



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 21 November 2023 at 2.00 pm

Room 2&3 - 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

November 2023

Committee Officer: Chris Reynolds

Tel: 07542 029441; E-Mail: chris.reynolds@oxfordshire.gov.uk

Membership

Councillors

| | |
|-----------------|--|
| Liz Leffman | Leader of the Council |
| Dr Pete Sudbury | Deputy Leader of the Council (inc. Climate Change Delivery & Environment) |
| Tim Bearder | Cabinet Member for Adult Social Care |
| Neil Fawcett | Cabinet Member for Community & Corporate Services |
| Andrew Gant | Cabinet Member for Transport Management |
| Kate Gregory | Cabinet Member for Special Educational Needs & Disabilities (SEND) Improvement |
| John Howson | Cabinet Member for Children, Education & Young People's Services |
| Dan Levy | Cabinet Member for Finance |
| Dr Nathan Ley | Cabinet Member for Public Health, Inequalities & Community Safety |
| Judy Roberts | Cabinet Member for Infrastructure & Development Strategy |

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 29 November 2023 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: 19 December 2023



AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note below

3. Minutes (Pages 1 - 12)

To approve the minutes of the meeting held on 17 October 2023 (**CA3**) and to receive information arising from them.

4. Questions from County Councillors

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

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

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

5. Petitions and Public Address

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

To facilitate 'hybrid' meetings we are asking that requests to speak or present a petition are submitted by no later than 9am four working days before the meeting i.e., 9am on Wednesday 15 November 2023 Requests to speak should be sent to chris.reynolds@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. Appointments

7. Reports from Scrutiny Committees

8. Care Homes Purchasing Framework (Pages 13 - 24)

Cabinet Member: Adult Social Care

Forward Plan Ref: 2023/213

Contact: Ian Bottomley, Lead Commissioner – Age Well,
ian.bottomley@oxfordshire.gov.uk

Report by Corporate Director: Adult Social Care (**CA8**).

The Cabinet is RECOMMENDED to

- a) **Approve the new care home banding model and note the engagement of the market and partners in its development.**
- b) **Approve the implementation of an integrated purchasing framework with the Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board and to implement the new Care Home Banding model.**
- c) **Approve the revision of the s75 NHS 2006 agreement with the ICB to support implementation of the model and to delegate authority to agree further amendments to this agreement to the Corporate Director of Adult Social Care in consultation with the Director of Law and Governance**

9. Business Services Transformation Programme Business Refocus (Pages 25 - 32)

Cabinet Members: Corporate Services and Finance

Forward Plan Ref: 2023/168

Contact: Tim Spiers, Director of IT, Innovation, Digital and Transformation,
tim.spiers@oxfordshire.gov.uk

Report by Executive Director of Resources and Section 151 Officer (**CA9**).

Cabinet is RECOMMENDED to:

- a) **Approve the refocusing of the programme on the delivery of improvements to existing human resources, finance, payroll and procurement functions and processes.**
- b) **Approve that the programme does not progress the development of detailed requirements and a full business case to review delivery options for corporate support services and underpinning technology.**

- c) **Approve the repurposing £1.23m of the existing approved £1.57m programme funding to deliver the refocused programme and return the remaining £345k to the Transformation Reserve**

10. Treasury Management Mid Term Review 2023/24 (Pages 33 - 46)

Cabinet Member: Finance

Forward Plan Ref: 2023/140

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

Report by Executive Director of Resources and Section 151 Officer (CA10).

Cabinet is RECOMMENDED to note the council's treasury management activity in the first half of 2023/24 and recommend Council to note council's treasury management activity in the first half of 2023/24.

11. Budget & Business Planning Report - 2024/25 - November 2023 (Pages 47 - 60)

Cabinet Member: Finance

Forward Plan Ref: 2023/316

Contact: Kathy Wilcox,
kathy.wilcox@oxfordshire.gov.uk

Report by Executive Director of Resources and Section 151 Officer

The Cabinet is RECOMMENDED to:

- a) **endorse the report and note the directorate pressures that will need to be considered as part of the Budget & Business Planning Process.**
- b) **endorse the approach to savings that will be developed further through the Budget & Business Planning Process.**

12. Business Management & Monitoring Report - August/September 2023 (Pages 61 - 150)

Cabinet Member: Finance

Forward Plan Ref: 2023/141

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

Report by Chief Executive / Executive Director of Resources and Section 151 Officer (CA12).

The Cabinet is RECOMMENDED to

- a) **note the report and annexes.**
- b) **approve the virements in Annex 2a.**
- c) **approve the write off of five Adult Social Care contribution debts totaling £0.142m.**

- d) approve the Supplementary Estimate request of £0.2m to fund the deficit balance for a school converting to academy status during 2023/24.

13. Capital Programme Approvals - November 2023 (Pages 151 - 154)

Cabinet Member: Finance

Forward Plan Ref: 2023/139

Contact: Natalie Crawford, Capital Programme Manager,
natalie.crawford@oxfordshire.gov.uk

Report by Executive Director of Resources and Section 151 Officer (**CA13**).

The Cabinet is RECOMMENDED to:

- a) approve £2.1m as a development budget to progress the design phase for the 'Didcot Northern Perimeter Road Scheme 3', a scheme already in the capital programme.
- b) approve the submission of a bid to Active Travel England for an indicative funding amount of £2.38m for several defined active travel schemes.

14. Forward Plan and Future Business (Pages 155 - 170)

Cabinet Member: All

Contact Officer: Chris Reynolds, Committee Officer
chris.reynolds@oxfordshire.gov.uk

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

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

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

15. For information only: Cabinet responses to Scrutiny items (Pages 171 - 178)

Oxford United Football Club
Workforce Data
Workforce Strategy

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.

Agenda Item 3

CABINET

MINUTES of the meeting held on Tuesday, 17 October 2023 commencing at 11.00 am and finishing at 3.25 pm

Present:

Voting Members: Councillor Liz Leffman – in the Chair
Councillor Dr Pete Sudbury (Deputy Chair)
Councillor Tim Bearder
Councillor Neil Fawcett
Councillor Andrew Gant
Councillor Kate Gregory
Councillor John Howson
Councillor Dan Levy
Councillor Dr Nathan Ley
Councillor Judy Roberts

Other Members in Attendance:

Councillors David Bartholomew, Ted Fenton, Jenny Hannaby, Charlie Hicks, Mark Lygo, Kieron Mallon, Ian Snowdon, and Liam Walker

Officers:

Whole of meeting Martin Reeves (Chief Executive), Stephen Chandler, Executive Director (People, Transformation and Performance, Lorna Baxter (Director of Finance), Anita Bradley (Director of Law & Governance and Monitoring Officer), Ansaf Azhar (Corporate Director Public Health & Community Safety), Bill Cotton (Corporate Director Environment & Place) Anne Coyle (Interim Corporate Director of Children's Services), Karen Fuller (Interim Corporate Director Adult Social Care), Chris Reynolds (Committee Officer)

The Cabinet 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.

117/23 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

There were none received.

118/23 MINUTES

(Agenda Item. 3)

The minutes of the meeting held on 19 September 2023 were approved and signed as a correct record by the Chair.

119/23 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

There were none received.

120/23 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

7 Oxford: East Oxford Low Traffic Neighbourhoods (LTNs) – Traffic Regulation Order (TRO)

Anna Railton
Aeron Buchanan
Alexandra West
John Skinner
Clinton Pugh
Richard Parnham
James Schumann
Emily Kerr
Chris Jarvis
Bernadette Evans
Jenny Wells
Maggie Brown
Katie Mills
Danny Yee
Lucy Pegg
Hannah Kirby
Peter West
Saj Malik
Jemima Hunt
Katharine Miles
Sajad Khan
Anne Stares
Anne Gwinnett
Zahura Plummer
Robin Tucker
Jamila Azad
Khalid Aziz
Laura Holitzer
Cllr Liam Walker
Cllr Ian Snowdon
Cllr Mark Lygo

8 Local Area Partnership/SEND Ofsted Inspection

Terez Moore

9 LTCP Monitoring Report

Danny Yee
Robin Tucker

121/23 APPOINTMENTS

Cabinet noted the appointments set out in the addenda.

122/23 REPORTS FROM SCRUTINY COMMITTEES

(Agenda Item. 6)

Councillor Nigel Simpson, Chair of the People Overview and Scrutiny Committee, presented the Committee's report and recommendations on the Local Area SEND Inspection.

Councillor Jane Hanna, Chair of the Oxfordshire Joint Health Overview and Scrutiny Committee, presented the Committee's report and recommendations on the Area SEND Inspection of the Local Area Partnership, Healthy Weight, and Health and Wellbeing Strategy Update.

Cabinet also received reports from the Performance and Corporate Services Overview and Scrutiny Committee on:-

LGA Peer Review on Comms
Consultation and Engagement Strategy
Business Transformation Programme
EDI Strategy and Action Plan
Workforce Strategy
Workforce Report and Data Q4 2022/23

123/23 OXFORD : EAST OXFORD LOW TRAFFIC NEIGHBOURHOODS (LTNS) - TRAFFIC REGULATION ORDER (TRO)

(Agenda Item. 7)

Cabinet had before it a report presenting recommendations and alternative options considered following the trial of Low Traffic Neighbourhoods (LTNs) in three areas of East Oxford. The trial had been approved by the Council in December 2021. The restrictions had been implemented by the introduction of an Experimental Traffic Regulation Order (ETRO) in May 2022 which was due to expire in November 2023.

Cabinet had received a large number of representations on the proposals and were addressed by members of the public and County Councillors at the meeting.

Councillor Andrew Gant, Cabinet Member for Transport Management, presented the report and responded to a number of the points raised by speakers.

During discussion, members referred to the various points made by speakers at the meeting.

They made the following points:-

- The difference in views and priorities expressed by older residents and younger people was apparent
- The importance of creating spaces to improve peoples' lives
- The current proposals were a compromise which took account of transport needs around the edges of the LTN areas and were a step in the process started by the Council's previous administration
- The importance of viewing the LTN proposals within the wider context of traffic issues in the County as a whole and future plans for transportation and environmental policies

Members noted that LTNs were in line with the County Council's priorities to take action to tackle the climate emergency and cut carbon emissions, prioritise the health and well-being of residents and invest in an inclusive, integrated, and sustainable transport network that was rebalanced in favour of pedestrians, cyclists, and public transport users. However, they also recognised that the LTNs had created disbenefits for some, including longer and more unpredictable journey times for less mobile individuals who could not easily achieve modal shift away from a car, certain trades, and professions, and (combined with other factors) public transport. Bus journey times had been particularly negatively affected, but there was evidence that this situation had begun to improve during the trial period. Communities outside the immediate area of the scheme had not benefitted as much as those within LTN areas and had experienced inconvenience. They had, however, benefitted from an improved walking and cycling network.

Councillor Gant proposed and Councillor Bearder seconded the recommendations, and they were approved.

RESOLVED to:-

- (a) **approve the Traffic Regulation Orders (TROs) for the three East Oxford Low Traffic Neighbourhood (LTN) areas:**
 - (i) **Divinity Road**
 - (ii) **St. Clement's**
 - (iii) **St. Mary's**
- (b) **subject to the approval of (a) above, approve the replacement of the bollards in Divinity Road, James Street**

and Magdalen Road with automatic number plate recognition (ANPR) cameras.

- (c) subject to approval of (b) above, approve exemptions for emergency services, waste and postal vehicles, taxi and private hire vehicles through the restrictions enforced by ANPR on Divinity Road, James Street and Magdalen Road. The use of ANPR and/or exemptions will be reviewed prior to/during the trial of the traffic filters.**
- (d) subject to the approval of (a) above, approve the introduction of bollards and/or planters at the junction of Jeune Street and St. Clement's, and make Jeune Street two-way south of the restriction.**
- (e) subject to the approval of (a) above, relocate the residential parking bay in Marston Street.**

subject to the approval of (a) above, move the filter location on Bullingdon Road to the southwest to a point to the east of the junction with Hurst Street.
- (f) approve the investigation of measures to improve public transport journey times and adequately resource the interventions.**

124/23 LOCAL AREA PARTNERSHIP/SEND OFSTED INSPECTION

(Agenda Item. 8)

Cabinet had before it a report presenting the findings of an inspection by the Care Quality Commission (CQC) and the Office for Standards in Education (Ofsted) regarding the planning and commissioning of services for children and young people with SEND in Oxfordshire. The inspection had taken place between 13 July 2023 and 21 July 2023 and the report was published on 15 September 2023.

The County Council was jointly responsible with the Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board (BOB ICB) for the planning and commissioning of services for children and young people with SEND in Oxfordshire.

The inspection's outcome was that "There are widespread and/or systemic failings leading to significant concerns about the experiences and outcomes of children and young people with special educational needs and/or disabilities (SEND), which the local area partnership must address urgently." The Council had unequivocally accepted the report as had its partners

Councillor Kate Gregory, Cabinet Member for SEND Improvement, presented the report. She referred, in particular, to the priority action plan which has been developed in response to the inspection report.

Councillor Gregory moved and Councillor Sudbury seconded the recommendations, and they were approved.

RESOLVED to:-

- a) note the report of His Majesty's Chief Inspectorate;**
- b) note the indicative action plan development process and proposed governance**

**125/23 LOCAL TRANSPORT & CONNECTIVITY PLAN (LTCP)
MONITORING REPORT**

(Agenda Item. 9)

Cabinet had before it a report providing an overview of the LTCP monitoring report proposed for publication alongside the council's Local Transport and Connectivity Plan (LTCP).

The LTCP was adopted by the council in July 2022 and outlined the long-term vision for transport and travel in the county and the policies required to deliver this.

Councillor Judy Roberts, Cabinet Member for Infrastructure and Development Strategy presented the report.

Cabinet welcomed the progress that had been made in delivering the LTCP in its first year, as detailed in the monitoring report, and agreed to its publication alongside the LTCP.

Councillor Roberts moved and Councillor Gant seconded the recommendations, and they were approved.

RESOLVED to agree the Local Transport and Connectivity Plan monitoring report for publication alongside Council's Local Transport and Connectivity Plan.

**126/23 CAPITAL PROGRAMME UPDATE AND MONITORING REPORT -
JULY 2023**

(Agenda Item. 10)

Cabinet considered the second quarterly capital programme update and monitoring report for 2023/24 which set out the monitoring position based on

activity to the end of August 2023. The report also provided an update to the Capital Programme approved by Council in February 2023 taking into account additional funding and new schemes. The updated programme also incorporated changes agreed through the Capital Programme Approval Reports to Cabinet during the year as well as new funding.

Councillor Dan Levy, Cabinet Member for Finance, presented the report.

Councillor Levy moved and Councillor Sudbury seconded the recommendations, and they were approved.

RESOLVED to:

Capital Programme

1. **Accept the latest capital monitoring position for 2023/24 set out in Annex 1.**
2. **Approve the updated Capital Programme at Annex 2 incorporating the changes set out in this report, noting the return of £1.2m corporate funds from the Defect Liability Programme.**

Additions to the Capital Programme

3. **Approve the inclusion of Oathill Lodge - a Children's Residential Home - into the Capital Programme, releasing £2.528m of funding agreed by Council in February 2023 (paragraph 56).**
4. **Approve the inclusion of Greenways, Wootton - a Children's Residential Home - into the Capital Programme, releasing funds of £2.065m agreed by Council in February 2023 (paragraph 58).**
5. **Approve the inclusion of Thames Path Bank Repairs into the Capital Programme using £1.5m of earmarked reserves approved by Council in February 2023 (paragraph 60).**

Grant funding Bids

6. **Agree to proceed with a bid for Local Electric Vehicle Infrastructure Funding and to seek permission to enter procurement (paragraph 62).**
7. **Agree to proceed with a bid for the Property Decarbonisation Programme funding (paragraph 64).**

127/23 WORKFORCE REPORT AND STAFFING DATA - QUARTER 1 - APRIL TO JULY 2023

(Agenda Item. 11)

Cabinet had before it a report providing the workforce profile for quarter one including an overview of headcount, agency spend, sickness, turnover and other relevant management information, and performance indicators. The report also set out some of the actions that would address the trends identified.

Councillor Neil Fawcett presented the report.

Councillor Fawcett moved and Councillor Sudbury seconded the recommendations, and they were approved.

RESOLVED to note the report

128/23 TREASURY MANAGEMENT QUARTER 1 REPORT (2023/24)

(Agenda Item. 12)

Cabinet had before it a report on the Council's Treasury Management activity for the quarter to June 2023 measured against the budget agreed by Council in February 2023.

Councillor Dan Levy, Cabinet Member for Finance, presented the report.

Cabinet noted the report which provided details of the management of the Council's borrowing, investments, and cash flows, including its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks.

Councillor Levy moved and Councillor Sudbury seconded the recommendations, and they were approved.

RESOLVED to note the council's treasury management activity the first quarter of 2023/24.

129/23 BUDGET & BUSINESS PLANNING REPORT - 2024/25 - 2026/27

(Agenda Item. 13)

Cabinet had before it a report on the budget and business planning process for 2024/25. It explained the process for developing and agreeing the budget for 2024/25 and the assumptions on which the Council's current medium term financial strategy (MTFS) agreed in February 2023 was based. It also provided updates on information arising from government and other announcements plus the on-going impact of challenges apparent in 2023/24

and new or emerging financial issues for 2024/25 and beyond which would be incorporated into the new MTFS.

Councillor Dan Levy, Cabinet Member for Finance, presented the report.

Councillor Levy moved and Councillor Sudbury seconded the recommendations, and they were approved.

RESOLVED to:-

- a) Endorse the report and note the assumptions that will form the starting point for the 2024/25 budget as well as updates since the Medium Term Financial Strategy was agreed in February 2023 that need to be considered;**
- b) Approve the budget and business planning process for 2024/25;**
- c) Approve a three-year period for the medium-term financial strategy to 2026/27 and ten-year period for the capital programme to 2033/34 and;**
- d) Note the requirement for the council to set a sustainable balanced budget which shows how income will equal spending plans.**

130/23 FUTURE HIGHWAYS MAINTENANCE CONTRACT MODEL

(Agenda Item. 14)

Cabinet had before it a report setting out proposals for a new highways maintenance contract. The Council currently operated (via the existing highway maintenance contractor) an aging winter gritting fleet which was increasingly expensive to maintain. When the new maintenance contract commences on 1st April 2025 there was a risk that the Council could be without a suitable gritting fleet due to long lead in times for replacement fleets. To manage this risk, it was proposed that the Council procure a 'contract hire' agreement for a replacement fleet.

Councillor Andrew Gant, Cabinet Member for Highway Management, presented the report.

Councillor Gant moved and Councillor Sudbury seconded the recommendations and they were approved.

RESOLVED to:

- a) Endorse the approach and proposals surrounding the new highway maintenance contract as set out in this paper.**
- b) Authorise Officers to prepare and commence the procurement of a new highway maintenance contract to start on 1st April 2025 (following a mobilisation period) for 8 years with options for two 3-year extensions (14-year potential contract length).**

c) Authorise Officers to prepare for and commence the procurement for a new gritting fleet 'contract hire' arrangement in alignment with the commencement of the new highways maintenance contract which can be transferred to the new maintenance provider.

d) Delegate the decision to the award the contracts, and any potential future contract extensions, to the Corporate Director of Environment and Place.

131/23 OXFORDSHIRE SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2022-23 (TO FOLLOW)

(Agenda Item. 15)

Cabinet received and welcomed a report summarising the work of the Oxfordshire Safeguarding Adults Board (OSAB) and its partners over the course of the year 2022-23. It was a requirement set out in the Care Act 2014 statutory guidance that the Local Authority receive a copy of the report and that they "will fully consider the contents of the report and how they can improve their contributions to both safeguarding throughout their own organisation and to the joint work of the Board"

Councillor Tim Bearder, Cabinet Member for Adult Social Care, presented the report.

Councillor Bearder moved and Councillor Howson seconded the recommendations, and they were approved.

RESOLVED to note the report.

132/23 OXFORDSHIRE SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2022-23 (TO FOLLOW)

(Agenda Item. 16)

Cabinet received and welcomed the annual report of the Oxfordshire Safeguarding Children Board. This report highlighted findings from the Board's annual report on the effectiveness of local arrangements to safeguard and promote the welfare of children in Oxfordshire.

Councillor John Howson, Cabinet Member for Children, Education and Young People's Services, presented the report.

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

133/23 DELEGATED POWERS REPORT FOR JULY TO SEPTEMBER 2023

(Agenda Item. 17)

RESOLVED to note the executive decisions taken under delegated powers, set out in paragraph 4 of the report.

134/23 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 18)

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

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

135/23 FOR INFORMATION ONLY: CABINET RESPONSES TO SCRUTINY PAPERS

(Agenda Item. 19)

Cabinet noted the responses to the following Scrutiny papers:

Children and Adults Workforce Retention and Key Worker Housing
Water resources
Consultation and Engagement Strategy
EDI Action Plan
LGA Peer Review

.....in the Chair

Date of signing

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Divisions Affected –

CABINET
21 November 2023

Purchasing Framework for Care Homes

Report by Corporate Director of Adult Social Care
CABINET

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to
 - a. **Approve the new care home banding model and note the engagement of the market and partners in its development.**
 - b. **Approve the implementation of an integrated purchasing framework with the Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board and to implement the new Care Home Banding model.**
 - c. **Approve the revision of the s75 NHS 2006 agreement with the ICB to support implementation of the model and to delegate authority to agree further amendments to this agreement to the Corporate Director of Adult Social Care in consultation with the Director of Law and Governance.**

Executive Summary

2. The Council and the Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board (ICB) plans to implement an integrated care home purchasing framework to source residential and nursing home beds for over 18-year-olds in Oxfordshire and within a 10-mile radius of the County boundary. This will cover adults who have been assessed as eligible under either the Care Act 2014 or under the NHS Continuing Health Care (CHC) Framework and who require a care home placement to meet their care needs.
3. This new purchasing framework will apply to all beds in scope from May 2024 to May 2027 with the opportunity to extend to May 2029. The framework is based on a new Care Homes Banding model which will enable the Council and the ICB to meet their obligations respectively under the Care Act 2014, NHS Continuing Healthcare Framework and s117 Mental Health Act 1983. The model will support the Council and the ICB to meet their spending, efficiency, and performance targets, and to deliver key national and local dependencies such as Council and NHS Choice Policies, the NHS national Hospital Discharge Policy, the Better Care Fund, the CQC regulatory regime and the implementation of the Oxfordshire Way.
4. The Business Case that supports the procurement of the care home purchasing framework will be approved by the Corporate Director of Adult Social Care exercising their delegated authority and by the ICB under its governance arrangements. The procurement is to secure a framework of residential and nursing home providers through which the Council will source individual

placements on a call-off contract basis against the care bandings set out in the model.

5. This paper is presented to Cabinet to approve the principle of entering into an integrated care homes purchasing framework with the ICB. Under the proposed framework the Council will:
 - a. Procure and maintain the care homes framework on behalf of both parties.
 - b. Enter into framework contracts that provide for the purchase of both health and social care services
 - c. Broker individual placements on behalf of the ICB
 - d. Enter into call-off contracts in line with the care bandings set out in the model funded by adult social care and NHS Continuing Healthcare (CHC)
 - e. Manage those call-off contracts including those funded by CHC.
6. There are several implications for the respective roles and liabilities of each party within the contract structure and for the s75 NHS Act 2006 agreement between the Council and the ICB which will need to be resolved prior to implementation in May 2024.
7. This integrated purchasing approach develops the relationship between the Council and the ICB which was initiated in the formation of the Health, Education and Social Care Integrated Commissioning Team (HESC) in March 2021. The ICB Executive Management Committee approved the model and approach at its meeting on 23 October 2023.
8. This integrated purchasing approach builds on existing joint commissioning approaches and supports integration between health and social care for the benefit of our population and partnership with the provider market.

Exempt Information

9. Not applicable.

Background

10. The Council and the ICB jointly support an approach where more people who meet the thresholds for care should be supported in their own homes or in supported living or extra care housing. We should only consider a care home placement for meeting long term needs where this offers the most person-centred, efficient, and sustainable way of meeting the assessed care needs. In line with the *Oxfordshire Way*, this has been at the forefront of our thinking when developing this model. For the Council this supports delivery of the Better Care Fund target to reduce the number of permanent adult social care funded residential placements over time.
11. The Council currently purchases, and has historically purchased, care home beds for long-term care from several sources:
 - a. Within the block contract agreement with the Oxfordshire Care Partnership and delivered by the Order of St John Care Trust. These arrangements fall outside of the proposed new purchasing framework and will continue to be the primary source of residential and nursing home beds for the Council.

- b. From a Dynamic Purchasing Framework which has expired. Some contracts have been extended on an interim basis, but this framework needs to be replaced to ensure a legal basis for new contracts going forward.
- c. On a spot basis exceptionally when unable to source suitable vacancies under 11a and 11b above.

12. The ICB purchases beds mostly on a spot purchase basis.

13. The Council and the ICB jointly purchase 25 beds in a block arrangement for people with complex dementia presentations. The Council contracts on behalf of the ICB for these beds. The beds are funded either by adult social care or by CHC and charged back to the Council and the ICB respectively.

14. The current arrangements are cumbersome and inefficient for both partners:

- a. They rely heavily on individual negotiation around care needs and around the resulting fee required by the provider. This can create delay for the person needing care and capacity challenges for brokers and operational staff where negotiations become extended. On average it takes 1-2 days to negotiate a cost for individual care home beds. On occasions this could take up to a week.
- b. The current model does not support cost controls and complicates our ability to forecast future spending commitments when fees are largely determined on a case-by-case basis.
- c. The separate purchasing approach also means that the Council and the ICB are competing for places within the marketplace. This works against developing a strategic relationship with the care home sector in Oxfordshire.
- d. For the Council the separate purchasing approach also can lead to inheriting high-cost cases when people drop out of NHS CHC funding and revert to adult social care

15. Our proposal is to address these issues via:

- a. An integrated purchasing framework approach within HESC for adult social care and NHS CHC funded residential and nursing care.
- b. A care model based on defined care bands that will apply to and work for both adult social care and CHC (See paragraph 16).
- c. One system for all purchasing of care home beds and reduce the need for spot purchasing outside the framework. This would involve the Council brokering and issuing contracts on behalf of the ICB.
- d. Fixed costs against the care bands to make the brokerage process less onerous and simpler for care providers and Council brokers by reducing the need for negotiating on cost.
- e. Clear quality criteria aligned with quality and performance management by the Council's Quality and Improvement team. This will assure the delivery of the care necessary to support the care plan and will improve the clarity of the conversation with providers regarding quality and performance.
- f. The framework would also create a mechanism for purchasing future block arrangements for instance to meet the needs of defined care groups or provide further assurance regarding supply and cost control.
- g. Clear messaging to providers that the framework will be used for all business relating to care home placements except a small number of

placements in defined circumstances which may require spot arrangements.

Proposed Care Home Banding model

16. The Council has worked with providers to develop a model of care bands with defined needs and defined inputs. These care bands have been co-produced with Oxfordshire Care Partnership and Order of St John Care Trust as strategic providers of block beds for the Council and has also had input from adult social care, CHC and other care home providers as well as services such as the Oxford Health NHS FT Care Home Support Service. There will be one banding model for both the block contract with the Oxfordshire Care Partnership and other providers as follows:
- a. Band 1: Residential Care
 - b. Band 2: Residential Specialist
 - c. Band 3: Nursing Care
 - d. Band 4: Nursing Specialist- A) Complex Physical Needs & B) Complex Mental Health Needs/ Complex Dementia
 - e. Band 5: Specialist Plus care
17. The Care Home bands at 16a-16d will have fixed fees which have been reviewed with the provider market. In effect, when Council adult social care or ICB CHC staff assess someone as needing (e.g.) a nursing care placement they will issue a service requisition to Council brokers who will source the placement via an e-brokerage portal. Providers will understand the needs of the individual and the inputs that will be required to meet these needs as defined in the Banding model. They will also know the fee that will be paid weekly to secure this placement.
18. Where people fall into Band 5 Specialist Plus Care there will continue to be a level of negotiation. Typically, this group of people may have increased nursing needs and/or behavioural challenges in relation to dementia or other conditions. The banding approach will support the negotiation with providers in that it defines the additional inputs that will be required to meet needs and provide the basis to negotiate the fee. Typically, the needs are defined in terms of additional 1-1 support to the individual. The approach builds on work that has been carried out by HESC commissioners in working with providers to define inputs and costing approaches for more complex NHS CHC funded placements.
19. The model has strong engagement from the market and the fixed fee approach is recognised as a good way forward. It builds on the approach that the Council has taken in the implementation of the Live Well at Home reablement and domiciliary care framework which has proved effective in delivering care from a responsive market at a fixed price.
- 20. Cabinet is asked to approve the new care home banding model and note the engagement of the market and partners in its development.**

Integration with NHS and implications for s75 NHS Act Agreement

21. The new model extends the integrated commissioning approach set out by the Council and the then Oxfordshire Clinical Commissioning Group with the establishment of the HESC integrated commissioning team in March 2021 and confirmed by the Council and the ICB in the s75 NHS Act 2006 agreement in April 2023.
22. There are several integrated commissioning approaches already in place:
- a. The Council contracts on behalf of the partners joint-funded services such as Carers Oxfordshire and Dementia Oxfordshire, as well as the reablement elements of the Live Well at Home Framework and Short Stay Hub beds that step people down from hospital.
 - b. The Council contracts the block bed arrangements in relation to complex dementia set out at paragraph 13 above. Residents in this home are either funded by adult social care or by NHS CHC, but the Council holds the contract on behalf of both parties.
 - c. Where people become eligible for NHS CHC when in a Council contracted setting (e.g., Oxfordshire Care Partnership or a Supported Living placement for someone living with Learning Disabilities or Autism) they should remain in that setting and within the Council contract even when their funding route has changed.
23. Our approach to the new model develops these existing arrangements in line with the ambition in the HESC model and the s75 agreement:
- a. The framework contract will be procured by the Council on behalf of the ICB with a clear message to the market that it will be the sourcing route for both NHS CHC as well as adult social care funded residential and nursing home placements.
 - b. Council brokers will receive service requisitions from both adult social care and NHS CHC staff and source placements on their behalf.
 - c. The Council will enter into and manage call-off contracts irrespective of the funding source.
24. These developments will be contingent upon the following:
- a. Acceptance by the ICB of the use of the Council's form of contract.
 - b. Agreement between the parties on an approach to annual fee uplifts. Historically the NHS and the Council have had a different approach and different timelines for agreeing and implementing fee uplifts.
 - c. Clarification of the respective roles of the parties in relation to the model
 - i. The ICB would delegate to the Council responsibility for sourcing, and contracting care, and managing performance of the provider under the contract.
 - ii. The ICB would retain and cannot delegate its responsibilities to
 1. assess eligibility against the NHS CHC Framework
 2. Develop care plans to meet assess identified needs.
 3. Review care plans at 3 and 12 months and where there is a change in needs or circumstances.
 4. Maintain clinical oversight of the effectiveness of the plan even when delivered via the Council contract.

25. This a complex area and would need to be developed prior to the commencement of the new framework in May 2024 and captured within a variation to the s75 NHS Act 2006 agreement between the parties.
26. At its Executive Management Committee meeting on 23 October 2023 the ICB endorsed this approach and committed to developing these specific arrangements subject to approval of the Business Case (see below).
27. **Cabinet is asked to approve the implementation of an integrated purchasing framework with the Buckinghamshire, Oxfordshire, and Berkshire West Integrated Care Board and to implement the new Care Home Banding model.**
28. **Cabinet is asked to approve the revision of the s75 NHS 2006 agreement with the ICB to support implementation of the model and to delegate authority to agree revision to this agreement to the Corporate Director of Adult Social Care in consultation with the Director of Law and Governance.**

Business Case for new purchasing model

29. Approval for the Business Case to proceed to procurement of the new purchasing model is delegated to the Corporate Director of Adult Social Care under the Council's scheme of delegation.
30. The Business case sets out the key benefits and risks of the purchasing framework based on care bandings costed with fixed fees:
 - a. Clarity of requirements of care homes and an opportunity to develop their business.
 - b. Greater business efficiency around sourcing and placement
 - c. A fixed fee model that will over time deliver reductions in total care home spend.
 - d. Improved financial forecasting.
 - e. Strategic engagement with the market and the opportunity to further develop block and other arrangements that deliver better outcomes for our residents, the Council, and providers.
 - f. Elimination of hand-offs and competition between Council and NHS commissioners that drives unnecessary cost.
31. The implementation of the new Care Band model with fixed fee bands will over time support cost controls and the identification and delivery of efficiencies. The phasing of efficiencies will be contingent on several factors and a full financial appraisal of the opportunities and risks is being prepared.
32. Within the Business Case the ICB is asked to invest new funds to support the expansion of the Council's brokerage team within HESC to reflect the increase in purchasing activity and the expansion of the Quality and Improvement team to reflect the increased number of Council contracted placements. The ICB will confirm its decision after its Executive Management Committee meeting on 13 November. The Corporate Director of Adults Social Care will make the decision to proceed in the light of the ICB decision.

33. **Cabinet is asked to note that the Business Case to proceed to procurement of the new Care Homes Purchasing Framework will be made by the Corporate Director of Adult Services using their existing delegated powers.**

Corporate Policies and Priorities

34. The procurement aligns with the following strategic priorities identified in the Council's Corporate Plan:

- a) **Tackle inequalities in Oxfordshire.** With the adoption of a care bandings approach based on need we will improve our planning to meet assessed care needs and avoid people being placed in Care Homes unnecessarily in line with our ambition in the Oxfordshire Way.
- b) **Prioritise the health and wellbeing of residents.** The Care Band model will map the needs of our residents so that we ensure the right care in the right place when they need a care home placement.
- c) **Support carers and the social care system.** The Care Band model supports carers in making the right decisions to support their loved ones when a care home placement is indicated to meet assessed need. The ownership of the Care Band model across health and care and with the provider market will support an integrated approach to understanding needs and to developing the care inputs to meet those needs.
- d) **Work with local businesses and partners for environmental, economic and social benefit.** The purchasing framework will support the business development model of our local care home providers.

Financial Implications

35. Annual spending on care homes is more than £88m with the framework aiming to bring greater control and consistency over unit costs for the County Council, while providing certainty over rates for providers.
36. This will provide benefits in relation to reducing the need to negotiate fees on a case-by-case basis providing efficiencies for both the County Council and our providers of care home services.
37. A single rate however will see some providers receiving higher fees in the future and some lower. The biggest financial risk for the council is expected to come about if the number of providers who receive more outweighs the providers who receive less as a result of the framework, particularly if this results in the framework not providing sufficient capacity to meet demand and this risk is addressed below in *Risk Management*.
38. On balance the key risks are well understood and mitigated as set out below, and therefore it is expected that the total amount spent on care homes will be broadly similar as under our current processes when considering today's prices and demand levels. Inflation and changes in demand will clearly have an impact on

spend, but these are not likely to be affected materially by the new framework as they are more closely linked to wider economic and health factors.

