



**To: Members of the Cabinet**

## ***Notice of a Meeting of the Cabinet***

**Tuesday, 19 March 2024 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

March 2024

**Committee Officer: Chris Reynolds**

*Tel: 07542 029441; E-Mail: [chris.reynolds@oxfordshire.gov.uk](mailto:chris.reynolds@oxfordshire.gov.uk)*

### **Membership**

#### *Councillors*

Liz Leffman	Leader of the Council
Dr Pete Sudbury	Deputy Leader of the Council with responsibility for Climate Change, Environment & Future Generations
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 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 27 March 2024  
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: 23 April 2024*



## **AGENDA**

### **1. Apologies for Absence**

### **2. Declarations of Interest**

- guidance note below

### **3. Minutes (Pages 1 - 8)**

To approve the minutes of the meeting held on 27 February 2024 (**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 13<sup>th</sup> March 2024. Requests to speak should be sent to [chris.reynolds@oxfordshire.gov.uk](mailto: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**

There are no reports and recommendations from Scrutiny committees to be considered at this meeting.

## **8. Commercial Strategy (Pages 9 - 16)**

*Cabinet Member:* Cabinet Member for Finance

*Forward Plan Ref:* 2024/022

*Contact:* Ian Dyson, Director of Finance Services ([Ian.Dyson@oxfordshire.gov.uk](mailto:Ian.Dyson@oxfordshire.gov.uk))

Report by Executive Director of Resources and Section 151 Officer

**The Cabinet is RECOMMENDED to approve the Commercial Strategy**

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## **9. Treasury Management Quarter 3 Performance Report (2023/24) (Pages 17 - 30)**

*Cabinet Member:* Finance

*Forward Plan Ref:* 2023/277

*Contact:* Tim Chapple, Treasury Manager, [tim.chapple@oxfordshire.gov.uk](mailto:tim.chapple@oxfordshire.gov.uk)

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

**Cabinet is RECOMMENDED to note the council's treasury management activity at the end of the third quarter of 2023/24.**

## **10. Business Management & Monitoring Report - January 2024 (Pages 31 - 128)**

*Cabinet Member:* Corporate Services and Finance

*Forward Plan Ref:* 2023/278

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

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

**The Cabinet is RECOMMENDED to**

- a) note the report and annexes.**
- b) note the virements in Annex 2b**

- c) approve the supplementary estimate request of £0.2m as set out in paragraph 92 of Annex B.
- d) approve the eleven debt write offs totalling £0.2m as set out in paragraph 122 of Annex B.

## **11. Capital Programme Update and Monitoring Report (Pages 129 - 148)**

*Cabinet Member:* Finance

*Forward Plan Ref:* 2023/276

*Contact:* Natalie Crawford, Capital Programme Manager,  
[natalie.crawford@oxfordshire.gov.uk](mailto:natalie.crawford@oxfordshire.gov.uk)

Report by the Executive Director of Resources and Section 151 Officer **(CA11)**

**The Cabinet is RECOMMENDED 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.**

### **Budget Changes / Budget Release**

3. **approve the inclusion of a programme of work to replace prefabricated classrooms with permanent provision at North Hinksey CE Primary School into the Capital Programme, at a cost of £1.443m to be funded by s106 developer contributions, the remaining cost of the scheme will be met by the Oxford Diocesan Schools Trust (paragraph 49)**
4. **approve the inclusion of the expansion of Mabel Prichard Special School into the capital programme with an indicative budget of £2.230m to be funded from the Special Educational Needs (SEN) High Needs capital allocation 2021/22-2023/24 (paragraph 50).**
5. **approve an increase in budget of £3.6m from £6.897m to £10.497m for the Tramway Road Accessibility Improvement scheme. The increase in budget is funded through the Housing & Growth Deal and was agreed as part of the latest Growth Deal Programme review exercise, included in the Capital Programme approved at Council on 20 February 2024 (paragraph 52).**
6. **approve the inclusion of Redbridge Household & Recycling Centre (HWRC) stabilisation works into the capital programme at a cost of £1.400m to be funded by corporate resources, of which £0.7m was agreed by Cabinet on 21 February 2023 and a further £0.7m agreed on 27 February 2024 (paragraph 54).**

7. to note the release of an initial development budget of £1.813m to redevelop Speedwell House (paragraph 56).
8. To approve the inclusion of the £3.1m Decarbonisation Grant into the capital programme and the release of a total budget provision of £8.2m to commence carbon reduction measures in the Council property portfolio to progress measures towards the 2030 Climate Action Framework (paragraph 58).

## **12. Forward Plan and Future Business (Pages 149 - 156)**

*Cabinet Member: All*

*Contact Officer:* Chris Reynolds, Senior Democratic Services Officer Tel: 07393 001096

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include “updating of the Forward Plan and proposals for business to be conducted at the following meeting”. Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA12**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

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

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

## **13. For information only: Cabinet response to Scrutiny items (Pages 157 - 176)**

Capital Asset Disposal Process  
City Centre Accommodation Strategy  
Employee Engagement Strategy  
Social Value

## **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.



## CABINET

**MINUTES** of the meeting held on Tuesday, 27 February 2024 commencing at 2.00 pm and finishing at 2.48pm

**Present:**

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

**Other Members in**

**Attendance:** Councillors Neil Fawcett and Donna Ford

**Officers:**

Whole of meeting Martin Reeves (Chief Executive), Lorna Baxter (Executive Director of Resources & Section 151 Officer), Anita Bradley (Director of Law & Governance and Monitoring Officer), Ansaf Azhar (Corporate Director Public Health & Community Safety), Bill Cotton (Corporate Director Environment & Place) Karen Fuller (Corporate Director Adult Social Care), Jean Kelly (Deputy Director Children's Social Care), Chris Reynolds (Senior Democratic Services 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.*

### **23/24 APOLOGIES FOR ABSENCE**

(Agenda Item. 1)

Apologies for absence were received from Councillors Neil Fawcett and Andrew Gant.

### **24/24 DECLARATIONS OF INTEREST**

(Agenda Item. 2)

There were none.

### **25/24 MINUTES**

(Agenda Item. 3)

The minutes of the meeting held on 23 January 2024 were amended as follows:

**“13/24 Freehold Disposal Chilterns End Former Care Home, Henley on Thames**

Councillor Levy moved and Councillor Fawcett seconded the recommendations, and they were approved”

and approved and signed as a correct record.

The minutes of the meeting held on 30 January were approved and signed as a correct record.

**26/24 QUESTIONS FROM COUNTY COUNCILLORS**

(Agenda Item. 4)

See Annex.

**27/24 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item. 5)

There were no requests received.

**28/24 APPOINTMENTS**

(Agenda Item. )

Cabinet noted that the Leader of the Council had appointed Cllrs Andy Graham and Bethia Thomas as joint Water Champions.

**29/24 REPORTS FROM SCRUTINY COMMITTEES**

(Agenda Item. 6)

In the absence of the Chair and Deputy Chair of the Oxfordshire Joint Health Overview & Scrutiny Committee, Cabinet noted the report and recommendations on Support for People Leaving Hospital; the Oxfordshire Way.

Councillor Brad Baines, Deputy Chair of the Performance and Corporate Services Overview & Scrutiny Committee, presented the report and recommendations on the Draft Customer Experience Strategy and answered a number of questions.

Cabinet received the Scrutiny reports and will respond in due course.

**30/24 LOCAL ENTERPRISE PARTNERSHIP (LEP) FUNCTIONS: TRANSITION ARRANGEMENTS**

(Agenda Item. 7)

(Nigel Tipple, Chief Executive, OxLEP attended the meeting for this item)

Cabinet had before it a report on the transfer of Local Enterprise Partnership core functions to the Council. The Government had announced that from 31 March 2024, Local Enterprise Partnerships (LEPs) would cease to have official recognition and that existing LEP functions would transfer to upper-tier local authorities or combined authorities, where they exist.

Following this announcement, it was important to establish a new governance framework to ensure local arrangements continue to meet government guidance. It was proposed that the County Council create a controlling interest in OxLEP Ltd. To enable this to happen the OxLEP Ltd Board would need to consider and approve a revision its Articles of Association and By-Laws whereby the County Council would become the sole 'member' of the company, exercising its membership functions through Cabinet.

Subsequent to the change of ownership, there would be an opportunity, in conjunction with the LEP and local stakeholders, to revise the local framework of economic planning and partnerships and the system's capacity and capability requirements for the future.

The Chair introduced the report and explained the background to the proposals which had been considered by the LEP Board and would be developed over a transition period of 6 months.

The Corporate Director: Environment and Place presented the report and explained how the transition proposals would be progressed in liaison with the LEP Board. Nigel Tipple said that there was a strong commitment by the LEP to work with the Council as a partnership to implement the transition proposals.

During discussion members made the following points:-

- The ways in which the Council's environmental policies could be progressed as a result of the integration of the LEP's functions into the Council
- The Council's response to the OXLEP Strategic Economic Plan (SEP) which had not made public previously, was read out at the meeting
- The opportunity to consider the whole structure of the organisation and reframe the economic functions following integration with the Council.

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

**RESOLVED to**

- a) Note the government announcement on the transfer of Local Enterprise Partnership core functions;**

- b) Approve the creation of a County Council controlling interest in the Oxfordshire Local Enterprise Partnership (OxLEP Ltd), subject to agreement by OxLEP Ltd's board**
- c) Consent to a change to OxLEP Ltd's governance to amend the Articles of Association and By-Laws to enable the County Council to take a controlling interest, if agreed by the OxLEP board;**
- d) Delegate authority to the Corporate Director of Environment and Place in consultation with the Executive Director of Resources the Leader of the Council and the Executive Member for Infrastructure and Development Strategy to take such operational decisions as are required to conclude the integration process, including concluding the Articles of Association.**

### **31/24 WORKFORCE REPORT AND STAFFING DATA - Q3 OCTOBER - DECEMBER 2023**

(Agenda Item. 8)

Cabinet had before it a report which provided the workforce profile for quarter 3 2023/24 including an overview of headcount, agency spend, sickness, turnover and other relevant management information and performance indicators (Appendix A). The report also set out some of the actions being taken to address the trends identified.

The Chair presented the report on behalf of the Cabinet Member for Community and Corporate Services. She referred, in particular, to the actions being taken to address the agency spend and other issues identified in the report.

During discussion, members made the following points:-

- The ongoing success of the Council's apprenticeship programme
- The need to investigate and address the amount of sickness absence attributed to stress and mental health

The Chair moved and Councillor Sudbury seconded the recommendation, and it was approved.

**RESOLVED to note the report.**

### **32/24 CAPITAL PROGRAMME APPROVALS - FEBRUARY 2024**

(Agenda Item. 9)

Cabinet had before it a report which set out changes to the Capital Programme requiring Cabinet approval that would be incorporated into the agreed programme and included in the next update to the Capital Programme in March 2024.

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

During discussion, members commented on the need to ensure that school buildings were built to environmental standards and in accordance the appropriate building regulations.

Councillor Levy moved and Councillor Howson seconded the recommendation, and it was approved.

**RESOLVED to approve the inclusion of a 3 Form Entry Primary School, located in Didcot, into the Capital Programme with capital budget of £2.19m, to be fully funded from secured S106 contributions.**

### **33/24 FORWARD PLAN AND FUTURE BUSINESS**

(Agenda Item. 10)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet.

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

### **34/24 FOR INFORMATION ONLY: CABINET RESPONSES TO SCRUTINY ITEMS**

(Agenda Item. 11)

Cabinet noted the following response to the Scrutiny item:-

Vision Zero

.....in the Chair

Date of signing .....

## CABINET – 27 FEBRUARY 2024

### ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

<p><b>1. COUNCILLOR MARK CHERRY</b></p> <p>As the Member for Banbury Ruscote, schools (William Morris, North Oxfordshire Academy &amp; Saint Joseph's) absence figures are of grave concern and I wanted to know what plans Oxfordshire County Council and the Cabinet Member for Children, Education and Young People's Services have to tackle the problem.</p>	<p><b>COUNCILLOR JOHN HOWSON, CABINET MEMBER FOR CHILDREN, EDUCATION AND YOUNG PEOPLE'S SERVICES</b></p> <p>Oxfordshire County Council is keen to support all children and young people to attend school. With that in mind, we are working with the Department for Education on a range of actions including:</p> <ul style="list-style-type: none"> <li>• Increasing our internal capacity to support parents, schools and children</li> <li>• Rolling out the DfE toolkit</li> <li>• Working across Childrens, Education and Families service to ensure a joined-up approach to supporting families who may be experiencing challenges in their children attending schools.</li> <li>• Analysing the locality element of attendance data, so that we focus on communities most in need.</li> </ul> <p>Each of the schools raised have been offered and accepted a Whole School Attendance audit, they are scheduled as follows:</p> <p>St Joseph's: Monday 26<sup>th</sup> February 2024  William Morris: 4th March 2024  North Oxfordshire Academy: 4th March 2024.</p> <p>The whole school audit will identify good practice and areas for improvement which will then be formerly fed back to each school as part of an action plan with a view of improving attendance for children and young people, whilst ensuring appropriate support has been identified and implemented as part of targeted attendance plans.</p>
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	<p>William Morris and North Oxfordshire Academy are in contact with the County Attendance team on a regular basis.</p> <p>Oxfordshire schools have had some improvement with school attendance, however, data shows that children under CP/CIN and those with EHCP's are doing less well than their peers. The senior leadership in Children, Education and Families are aware of this and are working together to support attendance.</p> <p>We are also working with partners such as the Violence Reduction Unit and Oxford Brookes to develop schemes to support those young people at risk of non-attendance so that they are able to benefit from the outstanding learning opportunities available in Oxfordshire schools.</p> <p>Attendance figures from Terms 1 and 2 show absence rates in Oxfordshire schools running at 7% as compared with the national average of 6.6%. Absence rates are highest in our special schools (12.8% compared to the national average for special schools of 12.6%), our secondary schools absence rate is higher than the national average for secondary schools (9.3% compared with 8.3%) and the rate in our primary schools mirrors the national average for primaries of 5.1%.</p>
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**Divisions Affected – N/A**

**CABINET  
19 March 2024**

**Commercial Strategy**

**Report by Executive Director for Resources and S151 Officer**

**RECOMMENDATION**

1. **The Cabinet is RECOMMENDED to approve the Commercial Strategy**

**Executive Summary**

2. A Commercial Strategy has been drafted to set out the Council's commercial ambition and pathway to embedding commercial thinking as part of our culture and governance.
3. The strategy sets out the vision to leverage Oxfordshire's unique assets and strengths to optimise organisational efficiency, generate sustainable revenue, support the development of a more inclusive local economy and enhance public services through innovative and responsible commercial activities.
4. To support the delivery of the Commercial Strategy through 2024/25 a Commercial Transformation Programme has been established. A discovery phase is currently underway to look at the current maturity level of the Council's commercial thinking, information, skills and processes, from which an implementation plan can be designed and programme to deliver new commercial ways of working.
5. The draft Commercial Strategy is attached as annex 1 to this report.

**Overview**

6. Oxfordshire County Council (OCC) faces challenges such as declining government grants, rising costs, and increasing demand for public services. To address these challenges, OCC aims to optimise organisational efficiency and generate sustainable revenue through innovative and responsible commercial activities. This vision aligns with OCC's broader ambition to become a Place Shaper of Choice, a Partner of Choice, and an Employer of Choice.

7. The initial focus will be on enabling a commercially minded organisation with an understanding of commercial awareness, value creation, strategic thinking, resourcefulness, entrepreneurial spirit, and collaboration. The Commercial Strategy will apply to all revenue and capital expenditure and will be governed by a Commercial Board, that will operate under the direction of the Council Management Team, (CMT).
8. The Strategy defines the following commercial priorities:
  - Strategic Alignment
  - Sustainability
  - Innovation
  - Community Focus.
9. The delivery plan set out in the Strategy is focussed on 2024/25, where the key activity includes finding a balanced approach to optimising organisational efficiency and identifying avenues to generate income. Indicatively the sector efficiencies that are reported as achievable through organisations adopting a more commercial approach are between 3-10% of total expenditure.
10. The other areas of focus in the 2024/25 commercial delivery plan includes the following:
  - Information and Systems
  - Processes
  - People and Capability
  - Risk Appetite
  - Monitoring and Evaluation

## **Financial Implications**

11. The adoption of the commercial strategy and delivery plan will support services with achieving the 2024/25 budget saving of £2.0m relating to reductions in contract and commercial spend (see budget reference 2024CONT included in Section 4.2 of the report to Council on 20 February 2024).
12. The strategy will also need to identify opportunities for further efficiency and income generation over the medium term to contribute to reducing the deficit of £13.9m from 2025/26<sup>1</sup>.
13. There will be an inherent risk of failure with any commercial ventures and innovation therefore good governance and effective risk management are essential to achieving successful outcomes from commercial opportunities and minimising any impact on general balances.

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<sup>1</sup> As set out in the Medium Term Financial Strategy agreed by Council on 20 February 2024.

Comments checked by: Kathy Wilcox, Head of Corporate Finance  
[Kathy.wilcox@oxfordshire.gov.uk](mailto:Kathy.wilcox@oxfordshire.gov.uk)

## Legal Implications

There are no legal implications.

Comments checked by:

Paul Grant, Head of Legal, [paul.grant@oxfordshire.gov.uk](mailto:paul.grant@oxfordshire.gov.uk)

## Equality & Inclusion Implications

14. There are no direct implications arising from the strategy, but any commercial opportunities identified in the future would have Equality and Inclusion assessment undertaken.

## Sustainability Implications

15. There are no direct implications, but sustainability is set out as a key commercial priority within the strategy.

## Risk Management

16. If external spend is not controlled and managed effectively, there is a risk that the necessary value for money will be achieved which will have a financial consequence and could undermine the financial resilience of the Council. Lack of effective contract management could also mean that contracts do not deliver what has been tendered / contracted, with the consequence that alternative suppliers are needed to further support the initial requirements at a further cost to the Council.

Lorna Baxter  
Executive Director for Resources & S151 Officer

Annex: Annex 1 – the Commercial Strategy

Background papers: Nil

Contact Officer: Ian Dyson, Director of Finance Services,  
[ian.dyson@oxfordshire.gov.uk](mailto:ian.dyson@oxfordshire.gov.uk)

March 2024

# Oxfordshire County Council Commercial Strategy

## **Current State – Background**

The Local Government sector faces many challenges including:

1. Funding – declining government grants forcing tough decisions about spending, rising costs and limited traditional income sources, and increasing demand for public services
2. Capacity and skills – a leaner workforce, changing nature of work such as digitalisation, and attracting strong leadership while fostering innovation.
3. Political and regulatory environment – fragmented and complex landscape where authorities have overlapping responsibilities and potential inefficiencies, and confusion, and a changing legislative and policy landscape.
4. Social and environmental challenges – growing income inequality, poverty, and homelessness; climate change and environmental sustainability; and demographic shifts such as an aging population

Oxfordshire County Council (OCC) has these exact challenges and is under pressure to ‘balance the books’ and prepare for increasingly difficult decisions on spending priorities. It is therefore important that OCC optimises organisational efficiency to minimise costs and secure available efficiencies to offset the financial pressures created by the above challenges. Thereafter, OCC can explore more complex and innovative solutions to generate income.

## **Future State – Vision**

To leverage Oxfordshire's unique assets and strengths to optimise organisational efficiency, generate sustainable revenue, support the development of a more inclusive local economy and enhance public services through innovative and responsible commercial activities.

This vision will complement OCC’s broader ambition to become a Place Shaper of Choice, a Partner of Choice, and an Employer of Choice in the following ways:

1. Place Shaper of Choice – once the long-term vision for Oxfordshire has been defined, it will create commercial opportunities that would either help to prioritise activity to optimise organisational efficiency or identify ways to create income streams.
2. Partner of Choice – the delivery activity of this commercial strategy will help to support the local economy and build stronger and more strategic relationships with OCC’s supplier base and target broader social, environmental, or financial improvements (i.e. social value commitments to support the local economy and/or strengthening relationships with the supply chain through third party contractual commitments)

3. Employer of Choice – creating exciting opportunities, increasing commercial capability across the organisation, and building communities of practice will help to improve OCC’s employer proposition.

### **Future State – Mission**

OCC’s mission is to become a leader in local authority commercialisation, balancing revenue generation with social and environmental responsibility, while remaining accountable residents and communities.

To achieve the vision, OCC will focus on enabling an organisation of commercially minded individuals with an understanding of:

- Commercial awareness – building a consistent appreciation for market forces, basic economic principles (e.g. supply and demand and profit and loss), and risk management.
- Value creation – opportunities to balance social, economic, and environmental value to ensure OCC is efficient (e.g. by reducing costs or increasing revenue) and effective (e.g. increasing quality or maximising outcomes).
- Strategic thinking – how decisions and actions impact the wider ‘system’ and long-term objectives while being able to adapt to changing circumstances, and where suitable turning them into opportunities.
- Resourcefulness – making the most of what’s available and finding options and solutions when presented with challenges or constraints (e.g. decreasing budget).
- Entrepreneurial spirit – where to apply initiative through a blend of calculated risk-taking and willingness to try new things [and recover if it goes wrong].
- Collaboration – how to build strong relationships, share ideas/ learning/ resources, and negotiate effectively to work towards shared goals (i.e. either within OCC and outside with partners and stakeholders).

### **Remit of the Commercial Strategy**

The Strategy will apply to all revenue and capital expenditure, acquired, or disposed of by OCC from commercial or non-commercial providers. OCC’s commercial interest extends beyond the scope of its direct commercial relationships, for example where OCC works to improve cost, sustainability, or market capacity; or where OCC engages with others who influence policy, standards, or regulation that will ultimately have a commercial impact on the Council; or where OCC is exposed to financial, reputational, or any other risks and liabilities. The Strategy therefore seeks to promote a wide and more integrated approach to commercial management combining strategic and operational tasks distributed across the Council.

### **Governance Framework**

Delivery against the Commercial Strategy will be governed by the Commercial Board and where appropriate escalate to the Corporate Management Team (CMT).

The Commercial Board will meet twice a month to review all revenue spend requests prior to them being put out for tender, or other procurement route to market. They will review the requests for overall commerciality, considering factors such as whether the service is statutory, whether demand can be decreased, the procurement route to market, and providing constructive challenge to the service around the specification for the particular requirement.

### **Delivery Plan – Commercial Priorities**

- Strategic alignment: Ensure commercial activities directly contribute to OCC's strategic priorities, including:
  - Building a more inclusive and sustainable economy
  - Delivering high-quality public services
  - Promoting health and wellbeing
  - Protecting and enhancing the environment
- Sustainability: Prioritise long-term, sustainable income generation through:
  - Investing in renewable energy and low-carbon infrastructure
  - Developing partnerships with like-minded businesses and organisations
  - Adopting ethical sourcing and responsible business practices
- Innovation: Drive innovation and explore new market opportunities by:
  - Supporting and partnering with local startups and tech companies
  - Embracing digital technologies to improve efficiency and services
  - Piloting new commercial models and ventures
- Community focus: Ensure commercial activities benefit the entirety of Oxfordshire:
  - Prioritising local suppliers and contractors
  - Investing in community-based projects and initiatives
  - Maintaining transparency and accountability to residents

### **Delivery Plan**

With an increasing share of OCC's budget spent externally, OCC continue to deliver exceptional value for money while promoting broader social economic, and environmental priorities. To maintain vital public services, OCC will find a balanced approach to optimising organisational efficiency and finding avenues to generate income; typical efficiencies through a more commercially minded organisation are between 3-10% of total expenditure.

The focus of the Strategy in FY2024/25 will be to establish robust control over business-as-usual commercial activities including but not limited to:

- Information and systems –
  - Develop greater visibility of data and management information on third party spend and any associated risk exposure (complementing existing initiatives to enhance data and performance insights)

- Use market intelligence, data and management information to inform commissioning, contracting, contract management and asset acquisition, management and disposal activity
- Simplify processes, common systems and ways of working
- Process –
  - Run major procurements with assurance and achieve good service user and commercial outcomes
  - Create simple and automated process to order and pay for goods and services and provide an efficient transactional process for internal and external suppliers, ensuring contractual obligations are met
  - Manage external supplier relationships well and consistently, and optimise the value of these relationships over time
  - Create the capability to shape and develop new markets as required to support commissioning needs
  - Improve the business cases process and forward planning to manage and mitigate risk exposure
- People and capability –
  - Make decisions with commercial acumen and proactively seek to understand and manage risk
  - Embed consistent and rigorous contract management (complementing existing initiatives to build communities of practice)
  - Build a culture of continuous improvement and organisational learning
  - Adopt a structured approach to commercial skills development so that individuals are able to act confidently
- Define risk appetite –
  - Focus on managing an appropriate level of risk, not avoiding it
  - Balance caution with innovation to support informed, responsible risk-taking
  - Prioritize transparency and sound assessments
  - Improve visibility of demand management to inform decision-making
- Monitoring and evaluation –
  - Regularly assess the performance of commercial activities to track progress against key objectives and metrics, such as revenue generation, job creation, and social impact
  - Conduct ongoing risk assessments to identify and mitigate potential risks associated with commercial ventures
  - Maintain transparency and accountability by regularly sharing information about commercial activities with residents and stakeholders
  - Develop key performance indicators, for example: number of suppliers in each category/by spend
  - Once the data and insights work has been completed, seek opportunities to benchmark and conduct comparative studies while consolidating any disparate spend



Division(s): N/A

ITEM

## CABINET – 19 MARCH 2024

### TREASURY MANAGEMENT QUARTER 3 PERFORMANCE REPORT 2023/24

**Report by the Executive Director of Resources & Section 151 Officer**

#### RECOMMENDATION

1. Cabinet is **RECOMMENDED** to note the council's treasury management activity at the end of the third quarter 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 is the third for the 2023/24 financial year and sets out the position at 31 December 2023.
4. Throughout this report, the performance for the three quarters of the year to December 2023 is measured against the budget agreed by Council in February 2023.
5. As at 31 December 2023, the council's outstanding debt totalled £284m 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 third quarter, whilst £8m of maturing Public Works Loan Board (PWLB), and £5m of LOBO<sup>1</sup> loans were repaid. The cumulative amount of PWLB and LOBO loans repaid during 2023/24 is £12m and £10m, respectively. 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 nine months to 31 December 2023 the council achieved an average in-house return of 3.93% on average cash balances of £496.422m, producing gross interest receivable of £14.686m. In relation to external funds, the return for the nine months was

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

£3.035m, bringing total investment income to £17.721m. This compares to budgeted investment income of £10.805m, giving a net overachievement of £6.916m.

9. At 31 December 2023, the council's investment portfolio totalled £532.604m. This comprised £406.500m of fixed term deposits, £29.216m at short term notice in money market funds and £96.889m in pooled funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 31 December 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 the capital financing requirement met through internal borrowing.
12. As at 31 December 2023, the authority had 43 PWLB loans totalling £244.383m, 7 LOBO loans totalling £35m 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 31 December 2023 is shown in Annex 1.
13. The council repaid £8m of maturing PWLB loans and £5m of LOBO loans during the third quarter of the year. The weighted average interest rate payable on the matured loans was 4.645%. The forecast outturn for interest payable in 2023/24 is £12.90m. This is below the budgeted figure of £13.15m as a result of the early repayment of £10m of LOBO loans during the year. 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 three quarters of the financial year term fixed deposits have been placed with other Local Authorities as per the approved lending list, whilst Money Market Funds have been utilised for short-term liquidity. Inter local authority lending remains an attractive market to deposit funds with from a security 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 5.25% in August and has remained there to date. The market forecast as at February 2024 is that rates will remain at 5.25% until summer 2024, then slowly reduce to 3.00% by June 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 third quarter 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 £496.422m for the first three quarters of 2023/24 and the average in-house return was 3.93%, producing gross interest receivable of £14.686m. Gross distributions from pooled funds totalling £3.035m were also realised in the three quarters, bringing total investment income to £17.721m. This compares to budgeted investment income of £10.805m, giving a net overachievement of £6.916m. 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 (DSG) balances relating to High Needs. The negative DSG balance by the end of 2023/24 is forecast to be £64.00m. This would have an estimated opportunity cost of £1.59m in unearned interest during 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 three quarters of 2023/24 the average balance held on instant access was £67.864m, at an average rate of 4.24%.
23. At 31 December 2023 the total value of pooled fund investments was £96.889m. This has increased from the last reported value of £93.473m at 30 September 2023.
24. At 31 December 2023, the council's investment portfolio of £532.604m comprised £406.500m of fixed term deposits, £29.216m at short term notice in money market funds and £96.889m in pooled funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 31 December 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 31 December 2023 is included at Annex 4.

