



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 16 September 2025 at 2.00 pm

County Hall, Oxford, OX1 1ND

If you wish to view proceedings online, please click on this [Live Stream Link](#).

Martin Reeves
Chief Executive

September 2025

Committee Officer: **Chris Reynolds**

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

Membership

Councillors

Liz Leffman	Leader of the Council
Neil Fawcett	Deputy Leader of the Council and Cabinet Member for Resources
Tim Bearder	Cabinet Member for Adults
Andrew Gant	Cabinet Member for Transport Management
Sean Gaul	Cabinet Member for Children and Young People
Kate Gregory	Cabinet Member for Public Health and Inequalities
Jenny Hannaby	Cabinet Member for Community Wellbeing and Safety
Ben Higgins	Cabinet Member for Future Economy and Innovation
Dan Levy	Cabinet Member for Finance, Property and Transformation
Judy Roberts	Cabinet Member for Place, Environment and Climate Action

*The Agenda is attached. Decisions taken at the meeting
will become effective at the end of the working day on 22 September 2025
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: 21 October 2025



AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note below

3. Minutes (Pages 1 - 16)

To approve the minutes of the meeting held on 15 July 2025 **(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 three working days before the meeting, ask a question on an item on the agenda.

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.

5. Petitions and Public Address

Members of the public who wish to speak on an item on the agenda at this meeting, or present a petition, can attend the meeting in person or 'virtually' through an online connection.

Requests to present a petition must be submitted no later than 9am ten working days before the meeting.

Requests to speak must be submitted no later than 9am three working days before the meeting.

Requests should be submitted to committeesdemocraticservices@oxfordshire.gov.uk

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that if the technology fails, then your views can still be taken into account. A written copy of your statement can be provided no later than 9am on the day of the meeting. Written submissions should be no longer than 1 A4 sheet.

6. Appointments

7. Reports from Scrutiny Committees (Pages 17 - 46)

Cabinet will receive the following Scrutiny reports:-

Education and Young People Overview and Scrutiny Committee report on School Catering Service and Corporate Cleaning Contract.

People Overview and Scrutiny Committee report on Oxfordshire Employment Services.

Performance and Corporate Services Overview and Scrutiny Committee Reports on:-

- a) Hire Bike and Scooter Update
- b) Our People and Culture Strategy Update

8. Delivering the Future Together - Digital, Data and Technology (DDaT) Strategy (Pages 47 - 56)

Cabinet Member: Finance, Property and Transformation

Forward Plan Ref: 2025/126

Contact: Louise Tustian, Director of Transformation, Digital and Customer Experience
(Louise.Tustan@oxfordshire.gov.uk)

Report by Director of Transformation, Digital and Customer Experience (**CA8**).

The Cabinet is RECOMMENDED to

Adopt the Digital, Data and Technology (DDAT) Strategies 2025-2028.

9. HR and Cultural Change Quarterly Employee Data Report - Quarter 1 2025-26 (Pages 57 - 76)

Cabinet Member: Resources and Deputy Leader

Forward Plan Ref: 2025/032

Contact: Cherie Cuthbertson, Director of HR and Cultural Change
Cherie.cuthbertson@oxfordshire.gov.uk

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

Cabinet is RECOMMENDED to note the report.

10. Treasury Management Quarter 1 Report (Pages 77 - 92)

Cabinet Member: Finance, Property and Transformation

Forward Plan Ref: 2025/192

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

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

Cabinet is **RECOMMENDED** to note the council's treasury management activity at the end of the first quarter of 2025/26.

11. Business Management & Monitoring Report -- Performance and Risk Quarter 1 2025-26 (Pages 93 - 146)

Cabinet Member: Finance

Forward Plan Ref: 2025/100

Contact: Kathy Wilcox, Head of Corporate Finance

Kathy.wilcox@oxfordshire.gov.uk

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

THE CABINET is RECOMMENDED to:

- a) **Note the report and annexes.**
- b) **Approve the allocation of Homes for Ukraine grant funding as set out in Annex C.**

12. Capital Programme Update - September 2025 (Pages 147 - 150)

Cabinet Member: Finance

Forward Plan Ref: 2025/080

Contact: Natalie Crawford, Capital Programme Manager

Natalie.crawford@oxfordshire.gov.uk

Report by Executive Director of Resources and Section 151 Officer **(CA12)**

The Cabinet is RECOMMENDED to:

- a. **approve the inclusion of Grove Airfield Primary School (Phase 2 of Grove Airfield Development) into the capital programme with an indicative budget of £1.600m**
- b. **approve £2.400m to enable the purchase of two new buildings to facilitate staff relocation**

13. Forward Plan and Future Business (Pages 151 - 158)

Cabinet Member: All

Contact Officer: Chris Reynolds, Senior Democratic Services Officer,

chris.reynolds@oxfordshire.gov.uk

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA13** . 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.

14. For information only: Cabinet responses to Scrutiny recommendations (Pages 159 - 176)

Education Act 1996 (Section 19) – Response to the report of the Local Government and Social Care Ombudsman

Education other than at School (EOTAS)

Home to School Transport Policy

Transport Working Group

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.

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Agenda Item 3

CABINET

MINUTES of the meeting held on Tuesday, 15 July 2025 commencing at 2.00 pm and finishing at 4.25 pm

Present:

Voting Members: Councillor Liz Leffman – in the Chair
Councillor Neil Fawcett
Councillor Tim Bearder
Councillor Andrew Gant
Councillor Sean Gaul
Councillor Kate Gregory
Councillor Jenny Hannaby
Councillor Ben Higgins
Councillor Dan Levy
Councillor Judy Roberts

Other Members in

Attendance: Councillors Thomas Ashby, Liz Brighthouse OBE, Imade Edosomwan and Glynis Phillips

Officers:

Whole of meeting Lorna Baxter (Executive Director of Resources & Section 151 Officer), Stephen Chandler (Executive Director of People, Transformation and Performance), Anita Bradley (Director of Law & Governance and Monitoring Officer), Robin Rogers (Director of Economy and Place) 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.

92/25 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

There were none.

93/25 DECLARATIONS OF INTEREST

(Agenda Item. 2)

There were none.

94/25 MINUTES

(Agenda Item. 3)

The minutes of the meeting held on 17 June 2025 were approved as a correct record.

95/25 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

See annex.

96/25 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

10 - Proposed response to the 2025 Oxfordshire Travel and Transport Citizens' Assembly

Ian Loader
Siobhann Mansel-Pleydell
Danny Yee

Cllr Liz Brighthouse

16 – Fair Funding Review 2.0

Cllr Glynis Phillips

17 - Business Management & Monitoring Report - Revenue Update and Monitoring Report

Cllr Liz Brighthouse

97/25 APPOINTMENTS

(Agenda Item. 6)

Cabinet approved the following appointments:-

a) Integrated Care Partnership.

In addition to Councillor Tim Bearder appointed at the Cabinet meeting on 17 June:-
Councillor Liz Leffman (as Chair of the Oxfordshire Health and Wellbeing Board) and
District Councillor David Ruane (representing the district councils).

b) Oxford Health NHS Foundation Trust

Cabinet Member for Public Health and Inequalities – Councillor Kate Gregory

c) Military Champions

Bicester Garrison: Councillor Matt Webb
RAF Benson: Councillor Gavin McLauchlan
RAF Brize Norton: Councillor Toyah Overton
Abingdon Station: Councillor Tom Greenaway
Vauxhall Barracks: Councillor Ian Snowdon
Shrivenham: Councillor Bethia Thomas

Mental Health and Wellbeing Champion

Councillor Robin Jones

98/25 REPORTS FROM SCRUTINY COMMITTEES

(Agenda Item. 7)

Cabinet received the following Scrutiny reports and will respond in due course:-

Education and Young People Overview and Scrutiny Committee reports on:-

- | | |
|----|---------------------------------------|
| a) | S.19 of the Education Act (to follow) |
| b) | EOTAS Policy |
| c) | Home to School Transport Policy |

99/25 EOTAS POLICY (EDUCATION OTHER THAN AT SCHOOL)

(Agenda Item. 8)

Cabinet had before it a report regarding a policy for the delivery of Education Other Than At School (EOTAS). This was required to be implemented following the SEND inspection in 2023. The policy was crucial to ensure that all children and young people, particularly those with special educational needs and/or disabilities (SEND), received a suitable and effective education, even if they were unable to attend 'traditional' school settings. The EOTAS policy was designed to provide a structured framework for delivering personalised educational plans tailored to the unique needs of each child or young person.

Councillor Sean Gaul, Cabinet Member for Children and Young People, presented the report.

During discussion the following points were made:-

- The importance of the need for a transparent and thorough assessment process to ensure that all eligible students receive the support they need.

- Ensuring consistent quality of education across different EOTAS provisions was a significant concern.
- The availability and adequacy of support and resources for students and their families were highlighted as critical issues. Concerns were raised about the need for qualified teachers, appropriate educational materials, and additional support services such as counselling and therapy.
- The role of parents and guardians in supporting their child's education under the EOTAS Policy was discussed. Speakers stressed the importance of providing guidance and resources to help parents effectively support their children's learning.
- Concerns were raised about the need for increased funding, better training, and stronger collaboration between schools, local authorities, and other stakeholders.
- Speakers emphasised the importance of regularly reviewing the effectiveness of EOTAS provisions. There were concerns about the need for continuous improvement and adaptation of the policy to meet the evolving needs of students.

Councillor Gaul moved and Councillor Gregory seconded the following amended recommendations, and they were approved.

RESOLVED to

- a) approve the draft policy set out in the annex to the report and ~~draft parents' guide~~**
- b) request an annual review of the policy and that the findings of that review are presented to Cabinet in April 2026.**

100/25 CONNECT TO WORK: APPROVAL OF FINAL DEVELOPMENT PLAN

(Agenda Item. 9)

Cabinet had before it a report on Connect to Work (CtW), a nationally prescribed and locally commissioned supported employment programme, funded by the Department for Work and Pensions (DWP) through grant funding.

The CtW programme aimed to support individuals outside the workforce and facing disadvantages to get into and to stay in work. Eligible target groups include disabled people, offender/ex-offenders, carers/ex-carers, homeless people, former members of HM Armed Forces or a partner of current or former Armed Forces personnel, people with an alcohol or drug dependency, care experienced young people/care.

The Council had been designated as one of the 43 Accountable Bodies across England which would be responsible for designing the local offer to support people to find and fulfil their potential to work in line with local services and priorities.

Councillor Tim Bearder, Cabinet Member for Adults, presented the report.

During discussion, members referred to the importance of the work outlined in the CtW programme and the collaboration with Enterprise Oxfordshire which would assist in providing access to employment opportunities in the County.

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

RESOLVED to :-

- a) authorise the Council to enter into grant funding agreement/s with the Department for Work and Pensions (DWP) to develop and deliver the Connect to Work Programme for such period as the programme continues to be funded by DWP.**
- b) authorise the Council to take receipt of grant funding in its role as Accountable Body (and as determined by an approved DWP grant cost register and delivery plan).**

101/25 PROPOSED RESPONSE TO THE 2025 OXFORDSHIRE TRAVEL AND TRANSPORT CITIZENS' ASSEMBLY

(Agenda Item. 10)

Councillor Andrew Gant, Cabinet Member for Transport Management presented the report. He pointed out a correction to Annex B. Recommendation 4 should have been allocated to category 2 and not 3 as stated in the report.

A number of speakers addressed the Cabinet on this item:-

- They highlighted the need for a shift towards multi-modal transport, reduced reliance on private cars, and improved public and active transport infrastructure.
- They praised the Citizens Assembly for their recommendations, including support for a congestion charge and expanded park and ride, and called for clear communication of the Council's transport vision.

- Concerns were raised regarding the need for robust implementation of specific recommendations, such as mobility hubs, bus and cycling-only roads, and provisions for deliveries and blue badge holders in a car-free city centre.

During discussion Cabinet members expressed support for the Assembly's work and acknowledged its role in shaping bold, evidence-based policy.

Councillor Gant moved and Councillor Fawcett seconded the following mended recommendations, and they were approved:-

RESOLVED to

- a) approve the council's initial response to the 20 recommendations developed by the citizens' assembly.**
- b) support the development of a work programme, including an amended prioritisation matrix and further technical development and engagement work to properly assess whether each recommendation can be progressed (including policy, legal and financial considerations), as the next step to take forward the citizens' assembly recommendations.**
- c) support the deeper involvement of communities in transport policy development, and scheme design and delivery, including the ongoing involvement of citizens' assembly members.**

102/25 CLIMATE ACTION PROGRAMME UPDATE

(Agenda Item. 11)

Cabinet had before it a report which provided a six-monthly update on the delivery of the 2024/25 Climate Action Programme workstreams, including the development of a new Circular Economy Plan.

The Circular Economy Plan (Annex 1) expanded the council's approach to climate action by focussing additionally on the resources it used. The plan built on work which the council was already undertaking, such as the Carbon Management Plan, and sought to deliver a culture change which embedded circular economy at the heart of the Council's policy and practice.

Councillor Judy Roberts, Cabinet Member for Place, Environment and Climate Action, presented the report. She referred, in particular, to progress on carbon reduction, primary school home upgrade projects, and improved performance against climate targets. The Council had commended for being rated the best county for climate action by Climate Action UK.

