p>Original call to market considers full market options</p> <p>SQ stage allows to whittle this down to only those who could genuinely do the contract</p> <p>Procurement challenge risk mitigated through two step tendering process</p>	<p>Two stage process, therefore takes longer than a single stage tender</p>	<p>Whole market approach at first stage may introduce suppliers who were not previously known to the tendering organisation</p>	<p>SQ questions need to be considered carefully to ensure that they are an effective means of reducing the tendering field</p>

2.4 Option 4 – Competitive Dialogue

A Competitive Dialogue (CD) process is one which is used when the purchaser is not quite sure of the outcome which they want to achieve. In a CD process the purchaser is able to revise the specification several times, based on the tendered responses to date, and the suppliers are also allowed to revise their tender responses, based on these changes. It is a highly technical process, needing expert support, and can take considerable time.

Strengths	Weaknesses	Opportunities	Threats
<p>Good for when the final outcome is not known – where purchaser needs to work with the market to identify the best end solution</p> <p>Procurement challenge risk mitigated through ongoing engagement with process throughout tender</p>	<p>Time taken</p> <p>Specialist support expensive</p> <p>Not good where there is a wide pool of candidate suppliers as involves considerable investment from suppliers when creating their bids</p>	<p>Good when needing to create innovative response or where final parameters of contract are unclear</p>	<p>Not suitable for all tenders due to the complexity of the process and the support required</p>

2.5 Critical Success Factors Table

Critical success criteria	Open Tender	Framework	Restricted	Competitive Dialogue
<i>Time to run tender process</i>	2	1	3	5
<i>Cost of tender</i>	2	1	2	5
<i>Pre selection of suppliers (1 = able to pre select)</i>	5	3	1	1
<i>Quality of Responses</i>	4	3	2	1
<i>Total</i>	13	8	8	12

3. Preferred Option

For the main tender, a Restricted process would be the best option.

There is no need to carry out a CD process as the end result is known and there is not uncertainty which needs to be bottomed out during the tendering process. A CD process is expensive for both supplier and OCC and is not normally the best option where there is no need to mitigate uncertainty.

Running an Open process may result in multiple unqualified responses which would still have to be evaluated, taking time and resource away from realistic potential responses. All would need to be treated equally, but the time and resource investment required in the tendering process would be considerable.

Whilst a Framework approach might be appropriate, there may be constraints issued by the owner of the framework selected which would limit OCC's options and decision making. Depending on which framework was selected might also limit the number of potential bids, as it must be remembered that not all suppliers will choose to bid for this contract; it depends on their capacity, other contracts and attractiveness of OCC as a client, amongst other things, and this would need to mesh with those suppliers on the selected framework.

In comparison a 2 stage Restricted process would enable the whole market to engage and to register their interest, whilst only allowing those with a realistic chance of delivering the end contract to proceed to the next stage. In this way all

realistic suppliers are offered the opportunity to bid, as opposed to potentially only those who are on the framework selected by OCC.

This page is intentionally left blank

Division(s): N/A

CABINET – 21 March 2023

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

CABINET MEETING - 18 APRIL 2023

KEY DECISIONS

Topic/Decision	Portfolio/Ref
<ul style="list-style-type: none"> ▪ Capital Programme Approvals - April 2023 Report on variation to the capital programme for approval (as required). 	Cabinet, 2023/004 - Cabinet Member for Finance
<ul style="list-style-type: none"> ▪ Central Oxfordshire Travel Plan - programme information To note the programme for delivery of the Central Oxfordshire Travel Plan. 	Cabinet, 2022/237 - Cabinet Member for Travel & Development Strategy
<ul style="list-style-type: none"> ▪ ERP Programme Outline Business Case <ul style="list-style-type: none"> • To seek approval for the outline business case to deliver a transformation of the back-office finance, procurement and HR & payroll services, which are currently provided by Hampshire County Council via the shared services partnership. • To seek approval to progress the procurement stage. • To seek approval for the required funding to prepare for and deliver the procurement stage. 	Cabinet, 2023/029 - Cabinet Member for Finance, Cabinet Member for Corporate Services
<ul style="list-style-type: none"> ▪ HIF2 A40 Programme Revised Strategy Approve revised scheme for A40 Programme. 	Cabinet, 2023/001 - Cabinet Member for Travel & Development Strategy

NON-KEY DECISIONS

<ul style="list-style-type: none"> ▪ Delegated Powers Report for January to March 2023 To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.1 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in. 	Cabinet, 2022/188 - Leader
---	----------------------------------