### **Prudential Indicators for Treasury Management**

26. During the first three quarters of the year, the council operated within the treasury limits and Prudential Indicators set out in the council's Treasury Management Strategy for 2023/24. The position for the Prudential Indicators as at 31 December 2023 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. The anticipated use of additional interest to support revenue budget pressures in 2023/24 is set out in the Business Management & Monitoring Report to Cabinet in March 2024.

Comments checked by:

Kathy Wilcox, Head of Corporate Finance, [kathy.wilcox@oxfordshire.gov.uk](mailto:kathy.wilcox@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:

Anita Bradley, Director of Law and Governance, [anita.bradley@oxfordshire.gov.uk](mailto:anita.bradley@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**  
**February 2024**

## 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
<b>5. Actual Debt at 31 March 2023</b>	<b>100%</b>	<b>402.72</b>
6. Prudential Borrowing		73.35
7. Borrowing in Advance		0.00
8. Minimum Revenue Provision		-11.84
<b>9. Forecast Debt at 31 March 2024</b>		<b>464.23</b>
<u>Maturing Debt</u>		
10. PWLB loans maturing during the year		-12.00
11. PWLB/LOBO Loans repaid prematurely		10.00
<b>12. Total Maturing Debt</b>		<b>-22.00</b>
<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
<b>16. Total New External Borrowing</b>		<b>0.00</b>
<u>Debt Profile Year End</u>		
17. PWLB	52%	244.38
18. Money Market loans (incl £35m LOBOs)	10%	40.00
19. Forecast Sub-total External Debt		289.38
20. Forecast Internal Balances	38%	174.85
<b>21. Forecast Debt at 31 March 2024</b>	<b>100%</b>	<b>464.23</b>

**Line Explanation**

- 1 – 5 This is a breakdown of the Council's debt at the beginning of the financial year (1 April 2023). 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' is borrowing taken by the authority whereby the associated borrowing costs are met by savings in the revenue budget.
- 7 'Borrowing in Advance' is the amount the Council borrowed in advance to fund future capital finance costs.
- 8 The amount of debt to be repaid from revenue. The sum to be repaid annually is laid down in the Local Government and Housing Act 1989, which stipulates that the repayments must equate to at least 4% of the debt outstanding at 1 April each year.
- 9 The Council's forecast total debt by the end of the financial year, after taking into account new borrowing, debt repayment and movement in funding by internal balances.
- 10 The Council's normal maturing PWLB debt.
- 11 PWLB/LOBO 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**

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

**LOBO Loans called & repaid during 2023/24**

<b>Date</b>	<b>Amount £m</b>	<b>Rate %</b>
31/08/2023	5.000	3.820%
27/10/2023	5.000	4.290%
<b>Total</b>	<b>10.000</b>	



## **Prudential Indicators Monitoring at 30 December 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 third 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 Authorised Limit was not breached in the in the third quarter of 2023/24 and is not expected to be breached by year end.

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

	<b>Actual</b>	<b>Forecast</b>
	<b>31/12/2023</b>	<b>31/03/2024</b>
Borrowing	£284,382,618	£284,382,618
Other Long-Term Liabilities	£ 17,000,000	£ 17,000,000
<b>Total</b>	<b>£301,382,618</b>	<b>£301,382,618</b>

### **Interest Rate Exposures**

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

#### **Fixed Interest Rate Exposure**

Fixed Interest Net Borrowing limit	£350,000,000
Actual at 31 December 2023	-£146,117,382

#### **Variable Interest Rate Exposure**

Variable Interest Net Borrowing limit	£0
Actual at 31 December 2023	-£74,104,268

**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	£ 45,000,000

**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 December 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.

	<b>Limit %</b>	<b>Actual %</b>
Under 12 months	0 - 20	3.52
12 – 24 months	0 - 25	1.05
24 months – 5 years	0 - 35	20.04
5 years to 10 years	5 - 40	30.02
10 years +	25 - 95	45.36

# **OXFORDSHIRE COUNTY COUNCIL INVESTMENT PORTFOLIO 31/12/2023**

## **Fixed term deposits held at 31/12/2023**

<b>Counterparty</b>	<b>Principal Deposited</b>	<b>Maturity Date</b>
Torfaen County Borough Council	£7,000,000.00	04/01/2024
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 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

<b>Counterparty</b>	<b>Principal Deposited</b>	<b>Maturity Date</b>
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
Isle of Wight Council	£5,000,000.00	05/07/2024
North Lanarkshire Council	£5,000,000.00	05/07/2024
Conwy County Borough Council	£5,000,000.00	09/07/2024
Monmouthshire County Council	£5,000,000.00	10/07/2024
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
The Highland Council	£5,000,000.00	25/09/2024
Rotherham Metropolitan Borough Council	£5,000,000.00	30/09/2024
Falkirk Council	£5,000,000.00	01/10/2024
Great Yarmouth Borough Council	£8,000,000.00	08/10/2024
Orkney Islands Council	£5,000,000.00	10/10/2024
The Highland Council	£7,000,000.00	16/10/2024
London Borough of Haringey Council	£5,000,000.00	18/10/2024
West Dunbartonshire Council	£5,000,000.00	23/10/2024
Fife Council	£5,000,000.00	24/10/2024
Worthing Borough Council	£3,000,000.00	19/11/2024
Aberdeen City Council	£5,000,000.00	19/11/2024
Aberdeen City Council	£5,000,000.00	19/11/2024
Aberdeen City Council	£5,000,000.00	20/11/2024
Moray Council	£5,000,000.00	26/11/2024
<b>Short Term Deposit Total</b>	<b>£361,500,000.00</b>	

<b>Counterparty</b>	<b>Principal Deposited</b>	<b>Maturity Date</b>
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
<b>Long Term Deposit Total</b>	<b>£45,000,000.00</b>	
<b>Total Deposits</b>	<b>£406,500,000.00</b>	

## Money Market Funds

Counterparty	Balance at 31/12/23 (£)	Notice period
Aberdeen Liquidity Fund	50,000.00	Same day
Goldman Sachs Sterling Liquid Fund	0.00	Same day
Deutsche Sterling Liquid Fund	0.00	Same day
Federated Sterling Liquidity Funds	25,000,000.00	Same day
Legal & General Sterling Liquidity Fund	4,100,000.00	Same day
CCLA Public Sector Deposit Fund	159.66	Same day
Morgan Stanley Sterling Liquid Fund	50,000.00	Same day
<b>Total</b>	<b>29,150,159.70</b>	

## Notice / Call Accounts

Counterparty	Balance at 31/12/23 (£)	Notice period
Santander Call Account	3,724.48	Same day
Barclays Current	9,258.91	Same day
Handlesbanken	2,386.74	Same day
<b>Total</b>	<b>15,370.13</b>	

## Strategic Bond Funds

Fund	Balance at 31/12/23 (£)	Notice period
Threadneedle strategic bond fund (income)	12,478,200.65	4 days
Threadneedle Global Equity Income Fund	15,678,495.79	4 days
Kames Diversified Income	9,233,345.74	4 days
Ninety One Diversified Income	8,986,389.28	4 days
M&G Strategic Corporate Bond Fund	11,465,033.42	4 days
Schroder Income Maximiser	10,863,994.88	4 days
CCLA Diversified Income Fund	4,896,769.44	4 days
<b>Total</b>	<b>73,843,235.79</b>	

## Property Funds

Fund	Balance at 31/12/22 (£)	Notice period
CCLA Local Authorities Property Fund	23,045,502.42	Monthly
<b>Total</b>	<b>23,045,502.42</b>	

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**CABINET**  
**19 MARCH 2024**

**BUSINESS MANAGEMENT AND MONITORING REPORT**  
**January 2024**  
**Report by the Executive Director of Resources & Section 151 Officer**

**RECOMMENDATION**

1. **The Cabinet is RECOMMENDED to**
  - a) note the report and annexes.
  - b) note the virements in Annex 2b
  - c) approve the supplementary estimate request of £0.2m as set out in paragraph 92 of Annex B.
  - d) approve the eleven debt write offs totalling £0.2m as set out in paragraph 122 of Annex B.

**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 January 2024 performance, risk, and finance position for the council.
4. Further information is provided in the following annexes to the report:

Annex A: Performance as at January 2024  
Annex B: Finance as at January 2024  
Annex C: Homes for Ukraine  
Annex D: Cost of living update

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 2023/2024 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 comprises monthly, quarterly, termly, six monthly and annual measures which may change as we progress through the year. At the appropriate period, relevant measures will be included in the report.

7. As at the end of January 2024 the indicators were rated as follows:

January 2024	Green		Amber		Red		Monitoring Only/Data Unavailable		Total
Monthly	24	56%	8	19%	4	9%	7	16%	43
Annual (January)	2	100%	0	0%	0	0%	0	0%	2
<b>Total</b>	<b>26</b>	<b>58%</b>	<b>8</b>	<b>18%</b>	<b>4</b>	<b>9%</b>	<b>7</b>	<b>15%</b>	<b>45</b>

Table 1: Summary of January 2024 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 45 measures reported in January 2024 (Table 1) 43 monthly measures and two annual measures (OCC01.05 (Progress of application for Local Electrical Vehicle Infrastructure) and OCC05.05 (Number of cycling trips)).

- 26 (58%) of the measures were reported as Green (meeting or exceeding target) in January.
- Eight (18%) were rated as Amber (misses target by narrow margin), of which were Amber or Red for 2+ months.
- Four (9%) were rated as Red (misses target by a significant margin).

9. This bi-monthly Cabinet report is the fifth of 2023/2024. 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
October 2023	19	59%	5	16%	2	6%	5	16%	32
November 2023	30	63%	5	10%	8	17%	5	10%	48
December 2023	20	63%	5	16%	1	3%	6	19%	32
<b>January 2024</b>	<b>26</b>	<b>58%</b>	<b>8</b>	<b>18%</b>	<b>4</b>	<b>9%</b>	<b>7</b>	<b>15%</b>	<b>45</b>

Table 2: Comparison of monthly reporting measures for Financial Year 2023/2024. \*April, June, August, October and December 2023 do not include measures from priority OCC11 (finance).

10. Table 3 lists the performance measures reporting as Red at the end of January 2024. Full details can be found in Annex A.

Performance measures reporting Red for January 2024
OCC11.02 Achievement of planned savings



OCC11.04 Directorates deliver services and achieve planned performance within agreed budget
OCC11.06 Total Outturn variation for DSG funded services (high needs)
OCC11.11 Debt requiring impairment - ASC contribution debtors

Table 3: Red RAG Status Measures January 2024 Reporting Period.

11. This table indicates the direction of travel of measures compared to December (monthly) 2023.

Status changes – December 2023 to January 2024	
Red to Green	Not applicable
Amber to Green	OCC01.02 Total No. of streetlights fitted with LED Lanterns
Red to Amber	OCC11.03 General balances are forecast to remain at or above the risk assessed level
Green to Amber	OCC07.07 % of Education Health & Care Plans completed within 20 weeks OCC10.05 The percentage of customer telephone calls abandoned at the Customer Service Centre
Amber to Red	Not applicable
Green to Red	Not applicable

Table 4: Change in Performance across December 2023 to January 2024.

## 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 ten exceptions, four measures have a Red rating and the six measures that have reported an Amber rating for two months or more.

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

This priority has three measures being reported in January 2024: two are Green and one Amber.



Figure 1: Priority OCC01 Monthly performance for 2023/2024 financial year

Measure:	December Status:	January Status:	Director:
OCC01.07 Total % of household waste which is reused, recycled, or composted	Amber	Amber	Bill Cotton

Table 5: Priority OCC01 Measure Exceptions - January 2024

**OCC01.07:** Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2023/24. The forecasts are variable and may go up or down.

On 31 January 2024 Defra published statistics for Waste Disposal Authorities for

2022/23, confirming Oxfordshire remains first nationally for the overall percentage of waste reused, recycled or composted for the tenth year in a row with a recycling rate of 57.2%.

This is a great achievement and testament to the great partnership working between Oxfordshire County Council and the City and District Councils through the Oxfordshire Resources and Waste Partnership, and of course our residents.

However, most local authorities including Oxfordshire saw recycling rates decrease from 2021/22, and Oxfordshire's forecast recycling rate for 2023/24 remains below target. This is because for some time recycling rates have plateaued despite continued behavioural change campaigns and encouraging residents to use the exiting recycling collections better. This could be due to a number of factors in combination, for example lighter weight packaging materials, new housing growth, and changing behaviours due to the current economic conditions.

To meet Oxfordshire Joint Municipal Waste Management Strategy targets a step change is needed which can only be made by the district councils and the county council acting together. However, nationally local authorities have been unable to commit investment in significant changes in waste services because anticipated Government waste policy changes have been repeatedly delayed by Defra.

Locally, campaign work to inform residents and encourage behaviour change is continuing. For example, an Oxfordshire Reuses event is to be held in Oxford in March promoting reuse, composting, and recycling.

#### 14. Priority OCC04: Support carers and the social care system

This priority has eight measures being reported in January 2024: four Green, two Amber and two monitoring only.



Figure 2: Priority OCC04 Monthly performance for 2023/2024 financial year

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

Table 6: Priority OCC04 Measure Exceptions - January 2024

**OCC04.04:** Performance remains in line with the national position. 12 people would need to transfer to Direct Payments in the year to be on target.

There are three key actions to stabilise this measure:

1. Review of individual team performance at the monthly performance board.
2. The Adult Social Care forum asks if a direct payment has been considered for each new service recipient and this data is used to understand barriers to the uptake of direct payments.

3. Increased communications to social care teams to actively promote direct payments.

**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 2% points 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 3.9% more than 12 months ago, compared to a 1.1% increase in people in care homes. The council is currently supporting 3,653 older people with long term support of whom 2,118 are being supported to remain living in their own home.

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

This priority has seven measures being reported in November 2023: one Green, two Amber, zero Red, and four monitoring only/data unavailable.



Figure 3: Priority OCC07 Monthly performance for 2023/2024 financial year

Measure:	December Status:	January Status:	Director:
OCC07.04 Increase the % of children in foster care	Amber	Amber	Lisa Lyons

Table 7: Priority OCC07 Measure Exceptions - January 2024

**OCC07.04:** 486 children (62.4%) are currently supported in foster care out of a total of 795 cared for children (including unaccompanied asylum-seeking children). This has improved for the second successive month, increasing by 1.4% since November 2023. The vast majority of occasions where the council seeks a foster care placement results in the child being placed in foster care.

A targeted campaign is in place to increase internal foster care looking at specific locality areas where we need to recruit foster carers.

The new South Central Independent Fostering Agency Framework is now in place to provide additional external foster placements. 62.4% of Oxfordshire children are looked after in foster placements whereas nationally the figure is 68%.

When a child needs a placement, we will always where possible prioritise foster family-based care over alternatives and within this are looking at how we support our foster families to care for more complex children and young people.

#### 16. **Priority OCC11: Running the business - Finance.**

This priority has 15 measures being reported in January 2024: nine Green, two Amber and four Red.



Figure 4: Priority OCC11 Monthly performance for 2023/2024 financial year

Measure:	December Status:	January 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	Amber	Lorna Baxter
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	Red	Red	Lorna Baxter
OCC11.06 Total Outturn variation for DSG funded services (high needs)	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 8: Priority OCC11 Measure Exceptions - January 2024

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.

Link: [Proposal to move county council offices to new carbon-neutral offices set to progress](#)

Proposals to move Oxfordshire County Council's headquarters from the new part of County Hall on New Road to a refurbished net-zero, green Speedwell House campus on Speedwell Street in Oxford are progressing. It is envisaged that the Speedwell Street offices would be an exemplar for carbon-neutral offices and providing exciting opportunities to deliver regeneration in Oxford.

### Tackle inequalities in Oxfordshire

Link: [Council closes gender pay gap and betters national averages](#)

Oxfordshire County Council has further reduced the gap between what men and women are paid and remains better than the national average across public sector organisations.

A report to a meeting of full council in December reported that there had been a decrease in the mean gender pay gap from 2.3% in 2022 to 1.2% in 2023.

Since 2017, an employer that has a headcount of 250 or more employees on a 'snapshot date' has been required to comply with regulations on gender pay gap reporting. Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date'. The 'snapshot date' for Oxfordshire County Council (as with most other public authority employers) is 31 March every year.

### **Prioritise the health and wellbeing of residents.**

*Link:* [New strategy aims to improve health outcomes for all](#)

More than a thousand people in Oxfordshire have helped the county council prepare a new strategy to improve health outcomes for local people over the next five years. The new health and wellbeing strategy for Oxfordshire 2024–2030 has been developed by [Oxfordshire's Health and Wellbeing Board](#) – the partnership between local NHS services, the county council, the city and district councils and [Healthwatch Oxfordshire](#).

The strategy can be read in full by visiting [Oxfordshire County Council's website](#). This strategy has been informed by the themes in the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System Strategy published in March 2023. Over 1,000 residents from many seldom heard communities were also engaged with to learn what challenges they face and what helps them stay well and healthy. Residents can find out more by reading [Healthwatch Oxfordshire's engagement report](#).

### **Support carers and the social care system**

*Link:* [Supporting vulnerable people to find their voice](#)

Plans to improve the way vulnerable children and adults are supported to be heard during decisions around their own health and care took a step forward following a council meeting on Tuesday 19 December 2023.

Oxfordshire County Council's advocacy services help people understand their rights, communicate their needs and preferences and ensure that their voices are heard in decisions about their care and support.

The council's cabinet agreed to recommendations that lay the foundations to bring the council's advocacy services together for both children and adults. This will give providers the opportunity to put forward bids that enhance both services at the same time.

Funding is provided by the county council and Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (BOB ICB), with BOB ICB responsible for the adult's health-related elements of the contract.

### **Invest in an inclusive, integrated, and sustainable transport network.**

*Link:* [Road maintenance carried out in Oxfordshire using latest low carbon recycling technique](#)

A programme of resurfacing has been completed in Oxfordshire using an innovative technique which recycles the top layer of old road surfaces that are removed before new surfaces are put in place.

Oxfordshire County Council carried out the work using 'cold recycling' with its contractor Milestone Infrastructure and its supply chain partners Aggregate Industries, Drayton Construction, Hazell & Jeffries and OCL Regeneration in September and October 2023.

During this programme, over 4,000 tonnes of cold recycled material was laid, saving an estimated 75 tonnes of carbon – equivalent to 92 flights from London to New York. It also avoids the environmental impact of disposing of thousands of tonnes of waste planings and the need to extract virgin aggregates.

### **Preserve and improve access to nature and green spaces.**

*Link:* [Cycling and walking improvements set to come to Didcot](#)

Didcot residents and visitors are set to benefit from potential improvements that will encourage cycling and walking in and around the town and neighbouring villages.

Oxfordshire County Council has approved the Didcot Local Cycling and Walking Infrastructure Plan (LCWIP), which will set out how to improve the town's active travel network, reduce the reliance on private motor vehicles and cut congestion.

The LCWIP will provide a ten year plan for the delivery of cycling and walking interventions to maximise the uptake of active travel to help meet the travel needs of the growing populations of Didcot and surrounding areas. It will be reviewed and updated regularly.

The Didcot plan is the seventh LCWIP to be approved in Oxfordshire, following on from Oxford, Bicester, Abingdon, Witney, Banbury, and Kidlington.

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

*Link:* [Funding for new Didcot school for children with special educational needs and disabilities \(SEND\)](#)

Funding for a new school for children with special educational needs and disabilities (SEND) was approved by Oxfordshire County Council's cabinet on Tuesday 23 January 2024.

A total of £14.4 million will be invested in the planned school, which will be located in Didcot.

Initial design work has started and the education specification will be published for public consultation in February. It is intended that the school will have capacity to teach 120 children with special educational needs related to autism and/or social, emotional and mental health.

Subject to planning permission, construction work is scheduled to begin in 2025 with a projected opening date of 2026/27.

The proposal for the school in Didcot will be the first of two new special schools planned for the area, which will take the total number of Oxfordshire special schools to seventeen.

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

*Link:* [Launch of all-electric bus fleet to service Oxford passengers](#)

A partnership between Oxfordshire County Council and bus operators has launched what will be one of the biggest UK fleets of electric buses outside London.

The £82.5 million project will deliver 159 new battery buses on to the roads of Oxford – the first of which have already gone into service. It has also funded two associated electric charging hubs at the city's bus depots.

The bus fleet has been funded through a collaboration between the county council and Oxford Bus Company, owned by The Go-Ahead Group, and Stagecoach. The council was awarded £32.8m from the government's Zero Emission Bus Regional Areas (ZEBRA) scheme and contributed £6m directly, while bus operators invested £45m.

The groundbreaking infrastructure project is a huge boost to Oxford's vision to creating a more sustainable, decarbonised public transport system and improving air quality.



## Strategic Risk Management Overview

18. 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.
19. The table below provides an overview of the current strategic risk position. Strategic risks are reviewed monthly as part of the Business management and monitoring process. Risks can be added and escalated at any time during the year.
20. Update following the 2024/2025 budget being agreed by Council. The 2024/2025 budget has been agreed by Council on 20 February 2024. This has seen an improvement in the residual risk score and residual risk rating of the strategic risk 08 'The Inability to seek agreement in relation to the policy and budget framework from a minority administration' from 20, Red status in January 2024 to 12, Amber status in February 2024.

Risk Name	Risk Description	31 Jan 2024				
		Inherent Score	Previous Residual Risk Score	Current Residual Risk Score	Current Residual Risk Rating	Direction of Travel
01. Financial Resilience	The council is not financially sustainable in the immediate/medium term.	25	12	12	●	➡
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	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	12	12	●	➡
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	16	16	▲	➡
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	20	▲	➡
09. Delivering the Future Together	Failure to deliver organisation wide transformation.	25	16	16	▲	➡

Table 9: Strategic Risk Overview for January 2024. Please note that a strategic risk regarding resilience in the face of climate change will be forthcoming early in 2024.



## **Homes for Ukraine**

21. Annex C sets out an update on grant funding allocations for the Homes for Ukraine scheme and the use of that funding.

Since the Homes for Ukraine scheme launched in March 2022, the UK government has provided £1.1 billion to councils through a £10,500 tariff for each arrival in their area. The tariff reduced on 1 January 2023 to £5,900 for each new arrival in addition to the 'thank you' payment to sponsors. The original tariff allocation was intended to cover two years, this is now being stretched to cover three years, plus another 18 months following the recent announcement to extend visas for this longer period of time.

The overall grant funding to date (based on the number of arrivals) for the Homes for Ukraine programme in Oxfordshire is now £23m. The funding allocated across the county, city and district councils had increased to £20m by December 2023. The Oxfordshire Migration Partnership (known as 'Silver') has allocated this additional funding across a range of shared programmes and this is managed by the County Council's Programme Management Team (PMT) who provide a quarterly update to the Oxfordshire Migration Partnership.

A partnership delivery plan was approved by the district and county council Chief Executives in May 2023 and sets out the agreed priorities for the partnership. The plan is preventative in its approach, and our ambition remains to maintain an Oxfordshire refugee and asylum migration system that ensures a warm welcome for all new arrivals and embraces and supports independent living for those staying in the county. An outcomes framework is being finalised to measure progress against our key deliverables in the delivery plan. The partnership is committed to maximising the use of all available funding across the system to deliver the priorities.

## **Cost of Living**

22. Annex D sets out an update on the Cost of Living Programme that was set out in a report to Cabinet in March 2023. The following actions are proposed to maximise the cost of living and financial inequality resource in 2024/25:

- £0.5m unspent funding from the 2023/24 cost of living programme will be used to fund equivalent holiday support for free school meals in the Easter 2024 school holiday.
- £0.054m not required to be drawn down from the Budget Priorities reserve in 2023/24 will be held in the reserve and used to increase the 2025/26 emergency welfare fund to £0.354m.
- A report to Cabinet in early 2024/25 will set out proposals for the use of the Household Support Fund as well as other opportunities for tackling financial deprivation and inequality, including an update on the use of additional funding included in the 2024/25 budget.

## **Financial Position**

23. As shown below directorates are forecasting an overspend of £12.3m (2.1%).

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 is balanced to the net operating budget.

	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Jan-24 %	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Adult Services	229.3	229.3	0.0	0.0%	0.0	0.0
Children's Services	172.0	185.0	13.0	7.5%	12.8	0.1
Environment & Place	75.3	72.4	-2.9	-3.9%	-0.8	-2.1
Public Health	4.1	4.1	0.0	0.0%	0.0	0.0
Community Safety	27.7	28.1	0.4	1.4%	0.5	-0.1
Resources	73.5	75.4	1.9	2.6%	2.0	-0.1
<b>Directorate Total</b>	<b>581.7</b>	<b>594.1</b>	<b>12.3</b>	<b>2.1%</b>	<b>14.4</b>	<b>-2.1</b>
<b>Budgets Held Centrally</b>						
Capital Financing	28.4	28.4	0.0	0.0%	0.0	0.0
Interest on Balances	-16.6	-18.9	-2.2	13.5%	-1.8	-0.4
Contingency <sup>1</sup> and Inflation	9.2	0.5	-8.7	-94.5%	-7.0	-1.7
Un-ringfenced Specific Grants	-44.0	-44.0	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	20.7	20.7	0.0	0.0%	0.0	0.0
Contribution to balances	7.6	7.6	0.0	0.0%	0.0	0.0
<b>Total Budgets Held Centrally</b>	<b>-3.1</b>	<b>-15.4</b>	<b>-12.3</b>	<b>400.7%</b>	<b>-10.2</b>	<b>-2.1</b>
<b>Net Operating Budget</b>	<b>578.8</b>	<b>578.8</b>	<b>0.0</b>	<b>0.0%</b>	<b>4.2</b>	<b>-4.2</b>
Business Rates & Council Tax funding	-578.8	-578.8	0.0	0.0%	0.0	0.0
<b>Forecast Year End Position</b>	<b>-0.0</b>	<b>0.0</b>	<b>0.0</b>		<b>4.2</b>	<b>-4.2</b>

24. As noted in previous reports, financial risks which include inflation and demand pressures for children's social care, as well as workforce shortages, make it much more challenging for the council to forecast activity and expenditure.

25. The overall forecast has reduced by £4.2m since November 2023. This reflects the reduction in the forecast directorate overspend and the use of contingency and additional interest on balances to manage the directorates pressures.

26. The forecast for Adult Services remains balanced to the budget. Risks within the council elements of the pooled budgets are being managed by the service.

<sup>1</sup> Includes £4.2m one – off funding as set out in the Financial Monitoring Report to Cabinet in May 2023.