39. As a result it is assumed at this stage that there will be no significant change in the overall cost of care home placement in the short-term, however the framework will provide an opportunity to better understand and manage the market over the medium term and therefore may present opportunities once established.

Thomas James, Finance Business Partner
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Legal Implications

40. Section 75 of The NHS Act 2006 (the “2006 Act”) enables NHS bodies and local authorities to enter into arrangements which are prescribed in secondary legislation. The [NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000](#), as amended, is the relevant secondary legislation that sets out details of the permitted arrangements which include as follows:

- NHS bodies can carry out local authorities’ health-related functions together with their NHS functions
- local authorities can carry out NHS functions together with their local authority health-related functions
- NHS bodies and local authorities can establish and run a pooled fund which is made up of contributions by the partners, and out of which payments may be made towards carrying out the functions that are within the scope of the arrangements

41. The Health and Care Act 2022 (the “2022 Act”) abolished clinical commissioning groups and allowed for the establishment of ICBs. The 2022 Act introduced broad powers of delegation (by the insertion of new sections 65Z5 & 65Z6 into the 2006 Act) which enable ICBs and NHSE to delegate functions to certain bodies, including local authorities. However, certain functions, as may be prescribed in Regulations, may not be delegated.

42. The National Health Service (Joint Working and Delegation Arrangements) (England) (Amendments) Regulations 2023 provide that ICBs are precluded from delegating decisions as to whether or not an individual is eligible for CHC or FNC to another body and from delegating the function of arranging for the review of CHC eligibility decisions to another body.

43. The Regulations do not preclude ICBs from delegating their functions relating to the carrying out of the assessments or the commissioning of CHC and FNC services to a local authority. ICBs may properly delegate the carrying out of CHC & FNC assessments or the commissioning of those CHC & FNC services (such as commissioning appropriate care packages) to other bodies.

44. Under section 75 liability for delegated health-related functions (which covers the delivery of the Better Care Fund) remains with the organisation on which the

function was originally conferred, irrespective of who exercises it. Under sections 65Z5 and 65Z6, the division of liability can be determined by the parties to the arrangement.

45. The existing S75 Agreement between the council and the ICB will need to be reviewed, negotiated and amended to ensure that any delegation of functions is accurately reflected, and, wherever permissible, liabilities apportioned, prior to the start of a contract envisioned by this report.

Paul Grant
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Staff Implications

46. There are no direct staffing implications for the Council other than the planned expansion of the HESC Brokerage and Quality Improvement teams resourced by the ICB.

Equality & Inclusion Implications

47. The deployment of the purchasing framework will be in line with the Care Bands developed to assess need and confirm the care inputs to meet these needs. The framework is designed to meet the needs of all adults aged over the age of 18 requiring a care home placement. The mechanism within the contract to develop future block arrangements will enable the Council and the ICB to develop dedicated arrangements that meet the needs of our community, for instance the development of specialist provision for older people living with learning disability and dementia, or for specific health conditions.
48. We will evaluate the equality impact of the providers bidding to join the framework as part of the contract award process.

Sustainability Implications

49. The proposed purchasing framework and care homes banding model do not directly create any sustainability benefits or issues. As part of the evaluation of bids to join the purchasing framework the Council will assess providers commitment to and plans to move to a carbon neutral model for their businesses.

Risk Management

50. Within the Business Case there have been key potential risks identified relating to the implementation of the Framework
- a. There is a risk that insufficient providers will register on to the framework thereby reducing capacity available to the Council and ICB for care home beds.
 - i. This risk is mitigated by the evidence of the strong engagement of the market in the Care Band model and the framework will be the

only route to accessing Council and ICB new business from May 24. We have engaged the market around the fee rates, and we have the experience of the development of the implementation of the Live Well at Home framework as evidence of our ability to bring the market with us over time.

- b. There is a risk that there will be upward pressure to move people to higher care bands including to Band 5 as providers seek to recover costs associated with the Care Band Fees.
 - i. This risk is mitigated by our approach to assessment. Any Specialist Plus placements will need to be authorised by leads in adult social care and the ICB.
- c. There is a risk that the ICB do not agree to additional resourcing requirement to implement the new model.
 - i. The ICB is confirming its approval of the Business Case, and this will be updated to Cabinet at its meeting on 21 November.
- d. There is a risk to both parties arising from the different approaches to annual contract price uplifts. There would be a non-alignment currently in terms of the framework for uplifts, the amounts awarded and the timeline for decision and implementation.
 - i. The ICB has confirmed its commitment to develop a common approach to uplifts and this will be developed prior to the first round of uplifts for 2025/26.
- e. There are several complexities relating to the relationship between the Council's liability for contracts issued under the framework and the ICB's liabilities in respect of NHS CHC which cannot be delegated.
 - i. These risks can be mitigated by the appropriate form of undertakings within the s75 NHS Act 2006 agreement between the parties. The direction of travel is in line with both our local strategy and the national approach to integration. The revised s75 agreement will need to be backed by an implementation approach that assures that staff working across the framework and the model understand their responsibilities and should be reviewed regularly between the parties in the Joint Commissioning Executive.

Consultations

51. There has been very strong engagement with the provider market and with partner organisations across health and care. The Care Home Bandings model can be considered "owned and accepted" across the sector and will govern the care prescription for people whose needs fall within Care Bands 1-4 above.

52. As part of the development of the model a sampling exercise was undertaken talking to residents of care homes specifically to ask regarding their views on the quality of care, what is important to them and what we should be seeking to evaluate in assessing bids from providers to join the framework.

NAME

Karen Fuller

Annex:

Nil.

Background papers: Nil.

Contact Officer: Ian Bottomley, Lead Commissioner – Age Well
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November 2023

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Divisions Affected - All

Cabinet 21st November 2023

Business Services Transformation Programme Refocus

Report by the Executive Director of Resources & Section 151 Officer

RECOMMENDATION

1. Cabinet is RECOMMENDED to:

- a. Approve the refocusing of the programme on the delivery of improvements to existing human resources, finance, payroll and procurement functions and processes.
- b. Approve that the programme does not progress the development of detailed requirements and a full business case to review delivery options for corporate support services and underpinning technology.
- c. Approve the repurposing £1.23m of the existing approved £1.57m programme funding to deliver the refocused programme and return the remaining £345k to the Transformation Reserve.

Executive Summary

2. This report provides an update on the progress of the Business Services Transformation Programme and seeks approval for a proposal to refocus, deliver improvements to existing human resources (HR), finance, payroll and procurement functions and processes and remain with Hampshire County Council's Integrated Business Centre (IBC).
3. This report also seeks approval for the repurposing of £1.23m of the existing Cabinet approved £1.57m programme funding for delivery of the programme to date and to plan and deliver an Improvement Stage. The £1.57m was previously agreed at Cabinet in April 2023 for programme resources to prepare detailed requirements for a transformation and procurement process.
4. Prior to completion of the Improvement Stage a review will be completed to assess progress and determine next steps, including delivery of further identified improvements and / or required Council preparations and involvement

in the IBC's planned upgrade to SAP S/4HANA (the up-to-date version of SAP), which is planned to complete by September 2025.

Background

5. In 2015 the council entered a shared service arrangement that effectively outsourced its HR, finance, payroll and procurement support including the technology infrastructure via a partnership agreement with Hampshire County Council's IBC, which had already been established supporting other public sector bodies.
6. A Case for Change review was undertaken in Q4 2021/22. The analysis identified opportunities and drivers to move from the existing shared services partnership and informed a high-level options appraisal and outline business case, which was completed in March 2023.
7. In April 2023 Cabinet approved the development of detailed requirements and a business case to review delivery options for corporate support services and underpinning technology including HR, finance, payroll and procurement in order to deliver services more efficiently, modernise business processes and upgrade current IT systems. Funding of £1.57m was approved for programme resources to prepare requirements for a transformation and to deliver a potential procurement process.
8. Following Cabinet approval, the programme launched a Requirements Stage to review operating model options, capture requirements and develop a business case to inform a decision at Cabinet in November to commence a procurement process. During this activity factors emerged which led to a proposal to refocus the programme, remain with IBC for the time being, and to deliver improvements to existing functions and processes.
9. The emergent factors that resulted in the proposal to refocus the programme include:
 - Hampshire County Council indicated and have subsequently confirmed that their upgrade to the latest version of their corporate system (SAP S/4HANA) will be delivered much earlier than previously stated and will complete by September 2025. The earlier upgrade and the IBC's management of another partner's exit, both over the same period as this council's implementation project, would add considerable delivery risk for this programme.
 - Progressing the programme on its planned path would make the Council fully reliant on the IBC to complete their upgrade on time and to fully support required exit activities. Any slippage by the IBC would risk significant delay and additional costs for this programme.
 - Work completed on the business case so far indicated that:
 - (1) There is work to be completed in the longer term to establish a clear financial benefit from proceeding with a change and the implementation programme, which would require significant capital investment.

- (2) There are significant frustrations, inefficiencies and limitations with data and reporting, but the fundamentals of the system are sound (i.e staff and suppliers are being paid, customers are being invoiced and their payments received).
 - (3) Although the Council has a strong appetite to change, there needs to be a strong baseline of clear roles and responsibilities in use of the system and compliance with these before any new system is implemented.
- 10. A proposal to refocus the programme is now proposed with a closure of the Requirements Stage and, for the period until the end of November, on setting-up and planning an Improvement Stage.
- 11. Despite the refocus of the programme, the Council's ambition to improve HR, finance, payroll and procurement processes remains unchanged and continues to be reflected by the following Business Services Transformation programme vision statement.

“Empowerment and accountability of the workforce through ownership and control of our data using best practice workflow self-service. Allowing the HR, finance and procurement services to focus on their key professional areas working with reliable and trusted data to inform decisions and reduce risk”.

Programme Refocus

- 12. As part of Delivering the Future Together, this programme will have a significant impact on the organisation and will help the Council become an Employer, Partner and Place Shaper of Choice. The programme's current focus is on validating, prioritising and planning the delivery of improvements, which were identified through the requirements analysis and from a managers' self-service time and satisfaction survey. The opportunities fall into three themes: People Change, Process Improvement and Data and Reporting and are summarised in Annex 1.
- 13. Following prioritisation and planning the programme will deliver the agreed scope of improvements within a 10-month Improvement Stage, which will complete by September 2024. At a high-level, the objectives of the Improvement Stage based on the scope of improvements currently under review will be:
 - To review and optimise the level of self-service and clarify the roles and responsibilities of managers, HR and Finance to increase productivity, drive consistency and best practice across the organisation.
 - Drive behaviour change and provide the required learning and support to enable managers to fulfil their responsibilities, improving the quality of financial, people management and data across the organisation.
 - Implement optimised standard solutions to increase productivity by replacing siloed directorate off-system manual workaround processes, for example approval workflows and managers' workarounds, which are used to track information off-system using spreadsheets.

- Improve access to management information and insights through dashboards and reports.
 - Cleanse agreed priority data and ensure its ongoing maintenance through effective data governance.
 - Through the above improvements, prepare the organisation for future change by developing its knowledge and ownership of processes and data.
14. The following high-level non-financial benefits are expected from the delivery of the improvements. Specific benefits will be identified, measured and tracked as part of the delivering the Improvement Stage.
- Increased manager productivity through time savings in navigating existing self-service processes.
 - Improved workforce experience and resilience as staff understand their self-service responsibilities and are supported in fulfilling them.
 - Better risk management through improved and standardised workflow controls across the organisation.
 - Increased quality of financial and people management enabled by improved data and management information.
15. Towards the end of the Improvement Stage, a review of improvements delivery status will be completed and next steps agreed. At that point it will be possible to assess the progress and likely timescales for completion of the other partner's IBC exit and IBC's own SAP upgrade project. For the latter project it will also be possible to determine this Council's required involvement.

Financial Implications

16. Cabinet approved funding of £1.57m in April 2023 for resources to deliver the Requirements Stage of the programme, to be funded from the Transformation Reserve. Total forecast costs to deliver the programme so far and to continue delivery up to the end of November 2023 were £0.470m.
17. Total forecast revenue costs to deliver the Improvement Stage from December 2023 to end of September 2024 are £0.756m, comprising £0.291m in 2023/24 and £0.465m in 2024/25.
18. The total forecast costs for the whole life of the programme until the completion of the Improvement Stage are £1.23m. The remaining £0.345m from the approved £1.57m programme budget will be returned to the Transformation Reserve.

Total Forecast Programme Costs - £'000s

| Item | Prior Years | 2023/24 | 2024/25 | Total |
|----------------------------------|-------------|------------|------------|--------------|
| Revenue costs to November | - | 373 | - | 373 |
| Revenue costs for Improve. Stage | - | 291 | 465 | 756 |
| Total Revenue Costs | - | 664 | 465 | 1,129 |
| Total Capital costs | 97 | - | - | 97 |
| Grand Total | 97 | 664 | 465 | 1,226 |

Comments checked by:
Ian Dyson, Assistant Director of Finance (ian.dyson@oxfordshire.gov.uk)

Legal Implications

19. There are no legal implications arising from this report.

Comments checked by:
Bede Murtagh – Contracts Solicitor

Lorna Baxter
Director of Finance

Annex 1: Summary of Improvement Opportunities

Background papers:

Outline Business Case Cabinet Report (April 2023) – A Programme for Transforming the Council's Enterprise Business Systems and Processes

Contact Officer: Duncan Grant, Business Change Project Manager
Duncan.Grant@Oxfordshire.gov.uk

November 2023

Annex 1 – Summary of Improvement Opportunities

Requirements analysis and findings from a managers' IBC self-service time and satisfaction survey identified a range of improvement opportunities, which are summarised in the table below. These improvement opportunities are high-level and grouped into three themes: People Change, Process Improvement and Data and Reporting.

The programme is currently validating and prioritising these opportunities to develop a confirmed scope and delivery plan. The opportunities will then be delivered over the course of the Improvement stage.

| Theme | Improvement Opportunities |
|---------------------|---|
| People Change | <p>Deliver a holistic approach to driving behavioural change and providing the required learning and support to drive the following improvements:</p> <ol style="list-style-type: none">1. Improve learning and guidance to support managers with simply and efficiently navigating finance and HR processes and systems, enabling them to be successful in fulfilling their responsibilities from initial induction and throughout their careers with the Council.2. Improve the quality of financial management with cost centre managers fully able to fulfil their responsibilities as part of optimising the end-to-end budget monitoring process (relates to opportunity 8).3. Improve organisational data quality with managers following the right standards and controls when making organisation structure changes in the system (relates to opportunity 11).4. Improve the consistency and effectiveness of the end-to-end customer journey for accessing support. Review the current support model of multiple separate channels (including local informal 'super-user' arrangements) for dealing with IBC, including the OCC finance and HR support arrangements. Options could include a central model to triage queries and deal directly with IBC, reducing the burden and unproductive time for managers. |
| Process Improvement | <ol style="list-style-type: none">5. Review and optimise the level of manager self-service and clarify the roles and responsibilities of managers, Finance and HR to improve productivity and drive consistency and best practice across the organisation.6. Identify and implement improved standard solutions to replace existing siloed directorate workarounds, which are in place to compensate for limitations with the existing IBC processes (e.g. cost centre manager approvals off-system), to ensure appropriate controls are in place and to improve and deliver benefits for all directorates.7. Identify and implement improved standard solutions to deliver productivity benefit to managers and replace the current inefficient off-system manager self-service practices using spreadsheets, e.g. to manage purchase order approvals, track PO spend, track team availability, manage organisation data, keep track of training etc. |

| | |
|------------------|--|
| | <p>8. Improve the quality of financial management through a review of the current budget planning and forecasting process end-to-end, identifying opportunities for greater automation and to enhance front-end reporting using tools to reduce managers' reliance on off-system spreadsheets.</p> <p>9. Increase efficiency through reviewing and exploring the opportunity to automate the current manual process for reconciling contracts with spend data.</p> <p>10. Improve the recruitment process by implementing a new replacement service to address the issues with the current provision.</p> <p>11. Improve controls around post creation and approval in making organisation structure changes. Review post creation process in context of planned recruitment process changes.</p> <p>12. Review the current workforce planning process and determine whether workforce planning can be implemented as a strategic initiative across the organisation using data and reports available from existing systems. Develop a solution to strategically plan resourcing and organisational development needs across the organisation.</p> <p>13. Develop a more formalised approach to performance management across the organisation as a strategic initiative to gain a better understanding of the talent pool and to feed into organisation development and workforce planning.</p> |
| Data & Reporting | <p>14. Improve management information through access to dashboards and reports. Review requirements for improved HR and financial management information, including compliance reports to enable effective stewardship of the organisation. Assess tools available and the organisation's capabilities to deliver (e.g. Power BI), develop and agree an approach and plan.</p> <p>15. Improve the proactive management of the organisation's resources through the development of exception reports to provide insights on where actual performance deviates significantly from expected performance.</p> <p>16. Review and work through data cleanse items identified as high priority in advance of migration to S/4HANA and to deliver benefit for BAU (e.g. purge of incorrect vacant posts, duplicated suppliers).</p> <p>17. Implement a data governance model, improving and maintaining the quality of existing data and putting in place a structure for future data projects.</p> |

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| Division(s): N/A |
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ITEM

CABINET – 21 NOVEMBER 2023

TREASURY MANAGEMENT MID TERM REVIEW 2023/24

Report by the Director of Finance

RECOMMENDATION

1. Cabinet is **RECOMMENDED** to note the council's treasury management activity in the first half of 2023/24 and recommend Council to note council's treasury management activity in the first half of 2023/24.

Executive Summary

2. Treasury management is defined as: "The management of the organisation's borrowing, investments and cash flows, including its banking, money market and capital market transactions, the effective control of the risks associated with those activities, and the pursuit of optimum performance consistent with those risks."
3. The Chartered Institute of Public Finance and Accountancy's (CIPFA's) 'Code of Practice on Treasury Management 2021' requires that committee to which some treasury management responsibilities are delegated, will receive regular monitoring reports on treasury management activities and risks. This report sets out the position at 30 September 2023.
4. Throughout this report, the performance for the first half of the year (1 April to 30 September 2023) is measured against the budget agreed by Council in February 2023.
5. As at 30 September, the council's outstanding debt totalled £302m and the average rate of interest paid on long-term debt during the year was 4.41%. No new external borrowing was arranged during the first half of the year, whilst £4m of maturing Public Works Loan Board (PWLB) loans and a £5m LOBO were repaid during the first half of the year. The Council's forecast debt financing position for 2023/24 is shown in Annex 1.
6. The [Treasury Management Strategy for 2023/24](#) agreed in February 2023 assumed an average base rate of 4.25%.
7. The average daily balance of temporary surplus cash invested in-house was expected to be £480m in 2023/24, with an average in-house return of 3.00%.
8. During the first half of the year the Council achieved an average in-house return of 3.53% on average cash balances of £499.055m, producing gross interest receivable of £8.866m. In relation to external funds, the return for the for six months was £1.836m, bringing total investment income to £10.702m. This compares to budgeted investment income of £7.073m, giving a net overachievement of £3.629m.

9. At 30 September 2023, the council's investment portfolio of £577.189m comprised £440.500m of fixed term deposits, £43.216m at short term notice in money market funds and £93.473m in pooled funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 30 September 2023.

Treasury Management Activity

Debt Financing & Maturing Debt

10. The Strategy for Long Term Borrowing agreed in February 2023 included the option to fund new or replacement borrowing up to the value of £180m through internal borrowing. The aim was to reduce the Council's exposure to credit risk and reduce the long term cost of carry (difference between borrowing costs and investment returns).
11. The council is able to borrow from the Public Works Loan Board (PWLB) or through the money markets. Persistently high inflation has led to bond yields, and therefore PWLB rates, remaining high. The expectation is that as inflation falls, PWLB rates should reduce over the medium term. Given the forecast for borrowing rates, the strategy for 2023/24 assumes no new external borrowing during the year, with any increase in capital financing requirement met through internal borrowing.
12. As at 30 September 2023, the authority had 44 PWLB loans totalling £252.383m, 8 LOBO¹ loans totalling £45m and one £5m money market loan. The average rate of interest paid on PWLB debt was 4.72% and the average cost of LOBO debt in 2023/24 was 3.94%. The cost of debt on the money market loan was 3.95%. The combined weighted average for interest paid on long-term debt was 4.41%. The Council's debt portfolio as at 30 September 2023 is shown in Annex 1.
13. The Council repaid £4m of maturing PWLB loans during the quarter. The Council also repaid one LOBO of £5m without penalty when the provider used their option to "call" the loan. The weighted average interest rate payable on the matured loans was 4.62%. The forecast outturn for interest payable in 2023/24 is £12.95m which is below the budgeted figure of £13.15m. The details are set out in Annex 2.

Investment Strategy

14. 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.
15. 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

¹ LOBO (Lender's Option/Borrower's Option) Loans are long-term loans which include a re-pricing option for the bank at predetermined intervals.

funds with from a security view point, whilst the Government's Debt Management Deposit Facility (DMADF) has also provided a competitive and secure counterparty from time to time.

16. The Treasury Management Strategy Statement and Annual Investment Strategy for 2023/24 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 Treasury Management Strategy Team (TMST) throughout the year against respective benchmarks and the in-house portfolio.
17. At the start of the year the UK Bank Rate was 4.25% which was in line with the forecast. With ongoing inflationary pressures impacting on the UK economy, interest rates rose higher than forecast to 5.00% in June. The new forecast is that rates peaked at 5.25% in August 2023, and remain there until autumn 2024 where it is expected they will slowly reduce to 2.50% by summer 2026.

The Council's Lending List

18. In-house cash balances are deposited with institutions that meet the council's approved credit rating criteria. The approved lending list, which sets out those institutions, is updated to reflect changes in bank and building society credit ratings. Changes are reported to Cabinet as part of the Business Management & Monitoring Report. The approved lending list may also be further restricted by officers, in response to changing conditions and perceived risk. There were no changes to the lending list during the first half of 2023/24.

Investment Performance

19. Temporary surplus cash balances include: developer contributions; council reserves and balances; and various other funds to which the Council pays interest at each financial year end. The budgeted annual return on these in-house balances for 2023/24 was 3.00% and assumed an average annual in-house cash balance of £379.144m.
20. The actual average daily balance of temporary surplus cash invested in-house was £499.055m for the first half of 2023/24 and the average in-house return was 3.53%, producing gross interest receivable of £8.866m. Gross distributions from pooled funds totalling £1.836m were also realised in the first half of the year, bringing total investment income to £10.702m. This compares to budgeted investment income of £7.073m, giving a net overachievement of £3.629m. This reflects a combination of higher than forecast average cash balances, and higher than forecast interest rates.
21. Cash balances for the year are forecast to be lower than they otherwise would be as a result of negative Dedicated Schools Grant balances relating to High Needs. The cumulative negative DSG balance is forecast to be £59.4m by the end of 2023/24. Since this reflects actual cash spent by the council this means there is an estimated opportunity cost of £1.8m in unearned interest for the year. The cumulative opportunity cost of lost interest is estimated to be £2.55m by the end of 2023/24.

22. The Council operates a number of instant access call accounts and money market funds to deposit short-term cash surpluses. During the first half of 2023/24 the average balance held on instant access was £68.845m, at an average rate of 4.75%.
23. At 30 September 2023 the total value of pooled fund investments was £93.473m. This is marginally down from the value as at 30 June 2023 of £93.796m.
24. At 30 September 2023, the Council's investment portfolio of £577.189m comprised £440.500m of fixed term deposits, £43.216m at short term notice in money market funds and £93.473m in pooled funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 30 September 2023.
25. The Council's Treasury Management Strategy Team regularly monitors the risk profile of the Council's investment portfolio. An analysis of the credit and maturity position of the portfolio at 30 September 2023 is included at Annex 4.

Prudential Indicators for Treasury Management

26. During the financial quarter, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Management Strategy for 2023/24. The position as at 30 September 2023 for the Prudential Indicators is shown in Annex 3.

Financial Implications

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

Comments checked by:

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

Legal Implications

28. The report meets the requirements of both the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required to comply with both Codes through Regulations issued under the Local Government Act 2003. There are no other legal implications.

Comments checked by:

Paul Grant, Head of Legal, paul.grant@oxfordshire.gov.uk

Sustainability Implications

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

Contact officer: Tim Chapple – Treasury Manager
Contact number: 07917 262935
October 2023

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2023/24

| | | |
|---|-------------|---------------|
| <u>Debt Profile</u> | | £m |
| 1. PWLB | 64% | 256.38 |
| 2. Other Long Term Loans | 12% | 50.00 |
| 3. Sub-total External Debt | | 306.38 |
| 4. Internal Balances | 24% | 96.34 |
| 5. Actual Debt at 31 March 2023 | 100% | 402.72 |
| 6. Prudential Borrowing | | 73.35 |
| 7. Borrowing in Advance | | 0.00 |
| 8. Minimum Revenue Provision | | -11.84 |
| 9. Forecast Debt at 31 March 2024 | | 464.23 |
| <u>Maturing Debt</u> | | |
| 10. PWLB loans maturing during the year | | -12.00 |
| 11. PWLB/LOBO loans repaid prematurely | | -10.00 |
| 12. Total Maturing Debt | | -22.00 |
| <u>New External Borrowing</u> | | |
| 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 |
| <u>Debt Profile Year End</u> | | |
| 17. PWLB | 52% | 244.38 |
| 18. Money Market loans (incl £35m LOBOs) | 9% | 40.00 |
| 19. Forecast Sub-total External Debt | | 284.38 |
| 20. Forecast Internal Balances | 39% | 179.85 |
| 21. Forecast Debt at 31 March 2024 | 100% | 464.23 |

Line

- 1 – 5 This is a breakdown of the Council's debt at the beginning of the financial year (1 April 2020/21). 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 there is a robust investment to save model; or the council has a significant unmet capital need.
- 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 2023/24.
- 14 New PWLB loans to replace debt repaid early.
- 15 The Money Market borrowing undertaken by the Council during 2023/24
- 16 The total external borrowing undertaken.
- 18-22 The Council's forecast debt profile at the end of the year.

Long-Term Debt Maturing 2023/24**Public Works Loan Board: Loans maturing during 2023/24**

| Date | Amount £m | Rate % |
|--------------|------------------|---------------|
| 30/04/2023 | 2.000 | 5.625% |
| 22/05/2023 | 2.000 | 5.625% |
| 01/11/2023 | 8.000 | 5.000% |
| | | |
| Total | 12.000 | |

LOBO Loans called & repaid during 2023/24

| Date | Amount £m | Rate % |
|--------------|------------------|---------------|
| 31/08/2023 | 5.000 | 3.820% |
| 27/10/2023 | 5.000 | 4.290% |
| | | |
| Total | 10.000 | |
| | | |

Prudential Indicators Monitoring at 30 September 2023

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 the first quarter of 2023/24.

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 quarter of 2023/24.

| | |
|--|--------------|
| Authorised limit for External Debt | £555,000,000 |
| Operational Limit for External Debt | £570,000,000 |
| Capital Financing Requirement for year | £508,413,000 |

| | Actual 30/09/2023 | Forecast 31/03/2024 |
|-----------------------------|------------------------------|--------------------------------|
| Borrowing | £297,382,618 | £284,382,618 |
| Other Long-Term Liabilities | £ 17,000,000 | £ 17,000,000 |
| Total | £314,382,618 | £301,382,618 |

Interest Rate Exposures

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

Fixed Interest Rate Exposure

| | |
|------------------------------------|---------------|
| Fixed Interest Net Borrowing limit | £350,000,000 |
| Actual at 30 September 2023 | -£135,117,382 |

Variable Interest Rate Exposure

| | |
|---------------------------------------|--------------|
| Variable Interest Net Borrowing limit | £0 |
| Actual at 30 September 2023 | -£79,727,407 |

Principal Sums Invested over 365 days

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

Maturity Structure of Borrowing

This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing and the actual structure at 30 September 2023, 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 | 7.73 |
| 12 – 24 months | 0 – 25 | 3.36 |
| 24 months – 5 years | 0 – 35 | 28.25 |
| 5 years to 10 years | 5 – 40 | 27.37 |
| 10 years + | 25 – 95 | 33.29 |

OXFORDSHIRE COUNTY COUNCIL INVESTMENT PORTFOLIO 30/09/2023

Fixed term deposits held at 30/09/2023

| Counterparty | Principal Deposited | Maturity Date |
|--|---------------------|---------------|
| The Highland Council | £5,000,000.00 | 10/10/2023 |
| South Ayrshire Council | £5,000,000.00 | 11/10/2023 |
| Powys County Council | £10,000,000.00 | 12/10/2023 |
| Plymouth City Council | £10,000,000.00 | 19/10/2023 |
| DMADF | £10,000,000.00 | 20/10/2023 |
| DMADF | £10,000,000.00 | 25/10/2023 |
| London Borough of Hillingdon Council | £5,000,000.00 | 26/10/2023 |
| Liverpool City Council | £5,000,000.00 | 27/10/2023 |
| Moray Council | £5,000,000.00 | 31/10/2023 |
| Medway Council | £5,000,000.00 | 06/11/2023 |
| Plymouth City Council | £5,000,000.00 | 07/11/2023 |
| West Dunbartonshire Council | £5,000,000.00 | 20/11/2023 |
| Cambridgeshire County Council | £10,000,000.00 | 22/11/2023 |
| Wrexham County Borough Council | £5,000,000.00 | 22/11/2023 |
| Reading Borough Council | £5,000,000.00 | 22/11/2023 |
| Medway Council | £5,000,000.00 | 23/11/2023 |
| Worcestershire County Council | £5,000,000.00 | 08/12/2023 |
| Great Yarmouth Borough Council | £6,000,000.00 | 13/12/2023 |
| Watford Borough Council | £5,000,000.00 | 14/12/2023 |
| Surrey County Council | £5,000,000.00 | 22/12/2023 |
| Cambridgeshire County Council | £5,000,000.00 | 10/01/2024 |
| Denbighshire County Council | £5,000,000.00 | 18/01/2024 |
| London Borough of Lambeth Council | £10,000,000.00 | 22/01/2024 |
| Manchester City Council | £10,000,000.00 | 23/01/2024 |
| Fife Council | £5,000,000.00 | 24/01/2024 |
| Oadby and Wigston Borough Council | £8,000,000.00 | 24/01/2024 |
| Falkirk Council | £5,000,000.00 | 25/01/2024 |
| Fife Council | £5,000,000.00 | 25/01/2024 |
| Guildford Borough Council | £10,000,000.00 | 25/01/2024 |
| Aberdeenshire Council | £5,000,000.00 | 05/02/2024 |
| Aberdeenshire Council | £5,000,000.00 | 08/02/2024 |
| Kirklees Council | £5,000,000.00 | 15/02/2024 |
| South Ayrshire Council | £3,000,000.00 | 22/02/2024 |
| Gravesham Borough Council | £6,000,000.00 | 07/03/2024 |
| Gravesham Borough Council | £5,800,000.00 | 15/03/2024 |
| Bury Metropolitan Borough Council | £2,000,000.00 | 10/04/2024 |
| Ashford Borough Council | £5,000,000.00 | 23/04/2024 |
| North Lanarkshire Council | £5,000,000.00 | 24/04/2024 |
| Ashford Borough Council | £5,000,000.00 | 24/04/2024 |
| Police and Crime Commissioner for Merseyside | £5,000,000.00 | 24/04/2024 |

| | | |
|--|----------------------------|----------------------|
| Rotherham Metropolitan Borough Council | £5,000,000.00 | 26/04/2024 |
| Rotherham Metropolitan Borough Council | £5,000,000.00 | 26/04/2024 |
| Gravesham Borough Council | £2,500,000.00 | 26/04/2024 |
| Gravesham Borough Council | £2,400,000.00 | 26/04/2024 |
| Gravesham Borough Council | £1,800,000.00 | 26/04/2024 |
| Rushmoor Borough Council | £5,000,000.00 | 10/05/2024 |
| London Borough of Newham Council | £5,000,000.00 | 13/05/2024 |
| London Borough of Newham Council | £5,000,000.00 | 13/05/2024 |
| Gloucester City Council | £7,000,000.00 | 15/05/2024 |
| Cheshire East Borough Council | £5,000,000.00 | 15/05/2024 |
| West Dunbartonshire Council | £5,000,000.00 | 16/05/2024 |
| The Highland Council | £3,000,000.00 | 17/05/2024 |
| Rushmoor Borough Council | £5,000,000.00 | 21/05/2024 |
| North Lanarkshire Council | £5,000,000.00 | 21/05/2024 |
| South Ayrshire Council | £5,000,000.00 | 24/05/2024 |
| Worcestershire County Council | £5,000,000.00 | 06/06/2024 |
| Manchester City Council | £5,000,000.00 | 17/06/2024 |
| Worcestershire County Council | £5,000,000.00 | 27/06/2024 |
| Bradford Metropolitan District Council | £5,000,000.00 | 28/06/2024 |
| The Highland Council | £5,000,000.00 | 01/07/2024 |
| Conwy County Borough Council | £5,000,000.00 | 03/07/2024 |
| Isle of Wight Council | £5,000,000.00 | 05/07/2024 |
| North Lanarkshire Council | £5,000,000.00 | 05/07/2024 |
| Bradford Metropolitan District Council | £5,000,000.00 | 24/07/2024 |
| London Borough of Newham Council | £10,000,000.00 | 30/07/2024 |
| Cambridgeshire County Council | £5,000,000.00 | 15/08/2024 |
| London Borough of Brent Council | £5,000,000.00 | 15/08/2024 |
| West Dunbartonshire Council | £5,000,000.00 | 15/08/2024 |
| Plymouth City Council | £5,000,000.00 | 04/09/2024 |
| London Borough of Haringey Council | £5,000,000.00 | 05/09/2024 |
| Short Term Deposit Total | £387,500,000.00 | |
| Counterparty | Principal Deposited | Maturity Date |
| Rotherham Metropolitan Borough Council | £5,000,000.00 | 30/09/2024 |
| Worthing Borough Council | £3,000,000.00 | 19/11/2024 |
| Falkirk Council | £5,000,000.00 | 03/01/2025 |
| Police and Crime Commissioner for Lancashire | £5,000,000.00 | 06/01/2025 |
| Falkirk Council | £5,000,000.00 | 31/01/2025 |
| Police and Crime Commissioner for Lancashire | £5,000,000.00 | 14/04/2025 |
| Kirklees Council | £5,000,000.00 | 15/08/2025 |
| Derbyshire County Council | £5,000,000.00 | 26/08/2025 |
| North East Lincolnshire Council | £5,000,000.00 | 21/11/2025 |
| Worthing Borough Council | £5,000,000.00 | 21/11/2025 |
| Derbyshire County Council | £5,000,000.00 | 25/08/2026 |
| Long Term Deposit Total | £53,000,000.00 | |
| | | |
| Total Deposits | £440,500,000.00 | |

Money Market Funds

| Counterparty | Balance at 30/09/23 (£) | Notice period |
|---|-------------------------|---------------|
| Aberdeen Liquidity Fund | 50,308.47 | Same day |
| Goldman Sachs Sterling Liquid Fund | 0.00 | Same day |
| Deutsche Sterling Liquid Fund | 0.00 | Same day |
| Federated Sterling Liquidity Funds | 18,150,000.00 | Same day |
| Legal & General Sterling Liquidity Fund | 25,000,000.00 | Same day |
| CCLA Public Sector Deposit Fund | 0.00 | Same day |
| Morgan Stanley Sterling Liquid Fund | 260.31 | Same day |
| Total | 43,200,568.78 | |

Notice / Call Accounts

| Counterparty | Balance at 30/09/23 (£) | Notice period |
|------------------------|-------------------------|---------------|
| Santander Call Account | 3,694.65 | Same day |
| Barclays Current | 9,248.11 | Same day |
| Handelsbanken | 2,385.83 | Same day |
| Total | 15,328.59 | |

Strategic Bond Funds

| Fund | Balance at 30/09/23 (£) | Notice period |
|---|-------------------------|---------------|
| Threadneedle strategic bond fund (income) | 11,714,678.92 | 4 days |
| Threadneedle Global Equity Income Fund | 15,025,164.64 | 4 days |
| Kames Diversified Income | 8,747,673.99 | 4 days |
| Ninety One Diversified Income | 8,713,360.18 | 4 days |
| M&G Strategic Corporate Bond Fund | 10,612,547.96 | 4 days |
| Schroder Income Maximiser | 10,527,147.38 | 4 days |
| CCLA Diversified Income Fund | 4,622,656.80 | 4 days |
| Total | 69,963,229.86 | |

Property Funds

| Fund | Balance at 30/09/22 (£) | Notice period |
|--------------------------------------|-------------------------|---------------|
| CCLA Local Authorities Property Fund | 23,509,669.19 | Monthly |
| Total | 23,509,669.19 | |

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Division(s): N/A

ITEM CAx CABINET – 21 November 2023

Budget and Business Planning Report 2024/25 – 2026/27

Report by the Executive Director of Resources & Section 151 Officer

RECOMMENDATION

1. The cabinet is **RECOMMENDED** to:
 - a) endorse the report and note the directorate pressures that will need to be considered as part of the Budget & Business Planning Process.
 - b) endorse the approach to savings that will be developed further through the Budget & Business Planning Process.