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

RESOLVED to:

- a) **adopt the Circular Economy Plan (Annex 1).**
- b) **note the climate outcomes dashboard (Annex 2).**
- c) **note the update on the delivery of the Climate Action Programme 2024/25 and approve the proposed Climate Action Programme for 2025/26 (Annex 3).**

103/25 UPDATE ON PROCESS OF PRODUCING THE MINERALS AND WASTE LOCAL PLAN

(Agenda Item. 12)

Cabinet had before it a report which provided an update on progress with the production of a Minerals and Waste Development Scheme (MWDS) which contained the timetable for Minerals and Waste Local Plan production. The most recent MWDS was approved by Cabinet in December 2022.

The preparation process of the new Local Plan remained the same as set out with the timetable outlined in the December 2022 MWDS. However, progress through this process had been impacted by ongoing challenges in preparing the evidence required and acquiring the relevant expertise. These constraints had limited the County Council's capacity to meet the milestones as set out within the MWDS; this despite continued efforts to address the issue.

Councillor Judy Roberts, Cabinet Member for Place, Environment and Climate Action, presented the report. She outlined the need to pause work on the current plan, pending national planning reforms under the Levelling Up and Regeneration Act 2023. The aim was to fast-track a compliant plan once new regulations were published, assuring community partners and the industry of the Council's readiness.

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

RESOLVED to:-

- a) **approve the cessation of the preparation of the new Minerals and Waste Local Plan under the current plan-making process and authorise the production of a new Minerals and Waste Local Plan under the new plan-making process in accordance with the Levelling Up and Regeneration Act 2023**

- b) delegate to the Director of Economy and Place in consultation with the Director of Law and Governance and Monitoring Officer**
 - 1) to put in place changes to the Minerals and Waste Development Scheme to reflect this and**
 - 2) to carry out a review within 6 months if the provisions of the Levelling Up and Regeneration Act have not been brought into force by that time or earlier if necessary.**

104/25 COMMUNITY BANKING HUBS MOTION

(Agenda Item. 13)

Cabinet had before it a report which set out the intended approach to take forward the Council Motion on community banking hubs resolved by Council on 1 April 2025. A summary of recent work was included in the report together with an analysis of areas currently lacking banking services.

Councillor Neil Fawcett, Cabinet Member for Resources and Deputy Leader, presented the report. He reported progress on engaging banks and building societies to provide community services in libraries and other suitable locations, particularly to support digitally excluded residents.

During discussion members highlighted local challenges with regard to banking facilities and welcomed continued efforts and collaboration with local councils.

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

RESOLVED to agree to the continuation of efforts to engage banks to provide community services within library facilities and other suitable locations in areas lacking banking services

105/25 FUTURE CIVIL ENFORCEMENT CONTRACT MODELS

(Agenda Item. 14)

Cabinet received a report on proposed models for Civil Enforcement contracts. Following Cabinet approval in February 2025 to procure enhanced multi contactor contracts for the civil enforcement and ZEZ operation, Civil Enforcement specialists were appointed alongside legal specialists to work with officers to develop new specifications, pricing schedules and contract terms.

After market engagement and discussion with other Local Authorities, the requirements had been packaged to compete via the most appropriate routes to market, and these were set out in the report.

Councillor Andrew Gant, Cabinet Member for Transport Management, presented the report. He referred to the objectives to improve enforcement against illegal and dangerous parking county-wide and commented on the key points included in the report which included

- Introducing more rigorous KPIs with penalty clauses in the new contracts.
- Addressing recruitment and flexibility challenges, and collaborating with neighbouring authorities where possible.

During discussion members raised concerns over the adequacy of fines, national policy limitations, and the merits of in-house versus outsourced service provision.

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

RESOLVED, 9 voting in favour and 1 against, to:-

- a) **endorse the approach and proposals surrounding the civil enforcement at Oxfordshire County Council (the Council) contracts as set out in this paper.**
- b) **authorise the Director of Financial and Commercial Services to prepare and commence the procurement of:**
 1. **A new 5-year Civil Enforcement Service contract (Contract 1) to commence on 1 May 2026 (following a mobilisation period) with options for two 1-year extensions (7-year potential contract length).**
 2. **A new 5-year Penalty Charge Notice (PCN) Software and Technology contract (Contract 2) to commence on 1 May 2026 (following a mobilisation period) with options for two 1-year extensions (7-year potential contract length).**
 3. **A new Zero Emissions Zone (ZEZ) Checker contract (Contract 3) to commence on 1 April 2026 (following a mobilisation period) plus a maintenance period of 2 years.**
 4. **A new Automatic Number Plate Recognition (ANPR) Camera's contract (Contract 4) for supply, maintenance and hosting of new cameras, to start as soon as possible, via further competition on the CCS**

framework for 4 years (longest length the framework will allow).

- c) delegate the decision to the award the contracts, and any potential future contract extensions, to the Director of Environment and Highways in consultation with the Cabinet Member for Transport Management.**
- d) endorse the Director of Financial and Commercial Services to explore collaboration with neighbouring authorities to enable Contracts 1 and 2 to be utilised by up to two other large authorities that the Council are currently considering procuring on behalf of. Once the exploration is complete, delegate the decision on the way forward to the Director of Environment and Highways in consultation with Cabinet Member for Transport Management, and the Cabinet Member for Finance, Property and Transformation.**

106/25 TREASURY MANAGEMENT 2024/25 OUTTURN

(Agenda Item. 15)

The Chartered Institute of Public Finance and Accountancy's (CIPFA's) 'Code of Practice on Treasury Management 2021' required that committee to which some treasury management responsibilities are delegated, will receive regular monitoring reports on treasury management activities and risks. Cabinet had before it the fourth and final update for the 2024/25 financial year which set out the position at 31 March 2025.

Councillor Dan Levy, Cabinet Member for Finance, Property, and Transformation, presented the report. He highlighted the main points which included prudent management, reduction in external debt, strong investment income, and operation within set indicators.

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

RESOLVED to note the report, and to RECOMMEND Council to note the council's treasury management activity and outcomes in 2024/25.

107/25 BUDGET & BUSINESS PLANNING 2026/27 - FAIR FUNDING REVIEW 2.0

(Agenda Item. 16)

Cabinet had before it a report which provided an overview of the proposals included in the "[Fair Funding Review 2.0](#)" consultation, which was published by the Ministry of Housing, Communities and Local Government (MHCLG) on 20 June 2025.

Councillor Glynis Phillips requested more comprehensive engagement and briefings for councillors regarding the proposed changes to local government finance, especially for new members. The importance of good governance and awareness was highlighted.

Councillor Dan Levy, Cabinet Member for Finance, Property and Transformation, presented the report. He outlined the technical nature of the consultation and agreed to further member briefings when outcomes were clearer.

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

RESOLVED to

- a) note the report and annexes;**
- b) delegate the approval of the response to the Fair Funding Review 2.0 consultation to the Executive Director of Resources and Section 151 Officer in consultation with the Cabinet Member for Finance, Property and Transformation.**

108/25 BUSINESS MANAGEMENT & MONITORING REPORT - REVENUE UPDATE AND MONITORING REPORT

(Agenda Item. 17)

The budget for 2025/26 and Medium-Term Financial Strategy (MTFS) to 2027/28 was agreed by Council on 11 February 2025. Cabinet had before it a report which set out the initial revenue forecast and expected outlook for the financial year and includes updates on:

- financial risks which are being managed in 2025/26;
- savings and investment position; and
- funding notified since the budget was agreed.

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

Councillor Liz Brighthouse addressed the Cabinet and drew attention to the high needs block deficit, urging greater understanding and scrutiny of spending patterns. Councillor Levy noted the deficit was largely due to insufficient government funding, with the statutory override allowing temporary off-balance sheet treatment. Members discussed the exponential increase in EHCP (Education Health and Care Plans) and the potential forthcoming reforms which would aim to address the issues.

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

RESOLVED to

- a) **note the report and annexes.**
- b) **approve a £3.5m transfer from budgets held centrally to Adult Services to meet the financial pressure on contracted costs for the provision of social care (paragraph 24)**
- c) **Approve the following virements relating to funding changes (paragraphs 27 – 31).**
 - **£3.6m transfer of grant funding from budgets held corporately to Children's Services.**
 - **£0.8m additional un-ringfenced grants transferred to the in-year contribution to General Balances.**
 - **£2.2m increase in the final notified Business Rates funding and Council Tax surpluses transferred to the Collection Fund Reserve.**
- d) **approve the change to the Dedicated Schools Grant (DSG) High Needs Block 2025/26 updated budgeted deficit (paragraphs 32 - 35).**

109/25 CAPITAL PROGRAMME MONITORING REPORT

(Agenda Item. 18)

Cabinet had before the first capital programme update and monitoring report for 2025/26 which set out the monitoring position based on activity to the end of May 2025.

The report also updated the Capital Programme approved by Council on 11 February 2025 taking into account additional funding and new schemes. The updated programme also incorporated changes agreed through the Capital Programme Approval Reports to Cabinet during the year as well as new funding.

Councillor Dan Levy, Cabinet Member for Finance, Property and Transformation presented the report. He referred to a small increase in capital expenditure, additional government grants, and continued investment in projects aligning with Council objectives.

RECOMMENDED to:

Capital Programme

- a. Note the capital monitoring position for 2025/26 set out in this report and summarised in Annex 1.
- b. Approve the updated Capital Programme at Annex 2 incorporating the changes set out in this report.

Budget Changes / Budget Release

- c. Approve the inclusion of St Joseph's, Thame into the capital programme with an indicative budget of £1.500m (para 62-63).
- d. Approve the inclusion of Safe Space into the capital programme with a budget of £1.795m (para 64-66).
- e. Approve the inclusion of Redbridge Redevelopment into the capital programme with an indicative budget of £6.545m (para 67-69).
- f. Approve the inclusion of Cinder Track improvements, Route 2 of the South and Vale Active Travel Network (SVATN), into the capital programme (para 70-71).
- g. Approve the inclusion of the A420 (Oxford) Safer Roads Fund into the capital programme with a budget of £2.225m (para 72-73)
- h. Approve an increase in budget of the A34 Lodge Hill Interchange Scheme from £34.660m to £36.090m, an increase of £1.430m (para 74-75).
- i. Approve the inclusion of the Bus Service Improvement Delivery Plan 2025/26 into the capital programme with a budget of £5.441m (para 76-78).
- j. Approve the inclusion of the Data Centre Hardware Refresh into the capital programme with an indicative budget of £1.600m (para 78-80).

Funding Updates

- k. Agree the inclusion in the capital programme of the following grant funding updates and allocations:
 - Revise the previous forecasted value of the School Condition Allocation 2025/26 to £4.647m (para 82).

- Add the Basic Need Capital Allocations for 2026/27 & 2027/28 of £7.732m and £4.904m to the basic need programme to address pupil places (para 83).
 - Add the SEN High Needs Capital Allocation 2025/26 of £7.936m to the basic need programme to address SEN provision (para 84-85).
 - Add the Integrated Transport Block 2025/26 of £3.717m into the capital programme and replace existing council funded transport schemes (para 86).
- I. Note the reduction in the over-programming of the ten – year capital programme from £14.082m as agreed by Council in February 2025 by £3.717m to an over-programme of £10.365m.

110/25 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 19)

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

RESOLVED to note the items currently identified for forthcoming meetings.

111/25 FINANCIAL AND LAND AGREEMENTS RELATING TO THE CONVERSION OF WOODEATON MANOR SCHOOL TO AN ACADEMY

(Agenda Item. 20)

RESOLVED: that the public be excluded for the duration of item 20 since it is likely that if they were present during that item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified below in relation to those items and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Councillor Sean Gaul, Cabinet Member for Children and Young People, presented the report.

Councillor Gaul moved and Councillor Hannaby seconded the following amended recommendations which were approved.

RESOLVED to:-

- a) approve the proposal for Oxfordshire County Council to retain maintenance and repairs of Woodeaton manor school building after it converts to academy status and until the lease is terminated, at an annual cap of up to £0.2m per annum, for a period of between 2-4 years until the school can be relocated to new accommodation. ~~the maximum cost to the general fund is £0.4m to £0.8m.~~
- b) approve the proposed funding, subject to conditions, as detailed in the annex, to support the trust with adaptations to the building to meet the special educational needs and disabilities (send) requirements of current students.
- c) approve an enhanced level of revenue funding for Woodeaton manor school, as detailed in the annex, starting on the date of academy conversion (scheduled for 1 October 2025) and being reviewed on an annual basis, with any changes taking effect from 1 april each year.
- d) note the options relating to the land transfer set out in this report and to approve the delegation of authority to the Director of Children's Services, in consultation with the Director of Law & Governance and the Director of Property & Assets as appropriate, to finalise and execute the necessary documentation to meet the Department for Education timescales for academisation. this includes the final decision relating to the transference of insurance excess costs in the case of negligence by the trust employees, and the final processes relating to freehold transfer.

112/25 FOR INFORMATION ONLY: CABINET RESPONSES TO SCRUTINY ITEMS

(Agenda Item. 21)

Cabinet noted the following responses to Scrutiny items:-

Report on the Virtual School
Co-production in Adult Social Care
s.106 Improvement Programme Update
Rail Strategy
Local Economic Partnership Integration
Business Management and Monitoring Report

.....in the Chair

Date of signing

Divisions Affected – All

CABINET

16 September 2025

School Catering Services and Corporate Cleaning Contract Report of Education and Young People Overview & Scrutiny Committee

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to —
 - a) Note the recommendations contained in the body of this report and to consider and determine its response to the Education and Young People Overview and Scrutiny Committee, and
 - b) Agree that, once Cabinet has responded, relevant officers will continue to provide each meeting of the Education and Young People Overview & Scrutiny Committee with a brief written update on progress made against actions committed to in response to the recommendations for 12 months, or until they are completed (if earlier).