27. The forecast overspend for Children's Services has increased by £0.1m since November 2023. Whilst the Home to School transport has remained unchanged from the £3.6m overspend reported to Cabinet in January 2024, additional unbudgeted expenditure of £0.9m is required to fund temporary senior management posts within Education. In addition, there is £0.5m pressure relating to the reallocation of staffing savings. As reported throughout the year on-going underlying pressures are driven by a combination of increased care placements costs, and reliance on agency staff to cover vacancies. Action continues to be taken through a range of organisational, governance and business process controls as well as market management activity to address the underlying pressures but it is taking time for these to have an impact.
28. There is a forecast overspend of £0.4m for Community Safety as a result of reallocated budgeted staffing savings and an increase in training costs. A one-off payment of £0.2m made for a disabling injury/illness is recommended to be funded by a supplementary estimate.
29. The forecast underspend for Environment & Place has increased by £2.1m compared to the November 2023 forecast. There is a reduction in energy costs from lower energy activity, a reduction in waste management costs and additional income from enforcement activity.
30. The forecast overspend for Resources has reduced by £0.1m, mainly due to a number of vacancies in Communications, Strategy and Insight.
31. 73% of the budgeted savings of £10.2m which were not achieved as planned in 2022/23 are currently assessed as delivered or are expected to be delivered in 2023/24. 27% are assessed as amber or red.
32. 81% of the 2023/24 savings are assessed as delivered or are expected to be delivered and 19% are still assessed as amber or red. Action is continuing to be 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. Where relevant savings that are not expected to be achieved have been considered through the Budget & Business Planning Process for 2024/25.
33. The forecast 2023/24 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £22.9m. This is £4.6m higher than the £18.3m forecast deficit approved by Cabinet in May 2023. The CIPFA code of practice currently 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 £64.0m at 31 March 2024.
34. £0.5m continues to be held in corporate contingency to meet the cost of pay inflation for vacant posts as they are recruited to. The balance of £8.7m, which includes £4.2m one – off funding, has been used to support directorate pressures. After taking account of the use of contingency and funding from the COVID-19 reserve to support the overall forecast position, as well as supplementary

estimates agreed earlier in the year balances would be £29.8m at year end, £0.4m lower than the risk assessed level of £30.2m.

### **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 the rest of 2023/24 and on-going in 2024/25.

Comments checked by: Lorna Baxter, Executive Director of Resource and Section 151 Officer.

### **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 January 2024 the 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

# Annex A - Performance - January 2024

## Contents

Priority	Page
Priority 1	2
Priority 2	4
Priority 3	5
Priority 4	6
Priority 5	8
Priority 6	9
Priority 7	10
Priority 8	13
Priority 9	14
Priority 10	16
Priority 11	20

## 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	31/01/2024
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"> <li>Bill Cotton</li> <li>Paul Fermer</li> </ul>	Cllr A Gant	129	125	★	We have hit our target for the month. Overall programme still on track for year end target due to overachieves in targets in previous months.			2,866	3,950	▲
OCC01.05 Progress of application for Local Electric Vehicle infrastructure funding	Tim Spiers	Cllr L Leffman	Delivering to plan	Delivering to plan	★	We are awaiting comments from OZEV regarding the LEVI application submitted on 30/11/23. We have been informed that we should receive these by the middle of February.			Delivering to plan	Delivering to plan	★
OCC01.07 Total % of household waste which is reused, recycled or composted	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>Rachel Wileman</li> </ul>	Cllr P Sudbury	57.34%	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. The forecasts are variable and may go up or down.</p> <p>On 31 January 2024 Defra published statistics for Waste Disposal Authorities for 2022/23, confirming Oxfordshire remains first for the overall percentage of waste reused, recycled or composted for the tenth year in a row with a recycling rate of 57.2%. This compares to Devon and Surrey in joint second place at 54%, and West Sussex at 53.7%. This is a great achievement and testament to the great partnership working between Oxfordshire County Council and the City and District Councils through the Oxfordshire Resources and Waste Partnership, and of course our residents. However, most local authorities including Oxfordshire saw recycling rates decrease from 2021/22, and Oxfordshire's forecast recycling rate for 2023/24 remains below target. This is because for some time recycling rates have plateaued despite continued behavioural change campaigns</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	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 in some areas from Government about some elements of Simpler Recycling, the Government's response to the consultation on consistent collections published in	57.18%	61.50%	●

						<p>and encouraging residents to use the exiting recycling collections better. The trend this year reflects increased residual waste and reduced recycling being collected at kerbside from residents and through the HWRCs. It is difficult to establish the reasons for this as it could be due to a number of factors in combination, for example lighter weight packaging materials, new housing growth, and changing behaviours due to the current economic conditions.</p> <p>To meet Oxfordshire Joint Municipal Waste Management Strategy targets a step change is needed which can only be made by the district councils and OCC acting together, but local authorities nationally have been unable to commit investment in significant changes in waste services because anticipated Government waste policy changes have been repeatedly delayed by Defra.</p> <p>In January 2023 Defra published its consultation response on introducing a Deposit Return Scheme (DRS) for drinks containers from October 2025. In July Defra then announced the delay of Extended Producer Responsibility (EPR) for packaging until October 2025 to avoid the risk of causing inflationary pressures.</p> <p>Defra also confirmed the deferral of implementation of consistent collections changes until after the introduction of EPR, and published its consultation response on this, now named Simpler Recycling, in October 2023. While the response provides clarity in some areas, others are open to further consultation.</p> <p>Locally, campaign work to inform residents and encourage behaviour change is continuing. For example, an Oxfordshire Reuses event is to be held in Oxford in March promoting reuse, composting, and recycling.</p>	<p>managing packaging waste under the EPR scheme will now not be received until after October 2025.</p>	<p>October 2023, continues to make investment decisions by local authorities in significant service changes very difficult. This is a national issue.</p>			

## Tackle inequalities in Oxfordshire

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

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

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

Status of Indicators	31/01/2024
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	7,845	5,500	★	This figure continues to remain above target and demonstrates a clear ongoing demand for access to free public computers and internet.			71,990	58,000	★
OCC02.03 Number of physical visits to Libraries	Mark Haynes	Cllr N Fawcett	164,013	90,000	★	The number of physical visits to libraries remains well above target, and bounced back after the traditional dip in December. This continuing success is a result of the high number of activities (including school visits) that library staff have organised. This 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).			1,575,242	1,150,000	★



## 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	31/01/2024
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
OCC03.09 No of people contacted via Making Every Conversation Count	Mark Haynes	Cllr N Fawcett	798	400	★	This figure remains significantly above target, and recovered to normal levels after December, which is traditionally the quietest month in terms of library business. 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.			7,261	4,350	★

## Support carers and the social care system

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

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







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

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

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

Status of Indicators	31/01/2024
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	6,571		n/a				6,571		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	88.29%	86.00%	★				88.29%	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	18.03%	15.50%	★				18.03%	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	37.85%	38.40%	●	<p>Performance remains in line with the national position. 12 people would need to transfer to a direct payments in the year to be on target.</p> <p>There are 3 key actions to stabilise this measure</p> <ol style="list-style-type: none"> <li>1. Review of individual team performance at the monthly performance board</li> <li>2. The Adult Social Care forum asks if a Direct Payment has been considered for each new service recipient and we use this data to understand barriers to uptake of direct payments</li> <li>3. Increased communications to teams to actively promote direct payments</li> </ol>	There is no financial risk associated with this measure.	Increasing use of direct payments is seen as improving performance by the Care Quality Commission. Falling numbers could reflect a reputational risk	37.85%	38.40%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC04.05 % of older residents who receive long term care and are supported to live in their own home	Karen Fuller	Cllr T Bearder	57.97%	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 2% points 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 3.9% more than 12 months ago, compared to a 1.1% increase in people in care homes. We are currently supporting 3653 older people with long term support of whom 2118 are supported at home.	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.	57.97%	60.00%	
OCC04.06 No of residents who have received a formal assessment of their role as a Carer	Karen Fuller	Cllr T Bearder	592	197					6,039	1,970	
OCC04.07 No of Carers who have received a direct payment	Karen Fuller	Cllr T Bearder	1,504		n/a				1,504		n/a
OCC04.08 No of visits to Live Well Oxfordshire	Karen Fuller	Cllr T Bearder	14,083	6,000					127,038	60,000	

## 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	31/01/2024
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"> <li>Bill Cotton</li> <li>Paul Fermer</li> </ul>	Cllr A Gant	0.00	0.00	★	The annual target for 2023/24 total surfacing programme has been firmed up as 2% of the network (excluding patching). As at 31st January, 86.7km has been treated as programmed. This is on track against the target of 2%. No surfacing works were programmed in January.			86.75	88.30	★
OCC05.05 Number of cycling trips	<ul style="list-style-type: none"> <li>Bill Cotton</li> <li>Owen Jenkins</li> </ul>	Cllr A Gant	534,729.0	532,957.00	★	We have exceeded our target for November 2021 to November 2022 and are on track to meet our cycle trip target of 1 million per week by 2030. This is being achieved by a number of cycling initiatives.			534,729.00	532,957.00	★

## Preserve and improve access to nature and green spaces

We will work with partners to provide safe and clean green spaces across the county that support the physical and mental wellbeing of our residents.  
We will take action to protect and increase biodiversity, supporting nature recovery, in both rural and urban environments.

Status of Indicators	31/01/2024
OCC06 - Preserve and improve access to nature and green spaces	?

Measure	Director	Portfolio Holder	Period Actual	Period Target	Statu	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC06.02 Percentage of newly planted trees still alive on land OCC own & manage	<div><div>■ Bill Cotton</div><div>■ Rachel Wileman</div></div>	Cllr P Sudbury	93.60%		n/a	No change. This figure will not shift before April 2024 as the trees will not be surveyed due to winter dormancy.	No change	No change	93.60%		n/a



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

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

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

Status of Indicators	31/01/2024
OCC07 - Create opportunities for children and young people to reach their full potential	<div></div>

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	<div> <div></div> <div> <div>Lisa Lyons</div> <div>Stephen Chandler</div> </div> </div>	Cllr J Howson		890	?					5,464	?
OCC07.01 Total number of children with a Education, Health and Care Plan	<div> <div></div> <div> <div>Lisa Lyons</div> <div>Stephen Chandler</div> </div> </div>	Cllr K Gregory	6,418		n/a				6,418		n/a
OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children	<div> <div></div> <div> <div>Lisa Lyons</div> <div>Stephen Chandler</div> </div> </div>	Cllr J Howson	89		n/a				990		n/a

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.04 Increase the % of children in Foster Care	<ul style="list-style-type: none"> <li>■ Lisa Lyons</li> <li>■ Stephen Chandler</li> </ul>	Cllr J Howson	62.38%	66.00%		486 children are currently supported in foster care out of a total of 795 cared for children (including unaccompanied asylum seeking children) – 62.4%. This has improved for the second successive month. The vast majority of occasions where we seek a foster care placement result in the child being placed in foster care. A targeted campaign is in place to increase internal foster care looking at specific locality areas where we need to recruit foster carers. You will see adverts for foster carers on the sides of buses. The new South Central Independent Fostering Agency Framework is now in place to provide additional external foster placements. 62.4% of Oxfordshire children are looked after in foster placements whereas nationally the figure is 68%. When a child needs a placement we will always look where possible that we prioritise family based care over alternatives and within this are looking at how we support our foster families to care for more complex children and young people		The average cost of an external residential placement is around £6196 a week; the average cost of external foster care is around £1027 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 interests of the child/young person) then there is a pressure on the budget.	62.38%	66.00%	

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"> <li>■ Lisa Lyons</li> <li>■ Stephen Chandler</li> </ul>	Cllr J Howson	16.9%		n/a	<p>The total number of cared for children has reduced from 881 (including unaccompanied children and young people) at the start of the year to 779 at the end of January a reduction of 12%. The number of children supported in residential care has reduced from 143 at the start of the year to 132 at the end of January, a fall of 8%. The reduction in the overall numbers of cared for children masks the improvement in terms of reducing the number of children in residential care.</p> <p>We are increasing the number of in-house children's homes from 4 homes to 9 by March 2025 with the support of the DFE capital grant and council capital resource. In addition, we currently have a block contract arrangement for 16 residential beds in Oxfordshire or within 10 miles of the border. We also 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. We are continually improving communications with block contract providers to ensure that we maximise the potential use of placements for Oxfordshire children. Currently around 70% of the residential placements we use 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 would further reduce the level of spot purchasing.</p> <p>Part of our financial plan is to ensure that we maximise the use of internal and block contract beds - by managing and reducing vacancies in Oxfordshire homes for Oxfordshire children.</p>		The average cost of an external residential placement is around £6196 a week; the average cost of external foster care is around £1027 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 interests of the child/young person) then there is a pressure on the budget. We would always avoid considering residential for any child that should or could be cared for in family based care.	15.7%		n/a
OCC07.06 Number of Oxfordshire children we care for	<ul style="list-style-type: none"> <li>■ Lisa Lyons</li> <li>■ Stephen Chandler</li> </ul>	Cllr J Howson	690	770	★				690	770	★
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	<ul style="list-style-type: none"> <li>■ Lisa Lyons</li> <li>■ Stephen Chandler</li> </ul>	Cllr J Howson	48.2%	50.7%	●				61.4%	50.7%	★



# Play our part in a vibrant and participatory local democracy

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

Status of Indicators	31/01/2024
OCC08 - Play our part in a vibrant and participatory local democracy	?!

This report does not contain any data

This priority has no measures to report in this reporting period

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

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

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

Status of Indicators	31/01/2024
OCC09 - Work with local businesses and partners for environmental, economic and social benefit	★





Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Tim Spiers	Cllr N Fawcett	5.00	2.50	★	<b>Successful bids in January 2024</b> <b>Net Zero Mobility</b> <b>What:</b> Looking at using existing data to detect and alert disruption to low-carbon transport modes (e.g. buses). <b>Why:</b> Accelerating Transport decarbonization, Unlocking value from existing data and feeding into the objectives of PAZCO. <b>Funding:</b> £59,880 for OCC <b>Submitted bids in Jan 2024</b> <b>Innovate UK - GapFinder for Livable Places</b> <b>What:</b> The project focuses on building a new capability, an innovative self-service spatial decision support system, GapFinder Calibrator, to allow Local Authorities to develop and monitor plans for transport decarbonisation, exchange knowledge and calibrations, collaborate and allow replication of policies and best practices UK-wide. <b>Why:</b> To accelerate transport decarbonisation with intuitive geospatial solutions that can reduce up to 80% of the time spent by specialists on data analysis and modeling and reduce the £49.9 billion costs that the current transport system is placing on society (according to the Department of Transport). Reducing time spent of transport consultants. <b>Funding:</b> £125k for OCC <b>Smart Grants</b>			32.00	25.00	★

						<p><b>What:</b> Innovate UK funding to use UTMC/AI use to help define strategies to better manage the transport network.</p> <p><b>Why:</b> Improve efficiency of the UTMC, but helping automate some decision-making and reducing spend on incident management. Enable efficiencies in UTMC using new innovation and technologies.</p> <p><b>Funding:</b> £104K for OCC</p> <p><b>Narrow Street</b></p> <p><b>What:</b> Innovate UK funding to demonstrate the use of flywheel energy storage for EV charging</p> <p><b>Why:</b> Provides a possible solution to constrained electricity supplies - so aiding faster roll out of EV chargers in challenging locations.</p> <p><b>Funding:</b> £37,800</p> <p><b>PINS - Private Infrastructure Network Solution</b></p> <p><b>What:</b> Innovate UK to enable the sharing of charging in private fleet depots to form a shared private charging network.</p> <p><b>Why:</b> Support for fleet operators enabling them to move to EVs – supporting the PAZCO ad OCC fleet requirements.</p> <p><b>Funding:</b> £22,200</p>					

Running the Business - Customer Experience

Status of Indicators	31/01/2024
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 – In January 2024 22% of calls answered were surveyed (2,680 calls surveyed, which is 2,090 more than December 2023). 99.6% customers surveyed were satisfied or very satisfied, whilst 0.4% were unsatisfied. We continue to interrogate the data to understand the dissatisfied comments so that we can feed this back into the continuous improvement cycle.			99%	80%	★
OCC10.04 First contact resolution for customer enquiries received by the Customer Service Centre	Mark Haynes	Cllr N Fawcett	77%	75%	★	9,277 inbound phone contacts were resolved at first point of contact, with 3.4% of inbound phone contacts deemed avoidable.			77%	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>In January 2024, the Customer Service Centre was offered 13,530 calls across all services. During the previous month, we were offered 9,018 calls which is an increase of 4,512 calls due mainly to the increased post-Christmas demand and poor weather. Compared to January 2023 there was an increase of 374 calls which is in line with our forecasts.</p> <p>The number of abandoned calls increased in January by 753 calls (from 647 calls in Dec to 1,400 in January).</p> <p>A total of 33,520 contacts were received during December, which is an increase of 36.0% compared to December (24,721). This consisted of 5,546 outbound calls, 8 webchats, 10 social media enquiries, and 15,876 emails. The latter is an increase of 34% from December 2023.</p> <p>Within the teams, the abandonment rate for Blue Badge has increased from 5% in December to 8% in January (464 more calls presented).</p> <p>Contacts for Concessionary Fares have increased by 67% compared to the previous month with an abandonment rate increase of 0.8% compared to December.</p> <p>Contacts for Children's Social Care has increased in January by 29% due to returning back after the Christmas break. The abandonment rate of 4.2% was slightly higher than December (3.1%).</p> <p>Contacts for School admissions increased by 656 compared to December, this is mainly due to the primary application process for September 2024 intake.</p> <p>Abandonment rate for Adult Social Care has increased in January (28.6%) compared to December (20%).</p>	<b>Increased abandoned calls leads to increased turnover, increased recruitment costs, training times etc. this puts pressure on budgets.</b>	<b>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. We have worked to have a greater focus on call handling, by removing the administration to a different team which has seen a positive reduction in abandoned calls. This is however due to a reduced number of offered calls and contacts over the summer period but this is in line with our staffing levels.</b>	12%	10%	
OCC10.06 Overall customer satisfaction rates for standard Registration Service	Mark Haynes	Cllr N Fawcett	100%	95%		<p>The service was delighted to have achieved 100% customer satisfaction in January. Below are a selection of comments received:</p> <ul style="list-style-type: none"> <li>We wanted a small fuss-free ceremony with our witnesses, and the ceremony at Oxford was just right for us. The</li> </ul>			100%	95%	

						<p>registrar was very lovely and made it a pleasure!</p> <ul style="list-style-type: none"> <li>• Everything was well organised and we enjoyed our experience.</li> <li>• Incredibly kind and supportive when we had to move our ceremony date due to the passing of a very close family member. Such a lovely team of people from start to finish.</li> <li>• The staff were extremely friendly and very accommodating of our small child who was unsettled during our pre-wedding discussion. The registrar delivered a moving ceremony, commented on by several guests - she went far above and beyond the bare minimum of what is required, and they really enjoyed this (in contrast to others they had attended). Thank you!</li> <li>• This is my second child registration. I've had no issues with this service. It is quick, easy, and convenient. I am grateful for the service that I received.</li> <li>• We had the deputy registrar who was outstanding. Professional and thorough but also kind and compassionate which is exactly what was needed being a new parent out with my new baby. Thank you.</li> <li>• The process was very easy from start to finish, making things much easier to deal with given the very recent death of my mother. The facilities were good and the registrar and lady that greeted us were warm, friendly and understanding. It was also easy to park; given that I had travelled about an hour and a half, this was very helpful.</li> <li>• Every stage in the process was without fuss and it was easy to accomplish what we needed to do.</li> <li>• The Registrar who dealt with the registration of my mother's death was most professional, approachable and dealt with the matter in a friendly manner and made me feel at ease.</li> </ul>					
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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, as below:  Thank you very much to Stuart and Stephanie. You have made this journey so easy for me as you have looked after everything for me.  Thank you to all involved. The whole experience was completed with empathy for the family.  The Coroner's Office staff replied promptly to my queries and were courteous and sensitive. I would like to thank them for their support.  No improvements. The level of service you provide is very good.</p>			100%	99%	★

## Running the business - Finance

Status of Indicators	31/01/2024
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	0.00%	0.00%	★				0.67%	0.00%	★
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr D Levy	81.00%	95.00%	▲				65.89%	95.00%	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr D Levy	£29,661,000	£30,200,000	●				£29,661,000	£30,200,000	●
OCC11.04 Directors deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr D Levy	2.1%	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	5.50%	0.00%	▲				1.23%	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	97.69%	95.00%	★				95.73%	95.00%	★
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr D Levy	97.43%	95.00%	★	This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we measured invoices issued in October 2023. The collection rate was 97.43%, above the target of 95%.			97.12%	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	£566,882	£300,000	●	<p>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.</p> <p>Consequently, this figure is tracked through the year.</p> <p>Debt requiring impairment this month is £0.567m. The top five cases account for 50% 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.</p>			£566,882	£300,000	●
OCC11.11 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr D Levy	£4,894,000	£3,500,000	▲	<p>The 2022-23 year-end adults care contribution impairment for bad debt was £4.60m, bad debt at the end of December is £4.9m, £0.3m higher. However, although higher than last year's closing balances this is a £0.17m decrease since last month. As reported previously wider economic factors have had a significant effect on means tested social care contribution debt levels, as have delays with the court of protection and related activity, 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. The service continues to track team performance closely in the lead up to the financial year end with a focus on resolving cases that contribute to bad debt. Additionally, a review of historic cases is underway to better inform the final year-end impairment risk assessment.</p> <p>In relation to the debt focus work the Adults' plan was 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 year end there will be additional staffing pressures as well as a cost to top up the impairment, the return on investment will not be realised.</p>			£4,894,000	£3,500,000	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr D Levy	£489,826,	£480,000,0	★				£475,598,7	£480,000,0	★
OCC11.13 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr D Levy	3.96%	3.00%	★				3.44%	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	90.98%	92.00%	★	The 120-day invoice collection rate remains at 90.98% this period, below the 92% target but above the average for 22/23, which was 89%. A development to redesign reminder letters went live in October 2023 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 financial year 23/24.			90.57%	92.00%	★

## Introduction

1. This annex sets out the fifth financial monitoring update for the 2023/24 financial year and is based on information to the end of January 2024. 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 – 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 £12.3m (2.1%). After taking account of additional interest receivable on balances held by the council and the use of funding held in contingency and the COVID-19 reserve, the overall forecast is balanced to the net operating budget.

	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Jan-24 %	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Adult Services	229.3	229.3	0.0	0.0%	0.0	0.0
Children's Services	172.0	185.0	13.0	7.5%	12.8	0.1
Environment & Place	75.3	72.4	-2.9	-3.9%	-0.8	-2.1
Public Health	4.1	4.1	0.0	0.0%	0.0	0.0
Community Safety	27.7	28.1	0.4	1.4%	0.5	-0.1
Resources	73.5	75.4	1.9	2.6%	2.0	-0.1
<b>Directorate Total</b>	<b>581.7</b>	<b>594.1</b>	<b>12.3</b>	<b>2.1%</b>	<b>14.4</b>	<b>-2.1</b>
<b>Budgets Held Centrally</b>						
Capital Financing	28.4	28.4	0.0	0.0%	0.0	0.0
Interest on Balances	-16.6	-18.9	-2.2	13.5%	-1.8	-0.4
Contingency <sup>1</sup> and Inflation	9.2	0.5	-8.7	-94.5%	-7.0	-1.7
Un-ringfenced Specific Grants	-44.0	-44.0	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	20.7	20.7	0.0	0.0%	0.0	0.0
Contribution to balances	7.6	7.6	0.0	0.0%	0.0	0.0
<b>Total Budgets Held Centrally</b>	<b>-3.1</b>	<b>-15.4</b>	<b>-12.3</b>	<b>400.7%</b>	<b>-10.2</b>	<b>-2.1</b>
<b>Net Operating Budget</b>	<b>578.8</b>	<b>578.8</b>	<b>0.0</b>	<b>0.0%</b>	<b>4.2</b>	<b>-4.2</b>
Business Rates & Council Tax funding	-578.8	-578.8	0.0	0.0%	0.0	0.0
<b>Forecast Year End Position</b>	<b>-0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>	<b>4.2</b>	<b>-4.2</b>

<sup>1</sup> Includes £4.2m one – off funding as set out in the Financial Monitoring Report to Cabinet in May 2023.

3. As noted in previous reports, financial risks which include inflation and demand pressures for children's social care, as well as workforce shortages, continue to make it much more challenging for the council to forecast activity and expenditure.
4. The overall forecast has reduced by £4.2m since November 2023. This reflects the reduction in the forecast directorate overspend and the use of contingency and additional interest on cash and other balances to manage the directorate pressure.
5. The forecast for Adult Services remains balanced to the budget. Risks within the council elements of the pooled budgets are being managed by the service.
6. The forecast overspend for Children's Services has increased by £0.1m since November 2023. Whilst the Home to School transport has remained unchanged from the £3.6m overspend reported to Cabinet in January, additional unbudgeted expenditure of £0.9m is required to fund temporary senior management posts within Education. In addition, there is £0.5m pressure relating to the reallocation of staffing savings. As reported throughout the year on-going underlying pressures are driven by a combination of increased care placements costs, and reliance on agency staff to cover vacancies. Action continues to be taken through a range of organisational, governance and business process controls as well as market management activity to address the underlying pressures but it is taking time for these to have an impact.
7. There is a forecast overspend of £0.4m for Community Safety as a result of reallocated budgeted staffing savings and an increase in training costs. A one-off payment of £0.2m made for a disabling injury/illness is recommended to be funded by a supplementary estimate.
8. The forecast underspend for Environment & Place has increased by £2.1m compared to the November 2023 forecast. There is a reduction in energy costs from lower energy activity, a reduction in waste management costs and additional income from enforcement activity.
9. The forecast overspend for Resources has reduced by £0.1m, mainly due to a number of vacancies in Communications, Strategy and Insight.
10. 73% of the budgeted savings of £10.2m which were not achieved as planned in 2022/23 are currently assessed as delivered or are expected to be delivered in 2023/24. 27% are assessed as amber or red.
11. 81% of the 2023/24 savings are assessed as delivered or are expected to be delivered and 19% are still assessed as amber or red. Action is continuing to be 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. Where relevant savings that are not expected to be achieved have been considered through the Budget & Business Planning Process for 2024/25.
12. The forecast 2023/24 deficit compared to Dedicated Schools Grant (DSG) funding

for High Needs is £22.9m. This is £4.6m higher than the £18.3m forecast deficit approved by Cabinet in May 2023. The CIPFA code of practice currently 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 £64.0m at 31 March 2024.

13. £0.5m continues to be held in corporate contingency to meet the cost of pay inflation for vacant posts as they are recruited to. The balance of £8.7m, which includes £4.2m one – off funding, has been used to support directorate pressures. After taking account of the use of contingency and funding from the COVID-19 reserve to support the overall forecast position, as well as supplementary estimates agreed earlier in the year balances would be £29.8m at year end, £0.4m lower than the risk assessed level of £30.2m.

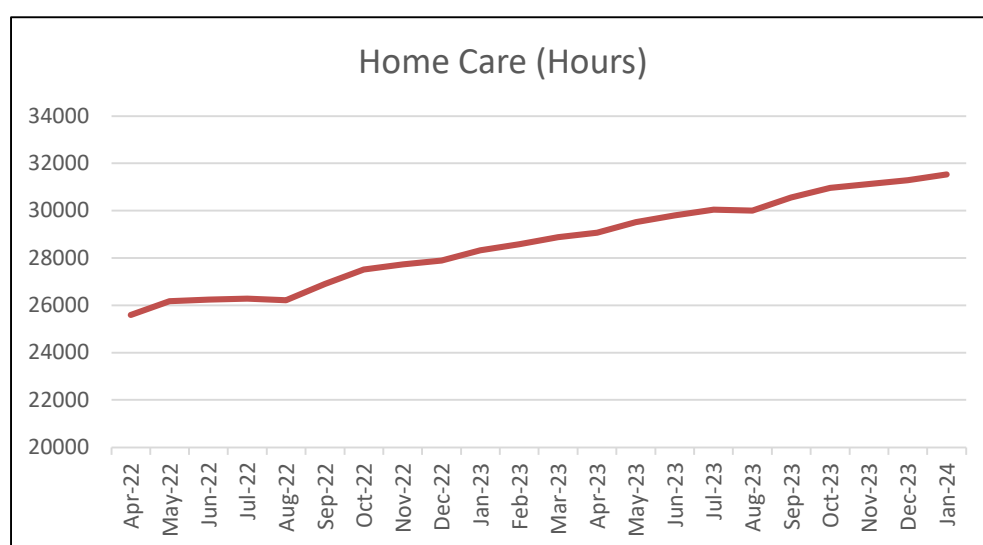
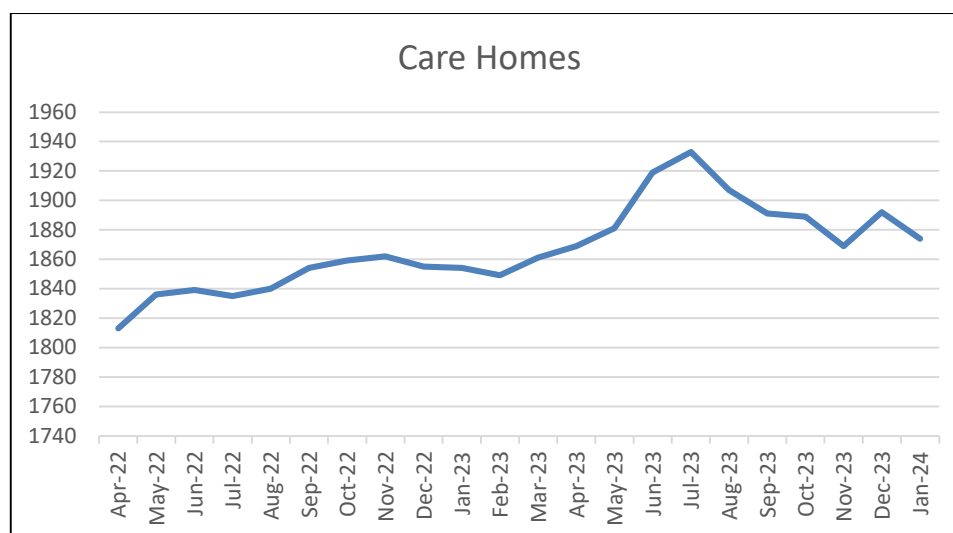
## Directorate Forecasts

### Adult Services

14. Adult Services is forecasting a breakeven position against a budget of £229.3m. This is unchanged from the November 2023 position.