CABINET MEMBER MEETINGS

27 APRIL 2023

KEY DECISIONS - NIL

NON-KEY DECISIONS

Topic/Decision	Portfolio/Ref
<ul style="list-style-type: none"> ▪ Cherwell and West Oxfordshire Districts - various sites: Disabled Persons Parking Places - proposed new provision and removal A decision is required on sites proposed for new DPPPs and also sites where a DPPP is judged to be no longer required. 	Delegated Decisions by Cabinet Member for Highway Management, 2023/043
<ul style="list-style-type: none"> ▪ Cumnor: proposed 20mph speed limit Decision required on proposed 20mph speed limit. 	Delegated Decisions by Cabinet Member for Highway Management, 2022/233
<ul style="list-style-type: none"> ▪ Didcot - Vicinity of rail station - proposed parking measures To seek approval of proposed parking measures. 	Delegated Decisions by Cabinet Member for Highway Management, 2022/163
<ul style="list-style-type: none"> ▪ East Hanney - School Road - proposed waiting restrictions To decide on proposed waiting restrictions. 	Delegated Decisions by Cabinet Member for Highway Management, 2023/042
<ul style="list-style-type: none"> ▪ Faringdon - proposed 20mph speed limit A decision is required on a proposed 20mph speed limit. 	Delegated Decisions by Cabinet Member for Highway Management, 2022/232
<ul style="list-style-type: none"> ▪ Forest Hill - Old Road / Shotover Kilns - proposed 20mph speed limit A decision is required on a proposed 20mph speed limit on Old Road / Shotover Kilns within Forest Hill parish. 	Delegated Decisions by Cabinet Member for Highway Management, 2023/039
<ul style="list-style-type: none"> ▪ Milcombe - New Road - proposed 7.5 tonne environmental weight limit 	Delegated Decisions by Cabinet Member

A decision is required on a proposed 7.5 tonne environmental weight limit on New Road at Milcombe.	for Highway Management, 2023/038
<p>▪ Oxford - North Street Osney - proposed amendment to parking places</p> <p>A decision is required on proposed amendments to parking places at North Street Osney to accommodate approved development.</p>	Delegated Decisions by Cabinet Member for Highway Management, 2023/037
<p>▪ Oxford - St Michaels Street and Beaumont Street - proposed amendments to disabled and doctors parking places and vehicle access in St Michaels Street</p> <p>A decision is required on a proposed amendments to disabled and doctor parking places and vehicle access in St Michael Street to accommodate further proposed public realm improvements in St Michaels Street.</p>	Delegated Decisions by Cabinet Member for Highway Management, 2023/036
<p>▪ Oxford - The Plain roundabout area - proposed no loading at any time restrictions (excepting existing designated loading bays)</p> <p>A decision is required on a proposed no loading at any time restriction (excepting existing designated loading bays) at The Plain roundabout including the approaches to the roundabout on St Clements, Cowley Road, Iffley Road and Cowley Place).</p>	Delegated Decisions by Cabinet Member for Highway Management, 2023/035
<p>▪ Oxford - various sites: Disabled Persons Parking Places - proposed new provision and removal</p> <p>A decision is required on sites proposed for new DPPP's and also sites where a DPPP is judged to be no longer required.</p>	Delegated Decisions by Cabinet Member for Highway Management, 2023/040
<p>▪ Shrivenham - proposed 20mph speed limit</p> <p>A decision is required on a proposed 20mph speed limit.</p>	Delegated Decisions by Cabinet Member for Highway Management, 2022/245
<p>▪ Sonning Common - village centre - proposed waiting restrictions</p> <p>To decide on proposed waiting restrictions.</p>	Delegated Decisions by Cabinet Member for Highway Management, 2023/041
<p>▪ Steventon - proposed 20mph speed limit</p> <p>Forms part of Oxfordshire 20mph speed limit project.</p>	Delegated Decisions by Cabinet Member for Highway

	Management, 2022/225
<ul style="list-style-type: none"> ▪ Wendlebury - A41 and Little Chesterton Road - proposed 50mph and 40mph speed limits A decision is required on proposed 50mph and 40mph speed limits at Wendlebury to accommodate approved development. 	Delegated Decisions by Cabinet Member for Highway Management, 2023/034

CABINET MEMBER: PUBLIC HEALTH & EQUALITY - CLLR MARK LYGO

25 APRIL 2023

KEY DECISIONS

<ul style="list-style-type: none"> ▪ Children & Young People Substance Misuse Service Budget Envelope Increase To approve the proposed increase in the budget envelope for the full contract. 	Delegated Decisions by Cabinet Member for Public Health & Equality, 2023/044
---	---