Executive Summary

2. This report sets out budget pressures and the Cabinet's proposed approach to savings for the period 2024/25 to 2026/27.
3. The following annex is attached to this report:

Annex 1 – directorate revenue budget pressures 2024/25 – 2026/27

Introduction

4. The Budget and Business Planning report to Cabinet on 17 October 2023 set out background to the council's existing Medium Term Financial Strategy (MTFS) as well as a proposing the Budget and Business Planning process which will continue through the winter.
5. The report, which is available on the Cabinet agenda through the following link to the meeting, [Agenda for Cabinet on Tuesday, 17 October 2023](https://www.oxfordshire.gov.uk/agenda-for-cabinet-on-tuesday-17-october-2023) (www.oxfordshire.gov.uk), includes on-going budget changes already agreed for 2024/25 – 2025/26 as well as the funding and other assumptions behind the existing plans. It also includes information about how the council intends to seek feedback through budget engagement and consultation and a timetable for the 2024/25 process.
6. Following the Autumn Statement which is expected to be announced on 22 November 2023, it is anticipated that the Government will announce individual local authority funding allocations in late December 2023 as part of the Provisional Local Government Finance Settlement. Information from the

district councils about council tax and business rates funding will also be confirmed later in the process.

7. Comments from Performance & Corporate Services Overview & Scrutiny Committee will be shared with Cabinet in January 2024, along with the outcome of the public consultation and engagement. This feedback will be taken into consideration by Cabinet in setting out their proposed revenue budget for 2024/25 and Medium Term Financial Strategy (MTFS) to 2026/27.
8. In determining the final budget proposals to be included in the proposed budget for 2024/25 Cabinet will also consider the outcome of the Provisional Local Government Finance Settlement and other resources available through Council Tax and Business Rates notified by the district councils.

New Budget Proposals: Directorate Pressures for 2024/25 - 2026/27

Background

9. The Business Management & Monitoring Report elsewhere on the Cabinet agenda sets out that as at the end of September 2023 directorates are forecasting an overspend of £13.6m (2.4%) in 2023/24. Within that total the on-going impact of underlying pressures in Children's Services remains a significant challenge. After taking account of additional interest on balances and the use of funding held in contingency and the COVID-19 reserve, the overall forecast expenditure would be £4.2m higher than the budget.
10. The report to Cabinet in October 2023 explains that planned directorate expenditure budgets were matched to anticipated funding in 2045/25 assuming the maximum council tax increase of 4.99% and estimated changes to grant funding.
11. The net council funded budget for each directorate and changes that are already planned to create the budget for 2024/25 based on the current MTFS agreed in February 2023 are summarised in Table 1 below. The changes agreed as part of the 2024/25 Budget & Business Planning Process, including the pressures set out below, will be added to this starting point.

Table 1: Indicative Budgets and Changes in MTFS agreed in February 2023

| | 2023/24 Budget ¹ | Add Planned Changes in current MTFS | Indicative Budget 2024/25 | Change in Budget |
|----------------------------------|--------------------------------|---|---------------------------------|------------------------|
| | £m | £m | £m | % |
| Adult Services | 229.5 | 21.0 | 250.5 | 9% |
| Children's Services | 172.2 | 9.1 | 181.3 | 5% |
| Environment & Place | 76.0 | 0.1 | 76.1 | 0% |
| Public Health & Community Safety | 31.9 | 0.7 | 32.6 | 2% |
| Resources | 72.5 | -3.5 | 69.0 | -5% |
| Inflation to allocate | | 2.9 | 2.9 | |
| Directorate Total | 582.1 | 30.2 | 612.3 | 5% |

12. Over the summer directorates were asked to assess the cost of service plans and likely demand/costs, taking into account the on-going impact of activity and pressures in 2023/24 and anticipated changes to inflation, and compare anticipated costs to the planned budget available for 2024/25. As a result of this exercise directorates have identified pressures of £24.5m. These increase by a further £5.3m in 2025/26. An indicative budget for 2026/27 will be created as part of the Budget & Business Planning process.

Proposed Budget Pressures

13. The detailed changes making up the proposed increases for each directorate are included in Annex 1 and summarised in Table 2. 2026/27 is a new year that will be added to the Medium Term Financial Strategy as part of the Budget & Business Planning Process.

Table 2: Proposed Budget Pressures

| Directorate | 2024/25 £m | 2025/26 £m | 2026/27 (New Year) £m | Total £m |
|----------------------------------|---------------|---------------|--------------------------------|-------------|
| Adult Services | 4.2 | 1.2 | 12.1 | 17.5 |
| Children's Services | 14.6 | 3.5 | -1.0 | 17.0 |
| Environment & Place | 3.5 | 0.2 | -0.6 | 3.1 |
| Public Health & Community Safety | 0.3 | 0.3 | 0.0 | 0.6 |
| Resources & Law & Governance | 1.9 | 0.1 | 0.0 | 2.0 |
| Directorate Total | 24.5 | 5.3 | 10.5 | 40.3 |
| Pay Inflation | 2.4 | | | 2.4 |
| Contingency | 4.0 | | | 4.0 |
| Total Pressures | 30.9 | 5.3 | 10.5 | 46.7 |

¹ Includes the impact of the proposed virements relating to the 2023/24 pay award that are included in the Business Management & Monitoring Report to the end of September 2023.

14. In addition to the directorate increases set out above pay inflation will also impact on directorate budgets. Based on the anticipated increase in the National Living Wage from 1 April 2024 it is unlikely that the 2.5% increase assumed in the existing plan will be sufficient so funding to increase the assumed increase in pay inflation to at least 4.0% will need to be added to the budget for 2024/25. The estimated pressure of £2.4m after taking account of £2.1m funding for inflation from 2024/25 will also need to be funded along with a requirement to top – up the contingency budget held for risk by at least £4.0m.

Adult Services

15. The inflationary effect of the increase in the National Living Wage from April 2024 and the Consumer Price Index, which remains higher than anticipated when the budget was set, is estimated to be £2.3m higher than the existing funding built into the budget for 2024/25. The actual increase in the National Living Wage is expected to be announced by the government in late 2023.
16. The recent Census also confirms Oxfordshire has a growing and ageing population, which will continue to increase demand on services. £1.5m additional funding is proposed to be added to the budget to reflect additional demographic and demand pressure.

Children's Services

17. Pressures for different elements of the services within the directorate are summarised in the table below.

| | 2024/25 £m | 2025/26 £m | 2026/27 (New Year) £m | Total £m |
|--|---------------|---------------|--------------------------------|-------------|
| Education | 1.5 | 0.0 | 0.0 | 1.5 |
| Home to School Transport | 3.4 | 0.4 | 2.5 | 6.3 |
| Social Care: On-going impact of 2023/24 demand and inflation pressures | 8.2 | 2.3 | -4.2 | 6.3 |
| New service investments | 1.5 | 0.8 | 0.7 | 3.0 |
| Total | 14.6 | 3.5 | -1.0 | 17.0 |

18. Pressures for Education include £1.0m on-going funding for additional capacity in the Special Educational Needs and Disabilities service. A further £0.4m on-going funding is needed to support school improvement and replace grant funding which is expected to end. Funding of £0.1m will be used to support the implementation of the Education Commission recommendations.
19. Home to School transport is forecast to overspend by £2.8m in 2023/24. This has arisen from higher activity for Special Educational Needs and Post 16 transport than was budgeted for and the impact of rolling annual tenders for bus routes and the impact of a local contractor entering administration during the year. The on-going impact is estimated to be a pressure of £2.8m from 2024/25

with a further increase of £0.6m relating to anticipated growth in the number of pupils with Education Health & Care Plans and price increases.

20. The on-going impact of demand and inflation pressures continuing from 2023/24 is estimated to be £8.2m in 2024/25. This increases by a further £2.3m in 2025/26 and is then expected to reduce as a result of the actions being undertaken to manage demand over the medium term.
21. Changes to future pressures relating to the Dedicated Schools Grant for High Needs will be shared later in the Budget & Business Planning process.

Environment & Place

22. As noted in the Business Management & Monitoring Report to Cabinet in September 2023, the cost of disposing of Persistent Organic Pollutants is higher than the £0.2m estimated cost built into the budget from 2023/24 and there is an on-going additional pressure of £0.2m. Other waste pressures relating to unsorted waste and site repairs are estimated at £0.6m and there are also further pressures of £0.5m within Environment & Circular Economy.
23. Within Transport & Infrastructure there are £0.7m pressures associated with policy development for area travel plans, Heavy Goods Vehicle (HGV) studies and the development of a multi modal transport model.
24. There is also a proposed one – off pressure of £0.2m in 2024/25 to develop a sustainable travel to school strategy.

Public Health & Community Safety

25. Public Health activity will continue to be managed within the ring-fenced grant funding.
26. An additional £0.3m funding towards the cost of replacing Oxfordshire Fire & Rescue vehicles, which increases to £0.6m on-going from 2025/26, is proposed to be added to the existing annual revenue contribution of £0.8m.

Resources and Law & Governance

27. Following agreement by Council on 7 November 2023 there is an anticipated pressure of up to £0.2m relating to the revised structure and pay scales for the council's Senior Leadership team. Additional contributions will be sought from existing council budgets so that the pressure is reduced as far as possible.
28. Pressures in the Communications Strategy & Insight Team relate to funding for capacity to support business change and the redevelopment of the council's website. Most of the pressure will be met through removing existing posts which are currently vacant.
29. A £0.1m pressure relates to the appointment of an area coroner in accordance with a recommendation from the United Kingdom Chief Coroner.

30. £0.6m relates to an increase in external audit costs and an increase in the capacity and cost of the Finance team that is required to support the organisation and to satisfy the requirement for the Chief Financial Officer to lead and direct a finance function that is resourced to be fit for purpose. It is anticipated that most of this pressure can be met through additional interest on balances generated as a result of higher interest rates.
31. £0.4m relates to the net cost of the Schools' Catering Service where inflationary pressures means the cost has increased compared to the income received. A review of the service to assess how this can be managed is being undertaken and the outcomes will be included in updates later in the process.

Approach to new budget savings

32. Given the scale of the overspend for Children's Social Care in 2022/23, the time needed for the actions taken to date to have an impact on demand, and the urgent need to address the shortfalls in market capacity, the outcomes from a comprehensive review of the vision and strategy for Children's Services will be set out in a new Financial Strategy. The focus of this Strategy will be to set out how the improvements achieved in 2023/24 are continued and grown while also applying the same rigor and focus to managing the market, the availability of social work staff, the escalation in rates, the challenge of greater complexity and encouraging joint partnership work to address Continuing Healthcare (CHC) needs and resources.
33. Adult Services are continuing to support people in Oxfordshire to live well in their community, remaining fit and healthy for as long as possible. Through taking the Oxfordshire Way approach the aim is to manage future demand for care and costs.
34. Where possible funding held in reserves will be used to support activity in Environment & Place. Other pressures will be managed by re-prioritising within existing budget provision. While the aim is to use existing budgets to support pressures this will require active management and reduce flexibility so there is a risk that the ability to do this may be impacted by other pressures that arise during the year or changes to current assumptions.
35. As well as the on-going impact of the savings that will be proposed for 2024/25, further savings including a requirement to manage staffing capacity and contract activity within the available resources are expected to be needed from 2025/26 to balance to the funding available and to ensure that the council is sustainable in the medium term. The scale of the savings required will require the council to transform and do things differently in future. Options, which will include the outcomes from actions to transform the council to become employer, partner and place shaper of choice are being developed and will be shared as part of the Budget & Business Planning Process for 2025/26.

Business and Budget Planning Process

36. Detailed revenue savings and capital proposals, along with any updates to the pressures included in this report will be considered by Performance and Corporate Services Overview and Scrutiny Committee on 8 December 2023 along with any updates on funding following the Autumn Statement.
37. Updates to funding and any changes to proposals known by the end of December 2023 will be published on 11 January 2024 and considered by Performance and Corporate Services Overview and Scrutiny Committee on 19 January 2024. Comments from scrutiny as well as feedback from the public engagement and consultation will be considered by Cabinet ahead of proposing their budget on 30 January 2024.
38. The Council meeting to agree the 2024/25 revenue budget, medium term financial plan and capital programme will take place on 20 February 2024.

Risk Management

39. The statutory report of the Chief Financial Officer required under Section 25 of the Local Government Act 2002, which forms part of the suite of papers considered by Council in setting the budget each February, includes a section assessing the key financial risks.
40. Risks and uncertainties for 2024/25 and the medium term will be assessed and updated as part of the Budget and Business Planning process.

Equality & Inclusion Implications

41. The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
42. A high level assessment of the broad impact of the revenue budget proposals will be included as part of the published information for Performance & Corporate Services Overview and Scrutiny Committee on 8 December 2023. More detailed impact assessments, which will take account of feedback from the public consultation and from scrutiny, will accompany Cabinet's proposed budget in January 2024.

Financial implications

43. The Council is required by law to set a balanced budget for 2024/25 before 1 March 2024. Alongside this, there is a requirement under Section 25 of the Local Government Finance Act 2003 for the Chief Finance Officer to prepare a

statement on the robustness of the budget estimates and the adequacy of reserves. This report is part of the process to achieve these objectives.

Comments checked by:

Lorna Baxter, Executive Director of Resources & Section 151 Officer

Legal implications

44. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which, when taken together with the future reports up to January 2024, will lead to the council tax requirement being agreed in February 2024, together with a budget for 2024/25, two-year medium term financial strategy and ten - year capital programme.
45. The Council has a fiduciary duty to Council Tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of the Council Tax payers and ratepayers and the community's interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

Comments checked by:

Anita Bradley

Director of Law & Governance and Monitoring Officer

Lorna Baxter, Executive Director of Resources & Section 151 Officer

Annex:

Annex 1 – revenue budget pressures 2024/25 – 2026/27

Contact Officer: Kathy Wilcox, Head of Corporate Finance

November 2023

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Summary

| New Budget Pressures by Directorate | 2024/25 | 2025/26 | 2026/27 | Total | 2024/25 Pressures as % of Net Budget |
|---|---------------|--------------|---------------|---------------|---|
| | £000 | £000 | £000 | £000 | |
| | | | | | |
| Adult Services | 4,183 | 1,237 | 12,100 | 17,520 | 1.7% |
| Children's Services | 14,572 | 3,506 | -1,029 | 17,049 | 8.1% |
| Environment & Place | 3,553 | 176 | -641 | 3,088 | 4.7% |
| Public Health & Community Safety | 323 | 309 | 0 | 632 | 1.0% |
| Resources & Law & Governance | 1,860 | 124 | 28 | 2,012 | 2.7% |
| Total Directorate Budget Pressures | 24,491 | 5,352 | 10,458 | 40,301 | 4.0% |
| Pay Inflation | 2,400 | | | 2,400 | |
| Top up Contingency | 4,000 | | | 4,000 | |
| Total Budget Pressures | 30,891 | 5,352 | 10,458 | 46,701 | 5.1% |

Adult Services

| Ref | Description | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Total £000 |
|------------|---|-----------------|-----------------|-----------------|---------------|
| 2025ASC587 | Demographic and Demand Pressure - based on estimated population growth | 1,500 | -700 | 0 | 800 |
| 2025ASC597 | Changes to the cost of care packages funded by the council | 2,343 | 1,937 | 0 | 4,280 |
| 2025ASC680 | Pressure related to retaining additional capacity in Social Care Finance provided to support improvements in debt recovery, financial assessment and payment timeliness. See also 2025F&P972 additional funding for capacity in the Income Team in Finance. | 340 | 0 | 0 | 340 |
| | | | | | |
| | Demography and Inflation (Add new year to MTFS) | | | | |
| 2025ASC590 | Demand increases resulting from population growth | 0 | 0 | 6,600 | 6,600 |
| 2025ASC601 | Increases to the cost of care packages funded by the council. | 0 | 0 | 5,500 | 5,500 |
| | | | | | |
| | Total New Budget Pressures | 4,183 | 1,237 | 12,100 | 17,520 |

Children's Services

| Ref | Description | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Total £000 |
|---------------|---|-----------------|-----------------|-----------------|---------------|
| | | | | | |
| | Education | | | | |
| 2025CS701 | Investment in additional capacity in the SEND service | 1,000 | 0 | 0 | 1,000 |
| 2025CS711 | School improvement - additional capacity and replacement of grant funding | 400 | 0 | 0 | 400 |
| 2025CS700 | Funding to support implementation of Education Commission recommendations | 100 | 0 | 0 | 100 |
| | Total Education | 1,500 | 0 | 0 | 1,500 |
| | | | | | |
| | Home to School Transport | | | | |
| 2025CS-HN712 | On-going impact of increases in the number of Education Health & Care Plans (EHCPs) and post - 16 travel & price increases following on from 2023/24. | 2,800 | 0 | 0 | 2,800 |
| 2025CS-HN713 | Future increases in the number of EHCPs and Post 16 travel and price increase impacting on demand and cost of transport. | 600 | 400 | 2,500 | 3,500 |
| | Total Home to School Transport | 3,400 | 400 | 2,500 | 6,300 |
| | | | | | |
| | Social Care | | | | |
| 2025CS787 | Demand and inflation pressures continuing from 2023/24 (full year effect) | 8,223 | 2,274 | -4,237 | 6,260 |
| | Subtotal Demand and Inflation | 8,223 | 2,274 | -4,237 | 6,260 |
| | | | | | |
| | New Service Investments (supporting the Financial Strategy) | | | | |
| 2025CS790/1/3 | Recruitment & Retention Strategy | 949 | 832 | 708 | 2,489 |
| 2025CS792 | Funding for technological improvements enabling data analysis and insight to help manage demand | 500 | 0 | 0 | 500 |
| | Subtotal New Service Investments | 1,449 | 832 | 708 | 2,989 |
| | | | | | |
| | Total New Budget Pressures | 14,572 | 3,506 | -1,029 | 17,049 |

Environment & Place

| Ref | Description | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | Total £000 |
|-----------|---|-----------------|-----------------|-----------------|---------------|
| | Highways & Operations | | | | |
| 2025EP583 | Home to School Transport Digital Contract Management System - Previously Agreed Savings Not Achievable | 650 | 150 | 0 | 800 |
| 2025EP588 | Increased Parking Service operational and maintenance costs | 295 | 380 | 200 | 875 |
| 2025EP598 | Increased drawdown from Parking Reserve to support increased maintenance and operational costs | -295 | -380 | -200 | -875 |
| 2025EP622 | Increased highway maintenance activity (additional funding for potholes) | 650 | 100 | 50 | 800 |
| | Total Highways & Operations | 1,300 | 250 | 50 | 1,600 |
| | Planning, Environment & Climate Change | | | | |
| 2025EP641 | Persistent Organic Pollutants - a change in the law means the council has to fund the cost of shredding, transporting and incinerating domestic soft seating as landfill disposal is no longer permitted. | 200 | 0 | 0 | 200 |
| 2025EP647 | Resources to write circular economy strategy | 30 | -30 | 0 | 0 |
| 2025EP692 | Various pressures associated with service areas within Environment & Circular Economy | 495 | -115 | -123 | 257 |
| 2025EP694 | Household Waste Recycling Centres (HWRC): unsorted waste and essential site repair pressures | 623 | -114 | 0 | 509 |
| 2025EP645 | Take action in 2024/25 to reduce the future cost of closed landfill site monitoring | 10 | -20 | 0 | -10 |
| | Total Planning, Environment & Climate Change | 1,358 | -279 | -123 | 956 |
| | Transport & Infrastructure | | | | |
| 2025EP654 | Create Sustainable Travel to School strategy | 200 | -200 | 0 | 0 |
| 2025EP744 | Pressures associated with policy development for area travel plans, HGV studies and Multi Modal transport model | 695 | 405 | -568 | 532 |
| | Total Transport & Infrastructure | 895 | 205 | -568 | 532 |
| | Total New Budget Pressures | 3,553 | 176 | -641 | 3,088 |

Public Health & Community Safety

| Ref | Description | 2024/25 | 2025/26 | 2026/27 | Total |
|----------------|--|------------|------------|----------|------------|
| | | £000 | £000 | £000 | £000 |
| | Community Safety | | | | |
| 2025CSafety670 | Vehicle Renewals - increase revenue contribution to reflect increases in the cost of vehicles. | 273 | 359 | 0 | 632 |
| 2025CSafety754 | Cultural Development Work | 50 | -50 | 0 | 0 |
| | Total Community Safety | 323 | 309 | 0 | 632 |
| | Public Health | 0 | 0 | 0 | 0 |
| | Total New Budget Pressures | 323 | 309 | 0 | 632 |

Resources and Law & Governance

| Ref | Description | 2024/25 | 2025/26 | 2026/27 | Total |
|--------------|--|--------------|------------|-----------|--------------|
| | | £000 | £000 | £000 | £000 |
| | Corporate Services | | | | |
| 2025Corp973 | Revised structure and pay scales for the council's Strategic Leadership Team (pending approval by Council on 7 November 2023). Additional contributions will be sought from existing council budgets so that the pressure is reduced as far as possible. | 209 | 28 | 28 | 265 |
| | Total Corporate Services | 209 | 28 | 28 | 265 |
| | Communications, Strategy & Insight | | | | |
| 2025CSI531 | Recruitment for a new Head of Business Change post | 94 | 0 | 0 | 94 |
| 2025CSI532 | Reorganise existing structure to fund two new posts for forward planning and business support for the council's leadership meetings | 93 | 0 | 0 | 93 |
| 2025CSI533 | Reorganise existing structure to fund two new posts in the Digital Content team to lead and support the redevelopment of the council's website | 145 | 0 | 0 | 145 |
| | Total Communications, Strategy & Insight | 332 | 0 | 0 | 332 |
| | Culture & Customer Experience | | | | |
| 2025C&CE529 | Appointment of an Area Coroner in accordance with a recommendation from the UK Chief Coroner | 140 | 96 | 0 | 236 |
| | Total Culture & Customer Experience | 140 | 96 | 0 | 236 |
| | Finance & Procurement | | | | |
| 2025F&P698 | Increase in external audit costs | 135 | 0 | 0 | 135 |
| 2025F&P717 | Additional Finance capacity needed to support the organisation to transform and to ensure that the S151 officer is able to lead and direct a finance function that is resourced to be fit for purpose. | 450 | 0 | 0 | 450 |
| 2025F&P972 | Additional capacity for Adult Services debt recovery | 60 | 0 | 0 | 60 |
| | Total Finance & Procurement | 645 | 0 | 0 | 645 |
| | Human Resources & Organisational Development | | | | |
| 2025HROD677 | Funding for lone working safety software & app | 52 | 0 | 0 | 52 |
| 2025HROD796 | Recruitment: Cost of applicant tracking system | 70 | 0 | 0 | 70 |
| | Total Human Resources & Organisational Development | 122 | 0 | 0 | 122 |
| | Property, Investment & Facilities Management | | | | |
| 2025PI&FM549 | Schools Catering Service inflationary pressures | 412 | 0 | 0 | 412 |
| | Total Property, Investment & Facilities Management | 412 | 0 | 0 | 412 |
| | Total New Budget Pressures | 1,860 | 124 | 28 | 2,012 |

21st November 2023 CABINET REPORT

BUSINESS MANAGEMENT AND MONITORING REPORT

September 2023

Report by the Executive Director of Resources & Section 151 Officer

RECOMMENDATION

1. The Cabinet is RECOMMENDED to

- a) note the report and annexes.
- b) approve the virements in Annex 2a.
- c) approve the write off of five Adult Social Care contribution debts totaling £0.142m.
- d) approve the Supplementary Estimate request of £0.2m to fund the deficit balance for a school converting to academy status during 2023/24.

Executive Summary

- 2. The business management reports are part of a suite of performance, risk and budget documents which set out the council's ambitions, priorities, and financial performance. The [2022 – 2025 Strategic Plan](#) sets out the Council's ambitions. It also shows our priority activities for the current financial year.
- 3. This report presents the September 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 September 2023

Annex B: Finance as at September 2023

Annex C: EDI as at September 2023

- 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 or more). The full performance report is included at Annex A.

Performance Overview

- 6. The Outcomes Framework for 2023/24 reports on the council's nine strategic priorities. A further priority relates to running the business and includes the customer contact centre and measures included in the council's Financial Strategy. The Outcomes Framework which sits underneath the strategic priorities is comprised of monthly, quarterly, termly, six monthly and annual measures which may change as we progress through the year. At the appropriate period, relevant measures will be included in the report.

7. As at the end of September 2023 the indicators were rated as follows:

| September 2023 | Green | | Amber | | Red | | Monitoring Only/Data Unavailable | | Total |
|----------------|-----------|------------|----------|------------|----------|-----------|----------------------------------|------------|-----------|
| Monthly | 26 | 60% | 6 | 14% | 5 | 3% | 6 | 19% | 43 |
| Quarterly | 13 | 72% | 2 | 11% | 1 | 6% | 2 | 11% | 18 |
| Annual | 1 | 100% | 0 | 0% | 0 | 0% | 0 | 0% | 1 |
| Biannual | 1 | 50% | 1 | 50% | 0 | 0% | 0 | 0% | 2 |
| Total | 41 | 64% | 9 | 14% | 6 | 9% | 8 | 12% | 64 |

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

8. A total of 64 measures reported in September 2023 (Table 1):
 41 (64%) of the measures were reported as Green (meeting or exceeding target) in July.
 Nine (14%) were rated as Amber (misses target by narrow margin), of which seven were Amber or Red for 2+ months.
 Six (9%) were rated as Red (misses target by a significant margin).
9. This bi-monthly Cabinet report is the second of 23/24. The table (Table 2) below compares monthly measures for the 2023/2024 reporting year, please note the numbers of reported measures fluctuates throughout the year.

| Reporting Month | Green | | Amber | | Red | | Monitoring Only/ Data Unavailable | | Total |
|-----------------------|-----------|------------|----------|------------|----------|-----------|-----------------------------------|------------|-----------|
| April 2023 | 12 | 38% | 5 | 16% | 4 | 12% | 11 | 34% | 32* |
| May 2023 | 27 | 61% | 6 | 14% | 4 | 9% | 7 | 16% | 44 |
| June 2023 | 17 | 52% | 6 | 18% | 4 | 12% | 6 | 18% | 33* |
| July 2023 | 27 | 57% | 8 | 17% | 7 | 15% | 5 | 11% | 47 |
| August 2023 | 18 | 56% | 4 | 13% | 4 | 13% | 6 | 19% | 32 |
| September 2023 | 26 | 60% | 6 | 14% | 5 | 3% | 6 | 19% | 43 |

Table 2: Comparison of monthly reporting measures for Financial Year 2023/24. *April, June, and August 2023 do not include measures from priority OCC11 (finance).

10. Table 3 lists the six measures reporting as Red at the end of September 2023. Full details can be found in Annex A.

| Performance measures reporting Red for September 2023 (Six Measures) |
|---|
| OCC01.07 Total % of household waste which is reused, recycled, or composted. |
| OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms (Quarterly). |
| OCC11.02 Achievement of planned savings |
| OCC11.03 General balances are forecast to remain at or above the risk assessed level |
| OCC11.04 Directorates deliver services and achieve planned performance within agreed budget |
| OCC11.11 Debt requiring impairment - ASC contribution debtors |

Table 3: Red RAG Status Measures September 2023 Reporting Period

11. This table indicates the direction of travel of measures compared to August (monthly) 2023 or Quarter 1 (Quarterly)

| Status changes – August 2023 to September 2023 or Quarter 1 to Quarter 2 | |
|--|---|
| Red to Green | OCC03.11 No of people directly reached with Trading Standards preventative advice and support (Quarterly) |

| | |
|-----------------------|---|
| | OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire OCC11.01 Overall forecast revenue variance across the Council |
| Amber to Green | None |
| Red to Amber | OCC03.08 Average response time to emergency incidents within Oxfordshire (Quarterly) OCC07.05 The percentage of children in residential care |
| Green to Amber | OCC01.06 Number of fully funded retrofit measures delivered to low income/fuel poor homes (Quarterly) OCC07.03 Number of multi-agency strength & needs assessment completed in Oxfordshire OCC07.04 Increase the % of children in Foster Care |
| Amber to Red | OCC01.07 Total % of household waste which is reused, recycled, or composted |
| Green to Red | OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms (Quarterly) |

Table 4: Change in Performance across August 2023 to September 2023 or Quarter 1 to Quarter 2.

Performance Exceptions

12. This section of the report details all measures reporting Red or Amber status (*consecutive for two months or more*) with extracted supporting commentary from the Directorate, the full commentary can be seen at Annex A. The exception report focusses on the 12 exceptions, six measures that have a Red rating and the six measures that have reported an Amber rating for 2+ months.

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

This priority has three measures being reported in September 2023: one Green, one, Amber and one Red.



Figure 1: Priority OCC01 Monthly performance for 2023/24 financial year

| Measure: | August Status: | September Status: | Director: |
|--|----------------|-------------------|--------------------|
| OCC01.07 Total % of household waste which is reused, recycled or composted | Amber | Red | Bill Cotton |

Table 5: Priority OCC01 Measure Exceptions - September 2023

OCC01.07: Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2023/24. Defra's most recent published statistics for Waste Disposal Authorities for 2021/22 confirmed Oxfordshire first for the overall 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 indicator is below target because recycling rates have plateaued for some time despite continued behavioural change campaigns and encouraging residents to use the exiting recycling collections better. 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. The District Councils are

unable to commit investment in significant changes in collection services until they have clarity on what the Government will mandate. This is a national issue affecting all local authorities. Nationally there has been limited progress. In January 2023 Defra published its consultation response on introducing a Deposit Return Scheme (DRS) for drinks containers from October 2025. However, in July Defra announced the delay of Extended Producer Responsibility (EPR) for packaging until October 2025 to avoid the risk of causing inflationary pressures. Defra also confirmed that implementation of consistent collections changes are deferred until after the introduction of EPR. There has been no announcement of the changes that will be required. In the meantime, national waste industry bodies continue to lobby on this issue. Locally campaign work to inform residents and encourage behaviour change is continuing, including a door stepping campaign on food waste recycling across the county this summer.

14. Priority OCC03: Prioritise the health and wellbeing of residents

This priority has ten measures being reported in September 2023: six Green, one, Amber, one Red and two 'data not available'.



Figure 2: Priority OCC03 Monthly performance for 2023/24 financial year

| Measure: | August Status: | September Status: | Director: |
|--|----------------|-------------------|----------------|
| OCC03.08 Average response time to emergency incidents within Oxfordshire | Red | Amber | Rob MacDougall |
| OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms | Green | Red | Rob MacDougall |

Table 6: Priority OCC03 Measure Exceptions - September 2023

OCC03.08: Our response times are fluctuating within the usual range. Any deviance from the target could result from the nature of incidents, locations, or traffic conditions within each given month.

OCC03.10: This is an aspirational measure that hopes to recover or save money for victims of crime. It requires Trading Standards being made aware of incidents, at the right time, to be able to potentially intervene. Therefore, the measure is outside of our direct control and can be affected by single, high value, incidents. In addition, external developments, such as the formation of Thames Valley Police's Central Fraud Unit and The Banking Protocol (financial institutions reporting concerns to the police) is providing greater protection and support to victims, which is very positive for all, but may mean a reduction in performance against this particular measure.

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

This priority has eight measures being reported in September 2023: four Green, one Amber, two monitoring only and one no data available.



Figure 2: Priority OCC04 Monthly performance for 2023/24 financial year

| Measure: | August Status: | September Status: | Director: |
|----------|----------------|-------------------|-----------|
|----------|----------------|-------------------|-----------|

| | | | |
|--|-------|-------|--------------|
| OCC04.05 % of older residents who receive long term care and are supported to live in their own home | Amber | Amber | Karen Fuller |
|--|-------|-------|--------------|

Table 7: Priority OCC04 Measure Exceptions - September 2023

OCC04.05: The number of older people supported to live at home continues to increase, as does the number of hours of support provided overall. Performance is marginally below the 60% target but this is not a significant concern as some fluctuation is expected. The number of older people supported to live at home is 3.4% more than 12 months ago, compared to a 0.7% increase in people in care homes.

16. Priority OCC06: Preserve and improve access to nature and green spaces

This priority has three measures being reported in September 2023: one Green, one Amber and one monitoring only.



Figure 3: Priority OCC06 Monthly performance for 2023/24 financial year

| Measure: | March Status: | September Status: | Director: |
|---|---------------|-------------------|-------------|
| OCC06.04% [by length] of Public Rights of Way network free from serious issues or obstruction | Amber | Amber | Bill Cotton |

Table 8: Priority OCC06 Measure Exceptions - September 2023

OCC06.04: The Countryside Access GIS system CAMs splits public rights of way (PRoW) into 'links' which all have length data associated with them. A link is a section of path that runs from one path or road to where it connects/intersects with another path or road. In order to generate the % figure we find all significant issues recorded on the entire network that are 'unresolved'. This includes issues such as barbed wire fences, locked gates, unauthorised structures, unauthorised excavation, buildings on path. These are issues that would generally have an impact on people using the paths although in some cases there may be alternative routes used to get around them. We then find all the 'links' that these issues are associated with and can then find the total length of these links. From this we can work out the % by length of PRoW that are free from these serious issues or obstructions. It should be noted that a link can be a few kilometres in length while the issue only affects a short section.