Service Area	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Adult Social Care	25.8	26.4	0.6	0.8	-0.2
Health, Education & Social Care Commissioning	5.4	4.8	-0.6	-0.7	0.1
Housing & Social Care Commissioning	1.4	1.4	0.0	0.0	0.0
Business Support Service	1.1	1.0	-0.1	-0.1	0.0
Pooled Budgets	195.5	195.6	0.1	0.0	0.1
<b>Total Adult Services</b>	<b>229.3</b>	<b>229.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

15. The forecast reflects 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.
16. While the overall forecast is balanced forecast expenditure continues to be impacted by an increase in the number of care packages during the year. This has been particularly noticeable within care homes and home support as shown in the activity graphs below. Expenditure will increase further if demand continues to rise over the remainder of the year.



17. To address demand pressures, a number of actions continue to be 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

18. 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.
19. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB) so each partner is responsible for the variation against their element of the funding.
20. The council elements of the Age Well pool are forecast to overspend by £0.4m. Care Home activity has increased largely because of an increase of 32 backdated

threshold cases identified since the last report.

21. This position assumes that the required savings have been achieved and is after using the Market Sustainability and Improvement Fund (MSIF) grant of £3.4m.
22. The council's share of the Better Care Fund (BCF) being utilised within the pool is £29.4m.
23. While certainty has increased as the year has progressed, there are still risks and assumptions within the forecast. These include:
  - The level of backdated threshold cases continues to increase.
  - The level of client contribution is assumed at a consistent level for the remainder of the year based on past trends.
  - Growth in placements, particularly residential, through the remainder of 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 in the remaining months of the year.

#### Live Well Pooled Budget

24. 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.
25. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).
26. The council elements of the Live Well pool are forecasting a £0.3m underspend after taking account of the following:
  - A £3.0m underspend within the Higher Functioning Autism, Learning Disabilities and Acquired Brain Injury areas of the pool. This has increased by £0.3m since the last report as a result of changes in care packages.
  - A £2.7m 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. Over the last 12 months, up to December 23, there has been a 12% increase in care home placements (10 placements) and a 9% increase in the number of homecare hours delivered per week (275 hours).

Risks or uncertainties in both service groups relate to:

- Growth in care packages, particularly for 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 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.

27. 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**

28. A breakeven position is forecast across all other services.

### **Reserves**

29. £0.4m held in the Budget Priorities reserve for Adult Social Care as at 31 March 2023 is being used to fund intensive support costs and the wider directorate position in 2023/34.
30. Most of the £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. £0.2m is committed against spend in 2024/25 and 2025/26. The ICB are working through a spending plan to utilise this funding.
31. £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**

32. As set out in Annex 4, ring-fenced government grants expected to be received by Adult Services in 2023/24 total £21.1m.
33. The Improved Better Care Fund Grant is £10.7m, 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.
34. The Market Sustainability and Improvement Fund is £5.4m and is being used to support the provider fee uplift in 2023/24 in line with the terms of the grant, to enhance the uplift, and to maintain uplifts from 2022/23 funded through the Market Sustainability and Fair Cost of Care grant which now forms part of this grant.
35. 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.
36. 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**

37. Virements to note reflect budget movements within the pools and the realignment



of staffing budgets within Adult Social Care.

## **Children's Services**

38. Children's Services is forecasting an overspend of £13.0m against a budget of £172.0m.

39. As reported throughout the year the underlying pressures in Children's Services highlighted in the overspend in 2022/23 reported to Cabinet in June 2023, have remained a significant challenge in 2023/24. These 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 Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Education & Learning	39.7	43.9	4.2	3.6	0.6
Schools <sup>2</sup>	0.2	0.2	0.0	0.0	0.0
<b>Subtotal Education</b>	<b>39.9</b>	<b>44.2</b>	<b>4.2</b>	<b>3.6</b>	<b>0.6</b>
Early Help, Front Door & Social Care	75.8	78.7	2.8	2.2	0.7
Provider Services & Safeguarding	44.8	50.0	5.2	6.0	-0.8
Children's Services Central Costs	11.5	12.1	0.6	1.0	-0.4
<b>Subtotal Children's Social Care</b>	<b>132.1</b>	<b>140.8</b>	<b>8.7</b>	<b>9.3</b>	<b>-0.5</b>
<b>Total Children's Services</b>	<b>172.0</b>	<b>182.0</b>	<b>13.0</b>	<b>12.8</b>	<b>0.1</b>
<b>Overspend on High Needs DSG that will be transferred to the unusable reserve</b>	<b>265.3</b>	<b>288.2</b>	<b>22.9</b>	<b>21.2</b>	<b>1.7</b>

## **Education & Learning**

40. 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.

41. The £3.6m forecast overspend for Home to School transport remains unchanged from the position reported in November 2023. The pressure reflects higher activity in the service than was budgeted for and the impact of rolling annual tenders for bus routes. In addition, the service has reviewed a planned saving commitment of £1.0m and confirmed that it will not be delivered in year.

42. Additional unbudgeted expenditure of £0.6m is required to fund temporary senior management posts and SEND Transformation support within Education.

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

<sup>2</sup> \*Maintained Schools are funded by Dedicated Schools Grant

additional on-going investment of £0.5m was included in the 2023/24 budget to fund additional staff to manage demand for EHCPs.

### **Children's Social Care**

44. Forecast pressures of £8.7m within Children's Social Care continue to be driven by a combination of care placement costs and staffing. This particularly relates to the reliance on agency staff to cover vacancies and an emerging gap relating to joint funding with Health Partners. £0.5m relates to the reallocation of budgeted agency staffing savings.

45. 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 on-going effect of the 2022/23 overspend. Because this increased in the last quarter of the year it 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.

46. 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.

47. The most significant variances include:

- Children with Disabilities: £2.4m forecast overspend due to £2.1m pressures on placement budgets (a combination of an increased more complex level of care and higher rates) and £0.3m pressures on team budgets. The improvement in the forecast overspend by £0.6m compared to the previously reported position is due to a combination of a reduction in the forecast of new placements and a reduction in the level of care required in existing placements.
- High Cost and Unregistered Placements: £4.5m forecast overspend including a reduction of £0.5m since the last report due to:
  - the anticipated impact of the introduction of a new framework contract to ensure compliance, standardise fees and deliver better value.
  - additional arrangements to monitor, track, control and forecast placements.

- Continued dependence on high-cost agency staff to cover vacancies due to shortages of staff in the marketplace: £2.1m
- Conversely the pressure has been mitigated to some extent by:
  - Substantial forecast underspends on staffing.
  - Underlying reductions in legal and transport costs
  - An increase in NHS Health partner joint funding for Continuing Healthcare and Mental Health (Section 117)
  - Progress in managing to reduce the scale of high-cost placements including unregistered placements during the year. These have reduced from 17+ in August 2022 to 6 and under throughout this year.

### **Children's Social Care: Pressures, Drivers, and Action Plan**

48. 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. The Financial Strategy 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 of the strategy have been considered through the Budget & Business Planning process for 2024/25.

### **Actions to Turn the Position around and Evidence of Improvement**

49. The service has implemented 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.
  - Working to reduce 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.
50. Evidence that the actions are having an impact is reflected in the number of Children We Care For (CWCF).

	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Aug 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024
Oxfordshire born children	778	755	735	709	687	658	653	655	645	637
Disabled Children	61	62	58	56	49	49	49	51	50	49
<b>Subtotal</b>	<b>839</b>	<b>817</b>	<b>793</b>	<b>765</b>	<b>736</b>	<b>707</b>	<b>702</b>	<b>706</b>	<b>695</b>	<b>686</b>
Unaccompanied	69	73	108	100	91	99	107	110	108	93
<b>Total</b>	<b>908</b>	<b>890</b>	<b>901</b>	<b>865</b>	<b>827</b>	<b>806</b>	<b>809</b>	<b>816</b>	<b>803</b>	<b>779</b>

51. The downward trend in the number of CWCF is due to the above actions and in particular the use of strengths based proportionate assessment, resulting in a greater number of families and their children being supported in their own homes and fewer children becoming children we care for.

52. In addition, emphasis is also being placed on permanence planning and finding other more suitable (and usually more cost-effective) placements, including reunification to the family home and adoption.

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

54. The forecast also reflects unachieved savings from previous years which have been considered through the Budget & Business Planning Process for 2024/25 plus £0.5m of re-allocated budgeted staffing savings.

55. 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.

### **Children's Services Central Costs**

56. £0.6m forecast overspend relating to a claim for historic legal fees.

### **Dedicated Schools Grant (DSG)**

57. The forecast overspend against High Needs DSG funding is a deficit of £22.9m. This is £4.6m higher than the £18.3m forecast deficit approved by Cabinet in May 2023.

Summary of DSG funding	2023/24 Budget £m	2023/24 Projected Outturn £m	Variance January 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	107.6	22.9
Early Years block	44.4	44.4	0.0
<b>Total</b>	<b>265.3</b>	<b>288.2</b>	<b>22.9</b>

58. Key issues impacting on spend that are impacting on and being managed as part of the forecast are the cost of placements from September 2023, tribunal challenges to placement decisions and the impact of inflation on providers' fees.

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

60. The Chancellor announced significant changes to childcare arrangements in the Spring Budget 2023. This included:

- an uplift to rates payable 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 £3.0m, 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.
- New Grant of £0.3m for Schools in Financial Difficulty. The grant was recently announced and has just been received. There is no criteria other than schools in financial difficulty for the allocation of this grant which must be spent in year. The service is considering the options for investing with the schools.

61. 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**

62. Environment & Place is forecasting an underspend of £2.9m against a budget of £75.3m.

Service Area	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Transport& Infrastructure	13.6	12.3	-1.3	-0.6	-0.7
Planning, Environment & Climate Change	37.6	37.0	-0.6	0.1	-0.7
Highways & Operations	21.5	20.4	-1.1	-0.4	-0.7
Directorate Support	2.6	2.7	+0.1	0.1	0.0
<b>Total Environment &amp; Place</b>	<b>75.3</b>	<b>72.4</b>	<b>-2.9</b>	<b>-0.8</b>	<b>-2.1</b>

### **Transport & Infrastructure**

63. Transport & Infrastructure comprises Transport Policy, Place Making and Infrastructure Delivery. An underspend of £1.3m is forecast mainly due to a £1.0m 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 exploring other options for the provision of these services and is engaging with stakeholders on proposed schemes.

64. The Infrastructure Delivery and Place Making service areas are currently forecasting a £0.3m underspend as a result of funding received to support Programme Management Office costs and other specialist functions needed to support the delivery of the Major Infrastructure capital programme.

### **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 to underspend by £0.6m.

66. Strategic Planning are forecasting to breakeven. The overspend forecast previously has now been mitigated through an overachievement of income.

67. Climate Change is forecasting an underspend of £0.3m due to vacancies within the team.

68. Waste Management is forecasting an underspend of £0.3m. This has improved by £0.7m compared to the November 2023 position mainly due to service pressures being offset by underspends on the Lead Local Flood Authority initiative. Although the service is now fully resourced, it has taken time to utilise the investment in this financial year and the full effect will be reflected in 2024/25.

69. Issues which continue to impact on the service are:

- Tonnages at the Energy Recovery Facility are continuing to increase over and above historic trends and there are further pressures resulting from an increase in the volume of green waste due to a warmer than usual autumn. Kerbside residual waste recycling levels have decreased due to a decline in household recycling mirroring the national trend. These pressures are offset partially through underspends in staffing.
  - Implementation of the new legislative requirements for the Persistent Organic Pollutants (POPs) 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.
  - Legislative changes around DIY charges will create an additional pressure in the last quarter of the year which will be mitigated by the service.
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 are planning as far as possible with the information available to mitigate the increased costs arising from changes to DIY charges.
71. There is a pressure in the Tree Service due to additional work associated with tree services in Oxford City. The service is mitigating the pressure through working with Oxford City partners, by moving the works schedule to a reactive programme to reduce the level of spend, as well as the utilisation of directorate reserves.
72. There are inflationary pressures within Public Rights of Way but it is anticipated that these can be managed within existing budgets.

### **Highways & Operations**

73. Highways & Operations is forecasting an underspend of £1.1m due to an over achievement of income through enforcement in Network Co-ordination and a reduction in energy cost baskets provided by Crown Commercial Services.
74. Within the Highway Maintenance service there was a significant increase in highways defects that needed repair in the first quarter of the financial year. This was 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. The number of defects reduced in the summer but increased in October, November and December and remains higher than the same month in 2022. Although the number of defects is greater than last year, the overall number of defects across the network is starting to level out.

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%
October	1,650	2,927	77.39%
November	1,980	3,088	55.96%
December	1,840	2,837	54.18%
January	3,057	3,574	16.91%

75. 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 in the remaining months of the year.

76. Energy for street lighting is obtained through Crown Commercial Services. An update received during the year set out a secured reduced energy price of £0.23, £0.26 lower than assumed when the budget was set. In addition to the reduction in energy prices, there is also a 38% reduction in consumption on the network as a result of the LED replacement programme. Taken together these mean there is a forecast underspend of £1.9m. However, energy prices remain volatile and there are also risks relating to unmetered energy consumption.

77. Network Management is currently forecasting an underspend of £0.9m due to income achieved through the enforcement on the network and staff vacancies. It is anticipated that this may increase if the volume of utility works on the network continues at the current rate. A further underspend is anticipated as a result of additional enforcement income on the network.

78. Supported transport is forecasting an overspend of £0.6m as a result of savings of £0.4m from 2022/23 plus a further saving of £0.2m in 2023/24 that are not expected to be delivered. The on-going impact has been removed through the Budget & Business Planning Process for 2024/25.

### **Directorate Support**

79. The Directorate Support service area is currently forecasting an underspend of £0.1m due to staff vacancies as a result of service transformation. The teams will be fully resourced by the end of the financial year. This underspend is largely offset by the reallocation of additional staffing savings.



### **Budget Virements**

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

### **Public Health and Community Safety**

81. Public Health and Community Safety are forecasting a £0.4m overspend against a budget of £31.7m.

Service Area	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Public Health Functions	37.8	37.8	0.0	0.0	0.0
Public Health Recharges	0.6	0.6	0.0	0.0	0.0
Other Income	-0.7	-0.7	0.0	0.0	0.0
Grant Income	-33.6	-33.6	0.0	0.0	0.0
Transfer to Public Health Reserve	0.0	0.0	0.0	0.0	0.0
<b>Total Public Health</b>	<b>4.1</b>	<b>4.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Community Safety</b>	<b>27.6</b>	<b>28.1</b>	<b>0.4</b>	<b>0.4</b>	<b>-0.1</b>
<b>Total Public Health &amp; Community Safety</b>	<b>31.7</b>	<b>32.1</b>	<b>0.4</b>	<b>0.4</b>	<b>-0.1</b>

### **Public Health**

82. A break-even position is forecast for services funded by the Public Health grant after transferring a £0.2m underspend to the Public Health reserve at year end. The underspend is made up of:

- £0.2m 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. This is a £0.1m reduction from the previously reported overspend as the budget now reflects the virement from other public health services as noted in the previous report.
- £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.
- £0.1m underspend on staffing, linked to in-year delays in recruiting to vacant roles.
- £0.1m underspend within other public health services due to delayed implementation of access to nature programmes and the change in estimated costs of Better Housing Better Health work. This is a £0.3m reduction from the previous report as the budget has been moved to partly offset the financial pressure within the substance misuse services.

### **Community Safety**

83. Community Safety are forecasting a £0.4m overspend as a result of the following:

- The reallocation of budgeted agency savings of £0.2m which are unlikely to be achieved by the end of the year.
- A one-off payment of £0.2m made for a disabling injury/illness which is recommended to be met by a supplementary estimate.
- £0.2m additional staff costs linked to the Botley Road closure and the Rewley Road property development.
- £0.1m linked to the impact of inflation on the cost of maintaining the services fleet of vehicles and an increase in the cost of training resulting from the need to provide training to new recruits following staff leaving unexpectedly. This has now been offset by a £0.1m underspend within trading standards relating to delays in recruitment, and the receipt of unexpected one-off income.

### **Ringfenced Government Grants**

84. The ringfenced Public Health grant totals £33.6m in 2023/24. A 2.3% uplift has been confirmed for 2024/25.

### **Use of Un-ringfenced Government Grant Funding**

85. 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**

86. £5.9m unspent grant funding was held in Public Health reserve at 1 April 2023. £1.9m is forecast to be spent in 2023/24, £1.8m in 2024/25 and £1.2m in 2025/26, leaving a balance of £1.0m. Options to utilise all the funding by 2027/28 in line with the grant requirements are being considered.

87. £2.7m is held in reserves for the renewal of fire and rescue vehicles and breathing apparatus equipment, this will increase by a further £0.3m during 2023/24. A fleet replacement strategy is being agreed which will require the use of this funding.
88. £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.
89. £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.
90. £0.2m is being held to expand the Making Every Contact Count work programme in Oxfordshire; £0.1m will be spent in 2023/24 with the remaining balance being used in 2024/25.
91. £0.1m of the Community Outbreak Management Fund (COMF) allocated to Public Health will be used to part fund the healthy homes

### **Virements**

92. Cabinet is recommended to approve a £0.2m supplementary estimate to Community Safety to cover the one-off payment made for a disabling injury/illness cost.

## **Resources and Law & Governance**

93. The services within Resources are forecasting a combined overspend of £1.9m (3.0%) against a budget of £73.5m. This is a reduction of £0.1m compared to the November forecast.

Service Area	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Corporate Services	2.3	2.3	0.0	0.0	0.0
Human Resources & Organisational Development	4.8	4.2	-0.5	-0.3	-0.2
Communications, Strategy & Insight	3.5	3.4	-0.1	0.0	-0.1
IT, Innovation & Digital	10.5	11.1	0.6	0.7	-0.1
Culture & Customer Experience	12.7	13.3	0.5	0.4	0.1
Finance & Procurement	8.9	9.4	0.5	0.4	0.1
Property, Investment & Facilities Management	19.7	20.2	0.4	0.4	0.0
Law & Governance	8.0	8.5	0.5	0.4	0.1
Delivery & Partnership	3.0	3.0	0.0	0.0	0.0
<b>Total Resources</b>	<b>73.5</b>	<b>75.4</b>	<b>1.9</b>	<b>2.0</b>	<b>-0.1</b>

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

95. **Human Resources & Organisational Development (HR&OD)** is forecast to

underspend by £0.5m.

96. **Communications, Strategy & Insight** are forecasting to underspend by £0.1m due to a number of vacancies in the team.
97. **IT, Innovation & Digital** are forecasting an overspend of £0.6m, after taking account of a reduction of £0.1m relating to non-achievement of cross directorate savings agreed as part of the 2023/24 budget. Action to achieve these is at risk, due to the nature of the work and time taken to realise benefits.
98. **Culture and Customer Experience** are forecasting an overspend of £0.5m. This is mainly in the Coroners Service where the appointment of an Area Coroner has created an in-year pressure and the demand for coronial activity continues to increase year on year. There are also pressures in the Customer Service Centre where firm savings have not yet been identified in the corporate customer service consolidation programme. Additionally, increased income in Music Services has not materialised and the re-allocation of staffing savings has also contributed to the overspend. Work continues to ensure that the Music Services and Registration Services are able to maximise their income opportunities to meet customer demand.
99. **Finance and Procurement** are forecasting a £0.5m overspend due to the cost of agency staff being utilised to cover hard to fill vacancies, and an increase in staff costs following a job evaluation review.
100. **Property Services** are forecasting an overspend of £0.4m. The School Catering service is forecasting to overspend due to inflationary pressures, but this will be mitigated by savings in other areas. £0.5m funding for the Community Hub Strategy is assumed to be fully utilised by year end. Anticipated savings from vacating one of the council's office buildings will be offset by estimated dilapidation costs in 2023/24.
101. **Law and Governance** are forecasting an overspend of £0.5m. 2023/24 is a transition year for the new structures which were implemented in Governance in the second quarter of 2023/24 and are anticipated to be implemented in Legal Services 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.
102. **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**

103. After taking account of new and previously agreed savings the 2023/24 budget agreed includes planned directorate savings of £28.2m.
104. £10.2m of the 2022/23 savings were not achieved as planned in the last

financial year. 73% of these savings are assessed as delivered or are expected to be delivered. 27% 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.

105. 81% of the 2023/24 savings are assessed as delivered or are expected to be delivered. 3% are currently assessed as amber and 17% are assessed as red. Work is continuing to ensure that these savings are achieved.

	2023/24 Planned Savings	Forecast Delivery of 2023/24 Planned Savings	2022/23 Savings that need to be delivered in 2023/24	Forecast Delivery of 2022/23 Savings In 2023/24
	£m	£m	£m	£m
Adult Services	-18.4	-17.9	-4.0	-3.6
Children's Services	-3.9	-1.7	-1.9	0.0
Environment & Place	-1.6	-1.2	-2.3	-1.9
Community Safety	-0.4	-0.2	0.0	0.0
Resources & Cross Directorate	-3.9	-1.7	-2.0	-1.9
<b>TOTAL</b>	<b>-28.2</b>	<b>-22.8</b>	<b>-10.2</b>	<b>-7.4</b>
<b>TOTAL DELIVERED</b>		<b>81%</b>		<b>73%</b>

#### Adult Services

106. The 2023/24 budget includes planned savings of £18.4m. 97% of savings are forecast to be delivered. 2.5% are forecast as undeliverable in this financial year, although further work is being undertaken to look for alternative savings.

107. Undeliverable savings include reductions in the cost of vehicles used by council services expected to be achieved through the "One Fleet" Strategy and those which relate to managing demand, particularly in care homes.

108. There are also £4.0m of savings brought forward from 2022/23 to be delivered in 2023/24. 90% of these are expected to be delivered, but 10% of the savings are proving very challenging to deliver.

109. Some savings have overdelivered and will offset the undelivered savings.

#### Children's Services

110. The 2023/24 budget includes planned savings of £3.9m. 45% of these savings are forecast to be delivered. 55% of the savings are assessed as red and include £0.5m relating to service reviews of non-statutory / non-case holding areas, and £1.0m relating to reduction in agency staffing spend.

111. There are also £1.9m of savings brought forward from 2022/23 that need to be

delivered in 2023/24. All of these savings are assessed as red and include Home to school transport savings of £1m. The on-going impact has been considered through the Budget & Business Planning process for 2024/25.

#### Environment & Place

112. The 2023/24 budget includes planned savings of £1.6m. 75% are expected to be achieved. 16% assessed as red relate to savings on the use of technology to reduce costs relating to the home to school contract management and Countywide community transport initiatives schemes.
113. Whilst the directorate is currently working to deliver all savings, due to the timing of service transformation taking place part way through the financial year some of the savings will not be fully realised. Any resulting pressures are being managed within the overall budget for Environment & Place.
114. 85% of the £2.3m savings brought forward from 2022/23 are expected to be delivered in 2023/24. The on-going impact of a £0.6m unachieved saving relating to a home to school contract management system has been considered through the Budget & Business Planning Process for 2024/25.

#### Public Health & Community Safety

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

#### Resources and Cross Directorate

116. The 2023/24 budget includes planned savings of £4.0m. 44% of these savings are forecast to be delivered following the reallocation of the £1.5m budgeted reduction in agency costs to directorates with the expectation that action will need to be taken by directorates to achieve this through reductions in employee costs. 42% savings assessed as red include agency staff savings and IT services digital transformation savings which haven't materialised.
117. 95% of the £2.0m savings not achieved in 2022/23 have been delivered in 2023/24.

### **Debt Management**

#### **Corporate Debtors**

118. The combined collection rate, based on invoice volumes, for December 2023 and January 2024 was 97.4%, 2.4% above the 95% target. The collection rate based on the value of invoices for the same period was 98.8%. The year-to-date collection rates are 97.7% and 99.41% respectively.
119. Debt requiring impairment is currently £0.6m, £0.3m above the year-end target of £0.3m and the top five debt cases account for 50% of all bad debt. The highest debt, (28% of the total), is owed by a company in administration and recovery is not expected at this stage. The remaining four cases are being tracked and progressed by the corporate income recovery team.

### **Adult Social Care Debtors**

120. The combined 120-day invoice collection rate for December 2023 and January 2024 was 91%, compared to the target collection rate of 92%. As reported changes to automated reminders were implemented in October 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 and an improvement project has been started.
121. The 2022/23 year-end adults care contribution impairment for bad debt was £4.6m. Projected bad debt as at the end of January is £4.8m, £0.2m higher than the current impairment balance. This has reduced by £0.2m 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. The bad debt project, seeking resolution of £3.7m of historic debt, will conclude at the end of March 2024.
122. Cabinet is recommended to write off eleven Adult Social Care contribution debts totalling £0.2m. Six cases are those where arrears were not resolved before the person passed away and the estate was confirmed as insolvent. One case is a long running dispute linked to threshold dates, and the other three cases are circumstances where an individual has not managed their finances and have no available assets to settle the debts. In the final case the individual has been the victim of fraud; funds are not accessible for formal action to be taken.

### **Budgets Held Centrally**

123. After taking account of the use of one – off funding and contingency to support the forecast directorate overspend, there is a combined underspend of £12.3m against budgets held centrally.

#### Capital Financing Costs

124. 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

125. The current forecast outturn position for in house interest receivable is £19m, which is £8.0m above budget. It is estimated that £2.0m of this will need to be applied to developer contributions at year end.
126. 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.

127. Interest payable is currently forecast to be £12.9m. This is £0.2m below budget, as a result of the early repayment of two £5m LOBOs in August and October 2023.
128. The forecast outturn position for external fund returns is £4.0m, which is £0.2m above budget.
129. £2.2m additional interest on balances is currently factored into the forecast and is offsetting the directorate overspend. Depending on the final year end position a decision on the use of any remaining funding to top up balances to the risk assessed level for 2024/25 and for other purposes will be made through the Provisional Outturn Report to Cabinet in June 2024 and/or the Business Management & Monitoring Reports to Cabinet in 2024/25.
130. 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 (see paragraph 136). The impact of this is an estimated opportunity cost of £1.5m in unearned interest during 2023/24.

#### Pay Inflation and Contingency

131. The £12.4m contingency budget for 2023/24 included £4.2m one- off council tax and business rates funding agreed to be added as part of the Provisional Outturn Report 2022/23 to Cabinet in June 2023.
132. Virements reflecting the impact of the 2023/24 pay award were actioned at the end of December 2023. Further virements will be transacted to add funding for the pay award to vacant posts when those are recruited to and £0.5m has been held to meet possible costs relating to this in 2023/24.
133. The underspend against the remaining contingency budget is forecast to be £8.7m at 31 March 2024 after taking into account the pay award virements and estimated provision for inflation on vacant posts.