REQUIREMENT TO RESPOND

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

INTRODUCTION AND OVERVIEW

3. The Education and Young People Overview and Scrutiny Committee considered one report on School Catering Services and one on the Corporate Cleaning Contract at its meeting on 11 July 2025. The reports set out the proposals being explored for finding alternatives to the Council running these services itself.
4. The Committee would like to thank Cllr Dan Levy, Cabinet member for Finance, Cllr Sean Gaul, Cabinet member for Children and Young People, Lorna Baxter, Executive Director of Resources and Section 151 Officer

(Deputy Chief Executive), Vic Kurzeja, Director of Property and Assets, and Anthony Hulsman, Head of Property Operations, for attending to present the reports and to answer the Committee's questions.

5. As the Committee grouped the discussion of the items, and as the recommendations which arose apply largely to both topics, this one report will relate to both of the reports received by the Committee.

SUMMARY

6. The Cabinet member for Finance, Property, and Transformation introduced each report in turn and set out the background to each item. Both services had previously been run by Carillion and had returned to the Council in 2018 following Carillion's collapse. Despite the Council's efforts, the difference in scale available to Council-run operations and a firm the size of Carillion had made it very difficult for the Council to do so cost-efficiently. Fundamentally, the Council could not afford to continue to run its own school catering service. Similarly, it was not considered viable for it to continue to run its own cleaning service.
7. It was, therefore, considered necessary to explore alternative options. Given the commercial sensitivity of the details provided in the respective annexes to the reports, which set out the details of the proposals being considered, the Committee resolved to exclude the public and to go into private session.
8. It would not, therefore, be appropriate to set out the discussion in too much detail but topics explored included whether there were any tenable alternatives. There was also consideration of the impact on these proposed changes to rural schools in particular as well as the Committee seeking assurance that working conditions and terms of employment would be maintained and not weakened.
9. The Committee was grateful for assurances given but makes two recommendations, the first about safeguarding the services received by rural schools and the second relating to maintaining employment rights.

RECOMMENDATIONS

10. The report on school catering to the Committee set out that pressures had grown as a result of various factors. Funding for Free School Meals (Free School Meals) and UFISM (Universal Free School Meals) had remained largely static and had not kept pace with increases in the costs of providing the service. A lack of ringfencing in devolved budgets to schools had not guaranteed that all allocated funding had been shared with the provider and the cost of the COVID pandemic had far outstripped any funding provided, given that the closure of school premises to all but vulnerable pupils had resulted in significant financial loss for a lengthy period.

11. The Committee recognised the financial challenges but did so with a level of regret. Members were particularly conscious of the impact on smaller schools where on-site catering facilities were impracticable. Where the service was run by the Council principally for schools maintained by the Council, members could be instinctively satisfied that the needs of those schools would be paramount when considering service delivery. Where the service was provided by an external provider, there was a concern that smaller settings might not be seen as a priority when compared to those settings more easily profitable. The Committee was keen that that commitment to schools of all sizes and in all settings should be appreciated and met by any new provider.
12. The Committee was pleased to hear that there was an awareness of the challenges faced by smaller, rural schools and that this was being considered and taken account of by officers in preparing recommendations for alternatives to the current arrangements. The Committee was also pleased by the Cabinet member's acceptance of the importance of this during its meeting.
13. Similarly, the Committee was concerned that a move to a more cost-efficient service could lead to a diminution in the quality and provenance of the food provided to school pupils. The Committee would consider that extremely regrettable. The Committee was advised that part of the Council's assessment of alternative providers was to ensure that similarly good quality food would be provided, including to those with dietary requirements. The Committee was pleased to hear this.
14. Whilst pleased to hear these assurances in Committee, the Committee was of the view that, such was the importance of these matters, it was appropriate to make a formal recommendation to Cabinet in the expectation of a formal commitment. Regardless of which option was to be recommended in the future, and regardless of which option was subsequently approved, the Committee considers it vitally important that the Council should work to protect rural schools and ensure that all schools receive high-quality catering services.

Recommendation 1: That the Council should outline the specific measures it has taken to ensure that rural schools are protected and that all schools will receive high quality catering services.

15. Another key issue which the Committee explored was rights and conditions of existing staff. The Committee established that staff would be transferred under Transfer of Undertaking (Protection of Employment) regulations, with their existing terms and conditions maintained.
16. The Committee recognised that did not preclude future redundancies and accepted that, under previous similar transfers, redundancies had been very largely avoided and that there had been proactive engagement with the trade unions and staff and that staff terms, conditions, and pensions, had been honoured by the new provider.

17. The Committee was keen to ensure that the same concerns were central to consideration around these current proposals. The Committee considers that the Council has a duty of care to current cleaning staff, including those for whom it might be particularly challenging to find alternative employment, and that it is imperative that the Council recognises and acts upon that moral duty when engaging in such contract negotiation.
18. The Committee was pleased to hear that the intention was to engage proactively with staff and the trade unions, to inform them of the situation, their rights under TUPE, and to offer support through both well-being services and direct engagement opportunities. The Committee was also pleased to hear a recognition of the importance of protecting vulnerable workers and a determination to ensure that the new contracts ensure their needs are considered and supported.
19. Again, given the importance of this issue to both the Committee and to the Council's staff, the Committee considers it appropriate to present this formally to Cabinet as a recommendation.

Recommendation 2: That the Council should set out the specific steps it will take to ensure that the rights and interests of existing staff members will be protected, and that trade unions will be consulted and engaged throughout the process.

FURTHER CONSIDERATION

20. The Committee does not currently anticipate considering these topics again during this municipal year and recognises that they would ordinarily fall under the purview of the Performance and Corporate Services Overview & Scrutiny Committee.

LEGAL IMPLICATIONS

21. Under Part 6.2 (13) (a) of the Constitution Scrutiny has the following power: 'Once a Scrutiny Committee has completed its deliberations on any matter a formal report may be prepared on behalf of the Committee and when agreed by them the Proper Officer will normally refer it to the Cabinet for consideration.'
22. Under Part 4.2 of the Constitution, the Cabinet Procedure Rules, s 2 (3) iv) the Cabinet will consider any reports from Scrutiny Committees.

Anita Bradley
Director of Law & Governance and Monitoring Officer

Annex: Pro-forma Response Template

Background papers: None

Other Documents: None

Contact Officer: Richard Doney
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September 2025

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Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested¹ and, if the report or recommendations in questions were published, the response also must be so.

This template provides a structure which respondents are encouraged to use. However, respondents are welcome to depart from the suggested structure provided the same information is included in a response. The usual way to publish a response is to include it in the agenda of a meeting of the body to which the report or recommendations were addressed.

Issue: School Catering Services and Corporate Cleaning Contract

Lead Cabinet Member(s): Cllr Dan Levy, Cabinet member for Finance, Property, and Transformation

Date response requested:² 16 September 2025

Response to report:

Enter optional text here

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Council should outline the specific measures it has taken to ensure that rural schools are protected and that all schools will receive high quality catering services.		

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

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

Overview & Scrutiny Recommendation Response Pro forma

2. That the Council should set out the specific steps it will take to ensure that the rights and interests of existing staff members will be protected, and that trade unions will be consulted and engaged throughout the process.		
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Divisions Affected – All

CABINET

16 September 2025

Oxfordshire Employment Services Report of the People Overview & Scrutiny Committee

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to —
 - a) Note the recommendations contained in the body of this report and to consider and determine its response to the People Overview and Scrutiny Committee, and
 - b) Agree that, once Cabinet has responded, relevant officers will continue to provide each meeting of the People Overview and Scrutiny Committee with a brief written update on progress made against actions committed to in response to the recommendations for 12 months, or until they are completed (if earlier).

REQUIREMENT TO RESPOND

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

INTRODUCTION AND OVERVIEW

3. The People Overview and Scrutiny Committee considered a report on the Council's Oxfordshire Employment Services at its meeting on 26 June 2025. The report provided an update on the achievements of the Oxfordshire Employment Services and the County Print Finishers.
4. The Committee would like to thank Karen Fuller, Director of Adult Social Services, Victoria Baren, Deputy Director for Adult Social Care, Stephen Chandler, Executive Director for People, Sam Harper, Head of Learning Disability Provision Services, Debbie Montgomery, Oxford Contracts Delivery Manager for Oxfordshire Employment Services, Nicola Dyche, Strategic Commissioner for Workforce Adult Social Care, and Jenny Taylor, Workforce

Associate for County Print Finishers, for attending to present and to answer questions, and for attending to answer questions.

SUMMARY

5. The Director of Adult Social Services introduced the Oxfordshire Employment Services, and highlighted the excellent work done by the County Print Finishers. She described how the Connect to Work programme, a nationally supported employment initiative locally delivered in Oxfordshire by the County Council and Enterprise Oxfordshire, aimed to support 2,000 people over the next five years, through tailored employment pathways.
6. The Committee was grateful to hear the first-hand experiences of the good work Oxfordshire Employment Services does from Jenny Taylor, a Workforce Associate at County Print Finishers. Her insight of how she was supported and the impact it has had on her was valuable to the Committee.
7. Members raised several questions with the officers focusing on employment targets and outcomes; the support offered to those eligible under the Connect to Work programme; the scope and eligibility of the scheme; and about the partners and businesses supporting Oxfordshire Employment Services.
8. The Committee makes two recommendations, focusing on strengthening Oxfordshire Employment Services by exploring the potential of an accreditation scheme to boost business engagement, and by expanding the service's scope and capacity to better support residents into employment.

RECOMMENDATIONS

9. As part of its discussions, the Committee identified the challenge of increasing employer engagement. While the Council has employed individuals through the scheme in various departments, broader employer participation is necessary.
10. Engagement is currently facilitated through webinars and partnerships with companies such as Grondon and Thames Water. Additional incentives may be considered to promote further collaborations with more companies, supporting the goal of assisting 2,000 disabled people through tailored employment pathways.
11. The Committee considered whether an accreditation scheme could encourage employer participation by recognising businesses that adopt inclusive employment practices consistent with those used by Oxfordshire Employment Service. This scheme could set expectations, share best practices, and build a community of supportive employers. Evaluating the feasibility and potential impact of such a scheme aligned with the Council's strategic objective to advance inclusive employment and promote equal access to opportunity.

- ***Recommendation 1: That the Council should explore whether an accreditation scheme would be an effective strategy to encourage businesses to work with Oxfordshire Employment Services.***
12. Oxfordshire Employment Services has a long-standing record of success in supporting individuals with disabilities and long-term health conditions into meaningful employment. The current Connect to Work programme, with its target of supporting 2,000 people over five years, reflects both the scale of ambition and the service's proven capability.
 13. The Committee welcomed this target but believes that, given the rising demand and the service's strong outcomes—including a projected 65% job offer rate for supported internships—there is a clear case for expanding the programme. Increasing the target to 2,500 individuals over the same five-year period would allow more residents to benefit from the life-changing impact of employment support.
 14. Sustained employment is not only a route to independence and financial stability but also a key preventative measure in health and social care. It reduces reliance on public services, improves wellbeing, and supports the Council's wider goals around inclusion, early intervention, and reducing inequalities.
- ***Recommendation 2: That the Council should expand and enhance the work of Oxfordshire Employment Services by increasing the Connect to Work programme target from 2,000 to 2,500 individuals over five years, in recognition of the service's success and the wider social and health benefits of sustained employment.***

LEGAL IMPLICATIONS

15. Under Part 6.2 (13) (a) of the Constitution Scrutiny has the following power: 'Once a Scrutiny Committee has completed its deliberations on any matter a formal report may be prepared on behalf of the Committee and when agreed by them the Proper Officer will normally refer it to the Cabinet for consideration.
16. Under Part 4.2 of the Constitution, the Cabinet Procedure Rules, s 2.3 (v) the Cabinet will consider any reports from Scrutiny Committees.

Anita Bradley
Director of Law and Governance and Monitoring Officer

Annex: Pro-forma Response Template

Background papers: None

Other Documents: None

Contact Officer:

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September 2025

Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested¹ and, if the report or recommendations in questions were published, the response also must be so.

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Issue: Oxfordshire Employment Services

Lead Cabinet Member(s): Cllr Tim Bearder, Cabinet Member for Adults

Date response requested:² 16 September 2025

Response to report:

Enter optional text here

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Council should explore whether an accreditation scheme would be an effective strategy to encourage businesses to work with Oxfordshire Employment Services.		

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

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

Overview & Scrutiny Recommendation Response Pro forma

2. That the Council should expand and enhance the work of Oxfordshire Employment Services by increasing the Connect to Work programme target from 2,000 to 2,500 individuals over five years, in recognition of the service's success and the wider social and health benefits of sustained employment.		
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Divisions Affected – All

CABINET

16 September 2025

Hire Bike and Scooter Update

Report of Performance and Corporate Services Overview & Scrutiny Committee

RECOMMENDATION

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

REQUIREMENT TO RESPOND

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

INTRODUCTION AND OVERVIEW

3. The Performance and Corporate Services Overview and Scrutiny Committee considered an update report on Hire Bikes and Scooters in Oxford at its meeting on 18 July 2025. One aspect it did not address, however, was road safety, which is expected to be raised by the Place Overview and Scrutiny Committee at a future meeting.
4. The Committee would like to thank Cllr Andrew Gant, Cabinet Member for Transport Management, Cllr Dan Levy, Cabinet Member for Finance, Property and Transformation, Paul Fermer, Director of Environment and Highways, Meg Hopkins, Senior Transport Planner, and Joanne Fellows, Place Planning Manager (Central), for attending the meeting and responding to questions.