This figure has not changed over the last 6 months. This is not unexpected because as the officers resolve issues more are reported. New paths that are added to the Definitive Map, particularly those claimed through historic evidence, often have serious obstructions which impacts on this figure too.

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

This priority has seven measures being reported in September 2023: two Green, three Amber and two monitoring only.



Figure 4: Priority OCC07 Monthly performance for 2023/24 financial year

| Measure: | August Status: | September Status: | Director: |
|---|----------------|-------------------|------------|
| OCC07.05 The percentage of children in residential care | Red | Amber | Anne Coyle |

Table 9: Priority OCC07 Measure Exceptions - September 2023

OCC07.05: The total number of cared for children has fallen from 881 at the start of the year to 802 at the end of September a fall of 9%. The number of children supported in residential care has fallen from 143 at the start of the year to 123 at the end of September, a fall of 14%. The reduction in the overall numbers of cared for children is hiding the level of performance improvement.

We are increasing the number of in-house children's homes from 4 home to 9 by March 2025 with the support of the DFE capital grant and council capital resource. We currently have a block contract for 16 residential beds in Oxfordshire or within 10 miles of the border. We have access to up to 15 beds as part of the Cross Regional Contract which offers a therapeutic model of care for children with more complex needs and includes education provision at an inclusive price. Currently around 70% of residential placements are spot purchased which suggests that current frameworks and block contracts are not able to provide the number of placements required. The South Central residential framework is due to be recommissioned by October 2024 and the issues identified with the current framework such as the uplift controls will be addressed which should increase the number of providers who join which should reduce the level of spot purchasing.

18. Priority OCC10: Running the business - Customer Contact

This priority has five measures being reported in September 2023: four Green and one Amber



Figure 5: Priority OCC10 Monthly performance for 2023/24 financial year

| Measure: | August Status: | September Status: | Director: |
|--|----------------|-------------------|-------------|
| OCC10.05 The percentage of customer telephone calls abandoned at the Customer Service Centre | Amber | Amber | Mark Haynes |

Table 10: Priority OCC10 Measure Exceptions - September 2023

OCC10.05: The number of calls offered in September increased by 12% compared to August. Compared to September 2022, they are down 4%.

The abandonment rate decreased by 3% to 11%.

A total of 35,447 contacts were received during September, which is an increase of 13% compared to August (31,430). This consists of 5,901 outbound calls, 6 web chat, 10 social media enquiries, and 15,672 emails.

Contacts for School Admissions increased by 86% during September which is expected due to the high number of in-year transfer applications submitted during the summer holidays; the opening of the portal to apply for Year 7 intake for 2024; and transport related enquiries for the new academic year. 97% of calls presented were answered with only 3% abandoned.

Contacts for Blue Badge, Concessionary Fares and Residential Parking continue to be high and this is where we are seeing our highest abandonment in recent months, totalling 15% for September. Staff are being cross trained to support the services which will release staff to work on the applications associated to these services.

Contacts for Children Social Care increased by 28% during September, which is an impact of school and childcare settings returning after the summer holidays. 97% of contacts were

answered with only 3% abandoned.

Contacts to the Registration Service remain consistent which is expected for this time of year, especially around birth registration. Sadly the number of death registrations is also high which is unusual for this time of year and will only sadly increase as we head into Autumn/Winter.

Contacts to Adult Social Care are slightly down from September 2022 by 4%, however a 13% increase against August. Autumn/Winter period is usually a busy time for this service and work is underway to ensure capacity is available.

19. Priority OCC11: Running the business - Finance

This priority has fifteen measures being reported in September 2023: Ten Green, one Amber and four Red.

Annex B provides further explanation of the finance measures in the following table.



Figure 6: Priority OCC11 Monthly performance for 2023/24 financial year

| Measure: | August Status: | September Status: | Director: |
|---|----------------|-------------------|--------------|
| 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 |
| OCC11.04 Directorates deliver services and achieve planned performance within agreed budget | Red | Red | 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 |

Table 11: Priority OCC11 Measure Exceptions - September 2023

Please refer to 'Financial Position' Section and Annex B for additional information relating to OCC11: Running the business - Finance.

Performance Highlights

- This section of the report concentrates on several highlights achieved this period in delivering our strategic priorities.

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

Oxfordshire County Council's **Recycle Your Food Waste** project has been shortlisted for **Best Communications Campaign of the Year** at the annual Local Authority Recycling Advisory Committee (LARAC) awards.

Last summer and working closely with our district councils, a targeted doorstepping project was delivered to encourage more Oxfordshire households to recycle their food waste.

Following last year's success, the project has been repeated this summer. A team of four recycling engagement officers has been calling at households in all five Oxfordshire districts since the end of May to discuss food waste disposal habits and behaviours with Oxfordshire households. So far this year, the team have called at over

10,000 households. This year's project will be complete in October with the final figure expected to be around 13,000.

From the doorstep, the recycling engagement officers have also helped to reduce or remove any barriers that have been preventing households from using the service. They have shared tips on how to make food waste recycling easier, or debunk food waste recycling myths, and given out replacement food waste caddies where they have become broken or lost.

Tackle inequalities in Oxfordshire

Action plan to be drawn up after wide-ranging study into quality of education in Oxfordshire

Oxfordshire County Council is set to act on a series of recommendations from a far-reaching deep-dive into the quality of education in the county, building on existing strengths to improve outcomes for all children.

On 19 September, the council's cabinet endorsed the recommendations of an independent Education Commission, which was set up by the county council in late 2022 to look at how the council, alongside all state-funded schools, education settings and partners, can improve outcomes and equality for all children in Oxfordshire.

The commission found that young people in Oxfordshire tend to achieve good outcomes compared to the national average but has made a total of 17 proposals to help improve things further – including tackling the inequalities faced by some children and young people.

The county council and its partners are now set to develop an action plan with clear timescales, impact measures and an investment plan to deliver on the proposals made.

Gail Tolley, Chair of the Oxfordshire Education Commission, said: "It has been a privilege for me to have the opportunity to lead the commission.

"In our report, we have made some strong recommendations for Oxfordshire to improve educational outcomes for children from certain demographic groups.

"I am pleased with the response to the commission's recommendations, which the council have now endorsed, and I look forward to seeing the impact they will have on the children and young people of Oxfordshire."

As part of its work, the commission spoke to people across the education system in Oxfordshire, including young people and their families, educators, businesses and wider stakeholders, to understand what is working well and what needs to change to create a world class education system.

The full report and recommendations of the commission are available to read by [visiting Oxfordshire County Council's website](#).

Prioritise the health and wellbeing of residents

Smokers in Oxfordshire supported to quit for good this October

Smokers in Oxfordshire are encouraged once again to think about the benefits of quitting as Stoptober returns for its twelfth year.

Since its launch, the Stoptober campaign held during October has helped over 2.5 million people across England to quit smoking. In Oxfordshire, more than 1,000 people quit each year with the support of the stop smoking service.

The benefits of quitting start almost immediately, and research shows that smokers who give up for a whole month are up to five times more likely to stay smoke free for good.

Just two days after quitting, sense of taste and smell will start to improve, at three months the amount of air that lungs can hold has increased and by a year the risk of a heart attack will have halved.

Ansaf Azhar, Oxfordshire County Council's Director for Public Health, said:

"When you stop smoking good things start to happen. Beating the addiction brings huge improvement to mental and physical wellbeing, as well as financial benefits. It is estimated that giving up a ten a day habit could save around £2,000 a year.

"We want to make Oxfordshire smoke free as part of our wider tobacco control strategy and inspire the county's first smoke free generation.

"We know how daunting it can be for people to give up smoking. That's why there are tools and aids to support everyone in their journey to a smoke free life. Our Stop for Life Oxon service provides free support, which is proven to help people who want to quit smoking in Oxfordshire."

Nicotine replacement therapy and e-cigarettes are available to help individuals through Stop for Life Oxon.

Find out what support is available to quit for good by visiting Stop for Life Oxon's [website](#), freephone 0800 122 3790 or texting STOPOXON to 6077.

Discover more about Oxfordshire's tobacco control strategy and how to make a difference by visiting [Oxfordshire County Council's website](#).

Support carers and the social care system

County council representatives attended the Cherwell Joint Senior and Voluntary Sector Forum at the Bodicote Council Chambers in Banbury in September. The network event was attended by over 100 people from various organisations, charities and voluntary groups. It was a great opportunity to explore how we can all work together to give our communities the best advice and support, while signposting to the right service or information. The county council gave a presentation on [Friends against Scams](#) to raise awareness of an initiative that aims to help protect and prevent people from becoming victims of scams.

Chris Ingram has spent the majority of his working life caring for others.

Having worked his way up through a variety of roles in the care sector, the 52 year old is now chief executive at Oxfordshire based care provider Style Acre.

Chris is hoping to inspire others to follow in his footsteps during [Professional Care Workers' Week](#) (18 to 22 September), supporting Oxfordshire County Council's strategy to strengthen and develop the local care workforce.

After completing a law degree and having a brief flirtation with accountancy, Chris began his career in social care as a trainee support worker in 1994. Since then, he has climbed the professional ladder, taking on roles including support manager, area manager and director of operations at three established, not for profit, care organisations.

In 2015, he became the CEO at Style Acre – a charity that supports around 300 adults with learning disabilities and autism in Oxfordshire. The organisation offers a range of person-centred support, from 24-hour care for those with complex learning, health or physical disabilities to a few hours support each week for those who live more independently.

Style Acre is part of Oxfordshire County Council's network of care providers, playing a pivotal role in the adult social care [Oxfordshire Way vision](#), supporting people to live well and as independently as possible within their own communities.

For Chris, the longevity of his career in care has all been about the people. Not only the people he's supported, but also the teams he's worked with.

Chris said: "I joined Style Acre as chief executive in October 2015 and can honestly say it's the best job I have ever had. It is a real privilege to work alongside such a dedicated, enthusiastic and caring group of people. It is also unbelievably rewarding to see the impact our support has on people's lives."

Chris is one of around 18,000 care workers in Oxfordshire, although the latest statistics suggest there are 1,800 unfilled posts in the sector locally. As part of this year's Professional Care Workers' Week, Chris and the council hope to raise awareness of the multitude of good career opportunities available in the caring profession.

Chris said: "There's no single route into caring, and it is not always seen as a career. Apprenticeships offer a way to earn as you learn with on the job training and a guaranteed pay cheque. This also gives you the chance to see what positions are available and potentially progress to other roles if you wish."

"Alternatively, there are many transferable skills that you can bring from other professions into caring - you might have experience in hospitality or food preparation for example – we're a multi-skilled sector welcoming diversity and offering job satisfaction and career progression."

Alongside his role at Style Acre, Chris is on the board of directors at Oxfordshire Association of Care Providers (OACP), an organisation that supports people who work in the caring sector in the county.

OACP has worked closely with the county council to develop a new website, [Proud to Care Oxfordshire](#), aimed at bringing more people into caring positions. The resource highlights the broad range of jobs available in the care sector as well as providing a free platform for care providers to advertise any opportunities they have available.

There's also [local information](#) on support services, funding and initiatives to help people get into work and apprenticeships, supporting their development and training. For Chris, his career in care has given him the chance to follow his passion, helping to bring communities together.

Chris said: "I am passionate about people having the opportunity to play an active part in their community and striving to fulfil their potential in life, irrespective of their disability. It is a truly diverse career and although it may be a cliché, every day is different and every day has a purpose and a meaning."

"We all require support through life and I believe that it is important to provide that support in a way that is right for each individual and in a way that gives the person receiving the support the choice, control and dignity that they deserve. I believe Style Acre does this really well and it's a privilege to work here, we also have a huge amount of fun!"

Invest in an inclusive, integrated, and sustainable transport network

Road maintenance carried out in south Oxfordshire using innovative recycling

technique

A south Oxfordshire Road has been resurfaced using an innovative recycling technique which reuses all of the existing surfacing material and saved hundreds of tonnes of carbon.

The technique, known as in-situ cold recycling, also allowed the road to be reopened eight days quicker than by using conventional resurfacing techniques.

Oxfordshire County Council carried out the scheme on a road north of Berrick Salome, near Wallingford, with its contractor Milestone Infrastructure and its partner Stabilised Pavements Limited.

In-situ cold recycling involves pulverising the existing carriageway in its original place and then mixing it with foamed bitumen and cementitious powder to create a new 300mm-deep strengthened carriageway.

The material is then compacted to return the recycled layer back to the required road level before a thin surface layer, known as surface dressing, is applied to seal the surface and provide the required skid resistance.

As the technique does not require the material to be heated and involves a lot less import of virgin materials, it is an environmentally friendly technique. It is estimated to reduce carbon by approximately 71 per cent compared to conventional surfacing of the same depth. On this scheme alone, this is the equivalent of 227 tonnes of carbon – roughly the same as taking over 100 petrol cars off the road for a year.

The new road surface is expected to last for at least 20 years, with routine maintenance. It also has the benefit of cutting 564 lorry movements to and from site, reducing the impact on local communities.

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

BIPC Oxfordshire – helping young people to succeed in business

It's been a whirlwind year for our [Business & IP Centre \(BIPC\) Oxfordshire](#). Although it's still relatively new, we've already supported over 1,500 people with their start-ups and ideas, and all of our hard work was recently recognised in the form of an award from Libraries Connected.

We're delighted that our work helping young people in enterprising activities and supporting them into business has been recognised by [Libraries Connected](#) - a membership organisation representing the public library services in England, Wales and Northern Ireland - in the form of the Children's Promise Award.

Of course, the BIPC doesn't only support young people, but we've been particularly focused on younger generations here in Oxfordshire, partnering with local and national organisations to nurture their ambitions, and give them the skills to build their enterprise.

For the past two years we've been partnering with Oxfordshire Young Enterprise to host the end of year showcase. Last year alone, we had 75 students from 14 schools all over the county attend a special learning event where they pitched, exhibited and were interviewed on their projects.

We've additionally hosted individual school visits, including those for children special educational needs. This includes introductions to resources including our free-market research databases including COBRA, which provides how-to guides on starting hundreds of different types of businesses.

For people making the first steps into business, we appreciate there can be barriers

to accessing the knowledge that is mostly gained from experience. Having the tools to navigate the market is critical in so many sectors, and being able to offer access to some of these is something that makes us unique here in Oxfordshire. This is also why we're also looking at cross-organisational approaches to link up with colleagues in Target Youth Support services to help young people who may not ordinarily have this access to get involved and gain skills they need, while also signing them up to benefit from a library membership more widely.

Beyond this, we've also been looking at how we can support companies or help people to create companies that support young people in education, wellbeing and other related activities.

Among the organisations to benefit from our services is [GetFED](#). GetFED provide barista and business training for young people at risk of exclusion and exploitation. Through bespoke training sessions, the organisation supports young entrepreneurs with the basics of running a small business, developing barista skills and even project managing their own events.

[The Drone Rules](#) is another organisation that has been working closely with the BIPC. This unique organisation provides education for individuals and educational providers on all things drone-related – a technology that will be no doubt of interest to a lot of people.

BIPC Oxfordshire is certainly opening the doors for many young people and we hope we can continue to tap into the undiscovered skills of many more.

If you want to find out more about the work of BIPC Oxfordshire [jump online](#) or head to the second floor of the [Oxfordshire County Library](#) in Oxford, or chat to library employees at Bicester and Blackbird Leys Libraries.

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

Proposals for council-owned land to be used by Oxford United FC to build a new stadium near Kidlington have been approved, but important conditions have been imposed.

The council's cabinet approved in principle the lease of land at the 'Triangle' to the football club for the development of a new stadium.

The leasehold comes with a number of conditions:

- The club must be given planning permission by Cherwell District Council.
- The club must produce a net-zero plan that is fully costed and comes with clear timescales and outcomes from design, construction and full operation of the stadium.
- The club must provide detail of how it will meet the commitments made in its submissions to the county council so far.
- Restrictive covenants will be put in place that will set aside the use of the land for football/community sports and leisure/sports stadia for the term of the lease, with limited commercial activities permitted only within the stadium footprint.

Officers had proposed the sale of the land but following their debate at the cabinet meeting, councillors decided to opt for the leasing of the land.

The county council cabinet's decision follows extensive public and stakeholder engagement during 2022 and 2023. More than 5,000 people and organisations shared

their views through a survey run during June and July 2023.

A previous survey in January and February 2022 resulted in over 3,700 responses. Feedback was also provided from the county council's Place Overview and Scrutiny Committee, which met on 13 September.

Equality Diversity and Inclusion and Climate Action – Quarterly update

- Annex C and table 12 outlines the progress of the Equality, Diversity, and Inclusion Action Plan for Quarter 2 2023.
 - Twenty-five (74%) of measures are rated as Green for Quarter 2.
 - Six (18%) of measures are rated as Amber.
 - Zero measures were rated as Red.
 - No data was added for three (9%) measures.
- There has been a delay in setting up and reporting on the Climate Action Programme for Q1 & Q2. This is being addressed by the service so that reporting is in place ready for Q3.

| Plan | Green | | Amber | | Red | | Data unavailable | | Total |
|------------------------------------|-------|-----|-------|-----|-----|----|------------------|----|-------|
| Equality, Diversity, and Inclusion | 25 | 74% | 6 | 18% | 0 | 0% | 3 | 9% | 34 |

Table 12: RAG status of EDI Plan for Quarter 2 2023.

Strategic Risk Management Overview

21. 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.

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

| Risk Name | Risk Description | Inherent Score | August Residual Risk Score | September Residual Risk Score | September Residual Risk Rating | Direction of Travel |
|--|--|----------------|----------------------------|-------------------------------|--------------------------------|---------------------|
| 01. Financial Resilience | The council is not financially sustainable in the immediate/medium term. | 25 | 20 | 20 | ▲ | ➡ |
| 02. 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 | ● | ➡ |
| 03. HIF1&HIF2 | HIF1 and HIF2 become undeliverable and/or potential financial risk to the council | 16 | | 12 | ● | ? |
| 04. Managing Demand across Adult's and Children's Services | Fluctuating demand of community across Oxfordshire can result in varying requirements in resource. | 15 | | 10 | ● | ? |
| 05. Special Educational Needs and Disability (SEND) | Local area SEND partnership inspection outcomes found widespread systemic failure. Delay for children having their SEND needs met. Reputational damage (locally, regionally, and nationally). | 25 | | 25 | ▲ | ? |
| 06. 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 | 16 | 16 | ▲ | ➡ |
| 07. Strategic Workforce Planning | A risk that the county council's workforce does not have capacity, capability or resilience to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met. Further, that the diversity of the workforce satisfies statutory requirements. | 16 | 12 | 12 | ● | ➡ |
| 08. Policy & Budget | Inability to seek agreement in relation to the policy and budget framework from a minority administration. | 25 | | 20 | ▲ | ? |
| 09. Delivering the Future Together | Failure to deliver organisation wide transformation. | 25 | | 16 | ▲ | ? |

Table 13: Strategic Risk Overview for September 2023. Risks 3,4,5, 8 and 9 are new risks so their direction of travel is not reported. Please note that a strategic risk about resilience in the face of climate change will be forthcoming.

Financial Position

23. As shown below directorates are forecasting a combined overspend of £13.6m (2.4%). After taking account of an increase in interest receivable on balances held by the council and the use of funding held in contingency and the COVID-19 reserve, the overall forecast expenditure is reported as £4.2m higher than the budget.

| | Latest Budget September 2023/24 £m | Forecast Spend September 2023/24 £m | Forecast Variance September 2023 £m | Variance September 2023 % | Forecast Variance July 2023 £m | Change Since July 2023 £m |
|---|--|---|---|------------------------------------|--|---------------------------------------|
| Adult Services | 227.3 | 227.3 | 0.0 | 0.0% | 3.0 | -3.0 |
| Children's Services | 169.1 | 180.9 | 11.8 | 7.0% | 11.1 | 0.7 |
| Environment & Place | 74.6 | 74.2 | -0.4 | -0.5% | 1.0 | -1.4 |
| Public Health | 4.1 | 4.1 | 0.0 | 0.0% | 0.0 | 0.0 |
| Community Safety | 27.6 | 27.6 | 0.0 | 0.0% | 0.0 | 0.0 |
| Resources | 69.9 | 72.1 | 2.2 | 3.1% | 2.4 | -0.2 |
| Directorate Total | 572.6 | 586.2 | 13.6 | 2.4% | 17.5 | -3.9 |
| Budgets Held Centrally | | | | | | |
| Capital Financing | 28.4 | 28.4 | 0.0 | 0.0% | 0.0 | 0.0 |
| Interest on Balances | -16.6 | -17.6 | -1.0 | 6.0% | -0.5 | -0.5 |
| Inflation ¹ | 6.4 | 6.4 | 0.0 | 0.0% | 0.0 | 0.0 |
| Contingency | 12.4 | 5.4 | -7.0 | -56.5% | -7.0 | 0.0 |
| Un-ringfenced Specific Grants | -43.6 | -43.6 | 0.0 | 0.0% | 0.0 | 0.0 |
| Insurance | 1.4 | 1.4 | 0.0 | 0.0% | 0.0 | 0.0 |
| Contribution from COVID-19 reserve | -7.4 | -8.8 | -1.4 | 19.0% | -1.4 | 0.0 |
| Contribution from Budget Priority Reserve | -2.4 | -2.4 | 0.0 | 0.0% | 0.0 | 0.0 |
| Contributions to reserves | 19.9 | 19.9 | 0.0 | 0.0% | 0.0 | 0.0 |
| Contribution to balances | 7.6 | 7.6 | 0.0 | 0.0% | 0.0 | 0.0 |
| Total Budgets Held Centrally | 6.1 | -3.3 | -9.4 | -153% | -8.9 | -0.5 |
| Net Operating Budget | 578.8 | 583.0 | 4.2 | 0.7% | 8.6 | -4.4 |

¹ Funding for pay inflation assumed at 4.5% will be allocated when the pay award for 2023/24 is agreed. Further funding from contingency would be needed if the increase is higher than 5.5%.

| | | | | | | |
|--------------------------------------|------------|------------|------------|------|------------|-------------|
| Business Rates & Council Tax funding | -578.8 | -578.8 | 0.0 | 0.0% | 0.0 | 0.0 |
| Forecast Year End Position | 0.0 | 4.2 | 4.2 | | 8.6 | -4.4 |

- 24.** The overall forecast overspend has reduced by £4.4m since July 2023 but still reflects a more challenging financial position for 2023/24 than anticipated when the budget was set in February 2023. Issues in the local and national economy, including inflation and workforce shortages, have increased the financial risk for the council and made it more challenging to forecast activity and expenditure, placing some uncertainty around this forecast position.
- 25.** The forecast overspend for Adult Services has improved by £3.0m to a breakeven position since July 2023. This is due to an agreement on the sharing of costs for adults with Section 117 aftercare support under the Mental Health Act with the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board, bringing the health and social care system funding more in line with other local authorities and care boards.
- 26.** The forecast overspend for Children's Services has deteriorated by £0.7m. This is mainly driven by an increase in Home to School transport activity compared to the position reported in July 2023. Other on-going underlying pressures in Children's Services, which remain a significant challenge, are driven by a combination of increased care placements costs, and reliance on agency staff to cover vacancies. Children's Services have implemented a number of organisational, governance and business process controls as well as market management actions to address the underlying pressures but it is taking time for these to have an impact while the overall position is worsened by further inflationary and demand increases.
- 27.** The forecast overspend for Environment & Place has improved by £1.4m compared to the July 2023 position. This is mainly driven by a reduction in energy cost prices, and additional income from enforcement activity.
- 28.** There are forecast overspends across most of the services within Resources and Law & Governance. These reflect the anticipated achievement of savings, and a mix of staffing and inflationary pressures.
- 29.** 62% of the 2022/23 savings of £10.2m which were not achieved as planned in the last financial year are currently assessed as delivered or are expected to be delivered, 38% are still assessed as amber or red. 71% of the 2023/24 savings are assessed as delivered or are expected to be delivered, 29% are still assessed as amber or red. Action is being taken to ensure that the delivery of both existing planned savings and new budget reductions is maximised in 2023/24. The anticipated achievement of savings is reflected in the forecast position.
- 30.** The forecast 2023/24 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £18.3m and remains in line with the budget agreed by

Cabinet in May 2023. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the cumulative negative High Needs DSG balance held in this reserve from £41.1m as at 31 March 2023 to £59.4m at 31 March 2024.

31. £3.5m of the £12.4m contingency budget will be needed to meet the cost of additional pay inflation in 2023/24 in addition to the £6.4m remaining budget available to support this after taking account of the Fire Pay Awards. Further funding will continue to be held in contingency to meet the cost of pay inflation for vacant posts as they are recruited to.
32. After taking account of the use of £7.0m contingency and funding from the COVID-19 reserve to support the overall forecast position, the remaining net £4.2m overspend against the operating budget would reduce balances to £25.8m, £4.4m under the risk assessed level for 2023/24. The risk assessed level of balances for 2024/25, and funding for any top-up to that level, will need to be considered through the Budget and Business Planning process.
33. The Council's Management Team are continuing to work with directorates to identify actions to manage expenditure so that any overspend by year end is mitigated as far as possible and does not require any call on balances.
34. Annex B sets out further details and commentary on the Finance position.

Financial Implications

35. 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 2023. Strong and sustained financial management, collective action and oversight continues to be required to ensure that services are managed within budgets for 2023/24.

Comments checked by: Lorna Baxter, Director of Finance

Legal Implications

36. The Council's constitution at Part 3.2 (Budget and Policy Framework) and Part 3.3 (Virement Rules) 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.
37. 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 as at September 2023 performance, risk and finance position for the Council as part of its fiduciary duty to implement budgetary controls and monitoring.

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

LORNA BAXTER

Executive Director of Resources & Section 151 Officer

Contact Officers:

Louise Tustian, Head of Insight and Corporate Programmes

Kathy Wilcox, Head of Corporate Finance

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Annex A - September 2023

Contents

| Priority | Page |
|-------------|------|
| Priority 1 | 2 |
| Priority 2 | 4 |
| Priority 3 | 5 |
| Priority 4 | 7 |
| Priority 5 | 8 |
| Priority 6 | 9 |
| Priority 7 | 10 |
| Priority 8 | 12 |
| Priority 9 | 13 |
| Priority 10 | 14 |
| Priority 11 | 18 |

Page 79

Key

| Status Indicator | Status Description |
|---|-------------------------------------|
|  | Misses target by significant margin |
|  | Misses target by narrow margin |
|  | Meets or exceeds target |
|  | Data missing |
| n/a | Monitoring only |

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

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

| Status of Indicators | 30/09/2023 |
|--|------------|
| 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 | <ul style="list-style-type: none"> Bill Cotton Paul Fermer | Cllr A Gant | 144 | 125 | ★ | This month's LED replacements have been exceeded, which is going to ensure the delivery of the project within the required timescales. | | | 2,195 | 3,450 | ▲ |
| OCC01.06 Number of fully-funded retrofit measures delivered to low income/fuel poor homes | <ul style="list-style-type: none"> Bill Cotton Rachel Wileman | Cllr P Sudbury | 35 | 50 | ● | Due to the complexities of the Home Upgrade Grant phase II scheme and continued national issues relating to retrofit installers, assessors and coordinators etc, the scheme is tracking behind profile at this stage. The incoming colder weather for the next quarter should help with interest of residents, and the team has had a request to increase household income threshold approved. This means we are now able to work with an increased number of eligible residents across the four districts of Oxfordshire. | As the 'Risk Impact' outlines, if full capital delivery against the funding award is not achieved, then a proportionately reduced "admin & ancillary" budget will also result. It is this that funds our delivery partner fees, internal staffing costs, marketing spend and enabling works which cannot be capitalised under the terms of the capital budget. The financial risk therefore is that we spend more than 15% of the resultant capital spend by 31st March 2024, and this is clawed back by our funder, the Department for Energy Security and Net Zero. Such risk is being carefully managed, and mitigated against, for example, in the way the contract has been set up with our delivery partner (including a number of capital milestone thresholds to trigger project management payments). | If pace of delivery doesn't increase, we are likely to not achieve the capital spend by the end of the first year of the project (31st March 2024), and this will have a knock-on effect to the "admin & ancillary" budget that the project earns - this being 15% of the capital spend. The 'Financial Impact' comments explore the effects of this in more detail. | 209 | 100 | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|--|---|------------------|---------------|---------------|--------|---|---|---|------------|------------|-----|
| OCC01.07 Total % of household waste which is reused, recycled or composted | <ul style="list-style-type: none"> Bill Cotton Rachel Wileman | Cllr P Sudbury | 56.21% | 61.50% | ▲ | <p>Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2023/24. Defra's most recent published statistics for Waste Disposal Authorities for 2021/22 confirmed Oxfordshire first for the overall 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%.</p> <p>The indicator is below target because recycling rates have plateaued for some time despite continued behavioural change campaigns and encouraging residents to use the exiting recycling collections better. 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. The District Councils are unable to commit investment in significant changes in collection services until they have clarity on what the Government will mandate. This is a national issue affecting all local authorities.</p> <p>Nationally there has been limited progress. In January 2023 Defra published its consultation response on introducing a Deposit Return Scheme (DRS) for drinks containers from October 2025. However, in July Defra announced the delay of Extended Producer Responsibility (EPR) for packaging until October 2025 to avoid the risk of causing inflationary pressures. Defra also confirmed that implementation of consistent collections changes are deferred until after the introduction of EPR. There has been no announcement of the changes that will be required. In the meantime, national waste industry bodies continue to lobby on this issue. Locally campaign work to inform residents and encourage behaviour change is continuing, including a door stepping campaign on food waste recycling across the county this summer.</p> | <p>The financial cost of waste disposal can be reduced by increasing reuse, recycling and composting. The main way of mitigating increased costs is through encouraging behavioural change to make more effective use of kerbside and HWRC recycling facilities until a step change can be achieved through partnership working and national waste policy changes. Payments to local authorities for managing packaging waste under the EPR scheme will now not be received until after October 2025.</p> | <p>Target of recycling and composting at least 65% of household waste by 2025 in the Oxfordshire Joint Municipal Waste Management Strategy is unlikely to be achieved. The continued lack of clarity from Government about service changes that will be mandated following consultation on consistent collections prevents local authorities from making investment decisions in significant service changes. This is a national issue.</p> | 57.04% | 61.50% | ● |

Tackle inequalities in Oxfordshire

We will work with our partners and local communities to address health, social and educational inequalities focusing on those in greatest need.

We will seek practical solutions for those most adversely affected by the pandemic.

We will support digital inclusion initiatives that give our residents the skills, connectivity and accessibility to our services and provide alternative options for those who cannot access our services digitally.

| Status of Indicators | 30/09/2023 |
|--|------------|
| OCC02 - Tackle inequalities in Oxfordshire | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|---|-------------|------------------|---------------|---------------|--------|---|---|--|------------|------------|-----|
| OCC02.01 Digital Inclusion through libraries (number of hours of use of library public computers) | Mark Haynes | Cllr N Fawcett | 7,519 | 6,000 | ★ | This figure remains well above target and demonstrates a clear demand for access to free public computers and internet. | Printing and copying income is up on last year, and access to these facilities remains important and well valued by local residents, especially those without this hardware at home. | Excellent sustained performance in this area, which is aligned to OCC Priority 2. We are in the process of updating staff and customer PCs/ICT access to so we are strategically investing in our infrastructure. | 7,519 | 6,000 | ★ |
| OCC02.02 % of premises in Oxfordshire below legal Universal Service Obligation of 10Mbps | Tim Spiers | Cllr L Leffman | 0.46 | 0.51 | ★ | | | | 0.46 | 0.51 | ★ |
| OCC02.03 Number of physical visits to Libraries | Mark Haynes | Cllr N Fawcett | 159,746 | 120,000 | ★ | The number of physical visits to Libraries remains well above target. This continuing 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 cost of living crisis deepens and customers seek free reading materials, free computers/internet access, and warm spaces (plus the full range of other library services). | More visitors should equate to more income. However, a half-year, in-depth analysis of loan charge income (linked specifically to DVDs, CDs and talking book hire) has shown we are falling well behind target. This will need to be flagged as a budget pressure for the rest of this year and ongoing years until the income target in this area can be adjusted. | Sustained performance in this area has been noted and backs anecdotal evidence from staff. We also saw a marked improvement in numbers of children accessing the Summer Reading Challenge this year, which reflects our strategic emphasis on this area (aligned to OCC Priority 7). | 954,506 | 745,000 | ★ |

Prioritise the health and wellbeing of residents

We will work with the health and wellbeing board and our partners to deliver and support services that make a vital contribution to our residents' physical and mental wellbeing.