#### **Reserves**

134. As set out in Annex B - 3 Earmarked Reserves are forecast to be £167.4m at 31 March 2024.
135. **Business Rates Reserve** – This reserve is held to manage fluctuations in Business Rate income that the Council receives. In March 2024, the Department for Levelling Up, Housing and Communities (DLUHC) notified the council of a Section 31 business rate relief outturn adjustment payment due of £0.6m relating to the financial years prior to and including 2022/23, and an additional grant of £0.1m to offset business rates reliefs for the green plant and machinery exemption. £0.6m additional funding relating to the distribution of the surplus Business Rates levy for 2023/24 was also notified by DLUHC in February 2024. The net increase of £0.1m will be added to the Business Rates Reserve.
136. 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 £22.9m for 2023/24 will increase the total High Needs deficit held in the reserve to £64.0m 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.

137. As part of the Spring Budget 2024 the government announced £0.500m funding nationally for a six-month extension of the Household Support Fund at the current level from April to September 2024. Further information is awaited on the council's allocation and grant conditions.

138. Annex D sets out an update on the Cost of Living Programme that was set out in a report to Cabinet in March 2023. The following actions are proposed to maximise the cost of living and financial inequality resource in 2024/25:

- £0.5m unspent funding from the 2023/24 cost of living programme will be used to fund equivalent holiday support for free school meals in the Easter 2024 school holiday.
- £0.054m not required to be drawn down from the Budget Priorities reserve in 2023/24 will be held in the reserve and used to increase the 2025/26 emergency welfare fund to £0.354m.
- A report to Cabinet in early 2024/25 will set out proposals for the use of the Household Support Fund as well as other opportunities for tackling financial deprivation and inequality, including an update on the use of additional funding included in the 2024/25 budget.

## **Grants**

139. As set out in Annex B - 4 government grants totalling £472.4m are expected to be received by the Council during 2023/24. This includes £15.5m 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

140. 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.

141. 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 remains at £10,500.

142. A further grant claim up to the end of December 2023 was submitted in January 2024. Based on the position as at the end of January 2024, £20.2m of the grant

funding received to date has now been allocated and £3.0m remains unallocated. A further £1.0m funding is expected to be received following the quarter 3 claim.

143. The use of funding received to date to support the on-going operation of the scheme in Oxfordshire is set out in Annex C.

### **General Balances**

144. The risk assessed level of balances for 2023/24 is £30.2m. During the year £0.2m has been agreed to be used to fund a supplementary estimate for staffing costs to support development of One - Fleet approach to the council's vehicles and £0.2m has been used to fund a supplementary estimate to fund a deficit budget for a school with a forced academisation.
145. Cabinet are recommended to approve a further £0.2m Supplementary Estimate request to meet one-off ill health/injury costs incurred in Community Services in 2023/24.
146. After taking account of the use of contingency and funding from the COVID-19 reserve to support the overall forecast breakeven position, balances would be £29.8m, £0.4m below the risk assessed level of £30.2m at year end.

**Business Management & Monitoring Report**  
**Position to the end of January 2024**  
**Budget Monitoring**

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Variance Last Cabinet Reporting 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	229,257	229,257	0	0.00%	0	0	G
Children's Services	172,007	184,961	12,954	7.53%	12,818	136	R
Environment and Place	75,342	72,395	-2,947	-3.91%	-847	-2,100	G
Public Health	4,076	4,076	0	0.00%	0.0	0	G
Community Safety	27,656	28,056	400	1.45%	485.0	-85	A
Resources	73,496	75,389	1,893	2.58%	1,976	-83	R
<b>Directorate Total Net</b>	<b>581,834</b>	<b>594,134</b>	<b>12,300</b>	<b>2.11%</b>	<b>14,432</b>	<b>-2,132</b>	<b>R</b>

**Business Management & Monitoring Report**  
**Position to the end of January 2024**  
**Budget Monitoring**

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Variance Last Cabinet Reporting 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
<b>Budget held Centrally</b>						0	
Capital Financing	28,402	28,402	0	0.00%	0	0	
Interest on Balances	-16,629	-18,869	-2,240	13.47%	-1,821	-419	
Contingency and Inflation	9,160	500	-8,660	-94.54%	-7,000	-1,660	
Unringfenced Specific Government Grants	-43,954	-43,954	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	0	
Contributions to (+)/from (-)reserves	20,665	20,665	0	0.00%	0	0	
Contribution to (+)/from(-) balances	7,600	7,600	0	0.00%	0	0	
<b>Total Budget held Centrally</b>	<b>-3,069</b>	<b>-15,369</b>	<b>-12,300</b>	<b>400.79%</b>	<b>-10,221</b>	<b>-2,079</b>	
<b>Net Operating Budget</b>	<b>578,765</b>	<b>578,765</b>	<b>0</b>	<b>0.00%</b>	<b>4,211</b>	<b>-4,211</b>	
						0	
Business Rates & Council Tax Funding	-578,765	-578,765	0			0	
<b>Forecast Year End Position</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,211</b>	<b>-4,211</b>	

**Business Management and Monitoring Report: Adult Services**  
**Position to the end of January 2024**  
**Revenue Budget Monitoring**

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
SCS1	Adult Social Care	25,846	26,446	600	800	-200
SCS2	Other Adult Social Care Services	5,425	4,825	-600	-700	100
SCS3	Housing & Social Care Commissioning	1,378	1,378	0	0	0
SCS4	Business Support Service	1,141	1,041	-100	-100	0
SCS5	Pooled Budget Contributions	195,467	195,567	100	0	100
<b>Total Adult Services</b>		<b>229,257</b>	<b>229,257</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Business Management & Monitoring Report: Children's Services**  
**Forecast Position at the end of January 2024**  
**Revenue Budget Monitoring**

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
<b>CEF1</b>	<b><u>Education &amp; Learning</u></b>					
CEF1-1	Management & Central Costs	199	1,039	840	234	606
CEF1-2	SEND	7,499	7,499	0	1	-1
CEF1-3	Learning & School Improvement	1,345	1,345	0	0	0
CEF1-4	Access to Learning	30,378	33,678	3,300	3,300	0
CEF1-5	Learner Engagement Service	282	382	100	99	1
<b>Total Education &amp; Learning</b>		<b>39,703</b>	<b>43,943</b>	<b>4,240</b>	<b>3,634</b>	<b>606</b>
<b>CEF2</b>	<b><u>Early Help, Front Door + Social Care</u></b>					
CEF2-1	Family Help	9,962	8,876	-1,086	-812	-274
CEF2-2	Front Door	5,295	5,082	-213	110	-323
CEF2-3	Childrens Social Care - NEW	60,167	64,461	4,294	2,881	1,413
CEF2-9	Change - NEW	407	260	-147	0	-147
<b>Total Early Help, Front Door + Social Care</b>		<b>75,831</b>	<b>78,679</b>	<b>2,848</b>	<b>2,179</b>	<b>669</b>

**Business Management & Monitoring Report: Children's Services**  
**Forecast Position at the end of January 2024**  
**Revenue Budget Monitoring**

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
<b>CEF3</b>	<b><u>Provider Services &amp; Safeguarding</u></b>					
CEF3-1	Provider Services	40,867	45,794	4,927	5,690	-763
CEF3-2	QA Safeguarding + Recruit & Retention	3,899	4,217	318	332	-14
CEF3-3	Services for Disabled Children - OLD	0	0	0	0	0
CEF3-4	Youth Offending Service - OLD	0	0	0	0	0
	<b>Total Provider Services &amp; Safeguarding</b>	<b>44,766</b>	<b>50,011</b>	<b>5,245</b>	<b>6,022</b>	<b>-777</b>
<b>CEF4</b>	<b><u>Schools</u></b>					
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
	<b>Total Schools</b>	<b>216</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Business Management & Monitoring Report: Children's Services**  
**Forecast Position at the end of January 2024**  
**Revenue Budget Monitoring**

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
<b>CEF5</b>	<b><u>Children's Services Central Costs</u></b>					
CEF5-1	Management & Administration	8,280	8,828	548	863	-315
CEF5-2	Premature Retirement Compensation	3,211	3,284	73	120	-47
CEF5-3	Commissioning Recharge - OLD	0	0	0	0	0
<b>Total Children's Services Central Costs</b>		<b>11,491</b>	<b>12,112</b>	<b>621</b>	<b>983</b>	<b>-362</b>
<b>Total Children's Services</b>		<b>172,007</b>	<b>184,961</b>	<b>12,954</b>	<b>12,818</b>	<b>136</b>
<b>MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)</b>						
	Schools DSG	131,169	131,169	0	0	0
	High Needs DSG	84,694	107,694	23,000	21,200	1,800
	Early Years DSG	44,435	44,435	0	0	0
	Central DSG	4,992	4,992	0	0	0
<b>Total DSG Funded Expenditure</b>		<b>265,290</b>	<b>288,290</b>	<b>23,000</b>	<b>21,200</b>	<b>1,800</b>



**Business Management & Monitoring Report: Environment and Place**  
**Position to the end of January 2024**  
**Revenue Budget Monitoring**

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
EP1	Transport & Infrastructure	13,587	12,287	-1,300	-600	-700
EP2	Planning, Environment & Climate Change	37,600	37,000	-600	100	-700
EP3	Highways & Operations	21,530	20,430	-1,100	-400	-700
EP4	Directorate Support	2,625	2,678	53	53	0
<b>TOTAL ENVIRONMENT AND PLACE</b>		<b>75,342</b>	<b>72,395</b>	<b>-2,947</b>	<b>-847</b>	<b>-2,100</b>

**Business Management & Monitoring Report : Public Health & Community Safety**  
**Position to the end of January 2024**  
**Revenue Budget Monitoring**

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
<b>PH 1 &amp; 2</b>	<b>Public Health Functions</b>					
PH1-1	Sexual Health	6,440	6,240	-200	-200	0
PH1-2	NHS Health Check Programme	645	745	100	100	0
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	-100	0
PH2-2	Physical Activity	420	420	0	0	0
PH2-3	Public Health General	2,536	2,436	-100	0	-100
PH2-4	Smoking and Tobacco Control	615	615	0	0	0
PH2-5	Children's 5-19 Public Health Programmes	2,297	2,297	0	0	0
PH2-6	Other Public Health Services	1,734	1,634	-100	-100	0
PH2-7	Drugs and Alcohol	10,517	10,717	200	300	-100
PH2-8	Domestic Violence	1,448	1,448	0	0	0
	<b>Total Public Health Functions</b>	<b>37,132</b>	<b>36,932</b>	<b>-200</b>	<b>0</b>	<b>-200</b>
<b>PH3</b>	<b>Public Health Recharges</b>	<b>576</b>	<b>576</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PH4</b>	<b>Grant Income</b>	<b>-33,632</b>	<b>-33,632</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Transfer to Public Health Reserve</b>	<b>0</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>200</b>
	<b>Total Public Health</b>	<b>4,076</b>	<b>4,076</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Business Management & Monitoring Report : Public Health & Community Safety**  
**Position to the end of January 2024**  
**Revenue Budget Monitoring**

		Change in Variance	Variance Last Cabinet Reporting Month	Projected Year End Variance	Projected Full Year Spend	Net Budget (Latest Estimate)
		£000	£000	£000	£000	£000
				underspend- overspend+		
CDA3	Community Safety	-85	485	400	28,056	27,656
Total Community Safety		-85	485	400	28,056	27,656

**Business Management & Monitoring Report: Resources**  
**Position to the end of January 2024**  
**Revenue Budget Monitoring**

		<b>Net Budget (Latest Estimate)</b>	<b>Projected Full Year Spend</b>	<b>Projected Year End Variance</b>	<b>Variance Last Cabinet Reporting Month</b>	<b>Change in Variance</b>
		<b>£000</b>	<b>£000</b>	<b>underspend-overspend+</b> <b>£000</b>	<b>£000</b>	<b>£000</b>
COD1	Corporate Services	2,334	2,334	0	0	0
COD2	Human Resources & Organisational Development	4,797	4,248	-549	-273	-276
COD3	Communications, Strategy & Insight	3,470	3,372	-98	25	-123
COD4	ICT & Digital	10,520	11,102	582	657	-75
COD5	Culture & Customer Experience	12,734	13,282	548	402	146

**Business Management & Monitoring Report: Resources**  
**Position to the end of January 2024**  
**Revenue Budget Monitoring**

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
COD6	Finance	8,919	9,399	480	347	133
COD7	Property, Investment & FM	19,743	20,173	430	371	59
COD8	Law & Governance	8,016	8,516	500	447	53
COD9	Delivery & Partnership	2,963	2,963	0	0	0
<b>Total Resources</b>		<b>73,496</b>	<b>75,389</b>	<b>1,893</b>	<b>1,976</b>	<b>-83</b>

**Business Management Report**  
**Position to the end of January 2024**

**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
Grand Total							0	0

**Business Management Report**  
**Position to the end of January 2024**

**NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE**

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Mar	Jan	Supporting families PBR Q3 23.24	CEF3-2	QA Safeguarding + Recruit + Retention	T	173	0
				VSMGT	Strategic Measures	T	0	-173
			Budget moved in 2022-23. Virement for NI adjustment this year	COD6	Finance & Procurement	P	1	0
				SCS1	Adult Social Care	P	-1	0
			Knights Court budget closure - budget relocation	COD7	Property, Investment & FM	P	0	0
				SCS1	Adult Social Care	P	0	0
			2024 Gold Pay Award 3 mths part year Jan-Mar	COM4-2	Fire & Rescue	T	5	0
				VSMGT	Strategic Measures	T	-5	0
			SLT Move to their respective CC	COD1	Corporate Services	P	-574	0
				COD4	ICT & Digital	P	-18	0
				COD8	Law & Governance	P	187	0
				EP4-1	Records & Systems	P	214	0
				SCS1	Adult Social Care	P	191	0
CS	Mar	Dec	DSG Contribution re Teachers Pay Awards 2023-23	CEF1-2	SEND Service	T	0	0
				CEF1-5	Learner Engagement	T	2	-2
				CEF4-3	Non-Delegated Schools Costs	T	-2	2
			EY DSG contribution re pay award 2023-24 Children	CEF1-2	SEND Service	P	2	-2
				CEF1-3	Learning & School Improvement	P	13	-13
				CEF1-4	Access to Learning	P	17	-17
				CEF4-2	Early Years Funding Formula	P	-34	34
				CEF5-1	Management & Admin	P	2	-2
			Pay Award 2023-24 HN DSG Contribution - Green Book Leavers	CEF1-2	SEND Service	T	0	0
				CEF1-5	Learner Engagement	T	0	0

**Business Management Report**  
**Position to the end of January 2024**

**NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE**

Page 104

			HN DSG Contribution re Pay Award 2023-24 - Green Book Filled Posts	CEF1-2	SEND Service	P	-54	54	
				CEF1-3	Learning & School Improvement	P	9	-9	
				CEF1-5	Learner Engagement	P	8	-8	
				CEF3-2	QA Safeguarding + Recruit + Retention	P	3	-3	
				CEF5-1	Management & Admin	P	33	-33	
			CB DSG contribution re pay award 2023-24 Children re Green Book Filled Posts	CEF1-3	Learning & School Improvement	P	0	0	
				CEF1-4	Access to Learning	P	39	-39	
				CEF1-5	Learner Engagement	P	24	-24	
				CEF4-3	Non-Delegated Schools Costs	P	-101	101	
				CEF5-1	Management & Admin	P	39	-39	
			DSG Central Block Pay Award 2023-24 Arrears re leavers Apr-Oct 2023	CEF1-5	Learner Engagement	T	1	-1	
				CEF4-3	Non-Delegated Schools Costs	T	-1	1	
			Dedicated Recruitment Officer Roles	CEF2-9	Change	P	-80	0	
				CEF5-1	Management & Admin	P	80	0	
			Amendment to ESFA funded places	CEF1-2	SEND Service	P	-30	30	
			Permanenet funding for shortfall in Childrens Housing	CEF2-3	Childrens Social Care	P	-100	0	
				CEF3-1	Provider Services	P	70	30	
			Jan	MASH, IAS, Strengthening Families re-align	CEF2-1	Early Help	P	30	0
					CEF2-2	Front Door	P	692	0
		CEF2-3			Childrens Social Care	P	-190	0	
		CEF2-9			Change	P	-532	0	
		QA, Safeguardng, R&R re-alignment		CEF2-3	Childrens Social Care	P	-125	0	
				CEF2-9	Change	P	-394	0	
				CEF3-2	QA Safeguarding + Recruit + Retention	P	519	0	
		Additional Funding 23-24 YJ Grant		CEF3-1	Provider Services	T	7	-7	
		Create income & Expenditure budget for S31 Grant Implementation of Supported Accommodation		CEF3-1	Provider Services	P	299	-299	



**Business Management Report**  
**Position to the end of January 2024**

**NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE**

AS	Mar	Dec	ASC Inflation Budget Realloc 23/24	ACSNPOOL	Live Well Pool	P	434	-434
				BCFPOOL	Age Well Pool	P	12	-12
				SCS5	Pooled Budget Contributions	P	0	0
			Health Reserves Drawdown	ACSNPOOL	Live Well Pool	T	52	-52
				SCS5	Pooled Budget Contributions	T	0	0
			23AS19 saving realignment	ACSNPOOL	Live Well Pool	P	1,100	-1,100
				SCS5	Pooled Budget Contributions	P	0	0
			CQC Review and Assessment Grant 2023/24	SCS1	Adult Social Care	T	27	-27
		Jan	HESC adjustments	SCS2	Other Adult Social Care Services	P	-6	6
			24AD4 Saving stretch move to Live Well	ACSNPOOL	Live Well Pool	P	-500	500
				SCS5	Pooled Budget Contributions	P	0	0
RES	Mar	Jan	reallocate budgets to align with expenditure	COD7	Property, Investment & FM	P	44	-44
EP	Mar	Jan	TRO and Traffic signals from Ops to Network	EP3-1	Highway Maintenance	P	-430	0
				EP3-2	Network Management	P	430	0
Grand Total							1,581	-1,581

**Business Management Report**  
**Position to the end of January 2024**

**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	March	Jan	Supplementary estimate to cover the one-off ill health/injury costs incurred during 2023/24 in Community Services	COM4-2	Fire & Rescue	T	159	
				VSMMGT	Strategic Measures	T	-159	
Grand Total							0	0

**Business Management & Monitoring Report**  
**Position to the end of January 2024**  
**Earmarked Reserves**

	2023/24			Description
	Balance at 1 April 2023	Forecast Movement	Forecast Balance at 31 March 2024	
	£m	£m	£m	
<b>Revenue Grants Unapplied</b>				
Grants and Contributions Reserve	37.0	-16.9	20.1	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.
COVID-19 Reserve	15.4	-9.3	6.1	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.
Government Initiatives Reserve	2.3	-0.5	1.8	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.
<b>Subtotal Revenue Grants Unapplied</b>	<b>54.8</b>	<b>-26.7</b>	<b>28.0</b>	
<b>Corporate Priorities</b>				
Budget Priorities Reserve	11.4	-9.8	1.6	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Strategy.
Transformation Reserve	1.5	0.0	1.5	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Zero Emissions Zone	0.5	0.0	0.5	This reserve holds surpluses generated by Network Coordination for the development and expansion of the ZEZ in the future years.

**Business Management & Monitoring Report**  
**Position to the end of January 2024**  
**Earmarked Reserves**

	2023/24			Description
	Balance at 1 April 2023	Forecast Movement	Forecast Balance at 31 March 2024	
	£m	£m	£m	
Youth Provision Reserve	0.3	-0.3	0.0	Funding for locality based youth provision
<b>Subtotal Corporate Priorities</b>	<b>13.7</b>	<b>-10.1</b>	<b>3.6</b>	
<b>Funding for Risk</b>				
Insurance Reserve	12.9	0.0	12.9	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.
Demographic Risk Reserve	13.0	4.0	17.0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Council Elections	0.4	0.2	0.6	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.
Redundancy Reserve	2.4	0.0	2.4	This reserve is available to fund redundancy costs arising from Transformational Change.
Trading Accounts	0.2	-0.2	0.0	This reserve holds funds relating to traded activities to help manage volatility year to year or future investments.
Council Tax Collection Fund Reserve	3.0	0.0	3.0	This reserve holds any surplus/ deficit as a result of income from council tax being more or less than originally estimated
Business Rates Reserve	9.5	0.1	9.6	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.
<b>Subtotal Risk</b>	<b>41.3</b>	<b>4.1</b>	<b>45.4</b>	

**Business Management & Monitoring Report**  
**Position to the end of January 2024**  
**Earmarked Reserves**

	2023/24			Description
	Balance at 1 April 2023	Forecast Movement	Forecast Balance at 31 March 2024	
	£m	£m	£m	
<b>Capital &amp; Equipment</b>				
Capital Reserves	67.8	0.3	68.1	This reserve has been established for the purpose of financing capital expenditure in future years. Drawdown will be confirmed later in the year.
Vehicle and Equipment Reserve	3.4	0.3	3.7	This reserve is to fund future replacements of vehicles and equipment.
Investment Pump Priming Reserve	2.0	-1.9	0.1	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.
<b>Subtotal Capital &amp; Equipment</b>	<b>73.2</b>	<b>-1.3</b>	<b>72.0</b>	
<b>Other Reserves</b>				
Schools' Reserves	12.9	0.0	12.9	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities.
Partnership Reserves	1.9	-1.6	0.3	This relates to funding for the Growth Deal
On Street Car Parking Reserve	4.9	0.2	5.1	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.
<b>Subtotal Other Reserves</b>	<b>19.7</b>	<b>-1.4</b>	<b>18.4</b>	
<b>Total Earmarked Reserves</b>	<b>202.7</b>	<b>-35.4</b>	<b>167.4</b>	

**Business Management & Monitoring Report**  
**Position to the end of January 2024**  
**Earmarked Reserves**

	2023/24			Description
	Balance at 1 April 2023	Forecast Movement	Forecast Balance at 31 March 2024	
	£m	£m	£m	
DSG Unusable Reserve *	-41.1	-22.9	-64.0	
DSG High Needs deficit within Unusable Reserve *	-46.8	-22.9	-69.7	
Total Earmarked Reserves after DSG Unusable Reserve	161.6	-58.3	103.4	

**Business Management Report**  
**Position to the end of January 2024**  
**Government Grants 2023/24**

Ringfenced	Directorate	Issued By	Estimate 2023/24	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	<b>Adult Services</b>					
	Improved Better Care Fund	DHSC	10,705	0	0	10,705
	Adult Social Care Market Sustainability and Improvement Fund	DHSC	5,366	0	0	5,366
	Adult Social Care Discharge Fund	DHSC	1,501	0	0	1,501
	Adult Social Care Market Sustainability and Improvement Fund - Workforce Fu	DHSC	0	3,485	27	3,512
	<b>TOTAL ADULT SERVICES</b>		<b>17,572</b>	<b>3,485</b>	<b>27</b>	<b>21,084</b>
	<b>Children's Services</b>					
	<b>Dedicated School Grants</b>					
	Dedicated Schools Grant (DSG) - Schools Block	DfE	131,138	31	0	131,169
	Dedicated Schools Grant (DSG) - Central Block	DfE	4,992	0	0	4,992
	Dedicated Schools Grant (DSG) - Early Years Block	DfE	44,341	94	0	44,435
	Dedicated Schools Grant (DSG) - High Needs Block	DfE	85,288	-564	0	84,724
	<b>Subtotal DSG Grants</b>		<b>265,759</b>	<b>-439</b>	<b>0</b>	<b>265,320</b>
	<b>School Grants</b>					
	Pupil Premium	DfE	7,663	531	0	8,194
	Teacher's Pension Grant	DfE	274	-264	0	10
	Teacher's Pay Grant	DfE	95	-95	0	0
	Coronavirus (COVID-19) National Testing Programme	DfE	0	0	0	0
	Coronavirus (COVID-19) Alternative Provision Y11 Transition	DfE	0	0	0	0
	Coronavirus (COVID-19) Education Recovery NQT	DfE	0	0	0	0

**Business Management Report**  
**Position to the end of January 2024**  
**Government Grants 2023/24**

Page 112

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	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	462	0	462
R	Coronavirus (COVID-19) School Let Tutoring Grant	DfE	0	408	0	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
	<b>Subtotal School Grants</b>		<b>14,516</b>	<b>10,077</b>	<b>0</b>	<b>24,593</b>
	<b>Other Children's Services Grants</b>					
R	School Improvement Monitoring & Brokering Grant	DfE	0	0	0	0
R	Additional support for schools in financial difficulty	DfE			331	331
R	Youth Justice Board	YJB	674	30	7	711
R	Asylum (USAC and Post 18)	HO	3,997	2,580	0	6,577
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	45	0	45



**Business Management Report**  
**Position to the end of January 2024**  
**Government Grants 2023/24**

Page 113

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	Extended Personal Adviser Duty Grant	DfE	103	9	0	112
R	Leaving Care Allowance Uplift	DfE			136	136
R	Staying Put Implementation Grant	DfE	288	0	0	288
R	Remand Framework	YJB	72	-36	0	36
R	Reducing Parental Conflict Workforce Development Grant	YJB	0	48	0	48
R	Supported Internships for Young People with SEND	DWP	54	0	0	54
R	Holiday Activities and Food Programme	DfE	296	1,203	0	1,499
R	Attach ASF	DfE	0	15	0	15
R	Intervention Delivering Better Value in SEND - Grant for Data Analysis	DfE	0	0	1,000	1,000
R	Fam Grp Conferences	DfE	0	54	0	54
R	Multiply	DfE	899	0	0	899
R	Home for Ukraine Education	DfE	0	0	0	0
R	Turnaround Programme	YJB	64	63	0	127
R	Strengthening Multi-Agency Leadership for reform	DfE			47	47
R	Implementation of Supported Accommodation Reforms	DfE			299	299
	Subtotal Other Children's Services Grants		<b>6,447</b>	<b>4,212</b>	<b>1,820</b>	<b>12,479</b>
	<b>TOTAL CHILDREN'S SERVICES</b>		<b>286,722</b>	<b>13,850</b>	<b>1,820</b>	<b>302,392</b>
	<b>Environment &amp; Place</b>					
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

**Business Management Report**  
**Position to the end of January 2024**  
**Government Grants 2023/24**

Page 114

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	Woodland Creation Accelerator Fund (WCAF)	DEFRA	0	75	0	75
R	Air Quality SSCL Grant	DEFRA			127	127
R	Capability Fund	DFT			260	260
R	Zero Emission Zone Pilot	DEFRA	0	0	0	0
	<b>TOTAL ENVIRONMENT &amp; PLACE</b>		<b>741</b>	<b>150</b>	<b>387</b>	<b>1,278</b>
R	<b>Public Health</b>					
R	Public Health Grant	DHSC	33,632	0	0	33,632
	<b>TOTAL PUBLIC HEALTH</b>		<b>33,632</b>	<b>0</b>	<b>0</b>	<b>33,632</b>
	<b>Community Safety</b>					
R	Fire Fighter's Pension Fund Grant	DLUHC	1,361	0	0	1,361
R	Fire Protection Uplift Grant	DLUHC	0	303	0	303
R	Fire Fighter's New Dimensions Grant	DLUHC	40	0	0	40
	<b>TOTAL COMMUNITY SAFETY</b>		<b>1,401</b>	<b>303</b>	<b>0</b>	<b>1,704</b>
	<b>Resources</b>					
R	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 Gravitometer	Innovate UK	69	0	0	69

**Business Management Report**  
**Position to the end of January 2024**  
**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	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
	<b>TOTAL RESOURCES</b>		<b>8,219</b>	<b>0</b>	<b>0</b>	<b>8,219</b>
	<b>Strategic Measures</b>					
U	Lead Local Flood Authority	DEFRA	45		-45	0
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	21		21
U	Supporting Families - previously Troubled Families	DLUHC	1,048	204	173	1,425
U	New Homes Bonus	DLUHC	1,700			1,700
U	Local Reform & Community Voices	DfE	328			328
U	Social Care in Prisons Grant	DfE	187			187
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	641	-19	622
U	Supplementary Substance Misuse Inpatient Detox & Rehabilitation	OHID	0	80		80
U	Rough Sleeping Drugs & Alcohol Grant	DLUHC	0	1,140		1,140
U	Rough Sleeping Strategy - care leavers	DLUHC	0	95		95

**Business Management Report**  
**Position to the end of January 2024**  
**Government Grants 2023/24**

Page 116

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
U	Dual Running & Client Level Data	DHSC	0	20		20
	<b>Subtotal Strategic Measures</b>		<b>40,409</b>	<b>3,406</b>	<b>135</b>	<b>43,950</b>
	<b>Business Rates</b>					
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
	<b>Subtotal Business Rates</b>		<b>57,089</b>	<b>1,985</b>	<b>0</b>	<b>59,074</b>
	<b>Grants held on behalf of Local Enterprise Partnership</b>					
R	Oxford Innovation Business Support	BEIS	205		0	205
R	European Regional Development Fund		900		-900	0
R	DCLG (Local Enterprise Partnership Funding)	DLUHC	500		335	835
	<b>Subtotal Grants held on behalf of Local Enterprise Partnership</b>		<b>1,605</b>	<b>0</b>	<b>-565</b>	<b>1,040</b>
	<b>TOTAL STRATEGIC MEASURES</b>		<b>99,103</b>	<b>5,391</b>	<b>-430</b>	<b>104,064</b>
	<b>Total All Grants</b>		<b>447,390</b>	<b>23,179</b>	<b>1,804</b>	<b>472,373</b>

R Ringfenced grant

U Un-ringfenced grant

Issued by

HO Home Office

DHSC Department of Health &amp; Social Care

DfT Department for Transport

DfE Department for Education

DLUHC Department for Levelling Up, Housing and Communities

BEIS Department for Business, Energy &amp; Industrial Strategy

OHID Office for Health Improvement and Disparities

DEFRA Department for Environment, Food and Rural Affairs

AC Arts Council

YJB Youth Justice Board

NDTi National Development team for Inclusion

**Business Management & Monitoring Report**  
**Position to the end of January 2024**  
**General Revenue Balances**

	<b>Forecast 2023/24</b>	
	£m	£m
General Balances: Outturn 2022/23	22.643	
County Fund Balance		<b>22.643</b>
Planned Contribution to Balances (February 2023)		6.800
Planned Contribution from Balances (June 2023)		0.800
<b>Original forecast outturn position 2023/24</b>		<b>30.243</b>
<b>Additions</b>		0.000
<b>Calls on balances deducted</b>		
Staffing costs to support development of One - Fleet approach to the council's vehicles (Supplementary Estimate agreed May 2023)		-0.180
Supplementary estimate for a school with a forced academisation that has a deficit budget		-0.200
		<b>-0.380</b>
<b>Automatic calls on/returns to balances</b>		0.000
<b>Additional Strategic Measures</b>		
Forecast Strategic Measures Overspend /Underpend		0.000
<b>Net General Balances</b>		<b>29.863</b>
<b>Calls on / returns to balances requested in this report</b>		0.000
<b>Forecast Variation at Year End</b>		
Less forecast overspend (as set out in Annex 1)		0.000
<b>Forecast Outturn position</b>		<b>29.863</b>
<b>Risk Assessed Level of Balances for 2023/24</b>		<b>30.200</b>
<b>Surplus/(deficit) balances compared to risk assessed level</b>		<b>-0.34</b>

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## **Annex C**

Homes for Ukraine funding: to report updated spending and additional allocations

Following the launch of the Homes for Ukraine (HfU) scheme by the UK government in March 2022, upper tier councils have been in receipt of a tariff fund for individual arrivals in their area of responsibility. Funding is provided as a one-off payment at the level of £10,500 per guest, falling to £5,900 for all new arrivals from 1 January 2023. For eligible minors the tariff will continue at £10,500.