SUMMARY

5. The Cabinet Member for Transport Management introduced the report, highlighting the different legal foundations for the e-bike and e-scooter hire schemes in Oxford, with e-bikes being road-legal,¹ whilst e-scooters were not outside a trial being run by the Department for Transport (DfT). The differing foundations meant consequent differences in management and operation between the two. Both schemes were lauded by the Cabinet Member for their success in providing greater choice and enhancing the transport network within the city, whilst at the same time the challenges around street space and the need for responsible riding were recognised.
6. In response to the introduction, the Committee began its questioning. Topics explored by the Committee included: parking issues, options for enforcement action against providers, expected future developments for the national e-scooter trial, whether e-bikes and e-scooters afforded significant health benefits, and the opportunities and challenges of integrating e-bikes and e-scooters into the wider transport network.
7. The Committee makes five recommendations which seek to garner more or earlier information from the DfT, improve the evaluation of the impact of e-bike and e-scooter hire schemes, and to explore ways of improving availability without inconveniencing pedestrians.

RECOMMENDATIONS

8. Permission to operate e-scooters legally on Oxford's roads has existed since 2021 as part of a national-level trial by the DfT. Outside of this trial, e-scooters are not legally permitted to use public roads. At present, the trial is due to end on 31 May 2026, although it has already been extended on multiple occasions. Knowing whether and on what basis the DfT expects to extend the trial is crucial to the Council's ability to undertake procurement and forward planning to allow mitigations of e-scooter related problems, as well as devising improvements.
9. The Committee appreciates that the decision on whether to extend the trial is out of the Council's hands as, ultimately, is the timing of when it is announced. However, there is little to be lost in actively demonstrating the Council's interest in the project and its commitment to finding ways of improving it whilst drawing the link between those improvements and receiving a steer from government on the future of the trial.

¹ <https://www.gov.uk/electric-bike-rules#:~:text=You%20can%20ride%20an%20electric,be%20registered%2C%20taxed%20or%20insured.>

Recommendation 1: That the Council writes to the Department for Transport to request an earlier decision regarding the continuation of the e-scooter trial beyond May 2026.

10. The DfT is currently undertaking an evaluation of the impacts of the e-scooter trial at a national level. However, the timeline for this evaluation is not known. The Committee expects the conclusions of the DfT on the impacts of the e-scooter trial to form an important data point for informed local transport policy in the future and wishes to see its consideration be built into relevant forthcoming decisions. As such, the Committee requests that the Council seek information from the DfT on the timelines for the national evaluation of the e-scooter trial.

Recommendation 2: That the Council seeks information from the Department for Transport about the national evaluation timeline for the e-scooter trial, and that the Council share the evaluation results of the e-scooter trial with the Committee once available

11. As part of its involvement in the national e-scooter trial the Council will participate in all necessary evaluation. However, in Committee it was confirmed that the Council had not commissioned any local studies to understand the impact of hire e-bikes and e-scooters on the wider transport network, particularly bus usage.
12. In the view of the Committee, this is important as the potential impacts of e-bike and e-scooter availability are unclear. It is possible that the greater flexibility afforded by the existence of hire e-bikes and e-scooters would make bus travel more attractive. Bus travel becomes a more reliable and practical option if, instead of waiting for a connection, one can simply get on an e-bike or e-scooter if the connecting bus will take a while. Equally, e-bikes and e-scooters are able to travel fairly long distances at reasonable speed and could, therefore, tempt bus-users to switch to them as alternatives, thereby cannibalising existing non-car transport. Just as easily, e-bikes and e-scooters could have little impact on bus-use whatsoever, with those who are happy using buses continuing to do so, and e-bikes and e-scooters appealing to a different demographic.
13. All the above scenarios are plausible, and it is vital that the Council understands how and where each scenario is likely to hold true if it is to address congestion within Oxford and support modal shift. Understanding the impact of the availability of e-bikes and e-scooters for hire will help inform the Council's broader transport policy. Accordingly, the Committee encourages the Council to undertake its own research to understand the impact of e-scooter and e-bike rental schemes on modal shift and the wider transport network.

Recommendation 3: That the Council conducts its own analysis of the e-scooter and e-bike schemes to understand their impact on modal shift and the wider transport network.

14. A striking statistic shared with the Committee concerns the level of latent demand for e-bikes and scooters: the number of missed trip attempts outnumbers the number of completed ones. In view of the level of unsupplied demand and the desirability of encouraging modal shift the Committee devoted significant time to exploring options to increase the supply of e-scooters and e-bikes.
15. The Committee was advised by officers that additional parking sites would, in particular, enable greater supply of e-bikes and e-scooters. In response to this, the use of park and ride sites and other transport interchanges to create additional space for more e-bikes and e-scooters was discussed.
16. The Committee appreciates that there are complexities associated with extending supply. Suitable sites (including a number of the park and rides) may be outside the operating area of the schemes and some are owned by third parties. Furthermore, the Council is required by the terms of vehicle special order allowing it to run the e-scooter trial to engage with consultation with the districts should it wish to extend its area of operation.
17. The Committee recognises that these are certainly challenges, but in view of the degree of latent demand which exists the Council should seek to increase supply of e-bikes and e-scooters nonetheless.

Recommendation 4: That the Council explores the possibility of integrating e-scooters and e-bikes with park and ride sites and other transport interchanges, and that the Council considers increasing the supply of e-scooters and e-bikes to meet the latent demand.

18. As referenced above, one of the key blockers to providing capacity to meet the latent demand for e-scooters and bikes is having the physical space to park them in areas which do not hinder pedestrians. The Committee welcomes the interest of the Cabinet member and officers in exploring whether on-street parking can be developed as a means to increase capacity whilst addressing some of the negative impacts of footway parking, and it adds its voice in support.

Recommendation 5: That the Council investigates the feasibility of on-street parking for e-scooters and e-bikes to alleviate issues with footway parking.

FURTHER CONSIDERATION

19. The Committee does not have this item scheduled, at present, to return. However, the Place Overview and Scrutiny Committee is expected to review road safety aspects of these schemes at a future meeting.

LEGAL IMPLICATIONS

20. Under Part 6.2 (13) (a) of the Constitution Scrutiny has the following power:
'Once a Scrutiny Committee has completed its deliberations on any matter a formal report may be prepared on behalf of the Committee and when agreed by them the Proper Officer will normally refer it to the Cabinet for consideration.
21. Under Part 4.2 of the Constitution, the Cabinet Procedure Rules, s 2 (3) iv) the Cabinet will consider any reports from Scrutiny Committees.

Anita Bradley
Director of Law and Governance and Monitoring Officer

Annex:	Pro-forma Response Template
Background papers:	None
Other Documents:	None
Contact Officer:	Tom Hudson Scrutiny Manager tom.hudson@oxfordshire.gov.uk Tel: 07791 494285

September 2025

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Overview & Scrutiny Recommendation Response Pro forma

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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: **Hire Bikes and Scooters**

Lead Cabinet Member(s): Cllr Andrew Gant, Cabinet Member for Transport Management

Date response requested:² 16 September 2025

Response to report:

Enter text here.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Council writes to the Department for Transport to request		

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

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

Overview & Scrutiny Recommendation Response Pro forma

an earlier decision regarding the continuation of the e-scooter trial beyond May 2026.		
2. That the Council seeks information from the Department for Transport about the national evaluation timeline for the e-scooter trial, and that the council share the evaluation results of the e-scooter trial with the committee once available		
3. That the Council conducts its own analysis of the e-scooter and e-bike schemes to understand their impact on modal shift and the wider transport network.		
4. That the Council explores the possibility of integrating e-scooters and e-bikes with park and ride sites and other transport interchanges, and that the Council considers increasing the supply of e-scooters and e-bikes to meet the latent demand.		
5. That the Council investigates the feasibility of on-street parking for e-scooters and e-bikes to alleviate issues with footway parking.		

Divisions Affected – All

CABINET

16 September 2025

Our People and Culture Strategy Update

Report of Performance and Corporate Services Overview & Scrutiny Committee

RECOMMENDATION

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

REQUIREMENT TO RESPOND

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

INTRODUCTION AND OVERVIEW

3. The Performance Overview and Scrutiny Committee considered a report on the Council's Our People and Culture Strategy at its meeting on 18 July 2025.
4. The Committee would like to thank Cllr Neil Fawcett, Deputy Leader of the Council and Cabinet Member for Resources, Cllr Dan Levy, Cabinet Member for Finance, Property and Transformation, and Cherie Cuthbertson, Director of HR and Cultural Change, for presenting the report at the Committee meeting and answering questions.

SUMMARY

5. The Deputy Leader introduced the Our People and Culture Strategy, which aimed for fair staff treatment and expand opportunities. He noted progress in reducing voluntary departures, reducing sickness absence, and strengthening apprenticeships. Restructuring top management had also created a leaner organisation and saved costs.
6. The Director of HR and Cultural Change outlined the Our People and Culture Strategy's four pillars: attract, thrive, grow, and lead. She reported on progress such as forming a new recruitment team, implementing updated policies and manager training, investing in apprenticeships, launching a reciprocal mentoring scheme, restructuring top-tier management, and hiring a leadership consultant.
7. In response, the main areas of the Committee's enquiries were focused on the issues around moving towards a more flexible, matrix-style of working, use of the apprenticeship levy, sickness absence, increased rates of internal promotion, agency use and expenditure, and how the Council consults with its employees.
8. The Committee makes five recommendations. These relate to greater granularity of sickness data reporting, realising the potential of our existing relationships with partners, and a suggestion of additional consultation concerning the future of the employee engagement survey.

RECOMMENDATIONS

Sickness Data

9. One of the achievements since the launch of the People and Culture Strategy is a reduction in sickness absence for 9.1 days on average per employee, to 8.7. This is a positive development for individual employees, their team members, the Council as an employer and for service users, and the Committee hopes the trend will continue to decline.
10. Whilst an overall reduction of sickness absence is an excellent development, the Committee is of the view that the Council would benefit greatly from more granular reporting around this topic. It would, for example, be perfectly possible for there to be a particularly high rate of absence within one directorate or service area but the existence of such could be masked by an overall rate of decline. Knowing this would enable targeted interventions and accelerate improvements. In the same way, knowing who gets ill and how can help develop specific mitigation strategies. Knowing, for example, that managers are more prone to stress-related absences while front-line staff are more susceptible to viral illnesses would inform the Council's strategies for continuing to reduce sickness absence in a more effective manner. At present, this level of granularity is not provided to Cabinet members in the quarterly HR

and Cultural Change report. The Committee considers that this data should be regularly included in future reports to Cabinet.

Recommendation 1: That the Council reports to Cabinet greater detail of the levels of sickness within different parts of the organisation and at different strata of the organisation.

Working with Partners

11. The Committee notes from the report received that spending of the Council's apprenticeship levy has increased from 68.5% to 89.6%. Using a greater proportion of the levy to invest in the Council's staff rather than forfeiting it is a welcome development. However, policy changes by government mean it is not clear that the increase will be sustained. Particularly, the government is keen that apprenticeship levy funding should be primarily directed towards 16-21 year olds. A consequence of that is that higher level (level 7) apprenticeships will no longer be eligible for the apprenticeship levy. In view of the Council's tendency towards higher levels of education and higher average age of employees, this change is liable to be more impactful for the Council than other organisations. This may mean a reduction in its spending in the future.
12. The Committee is aware that large employers that pay the apprenticeship levy have the option to transfer up to 50% of their annual levy funds to other businesses or organisations to help cover apprenticeship training and assessment costs. The choice of which organisations or apprenticeships to support is at the employer's discretion. Both levy-paying and non-levy-paying organisations can receive transfers. In the event that the Council expects its apprenticeship levy to be under-utilised, the Committee would welcome making apprenticeship levy funds available to the voluntary sector. Whilst it does not know whether the Council anticipates that there will be sufficient underspends of the levy available, it does note that a number of nearby Councils such as Gloucestershire County Council and Milton Keynes Council have made funds of £400k and £250k available respectively (though not only to the voluntary sector). The Committee requests that the Council reviews whether it is possible for the Council to do similarly, and to so with a presumption in favour of providing support to the voluntary sector.

Recommendation 2: That the Council commits to reviewing whether to pass on unspent apprenticeship levy funds to local voluntary sector organisations with a presumption it will do so.

13. Also in relation to the apprenticeship levy, the Committee was gladdened to hear from the Deputy Leader that, through Enterprise Oxfordshire, the Council participates in a project that gathers surplus apprenticeship levy funds from local businesses to create additional apprenticeship opportunities throughout the county, thereby supporting workforce development beyond the Council.
14. This touches on an important point: that despite being one of the largest employers in the county, the potential good the Council can achieve through indirect action, or by enabling others is even greater. The Committee would like

to see greater promotion of this scheme in the expectation that for a small cost the county can reap outsized benefits.

Recommendation 3: That the Council is more proactive in promoting its work around redirecting unspent apprenticeship levies to create opportunities

15. Whilst the Council as an employer and the individual employees who work for the Council are clearly the primary stakeholders in outworking the Our People and Culture's strategy's aim of providing fair staff treatment and more opportunities, they are not the only ones. The remit of the trade unions is to support exactly this.
16. At a national level, unions are involved with agreeing pay scales with employers, which is a core part of the Council's employment offer. At a local level, relations with the unions are more cordial and collaborative than in many other authorities, with early and positive involvement with the unions over the Council's current restructure, for instance.
17. It is the view of the Committee that positive relations with the unions are an important element in supporting the aims of the Our People and Culture and Strategy, too important that they should rest purely on good practice applied by specific individuals. The Committee is of the view that the positive ways of working with the unions should be formalised within the strategy, and that it should be updated accordingly to ensure the roots which feed those good relationships remain embedded in the Council's approach.