We will support the wellbeing of those in our community who have been affected, physically and mentally, by the COVID-19 pandemic and will continue to support our volunteers and the voluntary sector.

| Status of Indicators | 30/09/2023 |
|--|------------|
| 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 |
|---|----------------|------------------|-----------------|-----------------|--------|--|--------------------|-----------------|-----------------|-----------------|-----|
| OCC03.01 % of successfully treated opiate users not requiring treatment again within 6 months | Ansaf Azhar | Cllr L Leffman | 11% | 7% | ★ | Reporting Period Q1 2023-24 The Community Alcohol and Drug Service continues to achieve very high opiate successful completion rates. The service's performance is currently top of the group of 33 similar local authorities and significantly above the national average of 5%. At the same time, the service is working to meet the national drug strategy requirements to increase the number of people in treatment. | | | 11% | 7% | ★ |
| OCC03.02 % of successfully treated alcohol only users not requiring treatment again within 6 months | Ansaf Azhar | Cllr L Leffman | 55% | 42% | ★ | Reporting Period Q1 2023-24 The Community Alcohol and Drug Service continues to achieve very high successful completion rates for clients who are being treated for alcohol only. The service's performance is currently in 1st position in the group of 33 similar local authorities and significantly above the national average of 35%. At the same time, the service is working to meet the national drug strategy requirements to increase the number of people in treatment | | | 55% | 42% | ★ |
| OCC03.04 Reduce the % of women smoking in pregnancy to contribute towards OCC smokefree strategy | Ansaf Azhar | Cllr L Leffman | 6.70% | 6.00% | ★ | Reporting period Q3 2022-23 The local stop smoking service continues to support pregnant women to quit smoking. Younger pregnant women who smoke are offered an incentive to quit via the Family Nurse Partnership. Plans are progressing and the maternity service in-house tobacco dependency advisor service (via NHS Long Term Plan funding) is expected to go live soon. | | | 6.70% | 6.00% | ★ |
| OCC03.06 Percentage of births that have received a face to face New Birth Visit | Ansaf Azhar | Cllr L Leffman | | 95% | ? | Data not available until February 2024. The 0-5 service continues to complete mandated new birth visits when baby and mum are discharged from hospital. | | | | 95% | ? |
| OCC03.07 % of mothers receiving a Maternal Mood Review in line with local pathway by aged 8 weeks | Ansaf Azhar | Cllr L Leffman | | 95% | ? | Data not available until February 2024. The 0-5 service continues to complete maternal mood assessments with families and where there are issues identified, the service ensures families receive additional support. This forms part of the mandated 6-8 week review | | | | 95% | ? |
| OCC03.08 Average response time to emergency incidents within Oxfordshire | Rob MacDougall | Cllr N Ley | 08 mins 57 secs | 08 mins 55 secs | ● | Our response times are fluctuating within the usual range. Any deviance from the target could result from the nature of incidents, locations, or traffic conditions within each given month. | No finance impact. | No risk impact. | 08 mins 57 secs | 08 mins 55 secs | ● |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|---|----------------|------------------|---------------|---------------|--------|---|--|--|------------|------------|-----|
| OCC03.09 No of people contacted via Making Every Conversation | Mark Haynes | Cllr N Fawcett | 610 | 450 | ★ | This figure remains significantly above target. 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. | There is little to no financial risk assigned to this target. However, Public Health are investing £50k a year in Libraries to support this work and are exploring a possible increase in this contribution relating to an extended programme of activities. | The strategic partnership working between Public Health and Libraries is now well established (and in alignment with OCC Priority 3). The shared action plan around MECC and other supporting activities was reviewed at the last Partnership meeting and a piece of work around audience insight/targeted intervention is in development. | 610 | 450 | ★ |
| OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms Page 84 | Rob MacDougall | Cllr N Ley | 22,522.00 | 62,500.00 | ▲ | This is an aspirational measure that hopes to recover or save money for victims of crime. It requires Trading Standards being made aware of incidents, at the right time, to be able to potentially intervene. Therefore, the measure is outside of our direct control and can be affected by single, high value, incidents. In addition, external developments, such as the formation of Thames Valley Police's Central Fraud Unit and The Banking Protocol (financial institutions reporting concerns to the police) is providing greater protection and support to victims, which is very positive for all, but may mean a reduction in performance against this particular measure. | No finance impact. | No risk impact. | 106,817.00 | 125,279.00 | ★ |
| OCC03.11 No of people directly reached with Trading Standards preventative advice and support | Rob MacDougall | Cllr N Ley | 865.00 | 750.00 | ★ | This measure is on target. It includes a relatively small number of incidents where Trading Standards is supporting vulnerable people who are a victim of a scam, or at high risk of being so, as well as more general preventative advice to groups and forums across Oxfordshire. It also includes the first half of the very successful and popular electric blanket safety testing programme. | No finance impact. | No risk impact. | 1,496.00 | 1,500.00 | ● |
| OCC03.12 Number of accidental dwelling fires per 100,000 population within Oxfordshire | Rob MacDougall | Cllr N Ley | 6.60 | 8.73 | ★ | The data for Q2 continues to show a steady decrease since the start of the year to a figure less than this time in 2022. These figures are encouraging and do not present a concern. Safe and Well visits continue to be delivered in response to self-referrals and partner agency referrals and the work being undertaken by the Community Risk Management Group will result in actions across the county that endeavour to maintain these trends in data. Data for Q3 and Q4 2022 will be reviewed in an attempt to determine if there are trends in the cause of dwelling fires, to support focused initiatives with the aim of countering any potential increase. | No finance impact. | No risk impact. | 14.87 | 17.46 | ★ |

Support carers and the social care system

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

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

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

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

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

| Status of Indicators | 30/09/2023 |
|---|------------|
| 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 | 6,510 | | n/a | | | | 6,510 | | 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 | 86.57% | 86.00% | ★ | | | | 86.57% | 86.00% | ★ |
| OCC04.03 % of residents aged 65 plus receiving ASC who manage their care by using a direct payment | Karen Fuller | Cllr T Bearder | 18.00% | 15.50% | ★ | | | | 18.00% | 15.50% | ★ |
| OCC04.04 % of residents aged under 65 receiving ASC who manage their care by using a direct payment | Karen Fuller | Cllr T Bearder | 38.36% | 38.40% | ★ | | | | 38.36% | 38.40% | ★ |
| OCC04.05 % of older residents who receive long term care and are supported to live in their own home | Karen Fuller | Cllr T Bearder | 58.61% | 60.00% | ● | The number of older people supported to live at home continues to increase, as does the number of hours of support provided overall. Performance is marginally below the 60% target but this is not a significant concern as some fluctuation is expected. The number of older people supported to live at home is 3.4% more than 12 months ago, compared to a 0.7% increase in people in care homes | The financial risk associated with this would be placing people in more expensive care home placements. There is no evidence of this, but current levels of activity across the service are creating financial pressures. | This increase in the number of people supported at home is monitored closely in conjunction with the number of people entering care and contributes to our overall management of the risk related to demand. | 58.61% | 60.00% | ● |
| OCC04.06 No of residents who have received a formal assessment of their role as a Carer | Karen Fuller | Cllr T Bearder | 623 | 197 | ★ | | | | 3,796 | 1,182 | ★ |
| OCC04.07 No of Carers who have received a direct payment | Karen Fuller | Cllr T Bearder | 919 | | n/a | | | | 919 | | n/a |
| OCC04.08 No of visits to Live Well Oxfordshire | Karen Fuller | Cllr T Bearder | | 6,000 | ? | Experiencing a delay in accessing data. Will update asap. | | | | 36,000 | ? |

Invest in an inclusive, integrated and sustainable transport network

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

| Status of Indicators | 30/09/2023 |
|--|------------|
| 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 |
|---|--|------------------|---------------|---------------|--------|--|------------------------------------|------------------------------------|------------|------------|-----|
| OCC05.03 91 KM (2%) of the highway to be treated | <ul style="list-style-type: none"> Bill Cotton Paul Fermer | Cllr A Gant | 1.02 | 0.00 | ★ | | | | 76.55 | 78.10 | ★ |
| OCC05.04 % of Annual change in average nitrogen dioxide concentrations in AQMAs | <ul style="list-style-type: none"> Ansaf Azhar Bill Cotton Owen Jenkins | Cllr P Sudbury | 21.56% | 10.00% | ★ | Period is Annual 2022 The percentage reduction of nitrogen dioxide levels from baseline year of 2019 to 2022 is 21.6%. The average level of Nitrogen Dioxide in 2022 across all 13 Air Quality Management Areas was 35.8mg/m3, which is less than the UKs statutory maximum of 40mg/m3. The overall continued downward trend of nitrogen dioxide is expected in line with the improvements in car engines and going forward, a higher percentage of cars on the road having these types of engines. | | | 21.56% | 10.00% | ★ |
| OCC05.08 % of delivery against Countywide 20mph plan | <ul style="list-style-type: none"> Bill Cotton Paul Fermer | Cllr A Gant | 28.70% | 23.53% | ★ | Current delivery as of 09/10 is 105 schemes delivered (98 schemes delivered on ground, 7 schemes taken through process but no longer wanted) out of a grand possible total of 366 parishes. | Delivery in line with expectation. | Delivery in line with expectation. | 49.71% | 46.22% | ★ |

Preserve and improve access to nature and green spaces

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

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

| Status of Indicators | 30/09/2023 |
|--|------------|
| OCC06 - Preserve and improve access to nature and green spaces | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|--|---|------------------|---------------|---------------|--------|---|---------------------------------------|--|------------|------------|-----|
| OCC06.02 Percentage of newly planted trees still alive on land OCC own & manage | <ul style="list-style-type: none"> Bill Cotton Rachel Wileman | Cllr P Sudbury | 93.60% | | n/a | No change in the condition of the trees planted. | No financial impact at this juncture. | As the growing season has drawn to a close, this period has little risk of further decline except from vandalism, theft or storm damage, which are factors out of our control. | 93.60% | | n/a |
| OCC06.03 Volunteer hours on the PRoW network through established groups | <ul style="list-style-type: none"> Bill Cotton Rachel Wileman | Cllr A Gant | 2,037.00 | 1,750.00 | ★ | For Q2 this total includes; Chiltern Society 1613 hours Q2 Cotswold Wardens 161 hours Thame & Wheatley Ramblers 133 hours Vale Path Maintenance Volunteers 130 hours | | | 3,789.50 | 3,500.00 | ★ |
| OCC06.04 % [by length] of Public Rights of Way network free from serious issues or obstruction | <ul style="list-style-type: none"> Bill Cotton Rachel Wileman | Cllr P Sudbury | 89.00% | 90.00% | ● | <p>The Countryside Access GIS system CAMs splits public rights of way (PRoW) into 'links' which all have length data associated with them. A link is a section of path that runs from one path or road to where it connects/intersects with another path or road. In order to generate the % figure we find all significant issues recorded on the entire network that are 'unresolved'. This includes issues such as barbed wire fences, locked gates, unauthorised structures, unauthorised excavation, buildings on path. These are issues that would generally have an impact on people using the paths although in some cases there may be alternative routes used to get around them. We then find all the 'links' that these issues are associated with and can then find the total length of these links. From this we can work out the % by length of PRoW that are free from these serious issues or obstructions. It should be noted that a link can be a few kilometres in length while the issue only affects a short section.</p> <p>This figure has not changed over the last 6 months. This is not unexpected because as the officers resolve issues more are reported. New paths that are added to the Definitive Map, particularly those claimed through historic evidence, often have serious obstructions which impacts on this figure too.</p> | | | 89.00% | 90.00% | ● |







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

We will support all our children and young people, and their families, to achieve their very best and to prepare them for their future, including safeguarding, and supporting those more vulnerable and with additional needs.

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

| Status of Indicators | 30/09/2023 |
|--|------------|
| OCC07 - Create opportunities for children and young people to reach their full potential | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|--|--|------------------|---------------|---------------|--------|---|--|---|------------|------------|-----|
| OCC07.03 Number of multi-agency strength & needs assessment completed in Oxfordshire | <ul style="list-style-type: none"> Anne Coyle Stephen Chandler | Cllr J Howson | 278 | 512 | ● | A target of 7500 has been agreed by the children's trust for the year. Figures include over 900 forms completed by health visitors. A new Assistant Director post is being recruited to lead on this work with partners. There can be some delay in recording, so figures, particularly for later months are expected to report higher later in the year | There are no direct financial impacts from not hitting this target, but there are indirect costs associated with more children being pulled into statutory services. | The risk of not hitting this target is that more children are pulled into statutory services, putting pressures on both staff workload (and ultimately recruitment and retention) and budgets | 2,782 | 2,482 | ★ |
| OCC07.01 Total number of children with an Education, Health and Care Plan | <ul style="list-style-type: none"> Anne Coyle Stephen Chandler | Cllr K Gregory | 6,221 | | n/a | | | | 6,221 | | n/a |
| OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children | <ul style="list-style-type: none"> Anne Coyle Stephen Chandler | Cllr J Howson | 101 | | n/a | | | | 584 | | n/a |
| OCC07.04 Increase the % of children in Foster Care | <ul style="list-style-type: none"> Anne Coyle Stephen Chandler | Cllr J Howson | 62.30% | 64.00% | ● | 500 children are currently supported in foster care out of a total of 802 cared for children – 62%. The vast majority of occasions where we seek a foster care placement result in the child being placed in foster care- in 2022/23 226 referrals for foster care resulted in 220 children being placed. A campaign is in place to increase internal foster care. The new South Central Independent Fostering Agency Framework is now in place to provide additional external foster placements. Foster care rates do however remain below the national average, hence the target to increase foster care. | The average cost of an external residential placement is around £5700 a week; the average cost of external foster care is around £950 per week. If people are placed in residential care because of a lack of foster care (as opposed to it being the placement that is in the best interest of the child / young person then there is a pressure on the budget. | | 62.30% | 64.00% | ● |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|---|--|------------------|---------------|---------------|---|---|---|-------------|------------|------------|---|
| OCC07.05 The percentage of children in residential care | <ul style="list-style-type: none"> Anne Coyle Stephen Chandler | Cllr J Howson | 15% | 14% |  | <p>The total number of cared for children has fallen from 881 at the start of the year to 802 at the end of September a fall of 9%. The number of children supported in residential care has fallen from 143 at the start of the year to 123 at the end of September, a fall of 14%. The reduction in the overall numbers of cared for children is hiding the level of performance improvement. We are increasing the number of in-house children's homes from 4 home to 9 by March 2025 with the support of the DFE capital grant and council capital resource. We currently have a block contract for 16 residential beds in Oxfordshire or within 10 miles of the border. We have access to up to 15 beds as part of the Cross Regional Contract which offers a therapeutic model of care for children with more complex needs and includes education provision at an inclusive price. Currently around 70% of residential placements are spot purchased which suggests that current frameworks and block contracts are not able to provide the number of placements required. The South Central residential framework is due to be recommissioned by October 2024 and the issues identified with the current framework such as the uplift controls will be addressed which should increase the number of providers who join which should reduce the level of spot purchasing.</p> | <p>The average cost of an external residential placement is around £5700 a week; the average cost of external foster care is around £950 per week. If people are placed in residential care because of a lack of foster care (as opposed to it being the placement that is in the best interest of the child / young person then there is a pressure on the budget.</p> | | 15% | 14% |  |
| OCC07.06 Number of Oxfordshire children we care for | <ul style="list-style-type: none"> Anne Coyle Stephen Chandler | Cllr J Howson | 701 | 770 |  | | | | 701 | 770 |  |
| OCC07.07 % of Education Health & Care Plans completed within 20 weeks | <ul style="list-style-type: none"> Anne Coyle Stephen Chandler | Cllr J Howson | 79.20% | 50.70% |  | | | | 62.00% | 50.70% |  |

Play our part in a vibrant and participatory local democracy

We are committed to taking decisions in an open and inclusive way.

We will engage and listen to Oxfordshire residents.

We will be open to scrutiny and regularly provide progress updates.

We will put the impact on the climate and future generations at the heart of decision making.

We will manage our own resources carefully.

| Status of Indicators | 30/09/2023 |
|--|------------|
| OCC08 - Play our part in a vibrant and participatory local democracy | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|---|----------------------|------------------|--------------------|--------------------|--------|--|----------------|-------------|--------------------|--------------------|-----|
| OCC08.03 During 23/24 continue to develop a public facing performance management portal | Susannah Wintersgill | Cllr N Fawcett | Delivering to plan | Delivering to plan | ★ | Public facing Citizens Portal is live, proactive targeted consultation and engagement takes place during Quarter 3 which will help develop the portal. | | | Delivering to plan | Delivering to plan | ★ |

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

We will help Oxfordshire become a recognised centre of innovation in green and sustainable technologies.

We will use our purchasing power for environmental, social and economic benefit and ensure that our pandemic recovery planning supports sustainable job creation.

| Status of Indicators | 30/09/2023 |
|--|------------|
| 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 |
|--|----------------|------------------|---------------|---------------|--------|---|-------------------|----------------|------------|------------|-----|
| OCC09.01 No of overdue inspections from Risk Based Inspection Programme | Rob MacDougall | Cllr N Ley | 5 | 10 | ★ | As a department we are achieving the target, the team work incredibly hard to achieve this small variance but we would like to achieve zero premises out of date for reinspection, this is not always achievable due to late notice cancellations for example. | no finance impact | no risk impact | 6 | 20 | ★ |
| OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire | Tim Spiers | Cllr N Fawcett | 6.00 | 2.50 | ★ | | | | 17.00 | 15.00 | ★ |
| OCC09.03 No of Trading Standards interventions conducted with businesses | Rob MacDougall | Cllr N Ley | 335 | 250 | ★ | This measure is performing significantly above its target. This is driven by requests for advice from businesses, verification of weighing and measuring equipment (for a local supplier of such products) and the compliance testing and sampling of products – particularly disposable e-cigarettes. The Q2 figure is actually higher, but we are experiencing some issues with retrieving relevant data from our case management system. | no finance impact | no risk impact | 737 | 500 | ★ |
| OCC09.04 % of Gigabit capable (DOCSIS 3.1 or Full Fibre) Broadband | Tim Spiers | Cllr N Fawcett | 76.10 | 74.00 | ★ | | | | 151.13 | 146.50 | ★ |
| OCC09.05 % of Full Fibre To The Premises broadband (FTTP) premises in Oxfordshire. | Tim Spiers | Cllr N Fawcett | 45.40 | 38.00 | ★ | | | | 43.81 | 37.00 | ★ |
| OCC09.06 Sites delivered by NEOS Networks Limited under the Giga Hubs contract | Tim Spiers | Cllr N Fawcett | 56.00 | 31.00 | ★ | | | | 73.00 | 47.00 | ★ |

Running the Business - Customer Experience

| Status of Indicators | 30/09/2023 |
|--------------------------|------------|
| OCC10 - Customer Service | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|--|-------------|------------------|---------------|---------------|--------|--|----------------|-------------|------------|------------|-----|
| OCC10.03 Overall customer satisfaction rate for the Customer Service Centre – telephony | Mark Haynes | Cllr N Fawcett | 99% | 80% | ★ | Latest satisfaction survey – September 11% of calls answered were surveyed. 99% customers surveyed were satisfied or very satisfied, whilst 1% were unsatisfied | | | 99% | 80% | ★ |
| OCC10.04 First contact resolution for customer enquiries received by the Customer Service Centre | Mark Haynes | Cllr N Fawcett | 76% | 75% | ★ | 9,373 of inbound phone contacts were resolved at first point of contact, with 6% 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 The percentage of customer telephone calls abandoned at the Customer Service Centre | Mark Haynes | Cllr N Fawcett | 11% | 10% | | <p>The number of calls offered in September increased by 12% compared to August. Compared to September 2022, they are down 4%.</p> <p>The abandonment rate decreased by 3% to 11%.</p> <p>A total of 35,447 contacts was received during September, which is an increase of 13% compared to August (31,430). This consist of 5,901 outbound calls, 6 web chat, 10 social media enquiries, and 15,672 emails. Contacts for School Admissions increased by 86% during September which is expected due to the high number of in-year transfer applications submitted during the summer holidays; the opening of the portal to apply for Year 7 intake for 2024; and transport related enquiries for the new academic year. 97% of calls presented were answered with only 3% abandoned.</p> <p>Contacts for Blue Badge, Concessionary Fares and Residential Parking continue to be high and this is where we are seeing our highest abandonment in recent months, totalling 15% for September. Staff are being cross trained to support the services which will release staff to work on the applications associated to these services.</p> <p>Contacts for Children Social Care increased by 28% during September, which is an impact of school and childcare settings returning after the summer holidays. 97% of contacts were answered with only 3% abandoned.</p> <p>Contacts to the Registration Service remain consistent which is expected for this time of year, especially around birth registration. Sadly the number of death registrations is also high which is unusual for this time of year and will only sadly increase as we head into Autumn/Winter.</p> <p>Contacts to Adult Social Care are slightly down from September 2022 by 4%, however a 13% increase against August. Autumn/Winter period is usually a busy time for this service and work is underway to ensure capacity is available.</p> | - Increased abandoned calls leads to increased turnover, increased recruitment costs, training times etc. this puts pressure on budgets | If a higher number of calls are abandoned whilst waiting to be answered in the CSC, this can lead to reputational damage to the organisation, decreased advisor motivation therefore leading to greater turnover of staff and then increased abandoned calls. Reviews of staffing and call arrival patterns are underway in order to adequately match volumes to staffing. | 14% | 10% | |













| 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 N Fawcett | 100% | 95% | ★ | <p>The service achieved 100% customer satisfaction in October. Below are some of the comments received:</p> <ul style="list-style-type: none"> We wanted to extend a huge thank you for your part in marrying us on Sunday. We had the day of our dreams and many of our guests commented on how moving the ceremony was. We just want to follow up after our wedding to say thank you so much for such a lovely ceremony. you were calm and positive and made us feel really comfortable. You paid a lot of attention to our personal stories and delivered a beautiful ceremony that was perfectly suited to us. It was both funny and appropriately serious and overall a very lovely ceremony. We feel that you went above and beyond to make the ceremony personal to us and it made the day even more special. The Registrar was excellent with us, very professional and friendly despite my partner English was not perfect. Absolutely lovely service and very welcoming staff Very convenient and professional. Kudos to Oxfordshire Registration Service. The members of OCC staff were, without exception, extremely courteous and helpful. The actual registration process was carried out in a most professional, but friendly, manner. The registrar was friendly and helpful and made us feel at ease. The office was light and airy and, importantly, I didn't have to walk far from the car park. I do have mobility problems. For something that could have been trying it was almost a pleasant experience It was so easy dealing with Registrar at Didcot and Registrar at Oxford. Both ladies carried out their jobs to a high standard, but with a skill of helping me feel at ease and being so warm and genuine. | | | 100% | 95% | ★ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|--|-------------|------------------|---------------|---------------|--------|--|----------------|-------------|------------|------------|-----|
| OCC10.07 Overall customer satisfaction rate for Coroners Inquest Service | Mark Haynes | Cllr N Fawcett | 100% | 99% | ★ | <p>We continue to receive overwhelmingly positive feedback from bereaved families following inquests. Some examples are below:</p> <p>I can't thank you enough for all your help and support. To quote my 3 year old grandson, it has been like having my own "save the day man" Fred was a police officer for 34 years and I for several before going into teaching, by their nature both often thankless tasks.....much like yours. I would like to say a big thank you for all the help and support you have given me and so the family along what has often been a difficult path. Very much appreciated.</p> <p>I want you to know that I am extremely grateful to you personally not only for your unfailing efficiency in keeping me informed but also for your great kindness and comprehension at all times. I don't think I could have coped all this time without 'your presence'. All my gratitude and best wishes for the future.</p> <p>Please thank David Freeman for his help and the compassionate way in which things were dealt with. It is much appreciated.</p> | | | 100% | 99% | ★ |

Running the business - Finance

| Status of Indicators | 30/09/2023 |
|----------------------|------------|
| OCC11 - Finance | ▲ |

| Measure | Director | Portfolio Holder | Period Actual | Period Target | Status | Comment | Finance Impact | Risk Impact | YTD Actual | YTD Target | YTD |
|---|--------------|------------------|---------------|---------------|--------|---|----------------|-------------|-------------|-------------|-----|
| OCC11.01 Overall forecast revenue variance across the Council | Lorna Baxter | Cllr D Levy | 1.40% | 0.00% | ● | | | | 0.88% | 0.00% | ★ |
| OCC11.02 Achievement of planned savings | Lorna Baxter | Cllr D Levy | 71.00% | 95.00% | ▲ | | | | 59.40% | 95.00% | ▲ |
| OCC11.03 General balances are forecast to remain at or above the risk assessed level | Lorna Baxter | Cllr D Levy | £25,718,000 | £30,200,000 | ▲ | | | | £25,718,000 | £30,200,000 | ▲ |
| OCC11.04 Directorates deliver services and achieve planned performance within agreed budget | Lorna Baxter | Cllr D Levy | 3.0% | 0.0% | ▲ | | | | 2.2% | 0.0% | ▲ |
| OCC11.05 Total Outturn variation for DSG funded services (schools/early years) | Lorna Baxter | Cllr D Levy | 0.00% | 0.00% | ★ | | | | 0.00% | 0.00% | ★ |
| OCC11.06 Total Outturn variation for DSG funded services (high needs) | Lorna Baxter | Cllr D Levy | 0.00% | 0.00% | ★ | | | | 0.00% | 0.00% | ★ |
| OCC11.07 Use of non-DSG revenue grant funding | Lorna Baxter | Cllr D Levy | 95.00% | 95.00% | ★ | | | | 95.00% | 95.00% | ★ |
| OCC11.08 % of agreed invoices paid within 30 days | Lorna Baxter | Cllr D Levy | 94.97% | 95.00% | ★ | This measure tracks invoices paid within 30 days of receipt and includes invoices paid via the self-service purchase order system, as well as invoices processed via social care finance systems. Invoices paid on time in August was 95%. Social care invoices were 2% above target with purchase orders dropping just below target to 94.2%. The majority of late invoices are within Legal and property services, work is underway to assess if improvements to processing can be made to improve performance. | | | 95.05% | 95.00% | ★ |
| OCC11.09 Invoice collection rate - Corporate Debtors | Lorna Baxter | Cllr D Levy | 96.31% | 95.00% | ★ | This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we are measuring invoices issued in June 2023. The collection rate was 96.31%, above the target of 95%. | | | 97.03% | 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 D Levy | £542,715 | £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 £0.543m. The top four cases account for 49% of the total bad debt and is being actively worked on. The top debtor is £0.158m and has gone into liquidation. A claim has been placed with the liquidators. | The bad debt level is currently £0.1m above the corporate debtors' impairment balance, at the end of the year we are required to top up the impairment, as it stands this will be additional pressure on revenue that is not planned for. | | £542,715 | £300,000 |  |
| OCC11.11 Debt requiring impairment - ASC contribution debtors | Lorna Baxter | Cllr D Levy | £4,756,515 | £3,500,000 |  | The 2022-23 year-end adults care contribution impairment for bad debt was £4.60m, bad debt at the end of August is £4.76m, £0.16m higher, this is an improvement on last period and a reduction of £0.15m. As reported previously the trailing impacts of Covid-19 and wider economic factors have had a significant effect on means tested social care contribution debt levels, this tracks with other local authorities' experience. A bad debt task team has been operational since July 2022 with the objective to resolve £3.7m of historic debt. Resourcing challenges within both the debt task group and business as usual teams impacted performance during 2022-23. The service have implemented additional performance oversight and are tracking delivery of activity | The service plan is to fund temporary income collection staff via a reduction in the bad debt impairment, to achieve this the ASC bad debt level needs to finish the year below the 2022-23 year end position. If the impairment is not reduced by the year end there will be additional staffing pressures as well as a cost to top up the impairment. | | £4,756,515 | £3,500,000 |  |
| OCC11.12 Average cash balance compared to forecast average cash balance | Lorna Baxter | Cllr D Levy | £494,027,000 | £480,000,000 |  | | | | £463,862,400 | £480,000,000 |  |
| OCC11.13 Average interest rate achieved on in-house investment portfolio | Lorna Baxter | Cllr D Levy | 3.46% | 3.00% |  | | | | 3.22% | 3.00% |  |
| OCC11.14 Average annualised return achieved for externally managed funds | Lorna Baxter | Cllr D Levy | 3.75% | 3.75% |  | | | | 3.75% | 3.75% |  |
| OCC11.15 Invoice Collection Rate - ASC contribution debtors | Lorna Baxter | Cllr D Levy | 90.53% | 92.00% |  | The 120-day invoice collection rate returned to 91% this period, just below the 92% target and above the average for 22-23, 89%. A development to redesign reminder letters has gone live and is expected to drive an improvement in collection rates by the end of the year. The target is to reach 92% by the end of the FY 23/24. | | | 90.31% | 92.00% |  |

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Introduction

1. This annex sets out the third financial monitoring update for the 2023/24 financial year and is based on information to the end of September 2023. Key issues, as well as risks relating to inflation, demand and other factors, plus any areas of emerging pressure are explained below.

The following additional information is provided to support the information in this Annex:

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

Overall Financial Position

2. As shown below directorates are forecasting an overspend of £13.6m (2.4%). After taking account of an increase in interest receivable on balances held by the council and the use of funding held in contingency and the COVID-19 reserve, the overall forecast expenditure is reported as £4.2m higher than the budget.

| | Latest Budget September 2023/24 £m | Forecast Spend September 2023/24 £m | Forecast Variance September 2023 £m | Variance September 2023 % | Forecast Variance July 2023 £m | Change Since July 2023 £m |
|-------------------------------|--|---|---|------------------------------------|---|---------------------------------------|
| Adult Services | 227.3 | 227.3 | 0.0 | 0.0% | 3.0 | -3.0 |
| Children's Services | 169.1 | 180.9 | 11.8 | 7.0% | 11.1 | 0.7 |
| Environment & Place | 74.6 | 74.2 | -0.4 | -0.5% | 1.0 | -1.4 |
| Public Health | 4.1 | 4.1 | 0.0 | 0.0% | 0.0 | 0.0 |
| Community Safety | 27.6 | 27.6 | 0.0 | 0.0% | 0.0 | 0.0 |
| Resources | 69.9 | 72.1 | 2.2 | 3.1% | 2.4 | -0.2 |
| Directorate Total | 572.6 | 586.2 | 13.6 | 2.4% | 17.5 | -3.9 |
| Budgets Held Centrally | | | | | | |
| Capital Financing | 28.4 | 28.4 | 0.0 | 0.0% | 0.0 | 0.0 |
| Interest on Balances | -16.6 | -17.6 | -1.0 | 6.0% | -0.5 | -0.5 |
| Inflation ¹ | 6.4 | 6.4 | 0.0 | 0.0% | 0.0 | 0.0 |
| Contingency | 12.4 | 5.4 | -7.0 | -56.5% | -7.0 | 0.0 |
| Un-ringfenced Specific Grants | -43.6 | -43.6 | 0.0 | 0.0% | 0.0 | 0.0 |
| Insurance | 1.4 | 1.4 | 0.0 | 0.0% | 0.0 | 0.0 |

¹ Funding for pay inflation originally assumed at 4.5%, as well as additional on-going budgeted funding from contingency is proposed to be allocated to directorates now the pay award for 2023/24 is agreed as part of the virements set out in Annex 2a.

| | Latest Budget September 2023/24 £m | Forecast Spend September 2023/24 £m | Forecast Variance September 2023 £m | Variance September 2023 % | Forecast Variance July 2023 £m | Change Since July 2023 £m |
|---|--|---|---|------------------------------------|---|---------------------------------------|
| Contribution from COVID-19 reserve | -7.4 | -8.8 | -1.4 | 19.0% | -1.4 | 0.0 |
| Contribution from Budget Priority Reserve | -2.4 | -2.4 | 0.0 | 0.0% | 0.0 | 0.0 |
| Contributions to reserves | 19.9 | 19.9 | 0.0 | 0.0% | 0.0 | 0.0 |
| Contribution to balances | 7.6 | 7.6 | 0.0 | 0.0% | 0.0 | 0.0 |
| Total Budgets Held Centrally | 6.1 | -3.3 | -9.4 | -153.2% | -8.9 | -0.5 |
| Net Operating Budget | 578.8 | 583.0 | 4.2 | 0.7% | 8.6 | -4.4 |
| Business Rates & Council Tax funding | -578.8 | -578.8 | 0.0 | 0.0% | 0.0 | 0.0 |
| Forecast Year End Position | 0.0 | 4.2 | 4.2 | | 8.6 | -4.4 |

3. The overall forecast overspend has reduced by £4.4m since July 2023 but still reflects a more challenging position for 2023/24 than anticipated when the budget was set in February 2023. Issues in the local and national economy, including inflation and workforce shortages have increased the financial risk for the council and made it much more challenging to forecast activity and expenditure.
4. The forecast overspend for Adult Services has improved by £3.0m to a breakeven position since July. This is due to an agreement on the sharing of costs for adults with Section 117 aftercare support under the Mental Health Act with the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board, bringing the health and social care system funding more in line with other local authorities and care boards.
5. The forecast overspend for Children's Services has deteriorated by £0.7m. This is mainly driven by an increase in Home to School transport activity compared to the position reported in July 2023. Other on-going underlying pressures in Children's Services which remain a significant challenge are driven by a combination of increased care placements costs, and reliance on agency staff to cover vacancies. Children's Services have implemented a number of organisational, governance and business process controls as well as market management actions to address the underlying pressures but it is taking time for these to have an impact while the overall position is worsened by further inflationary and demand increases.
6. The forecast overspend for Environment & Place has improved by £1.4m compared to the July 2023 position. This is mainly driven by a reduction in energy cost prices, and additional income from income through enforcement activity.

7. There are forecast overspends across most of the services within Resources and Law & Governance. These reflect the anticipated achievement of savings, and a mix of staffing and inflationary pressures.
8. 62% of the 2022/23 savings of £10.2m which were not achieved as planned in the last financial year are currently assessed as delivered or are expected to be delivered, 38% are still assessed as amber or red. 71% of the 2023/24 savings are assessed as delivered or are expected to be delivered, 29% are still assessed as amber or red. Action is being taken to ensure that the delivery of both existing planned savings and new budget reductions is maximised in 2023/24. The anticipated achievement of savings is incorporated into the forecast directorate position.
9. The forecast 2023/24 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £18.3m and remains in line with the budget agreed by Cabinet in May 2023. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the cumulative negative High Needs DSG balance held in this reserve from £41.1m as at 31 March 2023 to £59.4m at 31 March 2024.
10. £3.5m of the £12.4m contingency budget will be needed to meet the cost of additional pay inflation in 2023/24 in addition to the £6.4m remaining budget available to support this after taking account of the Fire Pay Awards. Further funding will continue to be held in contingency to meet the cost of pay inflation for vacant posts as they are recruited to.
11. After taking account of the use of £7.0m contingency and funding from the COVID-19 reserve to support the overall forecast position, the remaining net £4.2m overspend against the operating budget would reduce balances to £25.8m, £4.4m under the risk assessed level for 2023/24. The risk assessed level of balances for 2024/25, and funding for any top-up to that level, will need to be considered through the Budget and Business Planning process.
12. The Council's Management Team are continuing to work with directorates to identify actions to manage expenditure so that any overspend by year end is mitigated as far as possible and does not require any call on balances.