This funding is to support Ukrainian guests and their hosts. Oxfordshire residents have been exceptionally welcoming, with Oxfordshire's per-resident population hosting levels been amongst the highest in the country.

In two-tier areas it is a condition of the funding that councils must agree a plan locally to:

- make prompt payments to lower-tier councils in relation to all the services which they provide to guests under the scheme, during the full duration of the scheme, including for services such as homelessness assistance for which lower-tier councils are responsible
- make an immediate payment to lower-tier councils in relation to any upfront costs.

This tariff funding is in addition to separate funding received for: education, payments to host households and the specific funding to reduce homelessness, including the capital funding through the Local Authority Housing Funding (LAHF), for the city and district councils.

### **Response in Oxfordshire**

Oxfordshire's councils, supported by statutory services including Thames Valley Police, OxLEP and the NHS, organised a Homes for Ukraine response through the Oxfordshire Migration Partnership ('Oxfordshire Silver'). Over the past year, the partnership has moved from an initial focus on basic welfare and safeguarding, to managing the transition of guests into sustainable accommodation through support for employment, skills and access to accommodation.

Working through the Migration Partnership, Oxfordshire councils - represented by their chief executives - agreed an outline allocation of tariff funding early in the scheme. The funding was apportioned based on the costs incurred by each council and for specific cross-cutting programmes led by either the county council or by one of the city and district councils, on behalf of all partners.

These schemes have been overseen and managed through the decision making, finance and procurement processes of the relevant organisations.

Formal grant agreements for the funding were allocated to the city and district councils, which was apportioned in outline before the volume of Ukrainian guests in Oxfordshire was known – the number of guests drives the tariff funding we receive. The level of the funding, given the numbers of guests in the county, meant that the conclusion of the grant agreements was a key decision. Initial allocations were agreed by Cabinet in July 2023 with further allocation to be agreed by the County Council's Executive Director for Finance and Resources, in consultation with district and city Section 151 officers. This Annex is provided to Cabinet to give an update on further allocations up to January 2024.

### **Original and additional allocations**

The table below presents the original allocations, alongside the new allocations as of January 2024.

Programme element - allocations	Allocation at July 2023 £ m	Allocation at Jan 2024 £ m
Guest payments, DBS etc.	0.6	0.6
Wraparound support	0.4	0.6
Community Liaison Officers	0.3	0.5
Rematching resources (lead authority: Oxford City Council)	0.2	0.4
Funding allocated to County, City and Districts	5.8	7.4
Top-up payments for hosts	1.6	1.8
Bus passes	1.0	1.0
Move-on (lead authority: South Oxfordshire and Vale of White Horse District Councils)	6.0	6.2
Employment and Skills programme (lead authority: Oxfordshire County Council)	1.2	1.6
Football Inclusion Officer (Lead authority: Cherwell)		0.035
Community Grants (Lead authority: Cherwell)		0.050
Aspire Employment Project (Lead authority: OCC)		0.013
Impact Assessment (Lead authority: OCC)		0.020
<b>Total allocated funding (May 2023/ Dec 2023)</b>	<b>16.9</b>	<b>20.2</b>
<b>Total tariff funding (May 2023/ Dec 2023)</b>	<b>21.0</b>	<b>23.0</b>
<b>Unallocated funding (May 2023/ Dec 2023)</b>	<b>4.1</b>	<b>3.0</b>

### Guest Payments

*£482,600 spend by Jan 2024 – no increase in allocation.*

£200 paid to Ukrainian guests when they arrive at host accommodation in Oxfordshire. This is a one-off 'welcome' payment managed by Oxfordshire County Council.

### Wraparound support for Ukrainian guests

*£362,162 spend by Jan 2024 – allocation increased to £0.6m (new contract awarded)*

Support provided through a contract with a community/ voluntary sector provider to provide a range of interventions, activities and events to support Ukrainians living in Oxfordshire, as well as helping new arrivals settle in and find their bearings. The support included help to access to suitable accommodation, finding employment, supporting volunteering and training opportunities and accessing vital support/ health/ welfare services. A new one-year contract (option to extend for another year – included in costings) will start in March 2025 and will focus more on signposting to existing services, as well as providing additional health and wellbeing support.

### Community Liaison Officers

*£229,262 spend by Jan 2024 - allocation increased to £0.5m (resource extended to March 2025)*

These officers are linked to city and district council areas and work closely with the wrap around support provided through the contract above. The officers provide support for Ukrainian hosts and guests in their localities and provide an overview of community services and support.



### **Rematching resources**

*£202,481 spend by Jan 2024 - allocation increased to £0.4m (resource extended to March 2025)*

Led by a team located in Oxford City Council, this partnership work enables a county-wide approach to prevent Ukrainian guests from becoming homeless by rematching them with hosts, when necessary. This reduces the risk of homelessness and the need for emergency temporary accommodation. By working together across Oxfordshire, this enables strategic policies and processes to be put in place to support consistency across the county.

### **Initial funding allocated for Administration/ discretionary costs**

*£3,869,077 spend by Jan 2024 – allocation increased to £7.4m resource extended to March 2025)*

Funding for city, district and county councils to cover the costs of administering the Homes for Ukraine scheme. This work delivers the objectives of the Oxfordshire Migration Partnership, which is to ensure a warm welcome for all new arrivals and embrace and support independent living for those staying in the county.

Administration costs include:

- Communications
- Finance/payment provision
- Customer contact centre
- Housing support
- Social care support (adults and children)

An initial payment of £500,000 was made to each district / city area with additional funding being paid according to costs and need from the unallocated funded.

### **Top up for host payments**

*£678,100 spend by Jan 2024 - allocation increased to £1.8 (host top-up payments)*

On-going, additional payment made to hosts as a 'top up' over and above Government agreed payments. Each sponsor (host) in Oxfordshire receives £550 per month. The reason for increasing the payments to all hosts is to encourage on-going hosting arrangements and maintain a consistent payment level through variably national offers.

Government 'standard' payments are £350 a month during the first 12 months of guest's stay, increasing to £500 once the guest has been in the UK for 12 months, for a duration of a further 24 months.

System partners have agreed that the locally funded host payment top-ups will continue at least until March 2025 with eligibility in-line with the national scheme.

### **Bus passes for Ukrainian guests**

*£769,835 spend by Jan 2024 – no additional allocation*

A 12-week free bus pass scheme was introduced for Ukrainians guests, to help them travel in Oxfordshire during their first few months in the UK. The initial scheme (introduced in June 2022) was extended by another 12 weeks, so all guests could apply for free bus passes for a period of up to 24 weeks. The free bus pass scheme has ended, with individual requests being considered on a case-by-case basis.

### **Move on: Staffing support and to Private Rented Sector (PRS)**

*£454,443 spend by Jan 2024 – total allocation is £3.9m (Resource agreed to March 2025)*

The Housing Capacity Team cross-county team works to ensure the smooth transition of Ukrainian guests from their hosts into independent accommodation. Led by a team allocated in South Oxfordshire and Vale of White Horse Councils, this partnership work encompasses a range of activities covering:

- Staffing support
- Moving on private rental support
- Moving on guest support
- Moving on Homes for Multiple Occupancy (HMO) license application support.

Whilst current spend is very low there are significant risks related to rising homelessness across all cohort groups and therefore it is essential to have the budget available to reduce the risk of homelessness and support Ukrainians to move into settled accommodation. The cost

### **Employment support**

*£464,800 spend by Jan 2024 – increased allocation to £1.6m (if the project is extended to 24 months, rather than current 18 months) – any extension will require approval by Gold (Oxfordshire Chief Executives)*

This is a new scheme, being led by Oxfordshire County Council, working closely with partners across the county.

Stable employment is critical for Ukrainian guests to be able to access sustainable accommodation and minimise homelessness. The new support includes:

- Preparing for work in the UK
- Into work (including the securing of jobs, childcare, transport)
- Work experience
- Voluntary work
- Training and conversion courses
- Courses for English Speakers of Other Languages (ESOL) and work based ESOL (WBESOL)
- Self-employment
- Information and signposting.

### **District and City Council grant agreements**

The additional funding allocation is set out in the table below, with further funding as required by each council within the overall Homes for Ukraine envelope, agreed by the Director of Finance on the presentation of a business case, in consultation with city and district councils s151 officers.

Initial spending was agreed in outline by Chief Executive's in compliance with the funding scheme requirement to passport funding from upper tier to lower tier authorities in two tier areas, as set out above and therefore significant elements of this funding is being provided in retrospect.

Funding element	County	City	CDC	SODC	VOWH	WODC
Guest payments, DBS etc.	650312					
Wraparound contract	625495					
Community Liaison Officers 12 months		50000	50000	50000	50000	0
Community Liaison Officers extension		71137	78153	84653	49873	22459
Rematching resources		429330	0	0	0	0
Admin/Discretionary (initially capped at £500k)	3578840	1050000	500000	1019000	670000	500000
Host payment top ups	1800000					
Bus passes	1029000					
Football Inclusion Officer			35000			
Employment and Skills Programme	1600000					
Aspire Employment Project	13060					
Community Grants Scheme			50000			
Impact assessment	20000					
Moving on staffing support		0	0	404000	0	0
Moving on Private Rental Support		633000	544000	977000	693000	655000
Moving on - not yet allocated	2330000					
<b>Total funding</b>	<b>£11,646,707</b>	<b>£2,233,467</b>	<b>£1,257,153</b>	<b>£2,534,653</b>	<b>£1,462,873</b>	<b>£1,177,459</b>

The reason there is a discrepancy between the admin/discretionary allocations is because some districts have budget remaining from their original allocations which will cover their requests for additional funding for staffing to March 2025. Ongoing monitoring will enable us to check whether further funding will be required beyond this.

### Finance plan

A finance plan is in place to maintain oversight of the funding and manage payments to the District/City councils.

Draw down of additional funding is via issuing of a letter that acts as an additional schedule to the existing grant agreement.

Quarterly finance reports are presented to the partnership to maintain oversight of the HfU funding.

Additional funding is being sourced via the city and district councils' wider asylum resettlement funds to finance the adaptation of HfU services to support other refugees and asylum seekers in the county, as requested by chief executives. For 2024-25, it was agreed that 20% (£13,326.67 from each district) of the staff costs for the central system support teams - the Programme Management Team based in the County Council, and the Housing Capacity Team based at South & Vale District Councils – will be financed using this resettlement funding. A process has been set up to claim this funding back from the city and district councils through the new round of grant funding letters associated with the HfU agreement – this will avoid the need for a separate 'reverse' grant agreement.

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## **Cost of Living Update and Proposed Use of Funding in 2024/25 and 2025/26**

The 2024/25 cost of living programme has successfully delivered £9m cost of living funding to Oxfordshire residents. This has included launching a new Resident Support Scheme, providing £0.610m crisis grants to 1,100 households up to January 2024. In addition, £1.550m cost of living support was paid to 3,400 qualifying residents who missed out on national funding, a take up rate of over 84%.

In the last three years funding has been provided in the form of the Household Support Fund (HSF), with the fourth iteration providing £6.7m grant funding for the current financial year. In 2023/24 this has been supplemented by £2.3m one – off funding agreed as part of the council's budget in February 2023 as well as £0.5m from the emergency welfare fund (funded from the COVID-19 reserve), to create the 2023/24 Cost of Living programme as set out in the report to Cabinet in March 2023.

As part of the Budget Statement on 6 March 2024 the government announced £0.500m funding nationally for a six month extension of the Household Support Fund at the current level from April to September 2024. Further information is awaited on the council's allocation and grant conditions.

Monies provided through the 2023/24 Household Support Fund (HSF4) are required to be spent by 31 March 2024 or otherwise returned to government so priority has been given to ensuring this funding is fully spent. In the absence of any previous information about further funding in 2024/25, projects within the programme have been prudently managed in 2023/24 to minimise the need to draw down from the emergency welfare fund, rather than being recycled into other projects on the basis that this would mean there was some resource for welfare projects in 2024/25 when the HSF was expected to have ended.

The extension of the HSF means that plans can be made for a new programme of expenditure in the first half of 2024/25. The largest item of expenditure in the Cost of Living programme has been support with food costs for families of children entitled to Free School Meals (FSM), at £3.5m. Given that the announcement of a fifth round of HSF (HSF5) provides more cost of living funding in 2024/25 than previously anticipated, it is proposed to use £0.5m from the 2023/24 Cost of Living programme to meet the costs of providing FSM equivalent support during the 2024 Easter Holidays. This funding will be provided to schools ahead of the Easter holiday period to allow them to purchase the support.

A £0.380m allocation from the Budget Priorities reserve to match fund council tax discount schemes for people on low incomes was agreed by Cabinet on 20 September 2022. Based on take up across all the districts £0.054m of this funding was not needed in 2023/24.

The following actions are proposed to maximise the cost of living and financial inequality resource in 2024/25:

- £0.5m unspent funding from the 2023/24 cost of living programme will be used to fund equivalent holiday support for free school meals in the Easter 2024 school holiday.
- £0.054m not required to be drawn down from the Budget Priorities reserve will be held in the reserve and used to increase the 2025/26 emergency welfare fund to £0.354m<sup>1</sup>.
- A report to Cabinet in early 2024/25 will set out proposals for the use of HSF5 as well as other opportunities for tackling financial deprivation and inequality, including the utilisation of additional funding included in the 2024/25 budget.

The table on the next page provides a summary of the financial position for the funding included in the 2023/24 budget.

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<sup>1</sup> £0.2m funding that was originally expected to support the emergency welfare fund in 2025/26 was brought forward into 2022/23 by a Cabinet decision in September 2022 in order to accelerate cost of living support during the most acute period of inflation and uncertainty related to the anticipated end of the energy price cap.

<b>Expenditure</b>	<b>Amount</b>	<b>Funding Source</b>	<b>Purpose</b>	<b>23/24 Outturn projection</b>	<b>Action Required</b>
Emergency Welfare Fund (£2,000,000 over 22/23 to 25/26)	£500,000	Covid Reserve	Provide financial support for household essentials	£500,000 available to fund FSM Holiday Support at Easter. The balance is available from the original allocations as follows: Take up of Cost of Living payment to people in receipt of Housing Benefit (£100,000) Holiday food vouchers for families of children entitled to FSM (£320,000) Returned credit from Post Office in relation to 2022/23 pensioner Cost of Living (CoL) payment	Expenditure to be reclaimed from Household Support Fund for 2024/25
Accelerated cost of living support (2022/23)	£200,000	Emergency Welfare Fund (25/26)	Cost of Living Support delivered by VCS organisations	Spent in full	None, but note that this is part of the £2m in the above line
Household Support Fund (23/24)	£6,720,000	DWP Household Support Fund (23/24)	Cost of Living (CoL) support for vulnerable households	Spent in full	
Additional CoL measures (23/24)	£2,300,000	Base budget	Cost of living support to be delivered by District Councils and VCS organisations	Spent in full	
Additional CoL measures (22/23)	£380,000	Budget Priorities Reserve	To provide matched funding to Districts Council Tax hardship schemes	£54,000 not drawn down by Council Tax authorities	£54,000 to remain earmarked in budget priorities reserve for draw down to top up emergency welfare fund in 2025/26





## CABINET – 19 MARCH 2024

### CAPITAL PROGRAMME UPDATE AND MONITORING REPORT

Report by the Executive Director of Resources

#### Recommendations

1. The Cabinet is RECOMMENDED 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.

#### Budget Changes / Budget Release

3. approve the inclusion of a programme of work to replace prefabricated classrooms with permanent provision at North Hinksey CE Primary School into the Capital Programme, at a cost of £1.443m to be funded by s106 developer contributions, the remaining cost of the scheme will be met by the Oxford Diocesan Schools Trust (paragraph 49)
4. approve the inclusion of the expansion of Mabel Prichard Special School into the capital programme with an indicative budget of £2.230m to be funded from the Special Educational Needs (SEN) High Needs capital allocation 2021/22-2023/24 (paragraph 50).
5. approve an increase in budget of £3.6m from £6.897m to £10.497m for the Tramway Road Accessibility Improvement scheme. The increase in budget is funded through the Housing & Growth Deal and was agreed as part of the latest Growth Deal Programme review exercise, included in the Capital Programme approved at Council on 20 February 2024 (paragraph 52).
6. approve the inclusion of Redbridge Household & Recycling Centre (HWRC) stabilisation works into the capital programme at a cost of £1.400m to be funded by corporate resources, of which £0.7m was agreed by Cabinet on 21 February 2023 and a further £0.7m agreed on 27 February 2024 (paragraph 54).
7. to note the release of an initial development budget of £1.813m to redevelop Speedwell House (paragraph 56).
8. To approve the inclusion of the £3.1m Decarbonisation Grant into the capital programme and the release of a total budget

provision of £8.2m to commence carbon reduction measures in the Council property portfolio to progress measures towards the 2030 Climate Action Framework (paragraph 58).

## **Executive Summary**

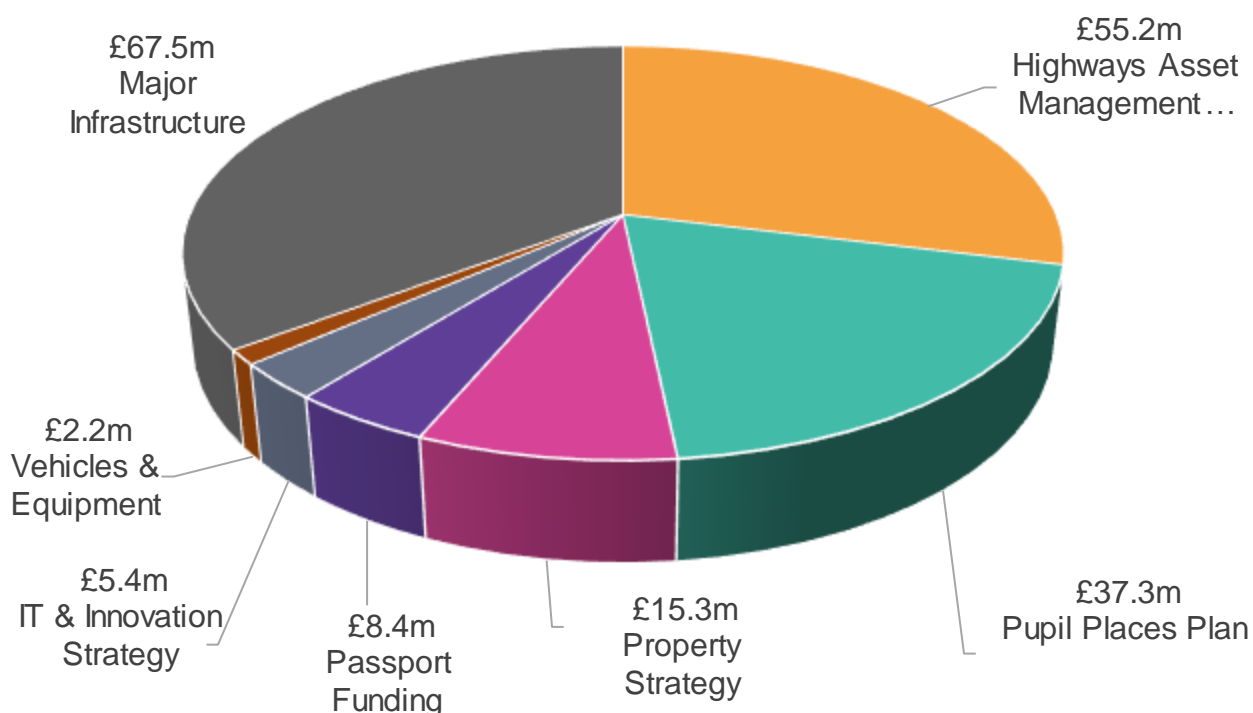
2. The Council's Strategic Plan has set out a clear vision for the county, centred around strong local communities, healthy places to live, and a zero-carbon economy that benefits everyone. The strategic plan has nine priorities with a set of objectives for each. The capital and investment strategy agreed in February 2024 articulates how the Council's capital investment will help achieve this vision and the nine priorities.
3. The Capital programme also supports statutory functions such as school placements and urgent health and safety capital maintenance works.
4. The ten-year Capital Programme sets out how the Council will use capital expenditure to deliver these council priorities. The Capital Programme is updated quarterly and fully refreshed annually as part of the Budget and Business Planning Process to ensure that it remains aligned to the latest priorities, reflects the latest cost projections and profile for delivery, and incorporates the current funding position.
5. This is the fourth capital programme update and monitoring report for 2023/24 and sets out the monitoring position based on activity to the end of January 2024. The report also provides an update to the Capital Programme approved by Council on 20 February 2024 taking into account additional funding and new schemes. The updated programme also incorporates changes agreed through the Capital Programme Approval Reports to Cabinet during the year as well as new funding.
6. The forecast programme expenditure for 2023/24 is £191.3m (excluding earmarked reserves). This has decreased by £18.3m compared to the latest capital programme for 2023/24 approved by Council on 20 February 2024. The updated programme reflects the spend profile from the latest delivery timeframes and the inclusion of new grants received by the Council.
7. The total ten-year capital programme (2023/24 to 2033/34) is £1,495.1m. The updated capital programme summary is set out in Annex 2. The main changes since the report to Council on 20 February 2024 are set out in this report.

## **Introduction**

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

9. The capital programme supports the delivery of the council's priorities as set out in the Strategic Plan. The programme is updated quarterly and fully refreshed annually as part of the Budget and Business Planning Process to ensure that it remains aligned to the latest priorities, reflects the latest cost projections and profile for delivery, and incorporates the current funding position.
10. The programme is structured as follows:
- **Pupil Place Plan:** including basic need (new schools and expansion), maintenance, health and safety and improvements
  - **Major Infrastructure:** including Growth Deal Infrastructure programme
  - **Highways and structural maintenance:** including street lighting, and bridges
  - **Property Strategy:** including health & safety, maintenance, improvements, the Investment Strategy and climate change measures,
  - **IT, Digital & Innovation Strategy:** including broadband and equipment
  - **Passported Funds:** including Disabled Facilities Grant and Devolved Schools Capital
  - **Vehicles and Equipment:** including fire and rescue vehicles and equipment
11. The detailed investment profile for the 2023/24 Capital Programme is set out below:

### 2023/24 Programme - Latest Spend Forecast



12. This is the fourth capital programme update and monitoring report for the financial year and focuses on the delivery of the 2023/24 capital

programme based on projections at the end of January 2024 and new inclusions within the overall ten-year capital programme.

13. The following annexes are attached:

Annex 1 Capital Programme Monitoring 2023/24 (Summary)  
Annex 2 Updated Capital Programme 2023/24 – 2032/33 (Summary)

## 2023/24 Capital Monitoring

14. The capital monitoring position set out in Annex 1, shows forecast expenditure for 2023/24 of £191.3m (excluding earmarked reserves). This has decreased by £18.3m compared to the latest capital programme approved by Council on February 2024. The updated programme reflects the year end position for 2023/24 and the impact of re-profiling expenditure into 2024/25 where necessary to reflect the anticipated scheme delivery.

The table below summarises the changes since February 2024 by strategy area:

Strategy Area	Last Approved Programme 2023/24 * £m	Latest Forecast Expenditure 2023/24 £m	Variation £m
Pupil Places Plan	39.2	37.3	-1.9
Major Infrastructure	80.0	67.5	-12.5
Highways Asset Management Plan	56.0	55.2	-0.8
Property Strategy	18.0	15.3	-2.7
IT, Digital & Innovation Strategy	5.8	5.4	-0.4
Passported Funding	8.4	8.4	+0.0
Vehicles & Equipment	2.2	2.2	+0.0
<b>Total Strategy Programmes</b>	<b>209.6</b>	<b>191.3</b>	<b>-18.3</b>
Earmarked Reserves	0.0	0.0	+0.0
<b>Total Capital Programme</b>	<b>209.6</b>	<b>191.3</b>	<b>-18.3</b>

\* Approved by Council 20 February 2024

15. Actual capital expenditure at the end of January 2024 was £129.2m. The combined spend to date and current forecasted in-year commitments for the Capital Programme are £160.8m or 84% of the revised estimate for the year. The rate of expenditure is expected to increase in the remaining months of the year due to several schemes reaching the delivery stage.

## Pupil Places Plan

16. Forecast expenditure for the Pupil Places Plan is £37.3m. The decrease of £1.9m compared to the latest budget for 2023/24 reflects the latest

forecasted expenditure profiles on the delivery timeframe on the various projects in the programme. The planned scheme spend incorporates the Basic Need and Growth Portfolio Programmes as well as Schools' Structural Maintenance.