Recommendation 4: That the Council recognises formally its good relations with the trade unions, and updates its Our People and Culture Strategy to reflect this.

Employee Engagement Survey

18. One important area the Committee disagrees with proposed plans is in relation to the Employee Engagement survey. During discussion, the Director of HR and Cultural Change clarified that the Council is considering transitioning from an annual, extensive questionnaire to a quarterly pulse survey with fewer questions to better track trends and respond more promptly to staff feedback.
19. The Committee notes the points made by the Director of HR, but suggests that the conclusions are wrong. The Performance and Corporate Services Overview and Scrutiny Committee has previously recommended to Cabinet that it undertake the full survey on an annual basis as it sees significant value in it. It does not agree that fewer questions more regularly will allow the Council to respond more promptly to staff feedback; by changing the method of feedback all the work undertaken in the past two years to establish a baseline will be invalidated and a new baseline will need to be established. This course of action does not correlate with agile decision-making, nor will it give as comprehensive a picture of the workforce.

20. Whilst it does see significant value in the Employee Engagement survey, the Committee does recognise that gathering and learning from a comprehensive survey does come at a cost: paying for the survey itself, the time to promote it, and the time to sift and digest the results. Whilst the Committee recognises the Employee Engagement Survey's value, it also recognises that the Council is under increasing financial pressure and that the level of investment may not be justified. However, it does not have the data to make that judgement in an informed way. Instead, it suggests that the issue is taken to and considered by the Employment Joint Consultative Committee before a final decision is made.

Recommendation 5: That the Council discusses its plans to replace the existing annual Employee Engagement Survey with the Employment Joint Consultative Committee before making a final decision

FURTHER CONSIDERATION

21. The Committee does not currently have this item scheduled again on its work programme for the remainder of the current civic year. However, it may choose to schedule a report on specific issues raised by this report at a later point.

LEGAL IMPLICATIONS

22. Under Part 6.2 (13) (a) of the Constitution Scrutiny has the following power: 'Once a Scrutiny Committee has completed its deliberations on any matter a formal report may be prepared on behalf of the Committee and when agreed by them the Proper Officer will normally refer it to the Cabinet for consideration.
23. Under Part 4.2 of the Constitution, the Cabinet Procedure Rules, s 2 (3) iv) the Cabinet will consider any reports from Scrutiny Committees.

Anita Bradley
Director of Law and Governance and Monitoring Officer

Annex:	Pro-forma Response Template
Background papers:	None
Other Documents:	None
Contact Officer:	Tom Hudson Scrutiny Manager tom.hudson@oxfordshire.gov.uk Tel: 07791 494285

September 2025

Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested¹ and, if the report or recommendations in questions were published, the response also must be so.

This template provides a structure which respondents are encouraged to use. However, respondents are welcome to depart from the suggested structure provided the same information is included in a response. The usual way to publish a response is to include it in the agenda of a meeting of the body to which the report or recommendations were addressed.

Issue: **Our People and Culture Strategy**

Lead Cabinet Member(s): Cllr Neil Fawcett, Deputy Leader and Cabinet Member for Resources

Date response requested:² 16 September 2025

Response to report:

Enter text here.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Council reports to Cabinet greater detail of the levels of sickness		

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

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

Overview & Scrutiny Recommendation Response Pro forma

within different parts of the organisation and at different strata of the organisation.		
2. That the Council commits to reviewing whether to pass on unspent apprenticeship levy funds to local voluntary sector organisations with a presumption it will do so.		
3. That the Council is more proactive in promoting its work around redirecting unspent apprenticeship levies to create opportunities.		
4. That the Council recognises formally its good relations with the unions, and updates its Our People and Culture Strategy to reflect this.		
5. That the Council discusses its plans to replace the existing annual Employee Engagement Survey with the Employment Joint Consultative Committee before making a final decision.		

CABINET

16 September 2025

Delivering the Future Together – Data, Digital and Technology strategy

Report by Director of Transformation, Digital and Customer Experience

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**

Adopt the Digital, Data and Technology (DDAT) Strategies 2025-2028.

Executive Summary

2. This strategic overview consolidates Oxfordshire County Council's new **Digital Strategy**, **Data Strategy**, and **Technology Strategy** into a unified framework for transformation and innovation from 2025 to 2028. It supports the Council's "Delivering the Future Together" vision and aligns with its seven operating principles, focusing on efficiency, collaboration, digital-first service delivery, and proactive demand management. The strategies are set out in Annex 1.

3. Overarching Strategic Objectives of the 3 strategies
Digital Strategy:

- Promote a digital-first customer experience (closely working with the refreshed Customer Improvement Strategy)
- Foster a culture of digital innovation and capability.
- Standardise digital practices and governance.
- Monitor and improve digital maturity.

Data Strategy:

- Strengthen data foundations through governance and standards.
- Enhance analytics for actionable insights.
- Build a collaborative, data-driven culture.
- Upskill staff in data literacy and confidence.
- Getting the basics right

Technology Strategy:

- Simplify and secure the technology estate.
- Improve digital access and inclusion.
- Maximise effective use of tools.
- Drive innovation through partnerships and collaboration.

4. **Key Deliverables**

Digital: Filing strategy, maturity assessments, partner and resident digital reviews.

Data: Data catalogue, governance framework, service-level action plans including getting the basics right across OCC.

Technology: IT consolidation, Digital Experience Platform (DXP), cyber security upgrades, data warehousing.

5. **Strategic Integration**

The three strategies are interdependent:

Data and **Digital** underpins digital services and informs decision-making.

Technology provides the infrastructure for both data and digital ambitions.

Skill development is central across all strategies to ensure readiness and resilience and will increase maturity across all 3 areas.

6. The Digital, Data and Technology (DDaT) strategies have been developed simultaneously to coordinate our strategic direction along these critical and related themes. They set out how Oxfordshire County Council intends to enhance its maturity in the use of data, digital presence, improve customer engagement, and leverage technology to support delivering the future together transformation and innovation across all services and the external customer experience.
7. The body of this wraparound report is attached as Annex 1: Delivering the Future Together - Data, Digital and Technology transformation strategy.docx
8. The three strategies support the Vision, Values, Objectives and Strategic Priorities in the County Council's Corporate Plan.

Financial Implications

9. The strategies have identified transformation programmes of work to support the implementation and delivery. Capital resources have been identified to support the action plan delivery across all services.
10. Comments checked by:
Ian Dyson, Director financial and commercial services.

Legal Implications

There are no direct legal implications for this strategy.

Comments checked by:

Anita Bradley, Director Law and Governance and Monitoring officer

Equality & Inclusion

11. Equality & Inclusion is at the core of these strategies. New digital approaches give better access to our services to all residents, partners and officers while leaving no individual or group excluded.

Sustainability

12. There are no direct Sustainability Implications as a result of this strategy. All workplans and programmes associated with it will be assessed for Sustainability implications at the appropriate stage.

Risk Management

13. There are no direct risks as a result of these strategies. All workplans and programmes associated with it will be risk assessed at the appropriate stage. There is a risk in not establishing the new strategies as they provide the direction for all activity in this area and ensure it is aligned to current technological opportunities and Council's Vision and Priority.

Comments checked by:

Louise Tustian, Director Transformation, Digital and Customer Experience

Annex 1: Delivering the Future Together - Data, Digital and Technology transformation strategy.docx

Background papers: Data Strategy
Digital Strategy
Technology Strategy

Contact Officer: Stewart Griffiths – Technology Strategy
Mat Pickering - Data strategy
Caroline French – Digital strategy

September 2025

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Delivering the Future Together – Digital, Data and Technology overview 2025 – 2028.

Oxfordshire County Council

DELIVERING
the Future Together



**OXFORDSHIRE
COUNTY COUNCIL**

This consolidated executive summary outlines the strategic direction and key ambitions for Digital, Data and Technology (DDaT) at Oxfordshire County Council (OCC) for the period 2025-2028.

It integrates the Digital Strategy, Data Strategy, and Technology Strategy to provide a comprehensive overview of how OCC aims to enhance its maturity in the use of data, digital presence, improve customer engagement, and leverage technology to support delivering the future together transformation and innovation across all services and the external customer experience.

The three strategies support Delivering the Future Together and the seven operating principles outlined in OCC four-year business plans and priorities:

- We will be leaner and more focused on delivering key priorities to the best of our ability.
- We will operate from fewer buildings and make sure those we keep are used to their full capacity.
- We will embrace technology where it improves productivity and connectivity to the people we serve, helping us become more efficient.
- We will collaborate more closely with partners so we are no longer the main provider for every service.
- We will ensure our business operations run as efficiently as possible so we can focus on cost effective service delivery.
- We will embrace a 'get it right first time' approach with our customers to reduce duplication and improve customer satisfaction.
- We will use prevention and early intervention to actively manage demand.

The three interconnected strategies will enable OCC to maximise the opportunities and minimise the risks supporting the rise in AI, identify transformation opportunities from the use of smart data, automation and enabling digital connectivity across Oxfordshire. In support of all three strategies there will be action plans detailing delivery and impact, addressing areas requiring improvement and outlining the embedding of the road map across the organisation.

1. Digital Strategy

The **Digital Strategy** focuses on using digital technology to deliver a digital-first service to customers and partners, aligning with OCC's priorities and values.

The key ambitions are:

- **Digital first customer offer:** Delivery of channel shift, reducing non-digital customer interactions and seeking inclusive digital alternatives.
- **Developing a digital innovation culture:** Increasing digital capabilities of individuals and teams, promoting best practice and continuous improvement.
- **Consistency of digital use:** Promoting best practices in digital filing, data retention, and governance.
- **Monitoring digital maturity:** Using tools to assess and improve digital usage across the council.

The key deliverables are:

- **Filing strategy and implementation:** Ensuring all teams are filing on appropriate platforms in a consistent manner
- **Digital Maturity Assessments:** Regularly assessing and improving digital usage.

- **Partnership digital review:** looking at our digital interfaces with key partners (complementing data interfaces)
- **Resident digital review:** looking at how residents use digital, opportunities and inclusion.

2. Data Strategy

The **Data Strategy** aims to enhance the way OCC collects, uses, and shares data to improve public service delivery, increase efficiencies, and support evidenced based decision-making.

The key ambitions are:

- **Building and reinforcing data foundations:** Establishing structures, standards, governance, policies, and processes to manage data effectively and consistently.
- **Developing and evolving data management and analytics:** Utilising and making best use of existing tools and systems to provide timely, actionable insights.
- **Fostering a culture of innovation and collaboration:** Building strong partnerships and embedding a data-driven culture.
- **Continuously improving data and digital skills:** Upskilling individuals and teams to be more data confident and fluent.

The key deliverables are:

- **Data Catalogue and Observability:** Enhancing data discovery, governance, and usability of the data held.
- **Non-invasive Data Governance Framework:** Ensuring visibility, quality, security, and ethical use of data.
- **Service Specific Data Action Plans:** Tackling data challenges at the service level working collaboratively.

3. Technology Strategy

The **Technology Strategy** outlines how OCC will use technology to support transformation, innovation, and digital goals, aligning with OCC's priorities and values.

The key ambitions are:

- **Simple, stable, and secure:** Simplifying and securing the technology estate.
- **Easy, engaging, and inclusive:** Providing easier digital access to services and improving digital inclusion.
- **Well-used and used well:** Supporting staff to make the best use of available tools and technologies.
- **Partner, collaborator, and innovator:** Adopting technologies and processes to foster collaboration and innovation.

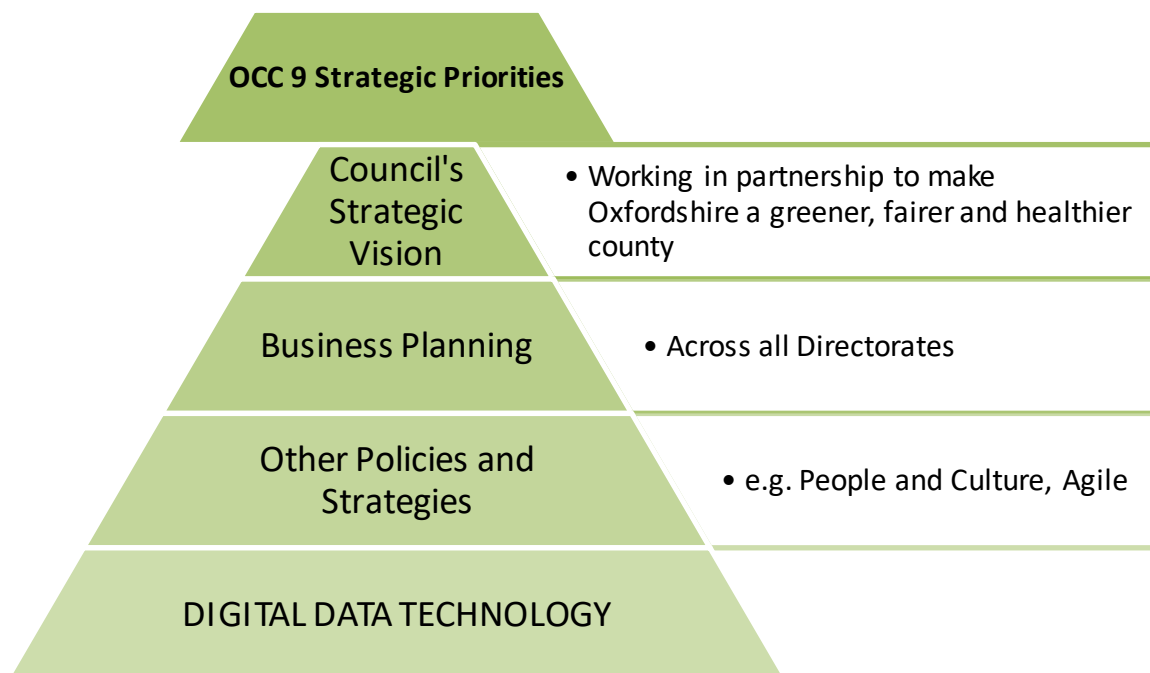
The key deliverables are:

- **Consolidation and Simplification:** Reducing the number of IT applications and systems.
- **Digital Experience Platform (DXP):** Similar to the Digital Strategy, integrating technologies for a seamless customer journey.
- **Cyber Security Enhancements:** Further developing systems and processes for cyber security.
- **Data Warehousing Solutions:** Creating robust data warehousing solutions for a single and consistent version of the truth.