Directorate Forecasts

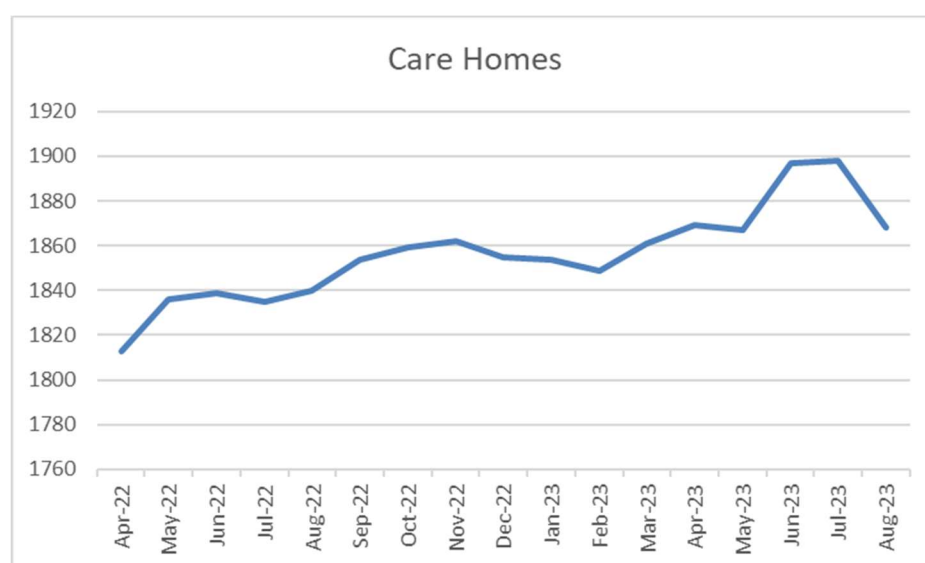
Adult Services

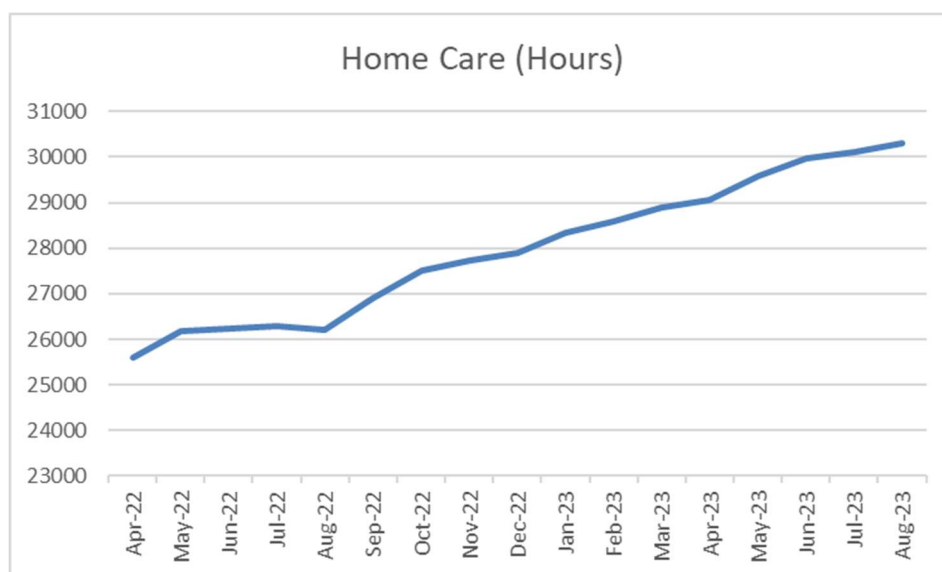
13. Adult Services is forecasting a breakeven position against a budget of £227.3m.

| Service Area | Latest Budget 2023/24 £m | Forecast Spend 2023/24 £m | Forecast Variance September 2023 £m |
|---|-----------------------------|------------------------------|--|
| Adult Social Care | 24.1 | 24.9 | 0.8 |
| Health, Education & Social Care Commissioning | 5.5 | 4.8 | -0.7 |
| Housing & Social Care Commissioning | 1.4 | 1.4 | 0.0 |
| Business Support Service | 1.0 | 0.9 | -0.1 |
| Pooled Budgets | 195.3 | 195.3 | 0.0 |
| Total Adult Services | 227.3 | 227.3 | 0.0 |

14. The improvement in the forecast is the result of an agreement on the sharing of costs for adults with Section 117 aftercare support under the Mental Health Act with the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board, bringing the health and social care system funding more in line with other local authorities and care boards.

15. The forecast does however continue to be impacted by an increase in the number of care packages during the year to date, and since the budget estimates for 2023/24 were set out in Autumn 2022. This has been particularly noticeable within care homes and home support as shown in the graphs below. Expenditure will increase further if demand continues to rise over the remainder of the year.





16. To address demand pressures, a number of actions have already been taken. These include ensuring that all spend is aligned to the “Oxfordshire Way” approach through supporting people to remain in their own homes for as long as possible and the result of this is beginning to be seen in the care home graph above since July 2023.

Pooled Budgets

Age Well Pooled Budget

17. 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.
18. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).
19. The council elements of the Age Well pool are forecast to breakeven in 2023/24, on the assumption that all savings are delivered. This position is after using the new Market Sustainability and Improvement Fund (MSIF) one-off grant of £3.4m.
20. The council’s share of the Better Care Fund (BCF) being utilised within the pool is £29.4m in 2023/24, an increase of 5.7% from 2022/23.
21. There are significant risks within the forecast where certainty is not possible at this stage, these include:
- Delivery of £4.3m savings through continued implementation of the Oxfordshire Way and changes to the unit cost of services. These will be delivered through commissioning, and service user reviews looking at opportunities for prevention, technology, and increased independence.
 - Growth in placements, particularly residential, through the year. Although there is a seasonal trend, it is difficult to predict accurately how activity will move.

There is also a risk relating to improvements in the timeliness of assessments which may increase the number of new placements made in year.

Live Well Pooled Budget

22. The Live Well pool supports a combination 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.
23. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).
24. As at the end of September 2023, the council elements of the Live Well pool are forecast to balance to the budget. This is a change from the last report as a result of the changes in the funding for Section 117 aftercare forecast within Learning Disabilities as set out above. The breakeven forecast includes:
- A £2.0m underspend within Learning Disabilities, partially offset by a £1m overspend relating to transport provision and packages of support. The transport spend is being reviewed to understand the causes providing possible solutions to the increasing spend with the possibility of bringing this forecast down over the year. £3m additional Section 117 aftercare funding is now included in the forecast.
 - A £2.0m overspend within Physical Disabilities relates to an increase in demand for both care homes and home support during late 2022/23 creating a pressure in 2023/24.

Risks or uncertainties in both service groups relate to:

- £2.9m savings yet to be delivered through the continued implementation of the Oxfordshire Way and changes to the unit cost of services throughout the rest of 2023/24. These will be delivered through commissioning, and through service user reviews looking at opportunities for prevention, technology, and increased independence.
 - Growth in care packages, particularly supported living and home support, through the year. Although there is a seasonal trend it is difficult to predict accurately how activity will move throughout the remaining eight months of the year. There is also a risk relating to the timeliness of assessments which may increase the number of new packages made in year.
25. Having overspent in 2022/23 it is anticipated that following changes to the budget and contracts for 2023/24, the Mental Health services provided through the Outcome Based Contract with Oxford Health will spend in line with budget this year.

Non-Pool Services

26. A breakeven position is forecast across all other services. A one-off saving of £1.0m is included in the budget for staffing for 2023/24, and at present this is on

track to be delivered.

Reserves

- 27. £0.4m held in the Budget Priorities reserve for Adult Social Care as at 31 March 2023 is being used to support intensive support costs and the wider directorate position in 2023/34.
- 28. £2.1m held as a result of additional contributions made by Oxfordshire Clinical Commissioning Group over the last three financial years is also committed to be used in 2023/24.
- 29. £0.3m added to the Government Initiative Reserve in 2022/23 related to charging reform, reflecting elements of the Trailblazer programme where costs will continue to be incurred in 2023/24 and 2024/25 ahead of the revised date for charging reform in autumn 2025.

Ringfenced Grants

- 30. As set out in Annex 4, ring-fenced government grants expected to be received by Adult Services in 2023/24 total £21.1m.
- 31. The Improved Better Care Fund Grant is £10.7m in 2023/24, with no change since 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.
- 32. The Market Sustainability and Improvement Fund is £5.4m and is being used to enhance provider fee uplifts in 2023/24 in line with the terms of the grant. It is also being used to maintain uplifts from 2022/23. These were funded through the Market Sustainability and Fair Cost of Care grant which now forms part of this grant.
- 33. The Market Sustainability and Improvement Workforce Fund is £3.5m and is being used to increase social care capacity through increasing social care workforce capacity and retention, reducing social care waiting times and increasing fee rates paid to social care providers.
- 34. The Adult Social Care Discharge Fund is £1.5m. This will be used to provide interventions that improve discharge of patients from hospital to the most appropriate location for their ongoing care.

Virements

- 35. There is one virement to note reflecting the allocation of the inflation budget held centrally to the pooled budgets.

Debt and Impairment

- 36. Cabinet is recommended to write off five Adult Social Care contribution debts totalling £0.142m. Four cases are those where arrears were not resolved before the person passed away and the estate was confirmed as insolvent. In the other

case the person in receipt of services is not accessible for formal action to be taken against them.

Children's Services

37. Children's Services is forecasting an overspend of £11.8m against a budget of £169.1m.
38. The underlying pressures in Children's Services highlighted in the 2022/23 year end overspend reported to Cabinet in June 2023 remain a significant challenge in 2023/24. These pressures are driven by a combination of care placements costs, staffing, particularly the reliance on agency staff to cover vacancies, and Home to School Transport.

| Service Area | Latest Budget 2023/24 £m | Forecast Spend 2023/24 £m | Forecast Variance September 2023 £m |
|---|--------------------------------|---------------------------------|---|
| Education & Learning | 39.1 | 42.2 | 3.1 |
| Schools ² | 0.2 | 0.2 | 0.0 |
| Subtotal Education | 39.3 | 42.4 | 3.1 |
| Early Help, Front Door & Social Care | 68.9 | 70.9 | 2.0 |
| Provider Services & Safeguarding | 49.4 | 55.3 | 5.9 |
| Children's Services Central Costs | 11.5 | 12.3 | 0.8 |
| Subtotal Children's Social Care | 129.8 | 138.5 | 8.7 |
| Total Children's Services | 169.1 | 180.9 | 11.8 |
| Overspend on High Needs DSG that will be transferred to unusable reserve | 265.3 | 283.6 | 18.3 |

Education & Learning

39. Within Education & Learning, the Home to School Transport and the Special Educational Needs (SEN) service continue to be high risk in terms of budget variance.
40. Home to School transport is now forecast to overspend by £2.8m. The £0.2m increase compared to the position reported in July 2023 reflects higher activity in the service than was budgeted for and the impact of rolling annual tenders for bus routes. The revised forecast is based on updated service arrangements.
41. Additional unfunded expenditure of £0.1m is required to fund temporary senior management posts within Education.

² *Maintained Schools are funded by Dedicated Schools Grant

42. The service is working on the implications of the new attendance regulations in September 2023; this may require additional resource to meet the new requirements. In addition, the Department for Education (DfE) has announced additional Early Years funding. It is likely that there will be additional costs in implementing and administering this but an update will be provided in future reports.
43. Within the Special Education Needs (SEN) 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 on-going investment of £0.5m was included in the 2023/24 budget to fund additional staff to manage demand for EHCPs.

Schools' Costs (other than DSG)

44. There is an overspend of £0.2m expected in respect of a school with a forced academisation, whilst the school has a deficit budget. A supplementary estimate request to meet this one – off cost from balances is included in Annex 2c.

Children's Social Care & Children's Social Care Countywide

45. Given the scale of the £19.1m overspend for Children's Social Care in 2022/23, the time needed for the actions taken to date to have an impact and the urgent need to address the shortfalls in market capacity, the service has undertaken a comprehensive review of its vision and strategy which is set out in a new Financial Strategy. This sets out a new baseline and financial investment, cost reduction and timeline to bring spend within current budget and recover the overspend. The on-going impacts will be considered through the Budget & Business Planning process for 2024/25.

Social Care & Countywide Placement Services – Current Position, Drivers and Action Plan

46. The underlying pressures remain despite additional budget added in 2023/24 and actions to prevent and reduce costs. This is due to a combination of:
- The 2022/23 overspend increased in the last quarter of the year so was not fully anticipated in the Budget & Business Planning process for 2023/24.
 - Changes in practice, interventions to prevent unnecessary referrals and reduce the number and cost of cases is taking more time to impact on expenditure than anticipated.
 - The financial volatility in the market for care together with the impact of spiralling inflation and shortages in local capacity are undermining the service Sufficiency Strategy to manage the market. As a consequence, the service continues to experience an accelerating increase in placement fees especially 'Spot' rates.
47. The drivers of the pressures remain the same as in 2022/23 and include:
- Continued workload pressure, increased vacancies and recruitment difficulties within front-line services especially Family Solutions Plus.

- Though the number of children in care is reducing the rate of decrease is slower than anticipated and is being offset by increases in underlying unit cost rates especially the growing number of very complex cases.

48. The most significant variances include:

- Multi Agency Safeguarding Hub & Social Care Staffing: £1.9m forecast overspend due to a combination of agency and non-staff pressures (e.g., interpreter services, transport and legal costs). This is unchanged since the last report.
- Children we care for external placements – increase in forecast overspend of £0.2m reflects a combination of an increased more complex level of care and higher rates.
- Provider Services (Placements) – increase in forecast overspend by £0.3m due to a combination of an increased more complex level of care and higher rates. Includes new additional pressures on placements of £0.3m compared to the previously reported position.
- Children with Disabilities - £2.5m forecast overspend due to £2.3m pressures on placement budgets (a combination of an increased more complex level of care and higher rates) and £0.2m pressures on team budgets. The £0.2m increase to the previously reported position is due to an emerging pressure on staffing / agency within the teams.
- Children's Services Central costs - £0.3m forecast overspend relating to the payment of historic legal claim.

Actions to Turn the Position Around and Evidence of Improvement

49. The service has implemented a number of organisational, governance and business process controls and market management actions to address the underlying pressures. These include:

- Continued scrutiny of spend by senior management and the leadership team.
- Streamlining of referrals at the 'front door' (MASH) - revising thresholds & practices.
- The Family Solutions Plus (FSP) teams are working to reduce the backlog of assessments and intervention measures.
- Development of a robust recruitment and retention policy.
- Reducing the number of children in care and tracking those where care placements are due to cease.
- Ongoing reduction in the number of children living in high-cost placements.
- Brokerage action plan to ensure timely, suitable, cost-effective placements are sourced.
- A 'LEAN' review of the placement process and identification of efficiencies.

- Move to the target number of Unaccompanied Children and Young People.

50. Evidence that the actions are having an impact is reflected in the continued downward trend in the number of Children We Care For (CWCF). The numbers are set out in the table below.

| | Q1 2022 | Q2 2022 | Q3 2022 | Q4 2022 | April 2023 | May 2023 | June 2023 | August 2023 | Sept 2023 |
|-------------------|------------|------------|------------|------------|---------------|-------------|--------------|----------------|--------------|
| Mainstream | 757 | 778 | 755 | 735 | 722 | 704 | 700 | 687 | 658 |
| Disabled Children | 61 | 61 | 62 | 58 | 57 | 57 | 54 | 49 | 49 |
| Subtotal | 818 | 839 | 817 | 793 | 779 | 761 | 754 | 736 | 707 |
| Unaccompanied | 66 | 69 | 73 | 108 | 104 | 102 | 93 | 91 | 99 |
| Total | 884 | 908 | 890 | 901 | 883 | 863 | 847 | 827 | 806 |

51. Following a 14% increase from December 2021 (742) to August 2022 (849) the service, through the actions above, has reversed the previous upward trend and the number has reduced to 707 at the end of September 2023 (16.7% reduction). The downward trend is expected to continue through the rest of the financial year. This is due to the above actions and in particular the new assessment procedures, resulting in a greater number of families and their children being supported in their own homes and fewer children entering care.

52. In addition, 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.

53. Though the activity is reducing the underlying costs of care placements continue to rise and are offsetting and undermining the improvement in activity.

54. The focus of the Financial Strategy is to ensure the improvements are continued and grown while also applying the same rigor and focus to managing the market, the escalation in rates, the challenge of greater complexity and encouraging joint partnership work to address Continuing Healthcare (CHC) needs and resource. Any additional capital requirements to support the strategy will need to be considered through the Budget & Business Planning process for 2024/25.

Children's Services Central Costs

55. There are no significant variances to report.

Dedicated Schools Grant (DSG)

56. The current position on DSG is a forecast deficit of £18.3m, consistent with the budget agreed by Cabinet in May 2023. Updates on placements agreed for the new school year may indicate an additional pressure of £2m but further work is required to confirm this.

| Summary of DSG funding | 2023/24 Budget £m | 2023/24 Projected Outturn £m | Variance September 2023 £m |
|--------------------------------|-----------------------------|---------------------------------------|---|
| Schools block | 131.2 | 131.2 | 0.0 |
| Central Services Schools block | 5.0 | 5.0 | 0.0 |
| High Needs block | 84.7 | 103.0 | 18.3 |
| Early Years block | 44.4 | 44.4 | 0.0 |
| Total | 265.3 | 283.6 | 18.3 |

57. Key issues being managed as part of the forecast for the High Needs Block are the cost of placements from September 2023, tribunal challenges to placement decisions and the impact of inflation on providers' fees.

58. There is no change forecast on Central and Schools DSG.

59. The Chancellor announced significant changes to childcare arrangements in the Spring Budget 2023. This included an uplift to rates for the current 2023/24 financial year, which is to be paid for the period September 2023 to March 2024. The funding for this is received via a specific grant which will be subsumed within DSG from April 2024. The grant is in the region of £3m, and the exact amount will be known in June 2024, after the schools' census return. The council will need to pass the grant to providers in full.

60. The DfE have announced support for the September 2023 Teachers Pay Award via the Teachers Pay Additional Grant. Of the 6.5% pay award, the DfE are providing 3%, based on the assumption that there is 3.5% within school budget. The grant will be passed on in full to establishments and will be subsumed within the DSG from 2025/26.

Environment & Place

61. Environment & Place is forecasting an underspend of £0.4m against a budget of £74.6m.

| Service Area | Latest Budget 2023/24 £m | Forecast Spend 2023/24 £m | Forecast Variance September 2023 £m |
|--|---------------------------------------|--|---|
| Transport& Infrastructure | 12.8 | 12.2 | -0.6 |
| Planning, Environment & Climate Change | 37.3 | 37.9 | 0.6 |
| Highways & Operations | 23.6 | 23.2 | -0.4 |
| Directorate Support | 0.9 | 0.9 | 0.0 |
| Total Environment & Place | 74.6 | 74.2 | -0.4 |

Transport & Infrastructure

62. Transport & Infrastructure comprises Transport Policy, Place Making and Infrastructure Delivery. An underspend of £0.6m is forecast mainly due to a £0.5m underspend on community transport initiatives. More time is required to deliver on the on-going investment of £1.2m agreed in February 2023 due to a lack of interested operators for the new transport services in rural areas. The service is currently exploring the use of existing fleet services and are engaging with stakeholders on proposed schemes.
63. Infrastructure Delivery are currently forecasting a breakeven position. There is a potential pressure arising as a result of the Housing Infrastructure Fund (HIF1) scheme relating to costs of the planning enquiry and compulsory purchase orders inquiry that will take place in early 2024. The services are currently exploring potential ways to mitigate some of the pressures. This will be reported in greater detail if the position changes.
64. Place Making is currently forecasting a breakeven position.

Planning, Environment & Climate change

65. The Planning, Environment & Climate change service area is made up of Strategic Planning, Climate Change and Environment & Circular economy. The service area is forecasting an overspend of £0.6m.
66. Strategic planning are highlighting a risk of an overspend position at the year-end due to staffing pressures but action to mitigate these pressures is being taken.
67. Climate Change is forecasting a small underspend due to vacancies within the service.
68. Factors contributing to the forecast overspend of £0.7m for Waste Management are:
- The amount of waste produced has continued to increase as the year progresses. The waste budget was reduced by £0.8m in 2023/24 to align with anticipated activity. This has reduced the ability of the service to absorb pressures relating to waste tonnages fluctuations and has resulted in a substantial increase in forecasted tonnage at the Energy Recovery Facility and increase in cost per unit due to higher tonnages and increased gate fees for the waste that is presented at the facility.
 - Implementing the new legislative requirements for the Persistent Organic Pollutants waste stream where a change in the law means the council needs to fund the cost of storing, shredding, and burning soft furnishings, as an alternative to landfill. An additional budget allocation of £0.2m to support this was included in the budget for 2023/24 but this is costing more than anticipated.
 - Further legislative change around DIY charges at recycling centres currently expected to come into effect on 1 January 2024 will create an additional pressure for the last quarter of the year. DEFRA are yet to release this legislation or detailed guidance.

69. There is a further pressure of £0.2m in the Tree Service due to additional work associated with tree services in Oxford City. This service is working to mitigate the pressure through working with Oxford City Council and moving the works schedule to a reactive programme to reduce the level of spend.
70. The Waste team is continuing to work on waste prevention campaigns with the district and city councils. They are also monitoring the market particularly around POPs to ensure current prices are the best achievable and is planning as far as possible with the information available to mitigate the increased costs arising from changes to DIY charges.

Highways & Operations

71. Highways & Operations is forecasting an underspend of £0.4m due to continued over achievement in income through enforcement in Network Co-ordination and reduction in energy cost baskets provided by Crown Commercial Services.
72. Within the Highway Maintenance service there has been a significant increase in highways defects that needed repair in the first quarter of the financial year indicated below, primarily attributable to the consequence of the bad weather on roads that are not in particularly good condition and is similar to higher levels of activity seen across the country.

| Month | Defects 2022/23 | Defects 2023/24 | % Increase |
|-----------|--------------------|--------------------|---------------|
| April | 3,320 | 4,143 | 24.8% |
| May | 2,927 | 4,944 | 68.9% |
| June | 2,212 | 4,695 | 112.2% |
| July | 1,979 | 4,134 | 108.9% |
| August | 1,888 | 2,553 | 35.1% |
| September | 1,715 | 2,363 | 37.8% |

73. Additional personnel continue to be deployed to manage the current defect volumes. The increase in defect numbers and the cost increase of associated repairs is currently being managed within the service area budgets through reduction on other operational spend where possible, though there remains a risk if activity increases further over the winter.
74. The service has now obtained an update from Crown Commercial Services noting a secured reduced average energy price. This is likely to result in a substantially reduced energy cost pressure than anticipated when the budget was set resulting in a forecast £0.7m underspend for street lighting.
75. Network Management is currently reporting a £0.3m underspend; due to income achieved through the enforcement on the network and staff vacancies. It is

anticipated that there may be a greater level of underspend if the volume of utility works on the network continue at the current rate.

76. Supported transport is currently forecasting a £0.6m overspend. The key drivers of the pressures within the service are unachieved savings of £0.4m from 2022/23 plus a further saving of £0.2m in 2023/24 that are not expected to be delivered. Both savings relate to the anticipated use of technology and changes to processes to reduce costs and effort required and the implementation of automated processes for home to school contract management.
77. Other opportunities to improve service provision and deliver potential efficiencies are now being reviewed from a different perspective with various smaller actions/systems being considered.

Directorate Support

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

Budget Virements

79. Cabinet is asked to note virements relating to the allocation of transformation savings in line with the revised structure.

Public Health and Community Safety

80. Public Health and Community Safety are forecasting a breakeven position.

| Service Area | Latest Budget 2023/24 £m | Forecast Spend 2023/24 £m | Forecast Variance September 2023 £m |
|---|------------------------------------|-------------------------------------|---|
| Public Health Functions | 37.8 | 37.8 | 0.0 |
| Public Health Recharges | 0.6 | 0.6 | 0.0 |
| Other Income | -0.7 | -0.7 | 0.0 |
| Grant Income | -33.6 | -33.6 | 0.0 |
| Transfer to Public Health Reserve | 0.0 | 0.0 | 0.0 |
| Total Public Health | 4.1 | 4.1 | 0.0 |
| Total Community Safety | 27.6 | 27.6 | 0.0 |
| Total Public Health & Community Safety | 31.7 | 31.7 | 0.0 |

Public Health

81. A break-even position is forecast for services funded by the Public Health grant after taking account of the following offsetting forecast variations:
- £0.6m overspend on the substance misuse service due to increased activity in residential rehabilitation and detoxification treatment service which improves outcomes for people with complex treatment needs.

- £0.1m overspend on National Health Service health checks because of the high level of activity in primary care which is in line with the national trend post COVID-19; offset by
- £0.1m underspend reported within the obesity service as service delivery changes will not take place until 2024/25.
- £0.2m underspend on Sexual health services linked to activity levels.
- £0.4m additional public health grant notified for 2023/24 is being used to offset the remaining overspend.

Community Safety

82. The Fire and Rescue Service are forecasting a breakeven position.

Ringfenced Government Grants

83. The ringfenced Public Health grant totals £33.6m in 2023/24 with an indicative 1.4% uplift expected for 2024/25. The ringfenced Community Safety grant totals £1.4m.

Use of Un-ringfenced Government Grant Funding

84. Un-ringfenced grants held centrally and agreed to be used to support expenditure budgets within Public Health and Community Safety include:

- £1.2m Domestic Abuse Duty Grant supporting the provision of accommodation-based support to victims of domestic abuse and their children.
- £0.6m Substance Misuse Treatment & Recovery Housing Grant being used to deliver the Government's aim that by 2024/25 there will be more people recovering from addiction in stable and secure housing.
- £0.6m Supplementary Substance Misuse Treatment and Recovery grant. This is the second 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.
- £1.2m Rough Sleeping Drug and Alcohol Grant is being used to provide specialist support for rough sleepers and those at risk. This includes an increase of £0.1m for inpatient detox and residential rehabilitation.
- £1.3m Firefighter's Pension Fund Grant and £0.1m from the New Dimensions Fund
- £0.1m Firelink Grant - The council has been notified of a 20% reduction in this grant from the previous year and that this grant will continue to reduce by 20% in each of the next four years.

Reserves

85. £5.9m unspent grant funding was held in Public Health reserve at 1 April 2023. £2.0m is forecast to be spent in 2023/24, £1.8m in 2024/25 and £1.2m in 2025/26, leaving a balance of £0.9m. Options to utilise all the funding by 2026/27 in line with the grant requirements are being considered.

86. £2.7m is held in reserves for the renewal of fire and rescue vehicles and breathing

apparatus equipment. A fleet replacement strategy is being agreed which will require the use of this funding.

87. £0.9m is being held to cover the cost of the replacement of Airwave for Oxfordshire Fire and Rescue Service and the implementation of the new national Emergency Service Mobile Communications Programme.

88. £0.5m is being held in the Fire Uplift Grant reserve to fund employee costs expected to be incurred over the next three to five years.

89. £0.2m is being held to expand the Making Every Contact Count work programme in Oxfordshire; £0.5m is being held to fund employee costs expected to be incurred over the next three to five years.

90. £0.1m of the Community Outbreak Management Fund (COMF) allocated to Public Health will be used to part fund the healthy homes

Virements

91. Cabinet is asked to note the virements accounting for the increase in the rough sleeping and alcohol grant, the funding of community capacity grants within Adult Social Care and two trading standards posts linked to tobacco control from the public health reserve.

Resources and Law & Governance

92. The services within Resources are forecasting a combined overspend of £2.2m (3.0%) against a budget of £69.9m. This is a reduction of £0.2m from the July forecast.

| Service Area | Latest Budget 2023/24 £m | Forecast Spend 2023/24 £m | Forecast Variance September 2023 £m |
|--|--------------------------------|---------------------------------|---|
| Corporate Services | 2.9 | 2.9 | 0.0 |
| Human Resources & Organisational Development | 3.2 | 3.8 | 0.6 |
| Communications, Strategy & Insight | 3.3 | 3.3 | 0.0 |
| IT, Innovation & Digital | 10.2 | 10.6 | 0.4 |
| Culture & Customer Experience | 12.0 | 12.2 | 0.2 |
| Finance & Procurement | 8.6 | 8.9 | 0.3 |
| Property, Investment & Facilities Management | 19.1 | 19.4 | 0.3 |
| Law & Governance | 7.7 | 8.1 | 0.4 |
| Delivery & Partnership | 2.9 | 2.9 | 0.0 |
| Total Resources | 69.9 | 72.1 | 2.2 |

93. **Corporate Services** are forecasting a breakeven position.

94. **Human Resources & Organisational Development (HR&OD)** is forecast to overspend by £0.6m. This reflects a delay in the anticipated delivery of a £1.5m reduction in agency costs across the council. However, this is partially mitigated by the savings from the associated delay in the implementation of the Resourcing Team and the incomplete HR & OD new structure.

Work to achieve a £1.5m target reduction in agency spend across the council is in progress. 20% (£0.3m) delivery is expected this year through the setup of a task and finish group identifying agency spend reduction.

There is work already underway to convert agency staff to permanent contracts in addition to moving individuals onto rates which attract less commission. The overspend has also been partially mitigated by the savings from the associated delay in the implementation of the Resourcing Team and through vacancy management.

In addition to the mitigations referred to above, the newly appointed Workforce & Organisational Development Director will be prioritising the organisation's workforce strategy and action plan. Whilst reduced costs and improved efficiencies are anticipated through the introduction of new ways of working, improved candidate and employee experiences, this is a three-year strategy where benefits will take time to be realised.

95. **Communications, Strategy & Insight** are forecasting break even. The service is taking mitigating action where required in order to absorb additional costs and respond flexibly to new requests.
96. **IT, Innovation & Digital** are forecasting an overspend of £0.4m. Action to achieve £0.65m cross directorate Digital Transformation savings agreed as part of the 2023/24 budget is at risk, due to the nature of the work and time taken to realise benefits. Half of the savings are currently forecast to be delivered but this may not be achievable and will be updated in the next report.
97. **Culture and Customer Experience** are forecasting an overspend of £0.2m. This is mainly in the Libraries Service where saving targets are particularly challenging due to the need to ensure the demand for services are matched by adequate resourcing levels and in the Customer Service Centre where additional demand / pressures on complaints have caused additional costs for Independent Officer and Independent Person investigators. A further developing pressure is in the corporate customer service consolidation programme where discovery work is ongoing across a number of directorates, however firm savings have not yet been identified.
98. **Finance and Procurement** are forecasting a £0.3m overspend due to increased costs in agency staff being utilised to cover hard to fill vacancies, and an increase in staff costs following a job evaluation review.
99. **Property Services** are forecasting an overspend of £0.3m. The School Catering service is forecasting to overspend due to inflationary pressure on costs and income streams, but this will be mitigated by savings in other areas. This forecast

also includes a budget of £0.5m funding for the Community Hub Strategy which is assumed to be fully utilised this year. Anticipated savings from vacating one of the council's office buildings will be offset by estimated dilapidation costs in 2023/24.

100. **Law and Governance** are forecasting an overspend of £0.4m. 2023/24 is a transition year for the new structures which, subject to consultation, are planned to be implemented in Governance in the second quarter of 2023/24 and Legal in quarter four of 2023/24. As a result, higher locum costs in Legal Services are still expected to be incurred for most of the year.
101. **Delivery & Partnership** includes the delivery of cost-of-living measures and the council's migration and asylum programmes, including Homes for Ukraine. The budget is mainly funded from earmarked reserves and specific government grants and is forecast to break even.

Medium Term Financial Strategy Savings

102. After taking account of new and previously agreed savings the 2023/24 budget agreed includes planned directorate savings of £28.2m.
103. £10.2m of the 2022/23 savings were not achieved as planned in the last financial year. 62% of these savings are assessed as delivered or are expected to be delivered. 38% are still assessed as amber or red. Any planned savings not delivered in 2022/23, where the on-going impact was not adjusted through the 2023/24 Budget & Business Planning Process, need to be achieved in 2023/24 as well as new savings agreed in February 2023.
104. 71% of the 2023/24 savings are assessed as delivered or are expected to be delivered. 12% are currently assessed as amber and 16% are assessed as red. Work is continuing to ensure that these savings are achieved.

| | 2023/24 Planned Savings | 2022/23 Savings that need to be delivered in 2023/24 | Total |
|-------------------------------|-------------------------------|---|--------------|
| | £m | £m | £m |
| Adult Services | -18.1 | -4.0 | -22.1 |
| Children's Services | -3.4 | -1.9 | -5.3 |
| Environment & Place | -1.4 | -2.3 | -3.7 |
| Community Safety | -0.2 | 0.0 | -0.2 |
| Resources & Cross Directorate | -5.1 | -2.0 | -7.1 |
| TOTAL | -28.2 | -10.2 | -38.4 |

Adult Services

105. The 2023/24 budget included planned savings of £18.1m. 67% of savings have been delivered, 18% are expected to be delivered, giving a total of 85% forecast to be delivered by the end of the year. 2% are forecast as undeliverable at this stage, although further work is being undertaken to look for alternative savings at present. 14% are currently assessed as amber, further work is being undertaken on these, and in some cases, it is too soon in the year to understand the likely position to year end with further work being undertaken to understand trends in the year to date.
106. 12% of the amber savings relate to the result of implementing the Oxfordshire Way through care reviews where the opportunity for increased independence is possible, and those which relate to managing demand, particularly in care homes. With reviews, complexity and intensity of support varies so some will result in increased packages of care due to the nature of supporting people which adds additional pressure.
107. There are also £4.0m of savings brought forward from 2022/23 to be delivered in 2023/24. 63% of these are expected to be delivered, 4.6% have an element of risk to delivery, and 32% of the savings are proving very challenging to deliver.

Children's Services

108. The 2023/24 budget includes planned savings of £3.4m. 51% of these savings are forecast to be delivered. 49% of the savings are assessed as red and include £0.5m relating to service reviews of non-statutory / non-case holding areas, and £0.4m relating to reduction in agency staffing spend.
109. There are also £1.9m of savings brought forward from 2022/23 to be delivered in 2023/24, all of these savings are assessed as red and include Home to school transport savings of £1m.

Environment & Place

110. The 2023/24 budget includes planned savings of £1.4m. 83% are expected to be achieved. 18% are assessed as red relate to savings on the use of technology to reduce costs relating to the home to school contract management. The on-going impact is being considered through the 2024/25 Budget & Business Planning process.
111. Whilst the directorate is currently working to deliver all savings, due to the timing of the transformation taking place partway through the financial year it is anticipated that some saving would not be fully realised. Management will mitigate any pressures within the overall E&P budget.
112. £0.2m income associated with the Part 6 civil enforcement is currently not on track to be achieved. Although approval of powers by the DfT has now been granted there are issues with the installation of enforcement cameras due to equipment shortages. This pressure, along with the underachievement of Part 6 income from 2022/23 will be mitigated through overachievement in other enforcement income.

113. 80% of the £2.3m savings not achieved in 2022/23 is expected to be delivered in 2023/24. 20% are at risk of not being delivered in 23/24. The Directorate is reporting a -£0.6m pressure relating to a home to school contract management system, that are currently not being delivered and following a review of the project are unlikely to be fully realised.

Public Health & Community Safety

114. The 2023/24 budget includes planned savings of £0.2m. All savings are expected to be achieved.

Resources

115. The 2023/24 budget includes planned savings of £5.0m. 32% of these savings are forecast to be delivered. 47% savings currently assessed as red and include a £1.2m saving from a reduction in agency staff which isn't materialising because the resourcing team isn't yet established. Updates on progress will be included in future reports as the year progresses.
116. 95% of the £2.0m savings not achieved in 2022/23 has been delivered in 2023/24.

Debt Management

Corporate Debtors

117. The combined collection rate, based on invoice volumes, for August and September 2023 was 97.5%, 2.5% above the 95% target. The collection rate based on the value of invoices for the same period was 99.6%.
118. Debt requiring impairment is currently £0.5m, £0.2m above the year-end target of £0.3m; the top five debt cases account for 47% of all bad debt. The highest debt, which accounts for 29% of the total, is owed by a company in administration and recovery is not expected at this stage. The remaining four cases relate to overpayments of care costs where the council is in the process of commencing formal recovery activity.

Adult Social Care Debtors

119. The combined 120-day invoice collection rate for August and September 2023 was 90.4%, compared to the target collection rate of 92%. Changes to automated reminders have now been implemented and improvement to collection rates is expected by the last quarter of the year. The service continues to develop plans for improvements to business process and operations.
120. The 2022/23 year-end adults care contribution impairment for bad debt was £4.6m. Projected bad debt as at the end of September is £4.8m, £0.2m higher than the current impairment balance, however this is a reduction of £0.1m since the last report. As reported previously the on-going impacts of COVID-19 and wider economic factors have had a significant effect on means tested social care contribution bad debt levels since 2020/21; this is consistent with other local

authorities' experience. A bad debt task team has been operational since August 2022 with the objective of resolving £3.7m historic debt. A review of the bad debt focus is underway within the service to assess the impact and options going forward.