17. The Basic Need Programme is forecasting expenditure of £11.6m with no overall change compared to the latest approved budget. The programme includes the following nine projects that have been completed or are in the construction phase:

Completed:

- Lord William's School, Thame – expansion to provide an additional 150 secondary pupil places delivered by Thame Partnership Academy Trust via a funding agreement.
- North Leigh CE Primary School – enlarge two classrooms and the hall delivered by Oxford Diocese School Trust via a funding agreement.
- Radley CE Primary School – expansion to provide an additional 105 primary pupil places.
- Glory Farm Primary School, Bicester – replacing 4 temporary classrooms delivered by Bernwode Schools Trust via a funding agreement.

In Construction:

- Blessed George Napier School, Banbury – expansion to provide an additional 300 secondary pupil places delivered by Pope Francis Catholic Multi Academy via a funding agreement.
- Bloxham Primary School – new hall and reconfiguration of internal spaces to create new kitchen.
- Oxfordshire Hospital School – extension and refurbishment.
- St Edburg's CE Primary School, Bicester – expansion to provide an additional 210 primary pupil places delivered by Oxford Diocese Board of Education via a funding agreement.
- Woodstock CE Primary School – expansion to provide an additional 105 primary pupil places.

Where the schemes are being delivered through a funding agreement, they continue to be monitored through the Council's governance procedures.

18. The Growth Portfolio Programme has a forecast expenditure of £22.2m and is £0.1m lower when compared to the previous forecast. It includes the following four projects that have been completed or are in the construction phase:

Completed:

- Graven Hill Primary School, Bicester – a new school to create 420 primary places and 90 nursery places delivered by the housing developer. This achieved Practical Completion and was successfully

handed over to the Warriner Multi Academy Trust to welcome pupils from 11 September 2023.

- St John's CE Academy, Grove – a new school to create 420 primary places, 60 nursery places and SEND support spaces and delivered by the housing developer. This achieved Practical Completion and was successfully handed over to the Vale Academy Trust to welcome pupils from 18 September 2023.

#### In Construction:

- Sires Hill Primary Academy, Didcot – a new school to create 420 primary places and 90 nursery places. The Omnia Learning Trust were able to move into the school on 11 September 2023 under a partial possession enabling the school to open and operate as planned whilst the remainder of the works are completed by ISG leading to a full Practical Completion scheduled for March 2024.
- Shrivenham CE Primary School – a new school to create 315 primary places and 75 nursery places, is still under construction and will be completed in time for the Summer Term 2024.

Where schemes are being delivered by the housing developer, they will still be monitored through the Council's governance procedures.

19. Further projects are in pre-construction for delivery in 2024/25. Depending on the delivery timeframe, some of these will reach the construction phase later this financial year.
20. The School Structural Maintenance Programme is expected to incur expenditure of £3.2m, a reduction of £1.5m compared to the previous forecast. Current year projects include new boilers, roof replacements, improvement to school structure and fire alarm replacement. The revised forecast is due to internal and external resourcing challenges and the re-profiling of projects (e.g. delaying boiler projects to outside of the heating season which means the project will be undertaken next financial year).
21. Condition surveys of all maintained schools have been completed and these will be used to prioritise investment requirement. Energy surveys will be delivered over 2023/24 and 2024/25.
22. There were a total of 32 school projects within the School Structural Maintenance Programme:
  - 17 projects are complete,
  - 8 projects are on site/in construction,
  - 6 projects will be carried forward into 2024/25,
  - 1 project is on hold as the school is now an academy converter.

#### Major Infrastructure

23. The latest forecast position for the Major Infrastructure Programme is £67.5m. The programme is divided into sub-programme areas as shown in the table below. Overall, there is a reduction of £12.5m compared to the latest capital programme budget.

Major Infrastructure	Latest Budget	Latest Forecast	Variation
	£'000	£'000	£'000
Housing Infrastructure Fund 1 (HIF1)	5,700	6,100	+400
Housing Infrastructure Fund 2 (HIF2) & A40	18,525	17,335	-1,190
A423 Improvement Programme	3,000	3,000	+0
Active Travel Phase 3	1,350	925	-425
Banbury & Bicester	2,995	3,500	+505
Oxford	16,056	14,634	-1,422
South & Vale	8,795	8,220	-575
<b>Major Infrastructure Sub-total</b>	<b>56,421</b>	<b>53,714</b>	<b>-2,707</b>
Other Programmes	23,554	13,747	-9,807
<b>Major Infrastructure – Total</b>	<b>79,975</b>	<b>67,461</b>	<b>-12,514</b>

### **HIF1 Programme**

24. The current forecast of £6.1m for the HIF1 programme in 2023/24 reflects an agreed profile of spend with Homes England covering the last quarter of the year, to optimise the mix of minimum spend, whilst reducing the risk of programme delay.

### **HIF2 & A40**

25. The HIF2 & A40 programme in-year forecast of £17.3m is £1.2m less than the latest budget. This is mainly due to the recovery of forward payments to utility companies for statutory works resulting from the rescoping of the programme.
26. The Eynsham Park & Ride programme continues to progress well through its final phase to completion, due May 2024.

### **Active Travel Phase 3**

27. The Active Travel P3 programme in-year forecast of £0.9m is £0.4m less than the latest budget. This is mainly due to project slippage some of which is associated with increased consultation exercises with stakeholder groups.

### **Growth Deal Programme and Other Funding**

28. This programme is forecasting spend of £26.4m in 2023/24, £1.5m less than the latest approved budget.
29. This is due to a several smaller in-year variations for a number of projects within the programme.

## **Integrated Transport Programme**

30. The Integrated Transport Programme is forecasting year end spend of £13.7m. This is £9.8m less than the latest budget. With a reduced in-year forecast on the East West Rail programme (-£0.3m), a delay in formalising the arrangement for the contribution to the Oxford Station project (-£1.0m) and a reduction to the in-year payment under the Zero Emission Bus Regional Areas (ZEBRA) programme (-£8.5m), anticipated in previous reports, but realised now, due to a short pause in the programme. The anticipated March payment will now be due in the first quarter of the new financial year.

## **Highways Asset Management Plan**

31. The total in-year capital forecast for 2023/24 is estimated to be £55.2m, a decrease of £0.8m compared to the latest budget. The programme is divided into 4 sub-programme areas as shown in the table below:

Project	Schemes/ Units Planned	Schemes/ Units Completed	Comments
Surface Treatments (schemes)	43	43	Schemes to restore the condition or prolonging the life of existing carriageways. There are also pre-works for next year's programme, however these schemes are not included in this number, but are currently underway.
Carriageways (schemes)	17	14	2 schemes were deferred due to cost increase. Surfacing/reconstruction/strengthening of roads, with one scheme currently taking place.
Structural Highways Improvements (schemes)	65	65	Surface inlay and minor patching schemes across the county. There will also be minor works carried out in addition to this throughout the year.
Footways (schemes)	33	30	Repair/construction of footways and cycleways. Some schemes still to be delivered in-year and 4 schemes were deferred due to utility works.
Drainage (schemes)	130	110	Repair/renewal of existing drainage infrastructure and provision of new infrastructure to resolve known drainage issues. There is also planned reactive work which will be carried out.
Bridges (schemes)	14	8	Strengthening/replacement/imposition of management measures on weak structures. 4 schemes were deferred to next year. One scheme currently taking place Additional area bridges programme is determined during the year.
Public Rights of Way	8	6	Improved Pedestrian Access Points (delivered as planned-reactive schemes) in which two schemes have been deferred. In addition to this there are also some new/refurbished kit bridges which are not included in this figure (delivered as planned-reactive with in-house resource).



Section 42 contributions (schemes)	78	51	Programme delivered by the City Council and covers all the unclassified roads and footways within the City. Over 20 schemes have been rescheduled to the next year, due to funding.
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Highways Asset Management Plan	Latest Budget	Latest Forecast	Variation
	£'000	£'000	£'000
Structural Maintenance Annual Programme	36,300	36,000	-300
Improvement Programme	3,350	3,350	+0
Structural Maintenance Major Schemes	15,294	14,840	-454
Other Programmes	1,010	1,000	-10
<b>Highways Asset Management Plan – Total</b>	<b>55,954</b>	<b>55,190</b>	<b>-764</b>

32. The annual planned target total surfacing programme (excluding patching) for 2023/24, is calculated at 3% of the network. The expectation is that this would enable the council to maintain the 4,656km of network that it is responsible for in as close as possible to a 'steady state' within the funding available.
33. The annual Structural Maintenance Programme plans to invest £36.0m. The forecast is £0.3m less when compared to the latest budget. The table below shows the planned key structural maintenance deliverables for 2023/24:
34. The annual Improvement Programme is forecasting to spend £3.4m. The programme includes 63 road safety and traffic improvements including road markings, cycle provision improvements, pedestrian crossings, footway improvements and speed limit alterations. The programme also includes enhancement to support journey time reliability which also aid bus movements, and traffic signal improvement schemes.
35. Structural Maintenance Major Schemes are forecasting to invest £14.8m and the table below shows the key planned deliverables for 2023/24:

Project	Schemes/ Units Planned	Schemes/ Units Completed	Comments
Electrical	6,513	5,575	LED Replacement units being installed this year.
20mph Speed limit (schemes)	34 84	34 39	Phase 1 - schemes slipped from last year. Phase 2 - schemes this year. A further 30 schemes to be implemented in 2023/24, remainder moving to Q1 24/25. Revised speed limit orders and install signs in towns and parishes.

### Property Strategy

36. The Property Strategy is forecasting expenditure of £15.3m in 2023/24, a decrease of £2.7m compared to the latest budget.

37. The programme is forecasting to spend £7.1m on corporate estate development including provision for new Children's Homes, including the acquisition and refurbishment of new sites. The intention is to provide four new homes within Oxfordshire (two four-bedroom houses and two six bedroom houses) to support solo provision for children with autistic spectrum disorders and children who have experienced adverse childhood experiences.
38. The corporate estate condition programme is forecasting to spend £1.9m during 2023/24. This has reduced by £1.6m when compared to the previous forecast and is due to the reprofiling of projects from the decarbonisation programme in response to internal and external resourcing requirements. It is planned that a further £1m is incurred on the Defect Liability programme during 2023/24 to increase the overall outlay through the programme to £10m.
39. Current investment through the Resonance Fund is £3m out of the £5m provision, with the timescale of the remaining balance currently being reviewed to finalise refurbishment works across the property portfolio.
40. The Environmental & Climate Change programme is forecasting to spend £4.9m during 2023/24, this is unchanged. This includes the various grants through the Green Home Grant / Sustainable Warmth Fund.

### **IT, Innovation & Digital Strategy**

41. The total forecast expenditure for 2023/24 is £5.4m, a reduction of £0.4m from previous budget mainly due to the reprofiling of the Rural Gigabit Hub Sites programme.
42. The Rural Gigabit Hub Sites programme commenced in 2021/22 and has progressed well to enable fibre infrastructure to be built for county council buildings (where gigabit broadband infrastructure does not exist), other public buildings such as schools and GP practices, and a range of community-based buildings such as village halls. The latest forecast for 2023/24 is £2m (reduction of £0.4m), with the remaining budget moved into future years.
43. The delivery of the ITID Strategy continues as planned. A key foundational capital project to replace the Wide Area Network with a secure and cost-effective network at OCC sites will complete in March 2024.
44. The Social Care Data Warehouse & Power BI project to implement Power BI dashboards for Adults and Childrens is progressing and has delivered a first set of dashboards, with further reports being planned in the remaining few months of the project.
45. Expenditure on other capital projects to implement the ITID strategy remain within agreed budgets.

## **Passported Funding**

46. Expenditure for 2023/24 is forecasted to be £8.4m, with no change compared to the latest budget.
47. The Disabled Facilities Grant for 2023/24 announced in May 2023 confirmed funding of £6.658m as per the forecast within the capital programme. This funding, which is part of the Better Care Fund, is issued to the County Council but must be passed directly on to the City and District Councils in accordance with the grant determination. An additional grant of £0.581m was received in September 2023 and this has been included within the capital programme.

## **Vehicles and Equipment**

48. Expenditure for 2023/24 is forecasted to be £2.2m, no change compared to the latest budget.

## **CAPITAL GOVERNANCE APPROVALS**

### **Pupil Places Plan**

#### North Hinksey CE Primary School

49. North Hinksey Primary School is a one-form entry primary school, operated by the Oxford Diocesan School Trust (ODST). This programme of works will address a number of accommodation issues, including the replacement of classrooms currently housed in prefabricated buildings. This work will ensure that there is sufficient, permanent accommodation to support the continued operation of the school. The total cost of the project is £2.524m. Of the total, £1.443m will be funded from s106 contributions and the remaining £1.081m will be met by ODST.

#### Mabel Prichard Special School

50. Mabel Prichard Special School caters for pupils with a range of severe learning difficulties and is managed by the Gallery Trust (TGT). It is co-located with Orchard Meadow Primary School, also an academy, managed by the United Learning Trust (ULT). It is proposed that Orchard Meadow Primary School will relocate their foundation stage accommodation into surplus space elsewhere on site, enabling the provision of approximately 23 additional school places for children with special educational needs.
51. The indicative capital budget required to complete the programme of work is £2.230m to be funded from the SEN High Needs capital allocation 2021/22-2023/24.

### **Major Infrastructure**

#### Tramway Road Accessibility Improvements, Banbury

52. The Tramway Scheme will deliver improved access to Banbury Station, improve bus journey reliability into the town and remove congestion from Bridge Street junction. Due to a number of factors including a change to design and additional recommendations by the Road Safety Audit, the budget has increased by £3.6m from £6.897m to £10.497m.
53. Approval is required to increase the budget by £3.6m and will be funded by the reallocation of Growth Deal funds, approved at Council on 20 February 2024.

## **Property**

### Redbridge Stabilisation Works

54. Redbridge Household Waste & Recycling Centre, just off the Oxford ring road, serves Oxford City with around 250,000 customer visits per year. Condition assessments were carried out in September 2022 and some urgent and remedial works were recommended and actioned. Following detailed sampling, a report made further recommendations for a wider scope of work.
55. Funding of £0.7m was secured in February 2023 with a further £0.7m agreed by Full Council in February 2024 to carry out the remedial works.

### Speedwell House

56. An implementation plan for the City Centre Accommodation Strategy was approved at Cabinet on 23 January 2024, with the preferred option being to consolidate in Speedwell House, dispose of County Hall and to progress the project through the Council's capital governance and reporting process.
57. Cabinet is asked to note the release of the initial development budget of £1.813m to commence design and initial works for this project.

## **Capital Funding**

### **Property Strategy**

#### Public Sector Decarbonisation Fund

58. The Council declared a climate emergency in 2019 with a target of 2030 to bring the Council's operations and activities to net zero. This target is reflected in the Council's Climate Action Framework and Property Strategy. In 2022/23 the Council's property accounted for approximately 33% (3,467 T CO<sub>2</sub>e) of the emissions that need to be reduced to meet the net zero target by 2030.
59. The transition to electric heating will predominantly be via heat pumps and infrared heating. Due to the lower operating temperatures of the heat

pumps improvements are required in thermal building fabric (e.g. single glazing to double or triple glazing, insulation installations, etc.) to decrease the potential running costs.

60. The Public Sector Decarbonisation Fund (PSDS) is a central government grant fund awarded to public sector bodies to replace fossil fuelled heating systems from buildings, whilst also conducting thermal fabric improvements, electrical efficiency improvements and solar PV deployments amongst other measures. The council has secured £3.1m of central government grant funding, which has to be spent by March 2025. This together with £5.1m of council resources will enable 26 properties to meet the Council's property requirements and reduce the expected carbon savings associated with these properties by 425T CO<sub>2</sub>e per year, or 12% of the property emissions.
61. Council resources of £5.1m includes the £2.6m identified for capital priorities in the budget & business planning process approved in Council in February 2024.

## Ten Year Capital Programme Update

62. The total ten-year capital programme (2023/24 to 2033/34) is now £1,384.7m (excluding earmarked reserves) an increase of £7.9m when compared to the latest capital programme approved by Council on 20 February 2024. A summary of the updated capital programme is set out in Annex 2. The main reason for the increase is the inclusion of the announcement of the Public Sector Decarbonisation grant with the release of budget provision held in earmarked resources to support the decarbonisation programme, and the inclusion of the new primary school in Didcot at Valley Park which was approved as part of the Capital Approvals report to Cabinet on 27 February 2024.

Strategy Area	Last Approved Total Programme (2023/24 to 2033/34) *	Latest Updated Total Programme (2023/24 to 2033/34)	Variation
	£m	£m	£m
Pupil Places Plan	248.5	250.7	+2.2
Major Infrastructure	701.3	701.3	+0.0
Highways Asset Management Plan	268.8	268.8	+0.0
Property Strategy	92.1	97.8	+5.7
IT, Digital & Innovation Strategy	16.7	16.7	+0.0
Passported Funding	21.8	21.8	+0.0
Vehicles & Equipment	27.6	27.6	+0.0
<b>Total Strategy Programmes</b>	<b>1,376.8</b>	<b>1,384.7</b>	<b>+7.9</b>
Earmarked Reserves	113.0	110.4	-2.6
<b>Total Capital Programme</b>	<b>1,489.8</b>	<b>1,495.1</b>	<b>+5.3</b>

Approved by Council 20 February 2024.

## Capital Funding Update

## **Prudential Borrowing**

63. The ten-year Capital Programme includes a requirement to fund £272.3m through prudential borrowing. The latest borrowing expected to be taken in 2023/24 is £72m. The majority of this relates to schemes that have already been delivered but have, until now, been funded temporally by borrowing from other funding sources within the Capital Programme to delay the need to apply the prudential borrowing. The borrowing in 2023/24 is expected to include a further £45m from the £120m agreed in 2018. £32m relates to additional investment in the Highways Asset Management Plan and £13m for general funding to support capital investment priorities. A further £5m for the £41.7m borrowing supporting the OxLEP City Deals programme, and the first drawdown of £20m supporting the £40.8m Street Lighting LED replacement programme.
64. The use of prudential borrowing will increase the Council's Capital Financing Requirement. The Council is required under statute to set aside a Minimum Revenue Provision to pay down the Capital Financing Requirement. Prudential borrowing is generally paid over 25 years. The Medium-Term Financial Strategy takes account of this cost. As the Capital programme includes the OxLEP City Deal Programme, the borrowing costs relating to this scheme (for which the Council is the Accountable body) will be fully funded through Enterprise Zone 1 retained business rates.

## **Earmarked Reserves**

65. The level of earmarked reserves has decreased by £2.6m from the previous reported position (Council 20 February 2024) to £110.4m due to the release of funding to support the Decarbonisation Programme following the announcement of the grant. The revised amount includes £63.7m of budget provisions approved through the capital budget & business planning process in February 2024 and previous years. This also includes the capital programme contingency for the delivery of the current ten-year capital programme plus other identified provisions.

## **Capital Reserves**

66. The current level of capital reserves (including capital receipts and capital grants reserves) is approximately £190m. This is expected to reduce to approximately £46m at the end of 2025/26. The reduction is mainly due to the delivery of the Growth Deal Programme and the A423 Improvement Programme. Reserves can be used to temporarily fund schemes to delay the need for prudential borrowing or to help manage timing difference between the delivery of schemes and the receipt of Section 106 funding. The level of reserves impacts on the cashflow of the capital programme and the overall Council Balances and is already factored into the funding of the overall capital programme.

## **Risk Management**

67. As reported previously, there are a mix of factors continuing to impact on the deliverability and cost of capital schemes. Where those schemes are grant funded (particularly Housing & Growth Deal, HIF1 and HIF2) there is

a risk that slippage could impact on the availability of grant funding as it is not possible to complete the scheme by the funding deadline. Inflationary pressures may also mean that costs increase further by the point the scheme reaches the construction phase eroding the value of the grant funding so that is insufficient to meet the revised scheme costs.

68. These risks are being managed through the council's capital governance process at both project and programme level and through the Strategic Capital Board. Where necessary action is being taken to adjust scheme deliverables and to use value engineering to maintain spend within the available funding.
69. HIF1 is a significant financial risk to the authority because the scheme cannot now be completed before the end date of reclaiming expenditure of March 2026. However, following the outcome of the planning inquiry a decision will be required to stop the scheme or alternatively an extension to time/additional funding/rescoping of the scheme would need to be agreed with Homes England. As such it is expected that the financial risks will be managed through either of those routes.
70. There are ongoing negotiations with Homes England in relation to the HIF2 scheme funding and timeline which presents a potential risk if a successful resolution is not reached.
71. Following a review of the council's strategic risk register in March 2023, the council is focussing on assessing and tracking seven strategic risks in 2023/24. One of these risks is "Major Infrastructure Portfolio Schemes become undeliverable". Updates on this risk are being reported through the Business Management & Monitoring Reports to Cabinet.

## **Financial Implications**

72. The report sets out the planned investment and available funding for the ten-year Capital programme including the risks associated with the delivery of the programme.
73. The following risks are inherent within the funding of the capital programme:
  - Certainty over the timing and value of future capital receipts and Section 106 Contributions
  - Certainty over the receipt and security of future grant funding
74. If capital receipts or section 106 contributions are not received within the planned timeframe it may be necessary for the Council to temporarily fund capital expenditure through prudential borrowing. The council has a prudential borrowing reserve to help manage the revenue impact of additional prudential borrowing.
75. Where additional funding is required to fund schemes on a permanent basis this will need to be addressed by reducing investment elsewhere within the programme (reprioritisation) or by permanently funding through prudential borrowing. This would require the identification of long-term

revenue funding as the Prudential Borrowing is usually repaid over 25 years through the Minimum Revenue Provision.

Comments checked by:

Kathy Wilcox  
Head of Corporate Finance

### **Staff Implications**

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

### **Equality & Inclusion Implications**

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

### **Legal Implications**

78. In year changes to the capital programme must be approved by Cabinet in accordance with the Council's Financial Regulations. In particular paragraph 5.1.1(IV) sets out that where the total estimated resource allocation is above £1,000,000, then Cabinet can agree its inclusion into the Capital Programme, via the periodic Capital Report to Cabinet, based on the recommendations by Strategic Capital Board and the Section 151 Officer.

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

**LORNA BAXTER**

Director of Finance

Background papers:

Contact Officers: Kathy Wilcox, Head of Corporate Finance  
Natalie Crawford, Capital Programme Manager

March 2024



Annex 1

Capital Programme Monitoring 2023/24

Strategy / Programme	Capital Programme (Council Feb 2024)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2023)		
	Current Year	Future Years	Total	Current Year	Future Years	Total	Current Year	Future Years	Total	Actual expenditure to date	Commit- ments	Expenditure Realisation Rate	Actuals & Commitments	Current Year	Variation	Use of Resources Variation
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	%	£'000s	£'000s	%
Pupil Places Plan	39,178	209,309	248,487	37,300	213,377	250,677	-1,878	4,068	2,190	27,519	8,615	74%	97%	42,097	-4,797	-11%
Major Infrastructure	79,975	621,326	701,301	67,461	633,840	701,301	-12,514	12,514	0	41,821	8,247	62%	74%	114,437	-46,976	-41%
Highways Asset Management Plan	55,954	212,853	268,807	55,190	213,617	268,807	-764	764	0	41,055	12,118	74%	96%	62,117	-6,927	-11%
Property Strategy	17,975	74,105	92,080	15,340	82,440	97,780	-2,635	8,335	5,700	7,741	1,789	50%	62%	13,403	1,937	14%
IT, Digital & Innovation Strategy	5,842	10,868	16,710	5,369	11,341	16,710	-473	473	0	3,797	705	71%	84%	5,632	-263	-5%
Passport Funding	8,389	13,408	21,797	8,389	13,408	21,797	0	0	0	6,640	95	79%	80%	8,408	-19	0%
Assets & Equipment	2,242	25,374	27,616	2,242	25,374	27,616	0	0	0	631	6	28%	28%	1,158	1,084	94%
Total Capital Programme Expenditure	209,555	1,167,243	1,376,798	191,291	1,193,397	1,384,688	-18,264	26,154	7,890	129,204	31,575	68%	84%	247,252	-55,961	-23%
Pipeline Schemes (Indicative funding subject to initial business case)	0	66,330	66,330	0	63,730	63,730	0	-2,600	-2,600					1,600	0	0%
Earmarked Reserves	0	46,699	46,699	0	46,699	46,699	0	0	0					0	0	0%
OVERALL TOTAL	209,555	1,280,272	1,489,827	191,291	1,303,826	1,495,117	-18,264	23,554	5,290	129,204	31,575	68%	84%	248,852	-55,961	-22%

## Annex 2

## Updated Capital Programme 2023/24 to 2033/34

Capital Investment Programme (latest forecast)							CAPITAL INVESTMENT TOTAL
Strategy/Programme	Current Year	Firm Programme	Provisional Programme				
	2023 / 24	2024 / 25	2025 / 26	2026 / 27	2027 / 28	up to 2033 / 34	
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Pupil Places Plan	37,300	27,158	63,734	21,139	15,301	86,045	250,677
Major Infrastructure	67,461	179,036	179,106	171,949	93,117	10,632	701,301
Highways Asset Management Plan	55,190	64,201	30,077	18,099	16,058	85,182	268,807
Property Strategy	15,340	36,568	33,219	11,299	500	854	97,780
Digital & Innovation Strategy	5,369	6,600	2,617	850	847	427	16,710
Passport Funding	8,389	8,008	1,000	1,000	950	2,450	21,797
Vehicles & Equipment	2,242	2,500	6,824	5,950	5,300	4,800	27,616
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE	191,291	324,071	316,577	230,286	132,073	190,390	1,384,688
Pipeline Schemes (Indicative funding subject to initial business case)	0	5,950	19,400	21,500	13,880	3,000	63,730
Earmarked Reserves	0	0	0	4,900	11,169	30,630	46,699
TOTAL ESTIMATED CAPITAL PROGRAMME	191,291	330,021	335,977	256,686	157,122	224,020	1,495,117
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES	204,786	276,828	234,363	228,183	157,304	203,345	1,304,809
In-Year Shortfall (-) /Surplus (+)	13,495	-53,193	-101,614	-28,503	182	-20,675	-190,308
Cumulative Shortfall (-) / Surplus (+)	190,308	203,803	150,610	48,996	20,493	20,675	0

SOURCES OF FUNDING		2023 / 24	2024 / 25	2025 / 26	2026 / 27	2027 / 28	up to 2033 / 34	CAPITAL RESOURCES TOTAL
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant		21,498	121,857	99,589	23,800	23,500	116,800	407,044
Devolved Formula Capital- Grant		1,100	1,000	650	600	654	0	4,004
Prudential Borrowing		71,364	82,611	51,543	47,842	18,308	625	272,293
Grants		42,797	98,252	65,370	122,844	69,988	5,173	404,424
Developer Contributions		41,208	20,254	79,278	15,328	9,284	44,843	210,195
Other External Funding Contributions		20	350	720	0	0	0	1,090
Revenue Contributions		13,276	5,697	5,362	3,399	4,372	4,800	36,906
Schools Contributions		28	0	0	0	0	0	28
Use of Capital Receipts		0	0	33,465	24,119	31,020	30,636	119,240
Use of Capital Reserves		0	0	0	18,704	0	20,493	39,197
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED		191,291	330,021	335,977	256,636	157,126	223,370	1,494,421
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE		204,786	276,828	234,363	228,183	157,304	203,345	1,304,809
Capital Grants Reserve C/Fwd	115,169	130,054	69,589	0	0	0	0	0
Usable Capital Receipts C/Fwd	31,672	34,552	41,824	9,799	0	182	0	0
Capital Reserve C/Fwd	43,467	39,197	39,197	39,197	20,493	20,493	0	0