Context

These strategies help prepare us for the future shape of regional authorities and local government across Oxfordshire and beyond. The Local Government Reorganisation initiative will have considerable impact on the services we deliver in the next 5 years. By removing reliance on any non-digital systems (e.g. paper records) and improving our approach to data, we increase our resilience to any change. We also make it easier for connected services that will come under the same council for the first time to merge their processes and customer interfaces. Readiness for these changes should be a top priority when improving service delivery in line with these strategies.

This Digital Data and Technology platform has been designed to underpin the delivery of all Council functions going forward through influence on other future strategy, business planning and a programme of implementation, this supporting the Council's Vision and strategic priorities.



Synergy of the Strategies



The three strategies complement each other by creating a cohesive framework for digital, data and technology driven transformation across OCC:

1. **Integrated Framework:** The Digital, Data, and Technology Strategies form a unified Digital, Data, and Technology (DDaT) framework, ensuring alignment and synergy across all initiatives.
2. **Shared Goals:** All three strategies aim to continually improve service delivery, enhance evidenced based decision-making, and foster a culture of innovation and collaboration.
3. **Mutual Support:** The Data Strategy provides the foundation for data management and analytics, which supports the Digital Strategy's goal of delivering digital-first services. The Technology Strategy underpins both by providing the necessary infrastructure and tools.
4. **Skill Development:** Each strategy emphasises building digital and data skills across the organization, ensuring that individuals and teams are equipped to leverage new technologies and data insights effectively.

By working together, these three strategies create a robust and integrated approach to data, digital and technological transformation, ensuring that OCC can meet its goals and deliver high-quality services to its residents.

All three strategies will undergo an annual review to reflect delivery progress, ensure the ambitions and priorities are still current and in line with the organisational wide priorities and Delivering the Future Together vision.

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CABINET

16th September 2025

HR & CULTURAL CHANGE – QUARTERLY EMPLOYEE DATA REPORT

APRIL 2025 TO JUNE 2025 (Q1 2025/26)

Report by Director of HR and Cultural Change

RECOMMENDATION

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

Executive Summary

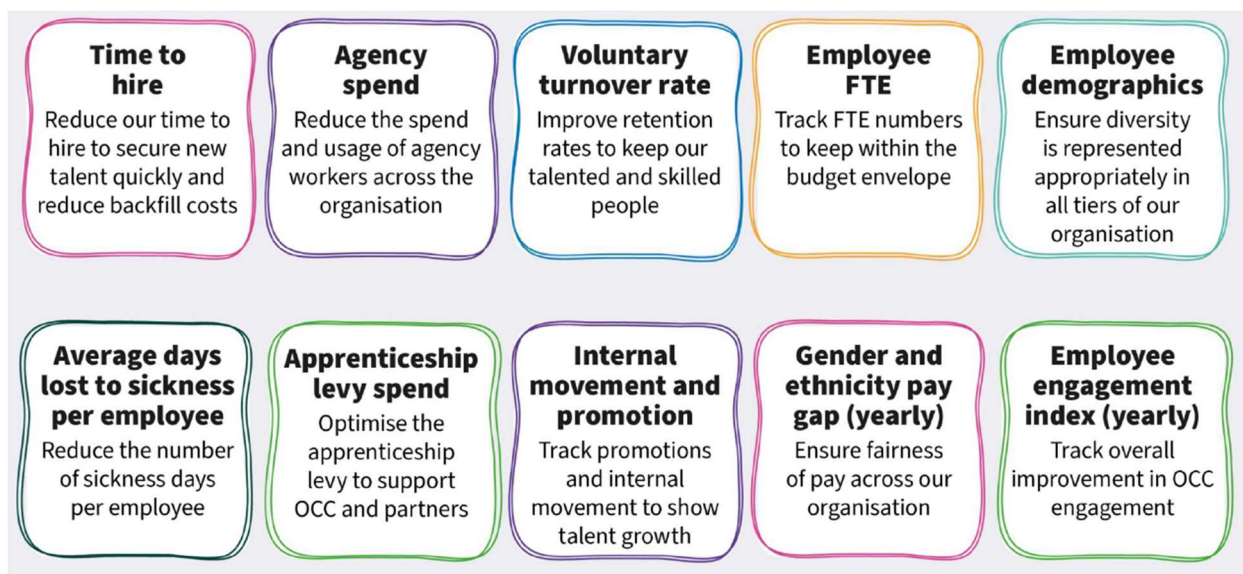
1. This report provides an overview of the progress towards delivering the Our People and Culture Strategy (as measured by the achievement of its key performance indicators) and summarises the main employee-related trends for Q1 2025/26.

Our people and culture strategy

2. The vision for the Our People and Culture Strategy is that ‘we develop and maintain high performing, innovative, highly engaged, and agile teams, employing the best people, and reflecting the communities we serve. We nurture an environment that supports diversity, equality, and inclusion, and allows all our employees to bring their whole selves to work to deliver great services for our Oxfordshire residents’. The Strategy focuses on priorities under 4 pillars, ATTRACT, THRIVE, GROW and LEAD:



- 2.1. Organisational people and culture KPIs (key performance indicators) – for the targets set for the KPIs see Annex 2.



Time to Hire

- Following the introduction of the new applicant tracking system in September 2024, Time to Hire metrics are among the KPIs tracked under the Our People and Culture Strategy. Data will be available for wider sharing in the Q2 2025/26 Quarterly Report.

Agency Spend

- Agency spend via the Council's agreed provider of agency workers, HAYS, increased slightly this quarter (Q1 2025/26) to £6.63m from the reported £6.56m in Q4 2024/25.
- There was a decrease in the off contract spend in Q1 2025/26 with a spend of £0.979m in comparison to £1.68m in Q4 24/25.
- The total (HAYS and off-contract) agency spend reduced from £8.24m in Q4 2024/25 to £7.60m in Q1 25/26.
- Year on year the total (on and off-contract) agency spends for Q1 reduced from £7.99m Q1 2024/25 to £7.60m in Q1 2025/26.
- The highest agency spend in Q1 continues to remain in Children's Services, Adult Social Services, Environment and Highways and Law and Governance. (Annex 2).

Turnover

- The overall turnover rate (in the 12- rolling month period) decreased from 13.5% at the end of Q4 2024/25 to 12.0% in (Q1 2025/26)
- The voluntary annual turnover has decreased from 11.0% (seen in Q4) to 10.5% in Q1 2025/26, a positive trend exceeding the Our People and Culture Strategy target of 11.5% per year.

Employee FTE (Full Time Equivalent)

- The Council's FTE has decreased from 4606.23 last quarter (Q4 2024/25) to 4596.58 in Q1 2025/26. This figure represents directly employed colleagues only (i.e, it excludes

agency staff). This is the third consecutive quarter where the number of the Council's directly employed colleagues has reduced (Annex 3).

12. There were 151 new starters in Q1 of 2025/26 and 164 leavers. New starters accounted and 11% of these were under the age of 26. Amongst the 151 people who joined the Council in Q1, 125 colleagues (83%) are on a permanent contract, while 26 colleagues (17%) are on a fixed term or temporary contract with over a third of new colleagues being recruited into our Children's Services directorate.

Employee demographics

13. Promotions/secondments - the percentage of promotions/secondments awarded to those who declared as being from an ethnic minority background was 10% which has decreased slightly since Q4 2024/25 whilst the percentage of promotions/secondments awarded to colleagues at the Council declaring a disability increased from 4% to 7% in Q1 2025/26.
14. Gender - the majority of colleagues at the Council are female (66%), this trend remains stable.
15. Age – percentage of colleagues at the Council who are under 26 remains stable at 5.2% at the end of Q4 2024/25.
16. Disability - the percentage of colleagues at the Council declaring a disability increased from 8.8% at the end of Q4 2024/25 to 8.95% at the end of quarter one
17. Ethnicity – at the end of Q1 2025/26, the non-white colleagues remain at 12% of employed staff of which, Black and Asian colleagues each represent 4%, while individuals identifying as mixed make up 3%, and those classified as other comprise 1%. Additionally, 8% of colleagues did not disclose their ethnicity.

Average Days Lost to Sickness

18. The sickness absence rate in the rolling 12-month period has increased slightly from 8.7 days absence per FTE in Q4 2024/25 to 8.8 days in Q1 25/26. However, there has been a decrease in the sickness absence recorded quarter on quarter, from 4.31% in Q4 of 2024/25 to 3.83% in Q1 25/26.
19. The average number of sick days per FTE has declined year over year, dropping from 9.1 days in Q1 2024/25 to 8.77 days by the end of Q1 2025/26.

Apprenticeships and Apprenticeship Levy utilisation

20. In Q1 of 2025/26 26 colleagues completed their apprenticeship and 28 new apprenticeships were enrolled – increasing the total number of apprentices on programme to 334. (This figure includes colleagues undertaking apprenticeships in schools.)
21. Q1 2025/26 spend was £0.368m, decreasing slightly since last quarter, which was the largest spend to date for a quarter of £0.369m. The total Apprenticeship Levy spend for the last 12 months was £1.401m.
22. The Apprenticeship Levy utilisation has increased from 89.6% in Q4 2024/25 to 93.4% in Q1 2025/26. Year on year, the Apprenticeship Levy utilisation has increased from 89.6% in Q1 2024/25 to 93.4% in Q1 2025/26. (See Annex 3)

Movement and promotion

23. Movement and promotion at the Council has improved this quarter at 8.7% (mobility rate) in Q1 2025/26. This exceeds our target of 8.5%

Gender and Ethnicity Gap March 2025

24. The most recent figures detailing the Council's Gender Pay Gap were published in March 2024, showing a gap of 2.95%, with the Ethnicity Pay Gap reported at 2.59%. This year's figures (to March 2025) will be reported to the Remuneration Committee and Council later in the year as part of the annual Pay Gap Report before being published.

Equality & Inclusion Implications

25. Equality and inclusion implications are considered across all our workstreams.

Sustainability Implications

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

Risk Management

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

Financial Implications

28. Action taken to manage the level of agency staffing expenditure contributed to services managing expenditure within the agreed budget in 2024/25.
29. Continuing focus is required so that costs are managed within agreed service budgets in 2025/26.

Kathy Wilcox, Head of Corporate Finance

Legal Implications

30. There are no direct legal implications arising from this progress update report relating to the delivery of the Our People and Culture Strategy.

Jay Akbar, Head of Legal and Governance Services

Staff Implications

31. Staff implications are considered across all our workstreams and covered in this report.

Cherie Cuthbertson

Director of HR and Cultural Change

Annexes:

- ANNEX 1 Quarterly employee data dashboard Q4 2024-2025
- ANNEX 2 Our people and culture strategy v2
- ANNEX 3 Quarterly additional data 2025-26

Background papers: Nil

Contact Officer: Aneesah Jamil
06/08/2025

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Our workforce - Q1 25/26

At the end of Q1 25/26, we had **5440** (4596.6 fte) people, a decrease of 14 employees from last quarter. Of these **334** were apprentices, which accounted for **6.1%** of directorate workforce. During Q1 25/26, there were **415** agency workers, compared to 425 workers in last quarter. Of those 415 workers, **349** were active at the end of the quarter.

Headcount as at 31 March in the past 5 years

2020-21	2021-22	2022-23	2023-24	2024-25
5087	5116	5310	5378	5454

Length of Service 🌟

13%
people with
under 2 Years

23%
people with 2
to 5 Years

56%
people with
over 5 Years

9.1 years
Avg Years of
Service

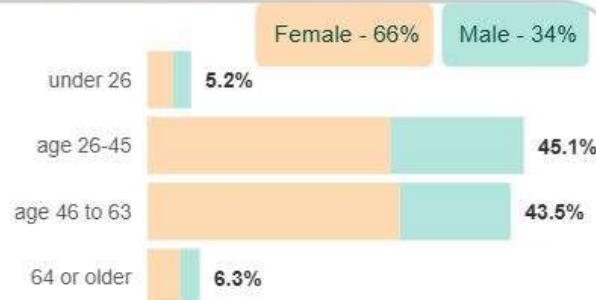
Annual Turnover Rate

12.1%	13.0%	13.6%	3.0%
2022/23	2023/24	2024/25	2025/26

Number of starters left within the first 6 months

62	45	56	5
2022/23	2023/24	2024/25	2025/26

Gender and Age



Promotions/Secondment 🧑🏻

478
prom/acting up/secondment in last 12 mths



63%
are female



37%
are male

7%

are declared with a disability



10%

are ethnic minorities



Sickness

8.8 days

were lost per employee to sickness in the past 4 quarters ending Q1 25/26

Top 3 Reasons - Q1 25/26

31.5%

Stress & mental health related

11.4%

Operation/Post Op.