Budgets Held Centrally

121. After taking account of the use of one – off funding and contingency to support the forecast directorate overspend, there is a combined underspend of £9.4m against budgets held centrally.

Capital Financing Costs

122. The borrowing costs and minimum revenue provision (MRP) 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 2023/24.

Interest on Balances

123. The current forecast outturn position for in house interest receivable is £15.7m, which is £1.0m above budget after taking account of the assumed need to fund interest on developer contributions. The additional interest is a result of higher than forecast cash balances coupled with higher than forecast deposit rates. Currently, every extra £5m within the cash balance forecast will earn approximately £0.25m of interest annually.
124. Interest payable is currently forecast to be £13.0m. This is £0.1m below budget, as a result of the early repayment of a £5m LOBO³ in August 2023.
125. The forecast outturn position for external fund returns is £3.8m, in line with the budget.
126. Cash balances for the year are forecast to be £51.9m lower than they would otherwise have been as a result of negative DSG balances as per section 47 of this report. The impact of this is an estimated opportunity cost of £1.5m in unearned interest during 2023/24.

Pay Inflation and Contingency

127. The contingency budget for 2023/24 totals £12.4m. This includes £4.2m one-off council tax and business rates funding also agreed to be added to contingency as part of the Provisional Outturn Report 2022/23 to Cabinet in June 2023.
128. The agreed budget for pay inflation included funding for an estimated pay award

³ LOBO (Lender's Option/Borrower's Option) Loans are long-term loans which include a re-pricing option for the bank at predetermined intervals

equivalent to 4.5% in 2023/24.

129. The pay claim lodged by UNISON, GMB and Unite unions on 30 January 2023 included a request to increase pay by RPI (10.70%) + 2.0% on all pay points. On 23 February 2023, national employers responded with the following offer:

- With effect from 1 April 2023, an increase of £1,925 (pro rata for part-time employees) to be paid as a consolidated, permanent addition on all NJC pay points 2 to 43 inclusive.
- With effect from 1 April 2023, an increase of 3.88 per cent on all pay points above the maximum of the pay spine but graded below deputy chief officer.

130. All three unions rejected this offer and Unison balloted for strike action in the summer. While they subsequently decided that it would not be effective to take industrial action, GMB also conducted disaggregated industrial action ballots between 12 September and 24 October 2023.

131. Agreement to this offer, along with a 3.5% increase for local authority Chief Executives, was reached on 1 November 2023. National Employers are encouraged to implement this pay award as soon as possible and this will be actioned in December 2023 with backdated payments to 1 April 2023 made to staff at that point.

132. After taking account of the number of staff employed on different points on the pay scale the current pay offer is estimated to equate to an overall estimated increase equivalent to 5.7%, 1.2% more than budgeted. After using the remaining £6.4m budgeted funding for inflation that is available to allocate after funding the Fire pay awards agreed earlier in the year, the remaining cost of £3.5m will be met from contingency.

133. Cabinet is recommended to approve the transfer of budgeted funding for inflation and contingency held centrally to directorates as set out in Annex 2a to meet the additional cost relating to staff in post. Further virements will be transacted to add funding for the pay award to vacant posts when those are recruited to.

Reserves

134. As set out in Annex B - 3 Earmarked Reserves are forecast to be £178.9m at 31 March 2024.

135. **COVID-19 Reserve** - The balance held in the reserve as at 1 April 2023 was £15.4m. The use of £13.4m to support planned expenditure from 2023/24 – 2025/26 is built into the Medium-Term Financial Strategy. £0.1m of the remaining £2.0m balance that was uncommitted at the end of 2022/23 is being used to further extend capacity needed within the Information Management team within Governance to support the council's ability to respond to Subject Access Requests (SARs). £1.4m of the remaining balance is included in the forecast position and will be used to support pressures in Children's Social Care in 2023/24. £0.5m is

committed to further extend capacity needed within the Customer Service Centre to support the council's ability to respond to Complaints/FOI and deliver a wide-ranging set of improvement actions in 2023/24 and 2024/25.

136. **Grants and Contributions reserves** – This reserve includes a Gainshare payment of £6.2m derived from the Better Broadband for Oxfordshire contract in place between 2013 and 2020. The project was funded from multiple public sector sources and there are conditions associated with the use of Gainshare funds, requiring it to be used for the purpose of furtherance of digital infrastructure (fixed or mobile broadband connectivity) across Oxfordshire.
137. 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 £18.3m for 2023/24 will increase the total High Needs deficit held in the reserve to £59.4m as at 31 March 2024. The regulations which require the negative balance to be held in an unusable reserve will come to an end on 31 March 2026. The impact of the unusable reserve on the council's ability to set a balanced budget over the medium term will need to be considered through the Budget & Business Planning Process for 2024/25.

Grants

138. As set out in Annex B - 4 government grants totalling £468.8m are expected to be received by the Council during 2023/24. This includes £15m in schools grants for additional mainstream funding, early years funding and pupil premium, plus Adult Social Care Market Sustainability and Improvement Fund - Workforce Fund (£3.5m).

Homes for Ukraine

139. At the end of 2022/23 £16.9m unspent grant funding for the Homes for Ukraine scheme and £2.1m unspent funding for education costs relating to the scheme was held in the Grants & Contributions Reserve.
140. Funding was initially provided as a one-off payment of £10,500 per guest and then reduced to £5,900 for arrivals from 1 January 2023 onwards. For eligible minors the tariff will continue at £10,500.
141. The quarter 1 claim was submitted at the end of June 2023 with grant funding of £0.7m received in November 2023. The quarter 2 claim for 2023/24 was submitted in October 2023.
142. £5.2m of the tariff funding received to date had been spent at the end of September 2023, with a further £10.6m expected to be spent (or passed to the district councils) by 31 March 2023. £5.0m remained available to be used to support future costs associated with the scheme.

General Balances

143. The risk assessed level of balances for 2023/24 is £30.2m, this has been reduced to £30.0m to take into account the supplementary estimate of £0.2m for staffing costs to support development of One - Fleet approach to the council's

vehicles.

144. After taking account of the use of contingency and funding from the COVID-19 reserve to support the overall forecast position, the remaining net £4.2m overspend against the operating budget would reduce the £30.0m risk assessed level of balances to £25.8m. The risk assessed level of balances for 2024/25, and funding for any top-up to that level after taking account of funding any overspend in 2023/24 will need to be considered through the Budget and Business Planning process.

Business Management & Monitoring Report
Position to the end of September 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 | Red > 1.5% Amber >1.1% <1.5% Green on track |
| Adult Services | 227,251 | 227,251 | 0 | 0.00% | 2,981 | -2,981 | G |
| Children's Services | 169,140 | 180,942 | 11,802 | 6.98% | 11,074 | 728 | R |
| Environment and Place | 74,642 | 74,242 | -400 | -0.54% | 1,000 | -1,400 | G |
| Public Health | 4,065 | 4,065 | 0 | 0.00% | 0.0 | 0 | G |
| Community Safety | 27,584 | 27,584 | 0 | 0.00% | 0.0 | 0 | G |
| Resources | 69,945 | 72,145 | 2,200 | 3.15% | 2,400 | -200 | R |
| Directorate Total Net | 572,627 | 586,229 | 13,602 | 2.38% | 17,455 | -3,853 | R |

Business Management & Monitoring Report
Position to the end of September 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 | Red > 1.5% Amber >1.1% <1.5% Green on track |
| Budget held Centrally | | | | | | 0 | |
| Capital Financing | 28,402 | 28,402 | 0 | 0.00% | 0 | 0 | |
| Interest on Balances | -16,629 | -17,629 | -1,000 | 6.01% | -500 | -500 | |
| Inflation | 6,379 | 6,379 | 0 | 0.00% | 0 | | |
| Contingency | 12,400 | 5,400 | -7,000 | -56.45% | -7,000 | 0 | |
| Unringfenced Specific Government Grants | -43,587 | -43,587 | 0 | 0.00% | 0 | 0 | |
| Insurance | 1,436 | 1,436 | 0 | 0.00% | 0 | 0 | |
| Contribution from COVID-19 Reserve | -7,380 | -8,780 | -1,400 | 18.97% | -1,400 | 0 | |
| Contribution from Budget Priorities Reserve | -2,370 | -2,370 | 0 | 0.00% | 0 | | |
| Contributions to (+)/from (-)reserves | 19,885 | 19,885 | 0 | 0.00% | 0 | 0 | |
| Contribution to (+)/from(-) balances | 7,600 | 7,600 | 0 | 0.00% | 0 | 0 | |
| Total Budget held Centrally | 6,137 | -3,263 | -9,400 | -153.18% | -8,900 | -500 | |
| Net Operating Budget | 578,764 | 582,966 | 4,202 | 0.73% | 8,555 | -4,353 | |
| | | | | | | 0 | |
| Business Rates & Council Tax Funding | -578,763 | -578,763 | 0 | | | 0 | |
| Forecast Year End Position | 0 | 4,202 | 4,202 | 0 | 8,555 | -4,353 | |

Business Management and Monitoring Report: Adult Services
Position to the end of September 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 | Adult Social Care | 24,138 | 24,938 | 800 | 0 | 800 |
| SCS2 | Other Adult Social Care Services | 5,457 | 4,757 | -700 | 0 | -700 |
| SCS3 | Housing & Social Care Commissioning | 1,369 | 1,369 | 0 | 0 | 0 |
| SCS4 | Business Support Service | 1,036 | 936 | -100 | 0 | -100 |
| SCS5 | Pooled Budget Contributions | 195,251 | 195,251 | 0 | 2,981 | -2,981 |
| Total Adult Services | | 227,251 | 227,251 | 0 | 2,981 | -2,981 |

Business Management & Monitoring Report: Children's Services
Forecast Position at the end of September 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 | 211 | 212 | 334 | -122 |
| CEF1-2 | SEND | 7,261 | 7,262 | 1 | 0 | 1 |
| CEF1-3 | Learning & School Improvement | 1,279 | 1,279 | 0 | 0 | 0 |
| CEF1-4 | Access to Learning | 30,322 | 33,122 | 2,800 | 2,400 | 400 |
| CEF1-5 | Learner Engagement Service | 264 | 380 | 116 | 116 | 0 |
| Total Education & Learning | | 39,125 | 42,254 | 3,129 | 2,850 | 279 |
| CEF2 | <u>Early Help, Front Door + Social Care</u> | | | | | |
| CEF2-1 | Family Help | 7,724 | 7,626 | -98 | 174 | -272 |
| CEF2-2 | Front Door | 5,679 | 5,975 | 296 | 1,649 | -1,353 |
| CEF2-3 | Childrens Social Care - NEW | 54,058 | 55,881 | 1,823 | 0 | 1,823 |
| CEF2-9 | Change - NEW | 1,413 | 1,413 | 0 | 0 | 0 |
| Total Early Help, Front Door + Social Care | | 68,874 | 70,895 | 2,021 | 1,823 | 198 |

Business Management & Monitoring Report: Children's Services
Forecast Position at the end of September 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>Provider Services & Safeguarding</u> | | | | | |
| CEF3-1 | Provider Services | 46,178 | 52,074 | 5,896 | 4,468 | 1,428 |
| CEF3-2 | QA Safeguarding + Recruit & Retention | 3,266 | 3,223 | -43 | -172 | 129 |
| CEF3-3 | Services for Disabled Children - OLD | 0 | 0 | 0 | 2,312 | -2,312 |
| CEF3-4 | Youth Offending Service - OLD | 0 | 0 | 0 | 87 | -87 |
| | Total Provider Services & Safeguarding | 49,444 | 55,297 | 5,853 | 6,695 | -842 |
| 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 | 216 | 216 | 0 | 0 | 0 |
| CEF4-4 | School Support Non-Negotiable Recharges | 0 | 0 | 0 | 0 | 0 |
| CEF4-5 | Capitalised Repairs & Maintenance | 0 | 0 | 0 | 0 | 0 |
| | Total Schools | 216 | 216 | 0 | 0 | 0 |

Business Management & Monitoring Report: Children's Services
Forecast Position at the end of September 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 | 8,270 | 9,069 | 799 | -294 | 1,093 |
| CEF5-2 | Premature Retirement Compensation | 3,211 | 3,211 | 0 | 0 | 0 |
| CEF5-3 | Commissioning Recharge - OLD | 0 | 0 | 0 | 0 | 0 |
| Total Children's Services Central Costs | | 11,481 | 12,280 | 799 | -294 | 1,093 |
| Total Children's Services | | 169,140 | 180,942 | 11,802 | 11,074 | 728 |
| MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross) | | | | | | |
| | Schools DSG | 131,169 | 131,169 | 0 | 0 | 0 |
| | High Needs DSG | 84,724 | 103,024 | 18,300 | 18,300 | 0 |
| | Early Years DSG | 44,435 | 44,435 | 0 | 0 | 0 |
| | Central DSG | 4,992 | 4,992 | 0 | 0 | 0 |
| Total DSG Funded Expenditure | | 265,320 | 283,620 | 18,300 | 18,300 | 0 |

Business Management & Monitoring Report: Environment and Place
Position to the end of September 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 | 12,796 | 12,196 | -600 | 0 | -600 |
| EP2 | Planning, Environment & Climate Change | 37,337 | 37,937 | 600 | 400 | 200 |
| EP3 | Highways & Operations | 23,583 | 23,183 | -400 | 600 | -1,000 |
| EP4 | Directorate Support | 926 | 926 | 0 | 0 | 0 |
| TOTAL ENVIRONMENT AND PLACE | | 74,642 | 74,242 | -400 | 1,000 | -1,400 |

Business Management & Monitoring Report : Public Health & Community Safety
Position to the end of September 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 |
| PH 1 & 2 | Public Health Functions | | | | | |
| PH1-1 | Sexual Health | 6,440 | 6,240 | -200 | 0 | -200 |
| PH1-2 | NHS Health Check Programme | 645 | 745 | 100 | 0 | 100 |
| PH1-3 | Health Protection | 8 | 8 | 0 | 0 | 0 |
| PH1-4 | National Child Measurement Programme | 150 | 150 | 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 | 1,324 | 1,224 | -100 | 0 | -100 |
| PH2-2 | Physical Activity | 420 | 420 | 0 | 0 | 0 |
| PH2-3 | Public Health General | 2,536 | 2,536 | 0 | 0 | 0 |
| PH2-4 | Smoking and Tobacco Control | 615 | 615 | 0 | 0 | 0 |
| PH2-5 | Children's 5-19 Public Health Programmes | 2,297 | 2,297 | 0 | 0 | 0 |
| PH2-6 | Other Public Health Services | 2,091 | 1,691 | -400 | 0 | -400 |
| PH2-7 | Drugs and Alcohol | 10,160 | 10,760 | 600 | 0 | 600 |
| PH2-8 | Domestic Violence | 1,437 | 1,437 | 0 | 0 | 0 |
| | Total Public Health Functions | 37,121 | 37,121 | 0 | 0 | 0 |
| PH3 | Public Health Recharges | 576 | 576 | 0 | 0 | 0 |
| PH4 | Grant Income | -33,632 | -33,632 | 0 | 0 | 0 |
| | Transfer to Public Health Reserve | 0 | 0 | 0 | 0 | 0 |
| | Total Public Health | 4,065 | 4,065 | 0 | 0 | 0 |

Business Management & Monitoring Report : Public Health & Community Safety
Position to the end of September 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+ | | |
| CDA3 | Community Safety | 0 | 0 | 0 | 27,584 | 27,584 |
| Total Community Safety | | 0 | 0 | 0 | 27,584 | 27,584 |

Business Management & Monitoring Report: Resources
Position to the end of September 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 |
| COD1 | Corporate Services | 2,859 | 2,859 | 0 | 100 | -100 |
| COD2 | Human Resources & Organisational Development | 3,154 | 3,754 | 600 | 600 | 0 |
| COD3 | Communications, Strategy & Insight | 3,295 | 3,295 | 0 | 0 | 0 |
| COD4 | ICT & Digital | 10,225 | 10,625 | 400 | 400 | 0 |
| COD5 | Culture & Customer Experience | 11,982 | 12,182 | 200 | 300 | -100 |

Business Management & Monitoring Report: Resources
Position to the end of September 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 |
| COD6 | Finance | 8,616 | 8,916 | 300 | 300 | 0 |
| COD7 | Property, Investment & FM | 19,179 | 19,479 | 300 | 300 | 0 |
| COD8 | Law & Governance | 7,705 | 8,105 | 400 | 400 | 0 |
| COD9 | Delivery & Partnership | 2,930 | 2,930 | 0 | 0 | 0 |
| Total Resources | | 69,945 | 72,145 | 2,200 | 2,400 | -200 |

Business Management Report
Position to the end of September 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 |
|--|--------------------------------|--------------------------------|---|------------------|---------------------|--------------------------|---|--|
| CD | Nov | Sep | Prudential Borrowing repayment costs held corporately | EP3-1 | Highway Maintenance | P | -780 | 0 |
| | | | | VSMMGT | Strategic Measures | P | 780 | 0 |
| | | | Allocate 2023/24 Green Book Pay Award from Contingency to the Directorates | SCS | Adults | P | 2,156 | 0 |
| | | | | CEF | Children | P | 3,217 | 0 |
| | | | | EP | Environment & Place | P | 1,442 | 0 |
| | | | | PH | Pulic Health | P | 11 | 0 |
| | | | | CDA3 | Community Safety | P | 253 | 0 |
| | | | | COD | Resources | P | 2,825 | 0 |
| | | | | VSMMGT | Strategic Measures | P | -9,903 | 0 |
| Grand Total | | | | | | | 0 | 0 |

Business Management Report
Position to the end of September 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 | Nov | Sep | Substance Misuse - Inpatient detox and res rehab alloc | PH1 & 2 | Public Health Functions | P | 80 | 0 |
| | | | | VSMMGT | Strategic Measures | P | 0 | -80 |
| | | | PH reserve funding ASC com capacity | PH1 & 2 | Public Health Functions | P | 0 | 0 |
| | | | | SCS5 | Pooled Budget Contributions | P | 500 | -500 |
| | | | Supporting Families & Adult Facing Posts 23.24 temp | CEF2-1 | Early Help | T | 45 | 0 |
| | | | | CEF5-1 | Management & Admin | T | 300 | -300 |
| | | | | VSMMGT | Strategic Measures | T | 0 | -45 |
| | | | KS2 moderation & KS1 phonics | CEF1-3 | Learning & School Improvement | T | 21 | 0 |
| | | | | VSMMGT | Strategic Measures | T | 0 | -21 |
| CS | Nov | Aug | Early Years DSG budgets to match July DSG notification | CEF1-4 | Access to Learning | P | -568 | 568 |
| | | | | CEF4-2 | Early Years Funding Formula | P | 663 | -663 |
| | | | Funding for 2 x G7 in E & L admin team from 1 Jul 2023 | CEF1-2 | SEND Service | T | -49 | 0 |
| | | | | CEF5-1 | Management & Admin | T | 49 | 0 |
| | | | 1. ESFA Adj: IMP/EXPadjustment dated 20 July 2023 | CEF1-2 | SEND Service | P | 351 | -351 |
| | | | inc & exp budgets for government grant funding | CEFATV | Adopt Thames Valley | P | 1,610 | -1,610 |
| | | | Rough Sleepers Grant 023-24 | CEF2-3 | Childrens Social Care | T | 95 | 0 |
| | | | | VSMMGT | Strategic Measures | T | 0 | -95 |
| | | | Youth Justice Grant 2023-24 | CEF3-1 | Provider Services | P | 30 | -30 |
| | | | Remand Grant 2023-24 | CEF3-1 | Provider Services | P | -73 | 73 |
| | | | 2023-24 Extended Personal Adviser Duty Grant | CEF2-3 | Childrens Social Care | P | 9 | -9 |
| | | | | CEF3-1 | Provider Services | P | -10 | 0 |
| | | | Children's Advocacy - additional costs | CEF3-2 | QA Safeguarding + Recruit + Retention | P | 10 | 0 |
| | | | | CEF3-1 | Provider Services | P | -83 | 0 |
| | | | Increase safeguarding budget inline with activity | CEF3-2 | QA Safeguarding + Recruit + Retention | P | 83 | 0 |
| | | | | CEF2-2 | Front Door | P | 108 | 0 |
| | | | Budget for 2 FTE from Fostering to IAS/ISIT PERM | CEF3-1 | Provider Services | P | -108 | 0 |
| | | | | CEF2-2 | Front Door | T | -45 | 0 |
| | | | Budget for 2 FTE from Fostering to IAS/ISIT TEMP | CEF3-1 | Provider Services | T | 45 | 0 |
| | | | | CEF2-3 | Childrens Social Care | P | 0 | 0 |
| | | | £100K of £150K Leaving Care Demographic pressure 20CH8/21CS20 to SCP803 | | | | | |
| | | | Budget for Team Support Officer SCT118 to SCT114 | CEF3-1 | Provider Services | P | -34 | 0 |
| | | | | CEF5-1 | Management & Admin | P | 34 | 0 |
| CS | Nov | Sep | Childrens Housing OT equipment | CEF3-1 | Provider Services | T | 0 | 0 |
| | | | Holidays and Activities Food Grant amount 2023-24 | CEF2-2 | Front Door | T | 1,499 | -1,499 |
| | | | Supporting Families & Adult Facing Posts 23.24 perm | CEF2-1 | Early Help | P | 0 | 0 |
| | | | | CEF5-1 | Management & Admin | P | -185 | 185 |
| | | | Move budget in line with activity | CEF2-3 | Childrens Social Care | P | 6,683 | 0 |
| | | | | CEF3-1 | Provider Services | P | -6,683 | 0 |

Business Management Report
Position to the end of September 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 |
|---|-----------------------------|-----------------------------|--|------------------|--|--------------------------|---|--|
| AS | Nov | Aug | ASC Inflation Budget Reallocation 23/24 | ACSNPOOL | Live Well Pool | P | 135 | -135 |
| | | | | BCFPOOL | Age Well Pool | P | 61 | -61 |
| | | | | SCS5 | Pooled Budget Contributions | P | 0 | 0 |
| | | | Market Sustainability and Improvement Fund - Workforce Fund | SCS5 | Pooled Budget Contributions | T | 3,485 | -3,485 |
| | | | Update Live Well ICB Budgets | ACSNPOOL | Live Well Pool | P | -238 | 238 |
| | | | ICB budget update | BCFPOOL | Age Well Pool | P | 2,194 | -2,194 |
| | | | Transfer of PAMMS budget to new cost centre | BCFPOOL | Age Well Pool | P | -100 | 100 |
| | | | | SCS2 | Other Adult Social Care Services | P | 100 | 0 |
| | | | | SCS5 | Pooled Budget Contributions | P | -100 | 0 |
| | | | ASC budget update | ACSNPOOL | Live Well Pool | P | 1,281 | -1,281 |
| | | | | BCFPOOL | Age Well Pool | P | 12,490 | -12,490 |
| | | | | SCS5 | Pooled Budget Contributions | P | 0 | 0 |
| | | Sep | Budget move to SKT353 & SKT353 budget line coding change | ACSNPOOL | Live Well Pool | P | -150 | 150 |
| | | | | SCS1 | Adult Social Care | P | 150 | 0 |
| | | | | SCS5 | Pooled Budget Contributions | P | -150 | 0 |
| | | | ASC Inflation Budget Reallocation 23/24 (Panel) | ACSNPOOL | Live Well Pool | P | 262 | -262 |
| | | | | SCS5 | Pooled Budget Contributions | P | 0 | 0 |
| | | | ASC Inflation Budget Reallocation 23/24 OSJ uplift | ACSNPOOL | Live Well Pool | P | 38 | -38 |
| | | | | SCS5 | Pooled Budget Contributions | P | 0 | 0 |
| | | | Prevention budgets alignment | BCFPOOL | Age Well Pool | P | 75 | -75 |
| PH&CS | Nov | Aug | tobacco control posts | COM4-5 | Trading Standards | T | 0 | -54 |
| | | | | PH1 & 2 | Public Health Functions | T | 54 | 0 |
| | | | Fire Service Budget Tidy 23.24 | COM4-2 | Fire & Rescue | P | -60 | 60 |
| RES | Nov | Aug | Clear G21018 income target no longer valid | COD2 | Human Resources & Organisational Development | P | -376 | 376 |
| | | | Move Apprenticeship Levy budget from A21000 (CEX Admin) to G22000 (Organisational Development). | COD1 | Corporate Services | P | -170 | 0 |
| | | | | COD2 | Human Resources & Organisational Development | P | 170 | 0 |
| | | | Correct vacancy factor budget showing as positive | COD1 | Corporate Services | P | 0 | 0 |
| | | | | COD7 | Property, Investment & FM | P | 0 | 0 |

Business Management Report
Position to the end of September 2023

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Part 2

| 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 | Nov | Sep | Temporary budget - Transformation of EP1-1 | EP1-1 | Transport Policy | T | 389 | -664 |
| | | | | EP3-1 | Highway Maintenance | T | 275 | 0 |
| | | | Coding out vacancy factor due to transformation saving ou of EP4 to the rest of the directorate | EP1-1 | Transport Policy | P | 22 | 0 |
| | | | | EP1-2 | Place Making | P | -444 | 0 |
| | | | | EP1-3 | Infrastructure Delivery | P | 311 | 0 |
| | | | | EP2-1 | Strategic Planning | P | -73 | 0 |
| | | | | EP2-2 | Climate Change | P | 151 | 0 |
| | | | | EP2-3 | Environment & Circular Economy | P | -301 | 0 |
| | | | | EP3-1 | Highway Maintenance | P | -225 | 0 |
| | | | | EP3-2 | Network Management | P | 0 | -768 |
| | | | | EP3-3 | Supported Transport | P | -204 | 0 |
| | | | | EP4-1 | Records & Systems | P | 250 | 0 |
| | | | | EP4-3 | EP Business Support Unit | P | 1,280 | 0 |
| Grand Total | | | | | | | 24,959 | -24,959 |

Business Management Report
Position to the end of September 2023

CABINET IS RECOMMENDED TO APPROVE THE SUPPLEMENTARY ESTIMATE AS DETAILED BELOW:

| Directorate (CD = Cross Directorate) | Month of Cabinet meeting | Month of Directorate MMR | Narration | Budget Book Line | Service Area | Permanent / Temporary | Expenditure + increase / - decrease £000 | Income - increase / + decrease £000 |
|--|--------------------------------|--------------------------------|--|------------------|----------------------------|--------------------------|---|--|
| CD | Nov | Sept | Supplementary estimate for a school with a forced academisation that has a deficit budget | CEF1-1 | Management & Central Costs | T | 200 | |
| | | | | VSMMGT | Strategic Measures | T | -200 | |
| Grand Total | | | | | | | 0 | 0 |

Business Management & Monitoring Report
Position to the end of September 2023
Earmarked Reserves

| | 2023/24 | | |
|--|-------------------------------|----------------------|--|
| | Balance at 1 April 2023 | Forecast Movement | Forecast Balance at 31 March 2024 |
| | £m | £m | £m |
| Revenue Grants Unapplied | | | |
| Grants and Contributions Reserve | 37.0 | -10.6 | 26.4 |
| COVID-19 Reserve | 15.4 | -9.2 | 6.2 |
| Government Initiatives Reserve | 2.3 | -0.1 | 2.2 |
| Subtotal Revenue Grants Unapplied | 54.8 | -19.9 | 34.8 |
| Corporate Priorities | | | |
| Budget Priorities Reserve | 11.4 | -8.6 | 2.9 |
| Transformation Reserve | 1.5 | 2.3 | 3.8 |
| Zero Emissions Zone | 0.5 | 0.0 | 0.5 |
| Youth Provision Reserve | 0.3 | 0.0 | 0.3 |
| Subtotal Corporate Priorities | 13.7 | -6.3 | 7.4 |

| |
|---|
| |
| <p>This reserve holds unspent ring-fenced grants and contributions committed to be spent in future years. This includes the Public Health ringfenced grant and funding for the on-going cost of the Homes for Ukraine Scheme.</p> <p>This reserve is set up to meet ongoing and emerging pressures and longer term service demands arising from the COVID-19 Pandemic. The use of £13.4m funding from the reserve is built into the council's Medium Term Financial Plan agreed in February 2023. After taking account of the additional £1.6m use of the reserve in 2023/24 £0.4m remains uncommitted.</p> <p>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.</p> <p>This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Strategy.</p> <p>This reserve is needed to fund the implementation costs of the Council's Transformation programme.</p> <p>This reserve holds surpluses generated by Network Coordination for the development and expansion of the ZEZ in the future years. Funding for locality based youth provision</p> |

Business Management & Monitoring Report
Position to the end of September 2023
Earmarked Reserves

| | 2023/24 | | |
|-------------------------------------|-------------------------------|----------------------|--|
| | Balance at 1 April 2023 | Forecast Movement | Forecast Balance at 31 March 2024 |
| | £m | £m | £m |
| Funding for Risk | | | |
| Insurance Reserve | 12.9 | 0.0 | 12.9 |
| Demographic Risk Reserve | 13.0 | 4.0 | 17.0 |
| Council Elections | 0.4 | 0.2 | 0.6 |
| Redundancy Reserve | 2.4 | 0.0 | 2.4 |
| Trading Accounts | 0.2 | -0.2 | 0.0 |
| Council Tax Collection Fund Reserve | 3.0 | 0.0 | 3.0 |
| Business Rates Reserve | 9.5 | 0.0 | 9.5 |
| Subtotal Risk | 41.3 | 4.0 | 45.3 |
| | | | |

| |
|---|
| |
| <p>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.</p> <p>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.</p> <p>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.</p> <p>This reserve is available to fund redundancy costs arising from Transformational Change.</p> <p>This reserve holds funds relating to traded activities to help manage volatility year to year or future investments.</p> <p>This reserve holds any surplus/ deficit as a result of income from council tax being more or less than originally estimated</p> <p>This reserve is to smooth the volatility of Business Rates income and to mitigate risk around future changes to Business Rates. The use of the reserve will be considered through the Budget & Business Planning Process for 2024/25.</p> |

Business Management & Monitoring Report
Position to the end of September 2023
Earmarked Reserves

| | 2023/24 | | |
|---|-------------------------------|----------------------|--|
| | Balance at 1 April 2023 | Forecast Movement | Forecast Balance at 31 March 2024 |
| | £m | £m | £m |
| Capital & Equipment | | | |
| Capital Reserves | 67.8 | -1.7 | 66.1 |
| Vehicle and Equipment Reserve | 3.4 | 0.0 | 3.4 |
| Investment Pump Priming Reserve | 2.0 | 0.0 | 2.0 |
| Subtotal Capital & Equipment | 73.2 | -1.7 | 71.5 |
| Other Reserves | | | |
| Schools' Reserves | 12.9 | 0.0 | 12.9 |
| Partnership Reserves | 1.9 | 0.0 | 1.9 |
| On Street Car Parking Reserve | 4.9 | 0.0 | 4.9 |
| Subtotal Other Reserves | 19.7 | 0.0 | 19.7 |
| Total Reserves | 202.7 | -23.9 | 178.9 |

| |
|---|
| |
| <p>This reserve has been established for the purpose of financing capital expenditure in future years. Drawdown will be confirmed later in the year.</p> <p>This reserve is to fund future replacements of vehicles and equipment.</p> <p>Funding held to meet the costs of self-financing schemes which require pump priming until the funds are returned. Agreed to be used to support the following schemes as part of the 2023/24 budget: Low Carbon Business Travel Project (grey fleet) £0.8m, Energy Efficiency Recycling Fund for OCC Maintained Schools £0.8m, Initial funding to develop plans for the workplace charging levy £0.2m.</p> |
| <p>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.</p> <p>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.</p> <p>This relates to funding for the Growth Deal</p> <p>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.</p> |
| |

Business Management Report
Position to the end of September 2023
Government Grants 2023/24

| Ringfenced | Directorate | Issued By | Estimate 2023/24 £000 | In year Adjustments / New Allocations previously reported £000 | In year Adjustments/ New Allocations reported this time £000 | Latest Allocation £000 |
|------------|---|-----------|--------------------------|---|--|------------------------------|
| | Adult Services | | | | | |
| R | Improved Better Care Fund | DHSC | 10,705 | 0 | 0 | 10,705 |
| R | Adult Social Care Market Sustainability and Improvement Fund | DHSC | 5,366 | 0 | 0 | 5,366 |
| R | Adult Social Care Discharge Fund | DHSC | 1,501 | 0 | 0 | 1,501 |
| R | Adult Social Care Market Sustainability and Improvement Fund - Workforce Fu | DHSC | 0 | 3,485 | 0 | 3,485 |
| | TOTAL ADULT SERVICES | | 17,572 | 3,485 | 0 | 21,057 |
| | Children's Services | | | | | |
| | Dedicated School Grants | | | | | |
| R | Dedicated Schools Grant (DSG) - Schools Block | DfE | 131,138 | 31 | 0 | 131,169 |
| R | Dedicated Schools Grant (DSG) - Central Block | DfE | 4,992 | 0 | 0 | 4,992 |
| R | Dedicated Schools Grant (DSG) - Early Years Block | DfE | 44,341 | 94 | 0 | 44,435 |
| R | Dedicated Schools Grant (DSG) - High Needs Block | DfE | 85,288 | -564 | 0 | 84,724 |
| | Subtotal DSG Grants | | 265,759 | -439 | 0 | 265,320 |
| | School Grants | | | | | |
| R | Pupil Premium | DfE | 7,663 | 531 | 0 | 8,194 |
| R | Teacher's Pension Grant | DfE | 274 | -264 | 0 | 10 |
| R | Teacher's Pay Grant | DfE | 95 | -95 | 0 | 0 |
| R | Coronavirus (COVID-19) National Testing Programme | DfE | 0 | 0 | 0 | 0 |
| R | Coronavirus (COVID-19) Alternative Provision Y11 Transition | DfE | 0 | 0 | 0 | 0 |
| R | Coronavirus (COVID-19) Education Recovery NQT | DfE | 0 | 0 | 0 | 0 |