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Division(s): N/A

## CABINET – 19 MARCH 2024

### FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

**Cabinet, 23 April 2024**

<p>▪ <b>Approval of new managed service recruitment contract</b></p> <p>Follow the retender exercise of the current Comensura contract and evaluation of bids for the new contract, we would like to seek cabinet approval to proceed to award stage</p>	<p>Cabinet, 2023/343 - Cabinet Member for Community &amp; Corporate Services</p>
<p>▪ <b>Future Generations</b></p> <p>For Cabinet to agree to the adoption of a Future Generations mission statement</p>	<p>Cabinet, 2023/361 - Cabinet Member for Climate Change Delivery &amp; Environment</p>
<p>▪ <b>Biannual Climate Action Report</b></p> <p>This report updates Cabinet on progress on Climate Action.</p>	<p>Cabinet, 2024/024 - Deputy Leader of the Council with Responsibility for Climate Change, Environment &amp; Future Generations</p>
<p>▪ <b>Vision Zero Strategy</b></p> <p>To seek approval of the Vision Zero Strategy</p>	<p>Cabinet, 2023/317 - Cabinet Member for Highway Management</p>
<p>▪ <b>Customer Experience Strategy</b></p> <p>To approve the Council's Customer Experience Strategy</p>	<p>Cabinet, 2024/029 - Cabinet Member for Community &amp; Corporate Services</p>
<p>▪ <b>Modern Slavery Statement</b></p> <p>Raising awareness and visibility of our newly-written Modern Slavery Policy.</p>	<p>Cabinet, 2024/002 - Leader</p>

## Delegated Decisions by Cabinet Member for Children, Education & Young People's Services, 10 April 2024

<p>▪ <b>Family Safeguarding Plus Model (FSPM) - Domestic Abuse.</b></p> <p>Seek approval to proceed with the retender of the Family Safeguarding Plus Model (FSPM) Domestic Abuse service, and the application of the preferred option (Option 2) as outlined in the Business Case and presented at DLT 11<sup>th</sup> January 2024.</p>	<p>Delegated Decisions by Cabinet Member for Children, Education &amp; Young People's Services, 2024/047 - Cabinet Member for Children, Education &amp; Young People's Services</p>
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## Delegated Decisions by Cabinet Member for Community & Corporate Services, 23 April 2024

<p>▪ <b>DSIT 5G Innovation Regions project - England's Connected Heartland</b></p> <p>DSIT have grant funded OCC with £3.8m. OCC needs to procure two contracts, each estimated at c £1.5m, using the DSIT grant. Decision will be required for award of contracts</p>	<p>Delegated Decisions by Cabinet Member for Community &amp; Corporate Services, 2024/050 - Cabinet Member for Community &amp; Corporate Services</p>
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## Delegated Decisions by Cabinet Member for Transport Management, 25 April 2024

<p>▪ <b>Oxford: Proposed Parking Permit Eligibility &amp; CPZ Admin Amendments</b></p> <p>Minor amendments to parking permit eligibility for properties within Oxford City. These changes are generally required to meet planning conditions associated with new developments and change of use.</p>	<p>Delegated Decisions by Cabinet Member for Transport Management, 2024/025 - Cabinet Member for Transport Management</p>
<p>▪ <b>Appleton with Eaton: 20mph Speed Limit Proposals</b></p> <p>Part of County-wide 20mph Speed Limit Project</p>	<p>Delegated Decisions by Cabinet Member for Transport</p>

	Management, 2024/020 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Ardley with Fewcott: 20mph and 30mph Speed Limit Proposals</b> Part of County-wide 20mph Speed Limit Project</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/019 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Wallingford: Radial routes &amp; Hithercroft Road - 20mph Speed Limit Proposals</b> Part of County-wide 20mph Speed Limit Project</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/018 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Wheatley Waiting Restriction Review 23/24</b> Officers have been working with the Parish Council to bring forward proposals for waiting restrictions which better manage the demand for parking, improve road safety and reduce incidents of obstruction.</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/017 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Bicester: 20 mph Speed Limit Proposals</b> Part of the County-wide 20mph Speed Limit Project</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/013 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Aston Rowant &amp; Kingston Blount: Proposed 20 Mph Speed Limits</b> To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2023/300 - Cabinet Member

	for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Aston Tirrold/Upthorpe: 20mph Speed Limit Proposals</b> Part of County-wide 20mph speed limit project.</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/026 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Eaton Hastings: A417 - 40mph Speed Limit Proposals</b> Part of County-wide 20mph speed limit project.</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/028 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Thame: Radial Routes &amp; Heythrop Way - 20mph &amp; 30mph Speed Limit Proposals</b> Part of County-wide 20mph Speed Limit Project</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/027 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>North Leigh: Village 20mph Limit &amp; A4095 40mph Limit Proposals</b> Part of County-wide 20mph Speed Limit Project</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/031 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Blackbird Leys District Centre, Oxford - Proposed Highway Waiting Restrictions and Highway Improvements</b>  As part of the planning approval for the development, Condition 44 states The development shall not be occupied until double yellow lines have been painted on both sides of Blackbird Leys Road for the entirety of the section between the northern most extent of Blackbird Leys Road, as shown on approved plan DC_00_DR_A_1210 P2, to the junction between Blackbird Leys Road and Pegasus Road. These should also continue for 10m</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/053 - Cabinet Member for Transport Management



along any side road which adjoins this land. In the interests of Highway Safety.	
<p>▪ <b>Proposed 30mph Extension - A4155, Shiplake</b></p> <p>Construction of new residential development access requires the extension to the existing 30mph limit in accordance with OCC's S106 agreement, to improve highway's safety.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/052 - Cabinet Member for Transport Management
<p>▪ <b>Proposed Permit Parking Zone - Main Road (Access Road), Long Hanborough</b></p> <p>A proposal is being brought forward to change the parking restrictions in the access road, close to Long Hanborough train station. The current single yellow line restrictions impact residents living in the road who have no off-street parking and so the restrictions can be properly enforced a change to permit holders parking is being promoted to better fit the needs of residents.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/051 - Cabinet Member for Transport Management
<p>▪ <b>Steeple Aston: 20 Mph Speed Limit Proposals</b></p> <p>To determine speed limits after consideration of any formal consultation responses</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/048 - Cabinet Member for Transport Management
<p>▪ <b>Iffley Road, Oxford - Safer Roads Project</b></p> <p>A traffic calming consultation will be required to improve safety for active travel users at priority junctions where number of accidents and collisions are high. Traffic calming consultation is required for the implementation of raised tables at junctions which will act as a speed hump to slow drivers down when approaching the junctions.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/046 - Cabinet Member for Transport Management
<p>▪ <b>Proposed Raised Table Mini-Roundabout - Coxwell Road, Faringdon</b></p> <p>Scheme is being proposed in conjunction with planning permission reference: P17/V1082/O This is required in order to improve safety for vehicles and cyclists using mini roundabout and maintain safety for pedestrians' crossing the carriageway in the close vicinity of the mini roundabout.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/044 - Cabinet Member for Transport Management

<ul style="list-style-type: none"> <li>▪ <b>Middleton Stoney: 20 Mph Speed Limit Proposals</b> To determine speed limits after consideration of any formal consultation responses</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/043 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Little Faringdon: 20 Mph Speed Limit Proposals</b> To determine speed limits after consideration of any formal consultation response</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Proposed banned turns - Skimmingdish Lane, Bicester</b> To seek approval for the introduction of banned right turns from a development access onto Skimmingdish Lane, Bicester</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/041 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Proposed shared footway/ cycleways - East Carterton</b> To seek approval for the introduction of shared use footway/ cycleways associated with a S106 agreement for a development site</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/040 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Proposed 18t structural weight limit - Mill Lane Highway over Railway Bridge, Henley-on-Thames</b> To seek approval for a change to the existing 17t weight limit to be increased to 18t</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/038 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Kiddington with Asterleigh: Village 20mph Limit Proposals</b></li> </ul>	Delegated Decisions by Cabinet Member

To consider any comments arising from consultation and determine amended limits accordingly	for Transport Management, 2024/037 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> <li>▪ <b>Shipton under Wychwood: Village 20mph Limit Proposals</b> To consider any comments arising from consultation and determine amended limits accordingly</li> </ul>	Delegated Decisions by Cabinet Member for Transport Management, 2024/036 - Cabinet Member for Transport Management

### **Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 25 April 2024**

<ul style="list-style-type: none"> <li>▪ <b>Strategic Active Travel Network (Stage 1)</b> We ask the Cabinet Member to approve the prioritised straight desire line network (p.55 of the report) and the proposed next steps to begin implementation.</li> </ul>	Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 2024/054 - Cabinet Member for Infrastructure and Development Strategy
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### **Delegated Decisions by Cabinet Member for Finance, 12 April 2024**

<ul style="list-style-type: none"> <li>▪ <b>St Nicholas Primary School, Wallingford</b> To seek approval to enter into contract with Oxford Diocesan Schools Trust to provide funding for the design and construction of a new school</li> </ul>	Delegated Decisions by Cabinet Member for Finance, 2024/039 - Cabinet Member for Finance
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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 requested<sup>1</sup> 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: Capital Asset Disposal Process

**Lead Cabinet Member(s):** Cllr Dan Levy, Cabinet Member for Finance

**Date response requested:**<sup>2</sup> 23 January 2024

### 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 a more detailed framework or policy around the outcomes it	N	There are existing policies and frameworks in place to deal with the disposal of capital assets.

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

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

## Overview & Scrutiny Recommendation Response Pro forma

<p>wishes to see when disposing of capital assets</p>		<p>A proactive programme supports the council's financial sustainability. The disposal of assets and related capital receipts are forecast in the look-forward budget, which the Cabinet approves. Capital receipts from disposal, when realised, are used by the council for the delivery of services (i.e. outcomes) as per the approved budget.</p> <p>The council is legally required under section 123 of the Local Government Act 1972 to dispose of land for the best consideration reasonably obtainable. An agreed disposal process has already been established that will consider a range of uses for each site. There is a clearly defined process and Governance structure that relates to disposing of all capital assets.</p> <p>A key decision is required to be made regarding any site or building where the value could exceed £1m or where the sale is of wider public interest, making any potential disposal public knowledge.</p> <p>There is also agreed governance in place, whereby decisions to support and approve an Officer's recommendation are delegated up to £1m. Any decision to sell a site for a value in excess of £1m needs to be approved by Cabinet.</p>
<p><b>That the Council amends the strategic objectives it seeks to achieve through an asset disposal to include cooperative housing within objective 2, and that the</b></p>	<p>N</p>	<p>When disposal is being reviewed, all options are considered within our statutory obligations to get the best value; as influenced by the limited ability to take social value into account, we would welcome bids from cooperative housing groups.</p>

## Overview & Scrutiny Recommendation Response Pro forma

<p><b>Council undertakes to engage with cooperative housing providers.</b></p>		<p>It would be inappropriate to prioritise one specific use within a sector.</p> <p>When a site is put on the market, all interests and offers are considered and appraised prior to a recommendation. However, any recommendation must meet our legal requirements to seek the best consideration and the needs of the council to be financially sustainable.</p> <p>The delivery of social/affordable housing is not a statutory function of the County Council. The responsibility lies with Oxford City Council and the District Councils. The City and District Councils are made aware of the assets we are seeking to dispose of, and we are involved in regular dialogue with them regarding these sites. Many of the sites have been inspected by representatives from City /District Councils, and opportunities have been considered, which have led to sales being agreed upon.</p>
<p><b>That the Council conveys information about potential asset disposals to opposition parties at an earlier point and consults with them over potential uses and helpful community contacts.</b></p>	A	<p>For all significant sales, a key decision about disposal needs to be made. Details are advertised, and once the matter has been determined, the disposal becomes public knowledge.</p> <p>As part of the existing disposal process, the member for the division where the site is located is advised of the proposed disposal and has the opportunity to comment and pass the information on to community contacts so that these opportunities can be pursued, often ahead of the agents being instructed and marketing commencing.</p>

## Overview & Scrutiny Recommendation Response Pro forma



## 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 requested<sup>1</sup> and, if the report or recommendations in questions were published, the response also must be so.*

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### Issue: City Centre Accommodation Strategy

**Lead Cabinet Member(s):** Cllr Dan Levy, Cabinet Member for Finance

**Date response requested:**<sup>2</sup> 23 January 2024

### 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 produces a vision document and plan, detailing its	Y	The Council will produce a vision document and plan setting County Hall and Speedwell House, and the opportunities they

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

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## Overview & Scrutiny Recommendation Response Pro forma

<p><b>understanding of ‘social value’ and ‘regeneration’, its priorities for place-shaping, the opportunities it sees, and the steps it will take to see those priorities realised throughout the implementation of the strategy as part of the report for the Cabinet’s next decision on the sales of either County Hall or Speedwell House.</b></p>		<p>provide for regeneration, placeshaping and delivery of social value, in the context of the wider regeneration of Oxford City centre, especially the West End of Oxford.</p> <p>This document will frame the vision for County Hall and Speedwell House within the existing planning policy framework of the City and will highlight policies effecting their future use and development. This document will also inform and assist the marketing and sale of County Hall.</p> <p>The Council already has a clearly defined understanding of ‘social value’ in procurement which is determined and measured through the use of the Social Value Portal ‘Social Value 101’. Social Value is measured by the Council through the portal using the TOM System which stands for ‘Themes, Outcomes and Measures’ which align with the UN’s Sustainable Development Goals.</p> <p>Social Value as measured through the portal is already embedded in the Council’s approach to Speedwell House through its procurement of contractors and through the evolution of its design and development.</p>
<p><b>That the Council has a clear understanding over potential future consolidation of current staff buildings into Speedwell House when determining its floorspace needs.</b></p>	Y	<p>The provision of adequate floorspace for services from buildings being consolidated into Speedwell House has been considered at length. The size and layout of Speedwell House reflects the future staff needs identified in the PwC City Centre Accommodation Report and as further evolved through additional studies.</p>

## Overview & Scrutiny Recommendation Response Pro forma

		<p>The Outline Business Case for the City Centre Accommodation Strategy (approved at Cabinet on 23<sup>rd</sup> January 2024) sets out the strategy, confirming that "...work was undertaken with HR Business Partners to confirm the number of colleagues currently based and/or working from the in-scope city centre sites. It is accepted that this analysis provides sufficient accuracy to inform planning assumptions at OBC stage... In summary, the in-scope workforce data identifies a total of 1,298 FTEs working at a ratio of 3 workpoints/seats to every 10 FTE. This indicates a space requirement of approximately 3,500m<sup>2</sup> assuming 9m<sup>2</sup> per workpoint/seat".</p> <p>The space at Speedwell House will be designed for agile working and will be flexible and multi-functional, allowing areas to be used throughout the day and evenings, for different uses, including additional collaboration/meeting space.</p> <p>The designs will allow space to be used differently in the future as needs evolve and will be flexible enough to allow opportunities with partner community organisations to be pursued.</p>
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## Overview & Scrutiny Recommendation Response Pro forma

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### Issue: Employee Engagement Survey

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

**Date response requested:**<sup>2</sup> 23 January 2024

### Head of Paid Service Response to report:

That the Head of Paid Service, along with other relevant officers, undertake the following:

- a) That the staff engagement survey is repeated, in full, on an annual basis.

*The survey is just one engagement opportunity to understand how engaged and satisfied all colleagues are. The survey results are used to identify further areas for investigation. An annual survey will be undertaken every spring. Every 2 years we will deep dive into specific areas that we need to measure at that given time. A comprehensive view of colleague engagement will be achieved via the annual survey; every year the survey will include measures against the key 8 factors (leadership, management, team, company, personal growth, wellbeing, fair deal and giving something back) with nuanced statements being introduced at listening sessions following the results being published.*

*The survey for 2024 is live between 27 February and 15 March 2024*

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

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

## Overview & Scrutiny Recommendation Response Pro forma

- b) That fuller comparative data is requested from Best Companies of the Council's performance against other local authorities and report against this data accordingly in future

*Comparative data was requested. Best Companies cannot provide comparative data against local authorities but are able to provide this information against not-for profit organisations.*

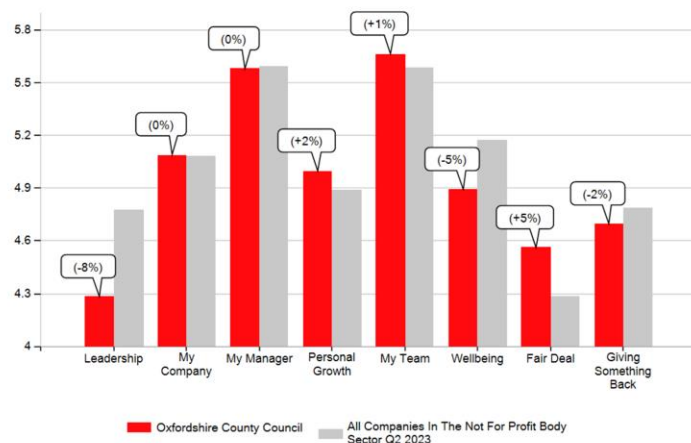
*Overall, in 2023 Oxfordshire County Council was aligned with other not-for profit organisations with regard to employees' views of the organisation, management, and team dynamics. Pay and "fair deal" was well above the average benchmarked result but leadership was significantly lower than comparators.*

*Leadership was highlighted in the 2023 survey as a priority area of focus for improvement. A comparison of OCC's results against the comparator group will be requested following the 2024 survey.*

# Overview & Scrutiny Recommendation Response Pro forma

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Oxfordshire County Council vs. All Companies In The Not For Profit Body Sector Q2 2023



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- c) That future staff engagement surveys are able to differentiate between responses from full and part time staff

*This is possible and will be a priority request for “deep dive” analysis with our data and insights team and will be included in the report following the next survey.*

- d) That questions be added to future surveys over whether staff consider their work to be of value, and whether they feel it is valued.

*A core statement used in every survey is “I believe I can make a valuable contribution to the success of this organisation”. The data for this specific question will be analysed and incorporated into the next report.*

## Overview & Scrutiny Recommendation Response Pro forma

- e) That work is undertaken to convey the inherent value of staff's work, and the value the organisation places on it.

*Our People and Culture Strategy has a project to embed and refresh our Managing for Performance framework (12.3.2). At the heart of this work is ensuring all colleagues have clarity on how their work fits with the organisation's vision. Recognition and feedback is key to this. All senior managers have been invited to attend a refresh seminar regarding the 12.3.2 approach to ensure they are reminded of the importance of acknowledging contribution. A series of recorded bite-size webinars are also planned for all managers.*

*In addition, OCC have recognised colleagues over the last year through the Apprenticeship awards, Recognition week in September, Hi Five network allowing colleagues to recognise and give a 'shout out' to other colleagues and Director emails recognising excellence in working with the values. Internal Comms have also been working with colleagues to share case studies of their excellent work to acknowledge their contribution and show great examples to inspire other colleagues.*

- f) That the Council develops measures to understand whether it is achieving its intention to become less hierarchical and more of a matrix-working environment

*The Our People and Culture Strategy is underpinned by the ethos of empowering and growing the people of OCC. This is being launched to the business during March and April and intends to support the growth of a mutually responsible and adult to adult culture where everyone's work contributes to the success of OCC.*

*Each Directorate will be working with the strategy to consider specific engagement that will help shape this culture at local level.*

*Quantitative measurement of this shift is difficult however qualitative measurement through the repetitive engagement survey, employer branding focus groups, case studies and focus groups run by DTFT champions will provide evidence of difference.*

- g) That mechanisms are developed to support and develop psychological safety; whereby junior staff feel enabled to challenge senior staff respectfully or pose alternative courses of action in safety without fear of repercussions and that an additional question is added to the survey relating to this



## Overview & Scrutiny Recommendation Response Pro forma

*The Our People and Culture Strategy emphasises the importance of leading through the values and the underpinning behaviours.*

*These behaviours are being embedded through the 12.3.2. embed and refresh project and are key to supporting the development of psychological safety. This in turn supports adult to adult conversations where challenge is accepted as the norm. A core survey statement "I am often asked for feedback which is actively encouraged and acted on" will be used on an annual basis. This will help monitor whether this is happening across the organisation and enable targeted work if necessary.*

- h) That solutions are developed to address the twin needs of moving to a hybrid working model whilst also ensuring that relationships are developed between more junior and senior staff.

*The Our People and Culture Strategy encompasses a workstream of Agile working to support the success of working with a hybrid model and to support the development of strong management and team relationships.*

*In addition, a reciprocal mentoring programme is being launched in Spring 24 whereby senior leaders will be matched with colleagues identifying with protected characteristics to learn from one another and to grow networks that don't naturally form in a hierarchical environment.*

- i) That means are developed to allow work which does not deliver value to be dropped, rather than consistently adding to expectations on staff

*Since the last survey Leaders have made time to consider the priorities and vision for the organisation to become an employer, partner and place shaper of choice and this is being communicated widely through DTFT champion networks, ELT/SLT briefings, local briefings. In addition, the Transformation Board has been stood up which considers the priorities that OCC should focus on to achieve change. This is providing clarity of focus and expectations for colleagues allowing them to assess the priority of the work they are focusing on.*

*In addition, on-going work continues to embed the 12.3.2 performance management framework which includes conversations around clarity of roles and task and the value brought.*

## Overview & Scrutiny Recommendation Response Pro forma

- j) That stronger steps are taken to clarify expectations of staff members around working outside standard office hours

*Managers are encouraged to include a statement on their email signature around flexible working “I work flexibly. It suits me to email you at this time, but I don’t expect a reply if it’s outside your working hours”. In addition, the 2024 survey will provide data around contracted hours versus average working hours, this will be analysed to identify areas where working hours are excessive and targeted discussions and solutions will be identified.*

*It is also acknowledged that for some working outside of standard office hours may provide flexibility which could be helpful and attractive. This should of course be accommodated so long as business needs are being met.*

- k) That further work is taken to understand and unlock the skills which the staff members believe are not being utilised.

*The Our people and Culture Strategy has four pillars one of which focuses on ‘Grow’. This pillar outlines a desire to grow employee skills and provide opportunities for talent to move around the organisation. Whilst there is aspiration do to more in the area some examples have already begun such as the programme of work which has commenced as part of the transformation programme to implement Communities of Practice. This provide employees with the opportunity to share and grow skills that that are currently not being utilised but are key to transforming the organisation.*

### Cabinet Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
<b>That the Cabinet monitors the actions and progress made in relation to the measures requested of the Head of Paid Service. <sup>3</sup></b>	Accepted	Cabinet will be monitoring the progress on engagement through the Workforce Report, and progress against the Our People and Culture strategy

<sup>3</sup> These are:

## Overview & Scrutiny Recommendation Response Pro forma

<b>That the Cabinet provides to the Committee as part of its response to this recommendation a statement outlining the actions they are taking from a political perspective to align the Council's objectives, values and priorities with the Cabinet's strategic objectives.</b>	Rejected	It is for senior officers to ensure that the council objectives, values and priorities are well embedded and understood across the organisation. Activities such as ensuring consistency of adoption and use of the 12.3.2 Performance Management programme and the Our People & Culture strategy will ensure the council is aligned to deliver to the strategic objectives of the organisation.
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That the Head of Paid Service, along with other relevant officers, undertake the following:

- a) That the staff engagement survey is repeated, in full, on an annual basis
- b) That fuller comparative data is requested from Best Companies of the Council's performance against other local authorities and report against this data accordingly in future
- c) That future staff engagement surveys are able to differentiate between responses from full and part time staff
- d) That questions be added to future surveys over whether staff consider their work to be of value, and whether they feel it is valued.
- e) That work is undertaken to convey the inherent value of staff's work, and the value the organisation places on it.
- f) That the Council develops measures to understand whether it is achieving its intention to become less hierarchical and more of a matrix-working environment
- g) That mechanisms are developed to support and develop psychological safety, whereby junior staff feel enabled to challenge senior staff respectfully or pose alternative courses of action in safety without fear of repercussions and that an additional question is added to the survey relating to this
- h) That solutions are developed to address the twin needs of moving to a hybrid working model whilst also ensuring that relationships are developed between more junior and senior staff
- i) That means are developed to allow work which does not deliver value to be dropped, rather than consistently adding to expectations on staff
- j) That stronger steps are taken to clarify expectations of staff members around working outside standard office hours
- k) That further work is taken to understand and unlock the skills which the staff members believe are not being utilised

## Overview & Scrutiny Recommendation Response Pro forma

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### Issue: Social Value Annual Report 2022/23

Lead Cabinet Member(s): Cllr Dan Levy, Cabinet Member for Finance

Date response requested:<sup>2</sup> 23 January 2024

#### 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 clarifies the objectives it wishes to achieve through its social value	Partially accepted	To establish the current set of TOMs, workshops were held across two days (one session focused on Economic and Social themes, the other session focused on the Environmental theme)

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## Overview & Scrutiny Recommendation Response Pro forma

<p><b>policy, choosing measures and weightings which support those objectives.</b></p>		<p>to select relevant TOMs with the service areas from all across the Council, which delivered both the Master and Light set of TOMs.</p> <p>Once these were established, certain TOMs were prioritised to support the Council's stated aims and objectives. Some of these TOMs are weighted medium (x2) or high (x3), meaning the financial proxy values are doubled or tripled in the background calculators that affect a bidder's final quantitative score. This incentivises bidders to choose some of the prioritised measures to make up their overall social value bid response. Measures have been selected for prioritisation because they are aligned with the Council's key priorities, aims and strategic frameworks such as Climate Action and Including Everyone. This means that we are already supporting the Council's stated objectives in an appropriate, fair and proportionate way.</p> <p>Specification remains the key element for ensuring that contracts place social value at the heart of their delivery.</p> <p>In addition to the procurement social value policy, a wider organisational policy will be designed that will establish an agreed definition of social value to inform agreed measures in all decision making.</p>
<p><b>That the Council investigates how it might develop a more bespoke model of social value, to include consideration of: how it might support cooperatives to tender for contracts, and selecting TOMs which truly drive climate action benefits.</b></p>	<p>Partially accepted</p>	<p>The current TOMs are set nationally and give national standards and financial equivalents. Proxy values for the 'Jobs' theme (NT15, and the most used Jobs measures) are localised by project and adjusted to match the local Oxfordshire economy, and match the localised salary values for Oxfordshire, rather than on a national level. These are the most utilised TOMs across all projects.</p>

## Overview & Scrutiny Recommendation Response Pro forma

		<p>The most key element for SVP is their neutrality. They use the standard set of TOMS nationally, benchmarked against robust independent data sourced from reputable organisations such as ONS (Office of National Statistics). Suppliers are used to these and trust the neutrality element. Resource would be significant if OCC were to develop its own TOMs, platform to calculate proxy values, track and monitor outcomes etc. It should be noted that one of the Councils to go down this route took 8 years to get their own system up and running, and it is not clear how much value has been achieved from their Measurement Framework. They have had challenges around benchmarking proxy values, resources, competency and general administrative issues. There would be significant costing / resource implications should OCC choose to go down this route.</p> <p>Market engagement with all levels and types of appropriate suppliers for the tender, should be encouraged to ensure that all sourcing options are considered.</p>
<b>That the Council investigates how it can undertake greater pre-engagement with SMEs and cooperatives to understand the issues faced in securing contracts</b>	Accepted	<p>Greater use of SMEs where appropriate should be encouraged across the supplier markets for the whole of OCC, whenever reviewing an existing contract and considering going out to the market for a replacement, or for new requirements. Greater pre market engagement prior to official procurement exercises is strongly encouraged for all areas generally, and this will include SMEs where relevant. This is particularly highlighted in the new Procurement Act 23 where local / SME only tender options are encouraged and supported by law. OCC participate in regular Buyer Days where it meets local / SME / co-operatives to inform them of how OCC goes to market with its tender requirements,</p>

## Overview & Scrutiny Recommendation Response Pro forma

		and to discuss with them their general challenges in supplying OCC requirements.
<b>That the Council provides as part of its response to this recommendation a written outline of the next steps it intends to take develop and finesse its social value policy.</b>	Accepted	<p>There will be a regular review of the procurement social value policy to ensure still appropriate and applicable. This includes a regular review of the TOMs as they are updated and refreshed nationally.</p> <p>Further work is to be completed with an organisational wide approach to social value that goes beyond procurement and aims to support decision making at all levels. The policy will seek to provide an agreed definition of social value so that there is consistency in our expectations of social value with agreed measures for monitoring and evaluation purposes.</p>