9.2%

Cold, ENT & Dental

4.3 days per fte were lost to **long term** sickness. Long term absence accounted for **49%** of all sick days in the past 12 months.

2.8 days per fte were lost to **stress** related sickness. Stress related absence accounted for **31%** of all sick days in the past 12 months.

Starters

We had **151** starters in Q1 25/26, **11%** of these were under 26. New starters account for **2.8%** of total workforce

Leavers

We had **164** leavers in Q1 25/26, **7%** of these were under 26. Leavers account for **3.0%** of total workforce



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Our people and culture strategy

Delivering the Future Together

Introduction

Our people are our most valuable asset. The last few years have been unprecedented and our people have risen to the challenges showing resilience and strength to push through and deliver for the residents of Oxfordshire.

With the arrival of our new Chief Executive, Martin Reeves the new Delivering the Future Together vision for 2023–2026 has been agreed.

We will be focus on becoming an employer of choice, a partner of choice and a place shaper of choice. We will need to manage this within our financial envelope, becoming even more commercially astute.

Our future challenges

As we move into the future, the nature of the challenges we face and how we respond will be very different. Having leaders that can create and lead an organisation that is innovative, collaborative and inclusive, which embraces continuous improvement and holds itself to account will be important in addressing these challenges.

It is essential that we adopt a change mindset and continuously strive for improvement by looking up and out for innovative ideas – using insight from our own internal sources to deliver change in these challenging times.

We need to be confident and work at pace and we need to support each other by creating a trusted, transparent and inclusive environment where people feel safe to grow and innovate.

We need to work collaboratively and innovatively with each other and with partners across Oxfordshire and beyond. Working beyond our walls with volunteers, commissioned services, maintained schools and academies, and the employees of our strategic partners will create better solutions and experiences for the residents of Oxfordshire.

Oxfordshire County Council Delivering the Future Together

Employer of choice

All our colleagues recommend working here. People aspire to work for us and proactively seek employment.

Partner of choice

We choose the right organisations to develop purposeful relationships to deliver the best outcomes for our residents.

Place shaper of choice

We convene public, private and community groups to shape the county. Our residents take pride in where they live and are happy with the facilities and services available to them.

Our key opportunities

**Shaping
our organisation to
be efficient and work
within the budget**

**Working
at pace**

**Becoming a skilled
and valuable
partner**

**Delivering
opportunities for
residents, children
and adults**

**Transforming
our organisation so
it's fit for the future**

**Creating a thriving
and sustainable
environment for our
people to flourish**

**Delivering to our
strategic priorities**

**Creating an
inclusive and
positive work
environment**

**Becoming an
employer of choice to
attract and retain the
best people**

**Developing
our workforce so they
have the skills for the
future**

**Being a digital first
organisation**

**Being a place
shaper
of choice**

Leading through our values and behaviours

Our values are at the heart of all we do here at Oxfordshire County Council. We all share a common purpose to deliver excellence for the residents of Oxfordshire.

Our values act as a guide to how the organisation and our people should approach everything we do.

Leading through our values every day, putting them front and centre of every behaviour, decision and action will unite us as we strive to deliver this excellence together.

By doing this we will attract and retain great talent, we will reward great performance, we will create a positive environment where people can thrive and grow, we will nurture talent and create excellent leaders for now and the future.



Our vision and priorities

Our vision

We develop high performing, innovative, highly engaged and agile teams – employing the best people and reflecting the communities we serve.

We nurture an environment that supports diversity, equality and inclusion, and allows all our employees to bring their whole selves to work to deliver great services for our Oxfordshire residents.

Our priorities

ATTRACT

Attracting, recruiting and retaining talented people

- It is essential that we are able to attract, recruit and retain our talented people to deliver excellent services for the residents of Oxfordshire.

THRIVE

Enabling our people to thrive and perform

- Creating a positive and inclusive work environment built on fairness, trust and transparency will allow our people to thrive and perform.

GROW

Enabling our people to grow and evolve for the future

- Providing growth opportunities both on and off the job to build our knowledge, skills and behaviours will help us all deliver the future together.

LEAD

Enabling our people to lead and transform for the future

- Empowering our leaders to embrace the skills and behaviours needed to achieve high performance and effective outcomes.

Attract

Attracting, recruiting and retaining talented people

We want to nurture and develop talented people with the skills we need for the future, alongside welcoming new colleagues who can fill skills gaps and bring new ideas.

We are mindful that how we recruit is changing rapidly. Candidates' expectations about ways of working and organisational culture are important, alongside health and wellbeing and good pay and benefits, so we need to take a different approach to attract talented candidates and ensure our organisation reflects the demographics of the people we serve.

We need to strengthen our attraction as an employer and develop a strong brand for Oxfordshire County Council so that we create a desirable place to work that is diverse, inclusive and promotes equality.

We will:

- Raise our employer profile so we become an employer of choice.
- Reimagine our recruitment processes so they are quick, effective and offer a great experience for all involved.
- Be fair and equitable in our resourcing and reward practices to ensure diversity and inclusion.
- Deliver dynamic and digitally enabled onboarding and induction.
- Enhance our rewards and benefits offer so that it is valued by our people, as well as being competitive and attractive in the market.

What success will look like:

- Quick and effective recruitment processes.
- Increased retention rates.
- Our organisational diversity profile is reflective of the people of Oxfordshire.

Thrive

Enabling people to thrive and perform

We want highly engaged people, who enjoy coming to work and feel challenged by, and appreciated for, what they do.

People work at their best when there is strong and effective leadership, as well as a positive, encouraging and inclusive work environment.

We will create opportunity for people to connect and make sure their voices are heard, to create an environment of trust, inclusivity, fairness and transparency.

We want employees to use their skills and ideas to help us provide better services and adopt innovative strategies as we become leaner, more efficient and higher performing.

We will:

- Promote a positive and inclusive working environment where people can have open discussions to create a culture of trust, collaboration and ambition where we can all belong and thrive.
- Offer wellbeing services to support our people.
- Manage change well.
- Develop modern, simple to follow toolkits and policies.
- Train and support managers to manage and achieve early resolution of people related matters.

What success will look like:

- High employee engagement and a positive organisational culture.
- High performing teams.
- Well managed absence supported by wellbeing services.
- Strong people management skills to seek early resolution.



Grow

Enabling people to grow and evolve for the future

We already have highly skilled and committed people working here. Looking ahead, we know the way we work and deliver services is changing and many employees need new skills both now and for the future.

We want to foster an environment where employees lead their own areas of learning and development based on the role they do, the needs of their team and their individual career goals.

We aim to create a culture of learning, where everyone can continuously develop new skills and find career paths within the organisation so that we retain the best talent.

We will:

- Evolve our mindset and behaviours so people are empowered to lead their own learning and development.
- Enhance our early careers offer to attract diversity and develop our skills for the future.
- Enable our people to develop their professional and technical skills to support high performance and embrace innovation.
- Support people to grow, move forward and develop their careers with us.
- Develop skills and learning to support transformation.

What success will look like:

- Our people have the skills they need to do their jobs well.
- We grow our own talent.
- We are an innovative organisation, embracing new practices.
- Effective workforce and succession planning to support our organisation to flex and change to the environment in which it exists.



Lead

Enabling people to lead and transform for the future

We want our leaders to be role models, championing our values consistently and adopting working practices that are sustainable and supportive.

We will invest in the development of our existing and future leaders so they can achieve high performance and effective outcomes and support employees through transformational change.

We want to bring more diversity to our leadership and management roles so that we have a broader wealth of knowledge and varying perspectives to meet our challenges.

We will:

- Identify and develop the skills and behaviours of our leaders and future leaders.
- Identify and develop diverse leaders of the future.
- Equip our leaders to lead transformational change.
- Resize the organisation to deliver our ambitions within our budget envelope.
- Empower our leaders to make decisions and have greater accountability.

What success will look like:

- Our leaders are high performing and achieve effective outcomes.
- A diverse pool of future leaders are identified and developed.
- Our leaders are confident to lead the organisation through change.

Organisational people and culture KPIs

Time to hire

Reduce our time to hire to secure new talent quickly and reduce backfill costs

Agency spend

Reduce the spend and usage of agency workers across the organisation

Voluntary turnover rate

Improve retention rates to keep our talented and skilled people

Employee FTE

Track FTE numbers to keep within the budget envelope

Employee demographics

Ensure diversity is represented appropriately in all tiers of our organisation

Average days lost to sickness per employee

Reduce the number of sickness days per employee

Apprenticeship levy spend

Optimise the apprenticeship levy to support OCC and partners

Internal movement and promotion

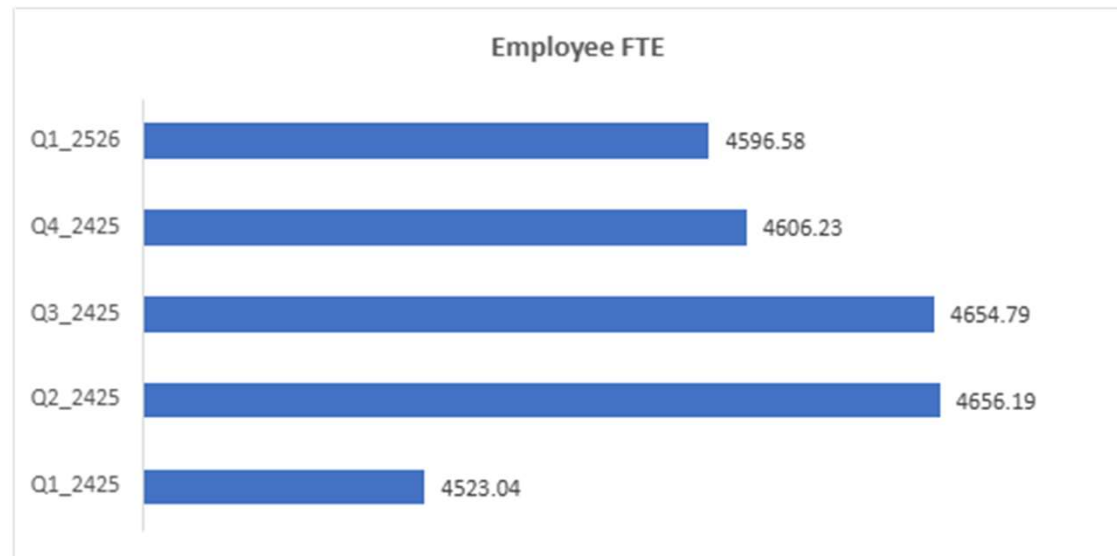
Track promotions and internal movement to show talent growth

Gender and ethnicity pay gap (yearly)

Ensure fairness of pay across our organisation

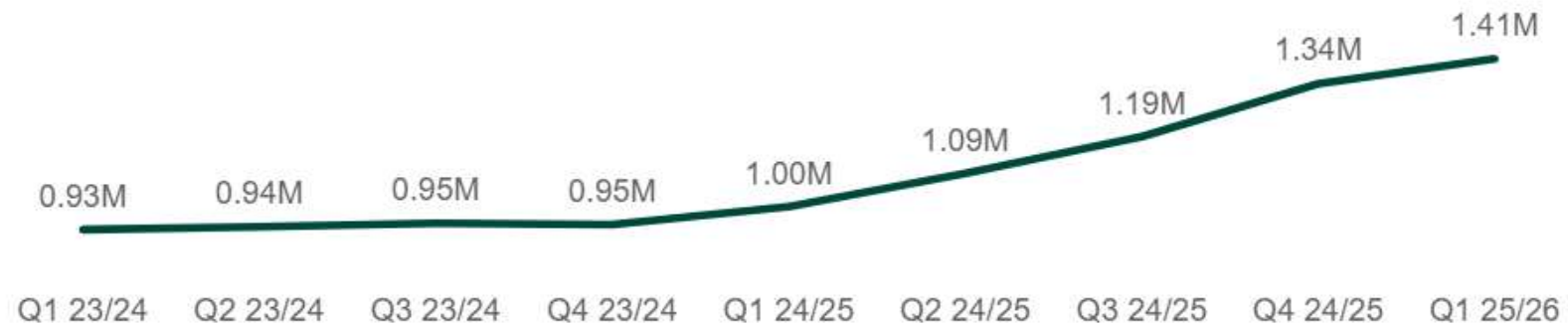
Employee engagement index (yearly)

Track overall improvement in OCC engagement



All Service Areas			
Employee & Post Details	Q3_2425	Q4_2425	Q1_2526
Employee FTE	4654.79	4606.23	4596.58

Annual Apprenticeship Levy Spend



Rolling 12-Mths % of Levy Spend



CABINET – 16 SEPTEMBER 2025

TREASURY MANAGEMENT QUARTER 1 PERFORMANCE REPORT 2025/26

Report by 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 first quarter of 2025/26.**

Executive Summary

1. 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."
2. 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 first for the 2025/26 financial year and sets out the position at 30 June 2025.
3. Throughout this report, the performance for the first quarter of the year to June 2025 is measured against the budget agreed by Council in February 2025.
4. As at 30 June 2025, the council's outstanding debt totalled £270m and the average rate of interest paid on long-term debt during the quarter was 4.41%. No external borrowing was raised during the quarter, whilst £2m of maturing Public Works Loan Board (PWLb), was repaid. The council's forecast debt financing position for 2025/26 is shown in Annex 1.
5. The [Treasury Management Strategy for 2025/26](#) agreed in February 2025 assumed an average base rate of 4.00%.
6. The average daily balance of temporary surplus cash invested in-house was expected to be £303m in 2025/26, with an average in-house return on new and existing deposits of 3.25%.
7. During the three months to 30 June 2025 the council achieved an average in-house return of 4.74% on average cash balances of £420.335m, producing gross interest receivable of £4.964m. In relation to external funds, the return for the three months was £0.670m, bringing total investment income to £5.634m. This

compares to budgeted investment income of £3.191m, giving a net overachievement of £3.443m.