Business Management Report
Position to the end of September 2023
Government Grants 2023/24

| Ringfenced | Directorate | Issued By | Esimate 2023/24 | 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) Schools Fund | DfE | | 0 | 0 | 0 |
| R | National Professional Qualification Grant | DfE | 0 | 15 | 0 | 15 |
| R | Early Career Framework - Mentor | DfE | 0 | 93 | 0 | 93 |
| R | Early Career Framework - Off Timetable | DfE | 0 | 161 | 0 | 161 |
| R | Education Funding Agency - Sixth Form Funding and Threshold | DfE | 280 | 39 | 0 | 319 |
| R | Coronavirus (COVID-19) Recovery Premium | DfE | 0 | 275 | 187 | 462 |
| R | Coronavirus (COVID-19) School Let Tutoring Grant | DfE | 0 | 330 | 78 | 408 |
| R | PE and Sport Grant | DfE | 2,266 | -49 | 0 | 2,217 |
| R | Teacher's Pay Additional Grant | DfE | 0 | 1,404 | 0 | 1,404 |
| R | Universal Infant Free School Meals | DfE | 3,938 | 109 | 0 | 4,047 |
| R | Early Year Supplement Grant | DfE | 0 | 2,978 | 0 | 2,978 |
| R | Mainstream Schools Additional Grant | DfE | 0 | 4,285 | 0 | 4,285 |
| | Subtotal School Grants | | 14,516 | 9,812 | 265 | 24,593 |
| | Other Children's Services Grants | | | | | |
| R | School Improvement Monitoring & Brokering Grant | DfE | 0 | 0 | 0 | 0 |
| R | Youth Justice Board | YJB | 674 | 30 | 0 | 704 |
| R | Asylum (USAC and Post 18) | HO | 3,997 | 1,531 | 0 | 5,528 |
| R | Afghan Resettlement Education Grant | DfE | 0 | 0 | 0 | 0 |
| R | Afghan Settler Holding Hotel 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 | 0 | 45 | 45 |
| R | Extended Personal Adviser Duty Grant | DfE | 103 | 9 | 0 | 112 |
| R | Staying Put Implementation Grant | DfE | 288 | 185 | 0 | 473 |

Business Management Report
Position to the end of September 2023
Government Grants 2023/24

| Ringfenced | Directorate | Issued By | Esimate 2023/24 | In year Adjustments / New Allocations previously reported | In year Adjustments/ New Allocations reported this time | Latest Allocation |
|------------|--|-----------|-----------------|---|---|-------------------|
| | | | £000 | £000 | £000 | £000 |
| R | Remand Framework | YJB | 72 | -36 | 0 | 36 |
| R | Reducing Parental Conflict Workforce Development Grant | YJB | 0 | 0 | 0 | 0 |
| R | Supported Internships for Young People with SEND | DWP | 54 | 0 | 0 | 54 |
| R | Holiday Activities and Food Programme | DfE | 296 | 0 | 1,203 | 1,499 |
| R | Attach ASF | DfE | 0 | 0 | 0 | 0 |
| R | Intervention Delivering Better Value in SEND - Grant for Data Analysis | DfE | 0 | 0 | 0 | 0 |
| R | Fam Grp Conferences | DfE | 0 | 0 | 0 | 0 |
| R | Multiply | DfE | 899 | 0 | 0 | 899 |
| R | Home for Ukraine Education | DfE | 0 | 0 | 0 | 0 |
| R | Turnaround Programme | YJB | 64 | 0 | 0 | 64 |
| | Subtotal Other Children's Services Grants | | 6,447 | 1,920 | 1,248 | 9,615 |
| | TOTAL CHILDREN'S SERVICES | | 286,722 | 11,293 | 1,513 | 299,528 |
| | Environment & Place | | | | | |
| R | Bus Service Operators Grant | DfT | 514 | 0 | 0 | 514 |
| R | Natural England | DEFRA | 227 | 0 | 0 | 227 |
| R | Energy Mapping | DEFRA | 0 | 0 | 0 | 0 |
| R | COVID BSSG | DFT | 0 | 48 | 0 | 48 |
| R | Biodiversity Net gain Grant | DEFRA | 0 | 27 | 0 | 27 |
| R | Woodland Creation Accelerator Fund (WCAF) | DEFRA | 0 | 75 | 0 | 75 |
| R | Zero Emission Zone Pilot | DEFRA | 0 | 0 | 0 | 0 |
| | TOTAL ENVIRONMENT & PLACE | | 741 | 150 | 0 | 891 |

Business Management Report
Position to the end of September 2023
Government Grants 2023/24

Page 146

| Ringfenced | Directorate | Issued By | Estimate 2023/24 £000 | In year Adjustments / New Allocations previously reported £000 | In year Adjustments/ New Allocations reported this time £000 | Latest Allocation £000 |
|------------|---|-------------|--------------------------|---|--|------------------------------|
| R | Public Health Public Health Grant TOTAL PUBLIC HEALTH | DHSC | 33,632 | 0 | 0 | 33,632 |
| | | | 33,632 | 0 | 0 | 33,632 |
| R | Community Safety Fire Fighter's Pension Fund Grant | DLUHC | 1,361 | 0 | 0 | 1,361 |
| R | Fire Protection Uplift Grant | DLUHC | 0 | 0 | 0 | 0 |
| R | Fire Fighter's New Dimensions Grant | DLUHC | 40 | 0 | 0 | 40 |
| | TOTAL COMMUNITY SAFETY | | 1,401 | 0 | 0 | 1,401 |
| R | Resources Homes for Ukraine * | DLUHC | 6,503 | 0 | 0 | 6,503 |
| R | Music Service | AC | 844 | 0 | 0 | 844 |
| R | MaaS:CAV | Innovate UK | 313 | 0 | 0 | 313 |
| R | Park & Charge | Innovate UK | 206 | 0 | 0 | 206 |
| R | Virgin Park & Charge | Innovate UK | 7 | 0 | 0 | 7 |
| R | Data Driven Safety Tool | Innovate UK | 91 | 0 | 0 | 91 |
| R | Quantum Gravimeter | Innovate UK | 69 | 0 | 0 | 69 |
| R | Resilient CAV | Innovate UK | 25 | 0 | 0 | 25 |
| R | Heart Park Project | DfT | 90 | 0 | 0 | 90 |
| R | GTC DfT Congestion Tool | DfT | 59 | 0 | 0 | 59 |
| R | CAVL4R | DfT | 11 | 0 | 0 | 11 |
| | TOTAL RESOURCES | | 8,219 | 0 | 0 | 8,219 |

Business Management Report
Position to the end of September 2023
Government Grants 2023/24

| Ringfenced | Directorate | Issued By | Esimate 2023/24 | In year Adjustments / New Allocations previously reported | In year Adjustments/ New Allocations reported this time | Latest Allocation |
|------------|---|-----------|-----------------|---|--|----------------------|
| | | | £000 | £000 | £000 | £000 |
| | Strategic Measures | | | | | |
| U | Lead Local Flood Authority | DEFRA | 45 | | | 45 |
| U | Extended Rights to Free Travel | DfE | 278 | 531 | | 809 |
| U | Firelink | DLUHC | 213 | -83 | | 130 |
| U | Local Authority Delivery Support Funding | DLUHC | 0 | | 123 | 123 |
| U | Key Stage 2 Moderation & Phonics | DLUHC | 0 | 0 | 21 | 21 |
| U | Supporting Families - previously Troubled Families | DLUHC | 1,048 | 31 | 0 | 1,079 |
| U | New Homes Bonus | DLUHC | 1,700 | | | 1,700 |
| U | Local Reform & Community Voices Grant | DfE | 515 | | | 515 |
| U | Social Care Support Grant (including Independent Living Fund) | DLUHC | 32,669 | | | 32,669 |
| U | Services Grant | DfE | 2,800 | | | 2,800 |
| U | Domestic Abuse Duty Grant | DLUHC | 1,141 | 26 | | 1,167 |
| U | Supplementary Substance Misuse Treatment & Recovery Grant | OHID | 0 | 635 | | 635 |
| U | Supplementary Substance Misuse Treatment & Recovery Housing Grant | OHID | 0 | 621 | | 621 |
| U | Supplementary Substance Misuse Inpatient Detox & Rehabilitation | OHID | 0 | | 80 | 80 |
| U | Rough Sleeping Drugs & Alcohol Grant | DLUHC | 0 | 1,369 | | 1,369 |
| U | Dual Running & Client Level Data | DHSC | 0 | | 20 | 20 |
| | Subtotal Strategic Measures | | 40,409 | 3,130 | 244 | 43,783 |
| | Business Rates | | | | | |
| U | Section 31 Grant for Business Rate Compensation | DLUHC | 14,427 | 4,671 | | 19,098 |
| U | Business Rates S31 Grant Top-Up | DLUHC | 42,662 | -2,686 | | 39,976 |
| | Subtotal Business Rates | | 57,089 | 1,985 | 0 | 59,074 |
| | | | | | | |

Business Management Report
Position to the end of September 2023
Government Grants 2023/24

Page 148

| Ringfenced | Directorate | Issued By | Estimate 2023/24 £000 | In year Adjustments / New Allocations previously reported £000 | In year Adjustments/ New Allocations reported this time £000 | Latest Allocation £000 |
|------------|---|-----------|--------------------------|---|--|------------------------------|
| R | Grants held on behalf of Local Enterprise Partnership | BEIS | 205 | | | 205 |
| R | Oxford Innovation Business Support | | 900 | | | 900 |
| R | European Regional Development Fund | DLUHC | 500 | | | 500 |
| | Subtotal Grants held on behalf of Local Enterprise Partnership | | 1,605 | 0 | 0 | 1,605 |
| | TOTAL STRATEGIC MEASURES | | 99,103 | 5,115 | 244 | 104,462 |
| | Total All Grants | | 447,390 | 20,043 | 1,757 | 469,190 |

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 September 2023
General Revenue Balances

| | Forecast 2023/24 | |
|--|-------------------------|---------------|
| | £m | £m |
| General Balances: Outturn 2022/23 | 22.556 | |
| County Fund Balance | | 22.556 |
| Planned Contribution to Balances (February 2023) | | 6.800 |
| Planned Contribution from Balances (June 2023) | | 0.844 |
| Original forecast outturn position 2023/24 | | 30.200 |
| Additions | | |
| | | 0.000 |
| Calls on balances deducted | | |
| Staffing costs to support development of One - Fleet approach to the council's vehicles (Supplementary Estimate agreed May 2023) | | -0.180 |
| | | -0.180 |
| Automatic calls on/returns to balances | | |
| | | 0.000 |
| Additional Strategic Measures | | |
| Forecast Strategic Measures Overspend /Underpend | | 0.000 |
| Net General Balances | | 30.020 |
| 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) | | -4.202 |
| Forecast Outturn position | | 25.818 |
| Risk Assessed Level of Balances for 2023/24 | | 30.200 |

Surplus/(deficit) balances compared to risk assessed level 25.638

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CABINET – 21 NOVEMBER 2023

CAPITAL PROGRAMME APPROVALS – NOVEMBER 2023

Report by the Executive Director of Resources & Section 151 Officer

Recommendations

1. The Cabinet is RECOMMENDED to:
 - a) approve £2.1m as a development budget to progress the design phase for the 'Didcot Northern Perimeter Road Scheme 3', a scheme already in the capital programme.
 - b) approve the submission of a bid to Active Travel England for an indicative funding amount of £2.38m for several defined active travel schemes.

Executive Summary

2. The 2023/24 – 3033/34 Capital Programme was approved by Council in February 2023 and updated in October 2023. This report sets out change requests requiring Cabinet approval that will be incorporated into the agreed programme and included in the next quarterly update to the Capital Programme in December 2023.

Introduction

3. 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 Capital Programme is updated quarterly and fully refreshed annually as part of the Budget and Business Planning Process to ensure that it remains aligned to the latest priorities, reflects the latest cost projections and profile for delivery, and incorporates the current funding position.
4. On occasion, variations to the Capital programme are recommended to Cabinet. This report is recommending an increase of £1m to progress the Didcot Northern Perimeter Road Scheme 3 and approval to submit a bid for an Active Travel Scheme Fund (ATF4).

Major Infrastructure

5. Didcot Northern Perimeter Road Scheme 3 (Didcot NPR3)

The Didcot NPR3 Scheme will provide a route around Didcot, thereby providing an alternative route (and relief) to the town centre. The projected overall cost for the scheme is £13.5m, funded by S106, CIL and DLUHC grant. Additional funding is

also expected from the NE Didcot residential development in lieu of signalling the A4130 / Ladygrove Junction.

6. The scheme is currently in the feasibility phase. To progress to phase 2, the design phase, it is proposed that the development budget is increased by £1m to £2.1m. This will be funded from held and secured S106 contributions and Community Infrastructure Levy.
7. Active Travel Funding 4 Extended Opportunity
Oxfordshire County Council has the opportunity to submit a bid for the Active Travel Funding 4 (ATF4) scheme. The funding will support schemes that promote cycling and walking as natural choices for shorter journeys or as part of longer journeys. This extended opportunity is for priority bids that were not successful in securing funding in ATF4.
8. The indicative funding would be for £2.38m and would include the following schemes:
 - Abingdon National Cycle Network 5 (NCN5)
 - Provision of secure cycle parking to support staff travels to Oxfordshire Hospitals
 - School Streets Programme
 - Witney – Madley Park Path improvements
 - Oxford Parks Road Quietway
9. Approval is required to submit the bid.

Financial Implications

10. The financial implications are included within the report.
14. The capital programme approvals set out in this report have no adverse financial implications to the overall Capital Programme, which remains fully funded.

Comments checked by:

Ian Dyson, Assistant Director of Finance

Staff Implications

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

Equality & Inclusion Implications

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

Legal Implications

17. In-year changes to the capital programme must be approved by Cabinet in accordance with Financial Regulation and in particular paragraph 5.1.1(iv) permitting Cabinet to agree resource inclusion into the capital programme via a periodic Capital Report to Cabinet, based on the recommendation of the Strategic Capital Board (chaired by the section 151 officer).

Comments checked by:

Paul Grant, Head of Legal and Deputy Monitoring Officer

LORNA BAXTER

Executive Director of Resources & Section 151 Officer

Background papers: none

Contact Officer:

Natalie Crawford, Capital Programme Manager

November 2023

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Division(s): N/A

CABINET – 21 NOVEMBER 2023

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

KEY DECISIONS

Cabinet, 19 December 2023

| | |
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| <ul style="list-style-type: none">▪ All Age Advocacy Services Key Decision on the recommissioning of all age advocacy services. | Cabinet, 2023/225 - Cabinet Member for Adult Social Care, Deputy Leader of the Council |
| <ul style="list-style-type: none">▪ Capital Programme Monitoring Report - October 2023 Financial Report on capital spending against budget allocations, including any necessary capital programme approvals. | Cabinet, 2023/169 - Cabinet Member for Finance |
| <ul style="list-style-type: none">▪ DSIT 5G Innovation Region To seek approval for OCC to run procurement(s) to a value of c £3.8m for build and operation of private 5G network(s). The total value of services procured will be funded by Dept for Science, Innovation & Technology under a grant (if bid is successful). | Cabinet, 2023/297 - Cabinet Member for Corporate Services |

Cabinet, 23 January 2024

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| <ul style="list-style-type: none">▪ Financial and wellbeing advisory service To seek approval to procure a new financial and wellbeing advisory service via a competitive tender process and delegate contract award following the tender to Dir of PH, Dir of ASC and S151 Officer | Cabinet, 2023/315 - Cabinet Member for Public Health, Inequalities & Community Safety |
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NON-KEY DECISIONS

Cabinet, 19 December 2023

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| <ul style="list-style-type: none"> ▪ Infrastructure Funding Statement 2022/23 To seek approval for the publication of the Infrastructure Funding statement on to the Council's website | Cabinet, 2023/263 - Cabinet Member for Infrastructure and Development Strategy |
| <ul style="list-style-type: none"> ▪ Workforce Report and Staffing Data - Quarter 2 - July to September 2023 Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report. | Cabinet, 2023/171 - Cabinet Member for Community & Corporate Services |
| <ul style="list-style-type: none"> ▪ Greenhouse gas emissions report 2023/24 The Greenhouse Gas Emissions 2023/24 report provides an annual update of Oxfordshire County Council's operational greenhouse gas emissions and progress towards the target of net zero by 2030 for its operations and estate. It will also report on county-wide emissions. | Cabinet, 2023/286 - Cabinet Member for Climate Change Delivery & Environment |

Cabinet, 23 January 2024

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| <ul style="list-style-type: none"> ▪ Budget & Business Planning Report - 2024/25 - January 2024 To provide background and context to the budget and business planning process for 2024/25. | Cabinet, 2023/170 - Cabinet Member for Finance |
| <ul style="list-style-type: none"> ▪ Capital Programme Approvals - January 2024 Report on variation to the capital programme for approval (as required). | Cabinet, 2023/233 - Cabinet Member for Finance |

NON-KEY DECISIONS

Cabinet, 23 January 2024

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| <ul style="list-style-type: none"> ▪ Business Management & Monitoring Report - October/November 2023 The business management reports are part of a suite of performance, risk and budget documents which set out our ambitions, priorities, and financial performance. | Cabinet, 2023/229 - Cabinet Member for Finance, Cabinet Member for Community & Corporate Services |
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| <ul style="list-style-type: none"> ▪ Delegated Powers Report for October to December 2023 To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.2 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c). It is not for Scrutiny call-in. | Cabinet, 2023/230 - Leader |
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KEY DECISIONS

Cabinet, 27 February 2024

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| <ul style="list-style-type: none"> ▪ Capital Programme Approvals - February Report on variation to the capital programme for approval (as required). | Cabinet, 2023/266 - Cabinet Member for Finance |
| <ul style="list-style-type: none"> ▪ Renewal of Language contracts: Interpretation, translation and BSL To seek approval on the approach to renew the Interpretation, translation and BSL contracts which expire in mid 2024. | Cabinet, 2023/203 - Cabinet Member for Public Health, Inequalities & Community Safety |
| <ul style="list-style-type: none"> ▪ Vision Zero Strategy To seek approval of the Vision Zero Strategy | Cabinet, 2023/317 - Cabinet Member for Highway Management |

KEY DECISIONS

Cabinet, 19 March 2024

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| <ul style="list-style-type: none"> ▪ Business Management & Monitoring Report - December 2023 / January 2024 The business management reports are part of a suite of performance, risk and budget documents which set out our ambitions, priorities, and financial performance. | Cabinet, 2023/278 - Cabinet Member for Corporate Services, Cabinet Member for Finance |
| <ul style="list-style-type: none"> ▪ Capital Programme Monitoring Report - January 2024 Financial Report on capital spending against budget allocations, including any necessary capital programme approvals. | Cabinet, 2023/276 - Cabinet Member for Finance |

NON-KEY DECISIONS

Cabinet, 19 March 2024

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| <ul style="list-style-type: none"> ▪ Treasury Management Quarter 3 Report (2023/24) To provide an update on Treasury Management Activity in 2023/24 in accordance with the CIPFA code of practice. | Cabinet, 2023/277 - Cabinet Member for Finance |
| <ul style="list-style-type: none"> ▪ Workforce Report and Staffing Data - Quarter 3 - October to December 2023 Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report. | Cabinet, 2023/279 - Cabinet Member for Corporate Services |

CABINET MEMBER MEETINGS

KEY DECISIONS

Delegated Decisions by Deputy Leader of the Council (inc. Climate Change Delivery & Environment), 14 December 2023

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| <ul style="list-style-type: none"> ▪ DIY waste charging at HWRCs Approval to alter charging for DIY waste at HWRCs in line with legislative changes | Delegated Decisions by Deputy Leader of the Council (inc. Climate Change Delivery & Environment), 2023/319 - Cabinet Member for Climate Change Delivery & Environment |
| <ul style="list-style-type: none"> ▪ Minerals and Waste Plan Initial Consultation Paper Agreement to send out the Issues and Options Paper and associated papers to public consultation. | Delegated Decisions by Deputy Leader of the Council (inc. Climate Change Delivery & Environment), 2023/204 - Cabinet Member for Climate Change Delivery & Environment |

Delegated Decisions by Cabinet Member for Children, Education & Young People's Services, 16 January 2024

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| <ul style="list-style-type: none"> ▪ Formal Approval of Schools Funding Formula 2024/25 To seek approval for the funding formula for schools. | Delegated Decisions by Cabinet Member for Children, Education & Young People's Services, 2023/231 - Cabinet Member for Children, Education & Young People's Services |
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Delegated Decisions by Cabinet Member for Children, Education & Young People's Services, 23 January 2024

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| <ul style="list-style-type: none"> ▪ Cross Regional Project - Children's Services Cross Regional Project Contract extension and additional beds | Cabinet, 2023/260 - Cabinet Member for Children, Education & Young People's Services |
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7 February 2024

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| <ul style="list-style-type: none"> ▪ Formal Approval of Early Years Funding Formula 2024/25 The local authority is required to set a funding formula for 2-year old and for 3 and 4 year old provision. | Delegated Decisions by Cabinet Member for Children, Education & Young People's Services, 2023/267 - Cabinet Member for Children, Education & Young People's Services |
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KEY DECISIONS

Delegated Decisions by Cabinet Member for SEND Improvement, 19 December 2023

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| <p>▪ Recommissioning the Community Short Breaks Contracts To seek approval to award contracts to new providers, subject to completion of a full tendering process.</p> | <p>Delegated Decisions by Cabinet Member for SEND Improvement, 2023/184 - Cabinet Member for SEND Improvement</p> |
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Delegated Decisions by Cabinet Member for SEND Improvement, 16 January 2024

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| <p>▪ Recommissioning the Current Alternative Provision DPS for an Open Framework To seek approval to tender for an AP contract on an Open Framework. This will enable OCC and schools to Commission providers of Alternative Provision that are suitable and will ensure cost control.</p> | <p>Delegated Decisions by Cabinet Member for SEND Improvement, 2023/224 - Cabinet Member for SEND Improvement</p> |
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Delegated Decisions by Cabinet Member for Transport Management, 14 December 2023

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| <p>▪ Didcot Local Cycling and Walking Infrastructure Plan To seek approval for the draft Didcot Local Cycling and Walking Infrastructure Plan.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/226 - Cabinet Member for Transport Management</p> |
| <p>▪ Delegated Decisions by Cabinet Member for Transport Cholsey- East End residential development - proposed 20mph speed limit</p> | <p>Delegated Decisions by Cabinet Member</p> |

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| A decision is required on a proposed 20mph speed limit on roads within a residential development. | for Transport Management, 2023/269 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Oxford - Broad Street: Public Realm Scheme Seeking approval for the making permanent of the provisions contained within the current experimental TRO and additional interventions/actions. | Delegated Decisions by Cabinet Member for Transport Management, 2023/275 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Sandford St Martin - Proposed 20 mph Speed Limits and associated speed limit buffers Consider formal consultation responses. | Delegated Decisions by Cabinet Member for Transport Management, 2023/180 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Shilton - Proposed 20 mph Speed Limits and associated speed limit buffers Consider formal consultation responses. | Delegated Decisions by Cabinet Member for Transport Management, 2023/178 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Thame - Proposed 20 mph Speed Limits and associated speed limit buffers Consider formal consultation responses. | Delegated Decisions by Cabinet Member for Transport Management, 2023/193 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Wallingford - Proposed 20 mph Speed Limits and associated speed limit buffers To determine what speed limit changes should be made following consideration of public consultation responses. | Delegated Decisions by Cabinet Member for Transport Management, 2023/094 - Cabinet Member |

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| | for Transport Management |
| <ul style="list-style-type: none"> ▪ Yarnton: 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/314 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Baldons (Toot and Marsh) 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/313 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Brightwell-cum-Sotwell: 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/312 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Dorchester: 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/311 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Elsfield: 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/310 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Ewelme Green Lane Area - Proposed 20 Mph Speed Limits | Delegated Decisions by |

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| To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Cabinet Member for Transport Management, 2023/308 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Upton: Proposed 20 Mph Speed Limits Consideration of Formal Consultation responses to a scheme proposal within the Countywide 20 Mph Speed Limit Project | Delegated Decisions by Cabinet Member for Transport Management, 2023/307 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Buckland: Proposed 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/306 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Charney Bassett Proposed 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/305 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Longworth: Proposed 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/304 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Alvescot: Proposed 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/303 - |

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| | Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Kingham: Proposed 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/302 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Stanton Harcourt Proposed 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/301 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Aston Rowant & Kingston Blount: Proposed 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/300 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Sutton Courtenay: Proposed 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/299 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Ardington & Lockhinge: Proposed 20 Mph Speed Limits To consider formal consultation responses and decide on level and extent of speed limits to be implemented | Delegated Decisions by Cabinet Member for Transport Management, 2023/298 - Cabinet Member for Transport Management |
| <ul style="list-style-type: none"> ▪ Access to Banbury Station (Tramway Road) | Delegated |

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| <p>improvements) Bus gate, 20mph limit & waiting restrictions</p> <p>Decision required as part of a project to improve the road layout and facilities around Banbury Station – and ultimately access to the station - improve journey times for buses, taxis, pedestrians and cyclists, and provide better connectivity between southern Banbury and Banbury town centre.</p> | <p>Decisions by Cabinet Member for Transport Management, 2023/296 - Cabinet Member for Transport Management</p> |
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Delegated Decisions by Cabinet Member for Transport Management, 14 December 2023

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| <p>▪ Oxford & Kennington: A423 Southern Bypass & Abingdon Road - Proposed 50mph & 30mph Speed Limits</p> <p>To seek approval for changes to speed limits as part of the A423 Kennington improvement works.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/295 - Cabinet Member for Transport Management</p> |
| <p>▪ Oxford: Proposed Parking Permit Eligibility & CPZ Admin Amendments</p> <p>To seek approval for minor changes to permit eligibility and order amendments associated with development.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/293 - Cabinet Member for Transport Management</p> |
| <p>▪ North Leigh - A4095 Witney Road - proposed extension of 40mph speed limit and turning restrictions</p> <p>Proposals are judged to be required to provide safe access to / from adjacent approved development.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/292 - Cabinet Member for Transport Management</p> |
| <p>▪ East Hanney: Steventon Road - Proposed Traffic Calming Measures</p> <p>Proposed traffic calming associated with a Linden Homes Development being undertaken under a section 278 agreement.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/291 - Cabinet Member for Transport Management</p> |

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| <p>▪ Heyford Park - Camp Road - proposed minor amendments to traffic calming</p> <p>A decision is required on proposed minor amendments to existing traffic calming measures.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/290 - Cabinet Member for Transport Management</p> |
| <p>▪ Harwell - Blenheim Hill, Burr Street, High Street & Wantage Road - proposed traffic calming and cycle provision</p> <p>The proposals comprise traffic calming and cycle measures to improve road safety and facilitate active travel.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/289 - Cabinet Member for Transport Management</p> |
| <p>▪ Goring - Thames Road - proposed no waiting at any time restrictions</p> <p>The proposal is to facilitate the safe access to / from approved adjacent development.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/288 - Cabinet Member for Transport Management</p> |

Delegated Decisions by Cabinet Member for Transport Management, 25 January 2024

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| <p>▪ Abingdon - B4017 Bath Street - proposed no waiting at any time restrictions and cycle lane</p> <p>Proposal is being put forward to improve the safety and amenity of pedal cyclists to encourage active travel - the proposal is being funded by major residential development in north Abingdon.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/287 - Cabinet Member for Transport Management</p> |
| <p>▪ Whitchurch-on-Thames waiting restriction changes - permit holders & waiting restrictions</p> <p>To seek approval for the introduction of a scheme to better manage on-street parking restrictions, including the introduction of permit holders and no waiting restrictions.</p> | <p>Delegated Decisions by Cabinet Member for Transport Management, 2023/285 - Cabinet Member for Transport Management</p> |

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| <p>▪ Cholsey parking restriction review 2023 Cabinet member is requested to approve a number of waiting restrictions changes in the village of Cholsey which have been developed in discussions with the Parish Council.</p> | Delegated Decisions by Cabinet Member for Transport Management, 2023/284 - Cabinet Member for Transport Management |
| <p>▪ Wantage - Market Place (West end) - proposed amendment to vehicle access and parking places A decision is required on a proposed changes to vehicle access and parking places as part of an environmental enhancement.</p> | Delegated Decisions by Cabinet Member for Transport Management, 2023/281 - Cabinet Member for Transport Management |
| <p>▪ Islip - B4027 Mill Street between Kings Head Lane and The Walk - proposed one-way traffic A decision is required on a proposed one-way restriction at Mill Street between its junctions with Kings Head Lane and The Walk.</p> | Delegated Decisions by Cabinet Member for Transport Management, 2023/280 - Cabinet Member for Transport Management |
| <p>▪ Blackthorn: 20 Mph Speed Limits To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented</p> | Delegated Decisions by Cabinet Member for Transport Management, 2023/318 - Cabinet Member for Transport Management |
| <p>▪ Banbury: Grimsbury and Nethercote - proposed 20mph speed limit and associated speed limit buffers Proposed 20mph speed limit for improved road safety and environment</p> | Delegated Decisions by Cabinet Member for Transport Management, 2022/149 - Cabinet Member for Transport Management |
| <p>▪ Wheatley waiting restriction review 2023/24 To seek approval for proposals to make changes to waiting restrictions in Wheatley to address local concerns around parking.</p> | Delegated Decisions by Cabinet Member for Transport |

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| | Management, 2023/294 - Cabinet Member for Transport Management |
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Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 14 December 2023

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| <ul style="list-style-type: none"> ▪ A40 HIF2 To seek delegated authority to the Corporate Directorate of Environment and Place to approve the entering into a Professional Services Contract for the Preliminary, Planning & Detailed Design of the Scheme. | Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 2023/320 - Cabinet Member for Infrastructure and Development Strategy |
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Delegated Decisions by Cabinet Member for Finance, 19 December 2023

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| <ul style="list-style-type: none"> ▪ Bloxham CE Primary School Construction Contract To seek approval to enter into contract with a main contractor for the construction of a new school hall at Bloxham CE Primary School. | Delegated Decisions by Cabinet Member for Finance, 2023/185 - Cabinet Member for Finance |
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Delegated Decisions by Cabinet Member for Adult Social Care, 19 December 2023

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| <ul style="list-style-type: none"> ▪ Specialist Dementia Bed Provision Provision of specialist nursing home beds in a block contract model (replacing preceding contract). | Delegated Decisions by Cabinet Member for Adult Social Care, 2023/210 - Cabinet Member for Adult Social Care |
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Delegated Decisions by Cabinet Member for Public Health, Inequalities & Community Safety, 5 December 2023

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| <p>▪ Commissioning a Lifecourse, Tier 2, Healthy Weight Service for Oxfordshire</p> <p>The Cabinet Member is requested to approve incurring of expenditures for provision of a Tier 2, lifecourse healthy weight service (covering children, young people, and adults)</p> | <p>Delegated Decisions by Cabinet Member for Public Health, Inequalities & Community Safety, 2023/165 - Cabinet Member for Public Health, Inequalities & Community Safety</p> |
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Delegated Decisions by Cabinet Member for Adult Social Care, 23 January 2024

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| <p>▪ Recommissioning of Learning Disability Respite Services</p> <p>Key Decision needed to proceed with the procurement of Learning Disability Respite services.</p> | <p>Delegated Decisions by Cabinet Member for Adult Social Care, 2023/234 - Cabinet Member for Adult Social Care</p> |
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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 question 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: Oxford United Football Club

Lead Cabinet Member(s): Cllr Liz Leffman, Leader of the Council, Cllr Dan Levy, Cabinet Member for Finance, Cllr Neil Fawcett, Cabinet Member for Community and Corporate Services

Date response requested:² 19 September 2023

Response to recommendations:

| Recommendation | Accepted, rejected or partially accepted | Proposed action (if different to that recommended) and indicative timescale (unless rejected) |
|---|--|--|
| That Cabinet should fully understand the short-, medium-, and long-term impacts of the covenants proposed, including any future financial risks. | Accepted | Cabinet discussed the risks and impacts of the freehold proposal at its meeting of 19 September 2023, including the covenants proposed. From this discussion a proposal was made to proceed with a leasehold of the Triangle, rather than a freehold disposal, which was in some part due to the understanding of the risks involved with the freehold disposal. |

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

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

Overview & Scrutiny Recommendation Response Pro forma

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| That Cabinet should pay particular attention to the question of whether freehold or leasehold is most appropriate taking account of the difference between legal and reputational risk. | Accepted | Cabinet paid particular attention to this question and, as a result of taking account of the legal and reputational risks, determined that it preferred a leasehold of the Triangle. |
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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: Workforce Data Q4 2022/23

Lead Cabinet Member(s): Cllr Neil Fawcett, Cabinet Member for Corporate Services

Date response requested:² 19 September 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) |
|----------------|--|---|
| | | |

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

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

Overview & Scrutiny Recommendation Response Pro forma

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| <p>That the Council increases the contextual data provided in its Workforce Data reports, specifically to</p> <p>a) Provide a five-year trend comparison for the following measures:</p> <ul style="list-style-type: none"> • Total number of staff (FTE) • Total number of staff (the raw number) • Total number of full time staff (raw number and percentage) • Total number of part time staff (raw number and percentage) • Total number of employed staff (FTE) • Total number of interim staff (FTE) • Proportion of overall FTEs filled by agency staff • Cost of agency spend (inflation adjusted) • Annual staff turnover (including interims) • Average number of sick days per staff member • Ratio of total long-term sickness to short-term sickness • Distance staff live from their main office (in 20 mile increments) | <p>Partially accepted</p> | <p>Workforce Data Report</p> <p>We recognise the importance of how providing comprehensive data can help Oxfordshire County Council identify trends, risks and inform strategic decision making. As a result of feedback from the Committee we are taking steps to improve the data we provide as part of our Workforce Reports. This includes providing data by Directorate and over a longer period where possible. We have also started to engage other Councils to provide comparative data to help with benchmarking.</p> <p>Over the course of 2023/2024 we will update our Workforce Reports on an iterative basis seeking feedback each quarter from appropriate stakeholders so that we can provide information and data that is both meaningful and accurate.</p> |
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Overview & Scrutiny Recommendation Response Pro forma

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| <p>b) Identify a group of comparator councils and provide comparative performance data for the following measures:</p> <ul style="list-style-type: none"> • Annual staff turnover (including interims) • Average number of days sick per staff member • Ratio of days lost to long-term sickness vs short-term sickness • Gender pay gap • Percentage of staff reporting a disability <p>c) Display directorate levels of turnover as percentage figures of the number employed</p> | | |
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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 question 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: Workforce Strategy

Lead Cabinet Member(s): Cllr Neil Fawcett, Cabinet Member for Corporate Services

Date response requested:² 19 September 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 develops specific workstreams within its Workforce Strategy, | Accepted | Oxfordshire County Council is committed to supporting our Armed Forces and the Armed Forces Covenant. Together, we |

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

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

Overview & Scrutiny Recommendation Response Pro forma

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| <p>backed by targets, around attracting and supporting spouses and partners of military personnel to work for the Council, including steps taken to reinvigorate its existing commitments.</p> | | <p>acknowledge and understand that those who serve or have served in the Armed Forces, and their families, should be treated with fairness and respect in the communities, economy and society they serve with their lives.</p> <p>As part of our workforce strategy action plan, we have identified initiatives which support the Armed Forces. Plans are being produced which will involve project teams with appropriate stakeholders with robust timelines for delivery and where appropriate, agreed targets. We have also committed to undertaking a comprehensive review of our current initiatives to ensure we understand what is working well and what we could do differently. This includes a review of our 'buddying' system and training on the Armed Forces Covenant as well as how we advertise and engage partners of military personnel for short- and long-term contracts of employment within OCC.</p> |
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