8. At 30 June 2025, the council's investment portfolio totalled £518.048m. This comprised £365.500m of fixed term deposits, £52.833m at short term notice in money market funds and £99.715m in pooled funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 30 June 2025.

Treasury Management Activity

Debt Financing & Maturing Debt

9. The strategy for long term borrowing agreed in February 2025 included the option to fund new or replacement borrowing up to the value of £300m 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).
10. The council is able to borrow from the Public Works Loan Board (PWLB) or through the money markets. Higher than target inflation has led to bond yields, and therefore PWLB rates, remaining high. Average CPI inflation for the first quarter of the year was 3.53%, which was above the forecast of 3.2%. The expectation is that as inflation falls, PWLB rates should reduce over the medium term. Given the forecast for borrowing rates, the strategy for 2025/26 assumes no new external borrowing during the year, with any increase in the capital financing requirement met through internal borrowing. The exception to this being the council actively considering raising further funding through a second community municipal investment.
11. As at 30 June 2025, the authority had 41 PWLB loans totalling £239.383m, five LOBO loans totalling £25m and two money market loans totalling £5.5m. The average rate of interest paid on PWLB debt was 4.50% and the average cost of LOBO debt in 2024/25 was 3.84%. The cost of debt on the money market loan was 3.99%. The combined weighted average for interest paid on long-term debt was 4.41%. The council's debt portfolio as at 30 June 2025 is shown in Annex 1.
12. The council repaid £2m of maturing PWLB loans. The weighted average interest rate payable on the matured loans was 4.25%. No LOBO¹ loans have been called and repaid in 2025/26. The forecast outturn for interest payable in 2025/26 is £11.887.

Investment Strategy

13. 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

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

council continued to adopt a cautious approach to lending to financial institutions and continuously monitored credit quality information relating to counterparties.

14. During the first quarter 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.
15. The Treasury Management Strategy Statement and Annual Investment Strategy for 2025/26 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.
16. At the start of the year the UK Bank Rate was 4.50% which was in line with the forecast. The Bank of England cut rates by 0.25% on 8 May 2025 to 4.25%. The market is forecasting that the base rate will continue to reduce to between 3.75% and 3.50% by the end of 2025/26.

The Council's Lending List

17. In-house cash balances are deposited with institutions that meet the council's approved credit rating criteria. The approved lending list, which sets out those institutions, is updated to reflect changes in bank and building society credit ratings. Changes are reported to Cabinet as part of the Business Management & Monitoring Report. The approved lending list may also be further restricted by officers, in response to changing conditions and perceived risk. There were no changes to the lending list during the first quarter of 2025/26.

Investment Performance

18. 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 2025/26 was 3.25% and assumed an average annual in-house cash balance of £303.534m.
19. The actual average daily balance of temporary surplus cash invested in-house for the quarter was £420.335m for the first quarter of 2025/26 and the average in-house return was 4.74%, producing gross interest receivable of £4.964m. Gross distributions from pooled funds totalling £0.670m were also realised in the quarter, bringing total investment income to £5.634m. This compares to budgeted investment income of £3.191m, giving a net overachievement of

£2.443m. This over achievement is a combination of higher than forecast balances, base rate forecasts remaining higher than previous forecasts, and a decoupling of the local to local lending market from the remainder of the money market. The local to local lending market is more aligned to the gilt market, which remains elevated.

20. 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 2025/26 is forecast to be £137.3m. This would have an estimated opportunity cost of £4.46m in unearned interest during 2025/26.
21. The council operates a number of instant access call accounts and money market funds to deposit short-term cash surpluses. During the first quarter of 2025/26 the average balance held on instant access was £88.364m, at an average rate of 4.36%.
22. At 30 June 2025 the total value of pooled fund investments was £99.715m. This has increased from the last reported value of £97.919m at 31 March 2025.
23. At 30 June 2025, the council's investment portfolio totalled £518.048m. This comprised £365.500m of fixed term deposits, £52.833m at short term notice in money market funds and £99.715m in pooled and property funds with a variable net asset value. Annex 4 provides an analysis of the investment portfolio at 30 June 2025.
24. The council's Treasury Management Strategy Team regularly monitors the risk profile of the council's investment portfolio. An analysis of the credit and maturity position of the portfolio at 30 June 2025 is included at Annex 4.

Prudential Indicators for Treasury Management

25. 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 2025/26. The position for the Prudential Indicators as at 30 June 2025 is shown in Annex 3.

Financial Implications

26. This report is mostly concerned with finance and the implications are set out in the main body of the report. The impact of additional interest on cash balances and income from investments is reflected in the forecast position set out in the Business Management & Monitoring Reports to Cabinet. The use of further funding to support the council's capital programme will be considered through the budget process for 2026/27.

Comments checked by:

Kathy Wilcox, Head of Corporate Finance, kathy.wilcox@oxfordshire.gov.uk

Legal Implications

27. 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:

Jay Akbar, Head of Legal and Governance Services,
jay.akbar@oxfordshire.gov.uk

Staff Implications

28. There are no staffing implications arising from the updates set out in this report

Equality & Inclusion Implications

29. There are no equality or inclusion implications arising from the report.

Sustainability Implications

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

Risk Management

31. The purpose of treasury management is the management of the council's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".
The Prudential Code
32. Prudential indicators and credit criteria are agreed by Council each year as part of the Treasury Management Strategy.
33. The credit quality of institutions, changes in the interest rate forecast, cash flow, and prudential indicators are monitored throughout the year and reported monthly to the TMST and quarterly to the council's Audit & Governance Committee, Cabinet and Council.

LORNA BAXTER
Executive Director of Resources & Section 151 Officer

Annex 1 – Oxfordshire County Council Debt Financing
2024/25

Annex 2 – Long Term Debt Maturing 2025/26

Annex 3 – Prudential Indicator Monitoring to 30 June 2025

Annex 4 – Oxfordshire County Council Investment Portfolio at 30 June 2025

Background papers: [Treasury Management Strategy for 2025/26](#)

Contact Officer: Tim Chapple, Treasury Manager, 07917 262935,
tim.chapple@oxfordshire.gov.uk

August 2025

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2025/26

<u>Debt Profile</u>		£m
1. PWLB	49%	241.38
2. Other Long Term Loans	6%	<u>30.50</u>
3. Sub-total External Debt		271.88
4. Internal Balances	45%	<u>218.33</u>
5. Actual Debt at 31 March 2025	100%	490.21
6. Prudential Borrowing		85.17
7. Borrowing in Advance		0.00
8. Minimum Revenue Provision		<u>-16.38</u>
9. Forecast Debt at 31 March 2026		559.00
<u>Maturing Debt</u>		
10. PWLB loans maturing during the year		-2.00
11. PWLB/LOBO Loans repaid prematurely		<u>0.00</u>
12. Total Maturing Debt		-2.00
<u>New External Borrowing</u>		
13. PWLB Normal		0.00
14. PWLB loans raised in the course of debt restructuring		0.00
15. Money Market loans		<u>0.00</u>
16. Total New External Borrowing		0.00
<u>Debt Profile Year End</u>		
17. PWLB	43%	239.38
18. Money Market loans (incl £25m LOBOs)	5%	<u>30.50</u>
19. Forecast Sub-total External Debt		269.88
20. Forecast Internal Balances	52%	<u>289.12</u>
21. Forecast Debt at 31 March 2026	100%	559.00

Line Explanation

- 1 – 5 This is a breakdown of the Council's debt at the beginning of the financial year (1 April 2025). 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 2025/26.
- 14 New PWLB loans to replace debt repaid early.
- 15 The Money Market borrowing undertaken by the Council during 2025/26
- 16 The total external borrowing undertaken.
- 18-22 The Council's forecast debt profile at the end of the year.

Long-Term Debt Maturing 2025/26**Public Works Loan Board: Loans maturing during 2025/26**

Date	Amount £m	Rate %
30/04/2025	2.000	4.250%
Total	2.000	

LOBO Loans called & repaid during 2025/26

Date	Amount £m	Rate %
Total		

Prudential Indicators Monitoring at 30 June 2025

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 2025/26.

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 2025/26 and is not expected to be breached by year end.

Authorised limit for External Debt	£610,000,000
Operational Limit for External Debt	£595,000,000
Capital Financing Requirement for year	£559,201,000

	Actual 31/03/2025	Forecast 31/03/2026
Borrowing	£271,882,618	£269,882,618
Other Long-Term Liabilities	£ 836,000	£ 836,000
Total	£272,718,618	£270,718,618

Interest Rate Exposures

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

Fixed Interest Rate Exposure

Fixed Interest Net Borrowing limit	£350,000,000
Actual at 30 June 2025	-£120,617,382

Variable Interest Rate Exposure

Variable Interest Net Borrowing limit	£0
Actual at 30 June 2025	-£126,711,878

Principal Sums Invested over 365 days

Total sums invested for more than 364 days limit	£150,000,000
Actual sums invested for more than 364 days	£ 30,000,000

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 June 2025, are shown below. Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

	Limit %	Actual %
Under 12 months	0 - 20	1.48
12 – 24 months	0 - 25	18.93
24 months – 5 years	0 - 35	9.05
5 years to 10 years	5 - 40	26.36
10 years +	25 - 95	44.18

OXFORDSHIRE COUNTY COUNCIL INVESTMENT PORTFOLIO 30/06/2025

Fixed term deposits held at 30/06/2025

Counterparty	Principal Deposited	Maturity Date
Oldham Council	£5,000,000.00	29/07/2025
Plymouth City Council	£5,000,000.00	07/08/2025
West Dunbartonshire Council	£5,000,000.00	12/08/2025
North Lanarkshire Council	£5,000,000.00	12/08/2025
Gloucester City Council	£7,000,000.00	13/08/2025
Kirklees Council	£5,000,000.00	15/08/2025
Cambridgeshire County Council	£5,000,000.00	20/08/2025
South Tyneside Council	£5,000,000.00	20/08/2025
London Borough of Haringey Council	£5,000,000.00	22/08/2025
Derbyshire County Council	£5,000,000.00	26/08/2025
The Highland Council	£5,000,000.00	26/08/2025
The Highland Council	£7,000,000.00	27/08/2025
London Borough of Haringey Council	£5,000,000.00	29/08/2025
The Highland Council	£5,000,000.00	01/09/2025
Babergh District Council	£5,000,000.00	02/09/2025
Wrexham County Borough Council	£5,000,000.00	04/09/2025
Ashford Borough Council	£5,000,000.00	08/09/2025
Police and Crime Commissioner for Lancashire	£5,000,000.00	29/09/2025
Surrey Heath Borough Council	£5,000,000.00	01/10/2025
Surrey Heath Borough Council	£5,000,000.00	02/10/2025
Bradford Metropolitan District Council	£5,000,000.00	06/10/2025
Surrey Heath Borough Council	£5,000,000.00	08/10/2025
West Dunbartonshire Council	£5,000,000.00	14/10/2025
Aberdeen City Council	£5,000,000.00	28/10/2025
Fife Council	£5,000,000.00	30/10/2025
Wakefield Council	£5,000,000.00	30/10/2025
Kingston Upon Hull City Council	£5,000,000.00	04/11/2025
Aberdeen City Council	£5,000,000.00	06/11/2025
North East Lincolnshire Council	£5,000,000.00	21/11/2025
Worthing Borough Council	£5,000,000.00	21/11/2025
Bradford Metropolitan District Council	£5,000,000.00	21/11/2025
Conwy County Borough Council	£5,000,000.00	21/11/2025
Moray Council	£5,000,000.00	24/11/2025
Fife Council	£5,000,000.00	02/12/2025
The Highland Council	£3,000,000.00	10/12/2025
High Peak Borough Council	£2,500,000.00	18/12/2025
Staffordshire Moorlands District Council	£2,500,000.00	18/12/2025
Aberdeen City Council	£5,000,000.00	06/01/2026
Police and Crime Commissioner for Merseyside	£5,000,000.00	07/01/2026

Wrexham County Borough Council	£5,000,000.00	14/01/2026
Aberdeen City Council	£5,000,000.00	29/01/2026
London Borough of Newham Council	£5,000,000.00	11/03/2026
London Borough of Newham Council	£10,000,000.00	30/03/2026
Gravesham Borough Council	£7,500,000.00	01/04/2026
Police and Crime Commissioner for Lancashire	£5,000,000.00	02/04/2026
Great Yarmouth Borough Council	£5,000,000.00	22/04/2026
Eastleigh Borough Council	£6,000,000.00	22/04/2026
Plymouth City Council	£5,000,000.00	24/04/2026
Eastleigh Borough Council	£5,000,000.00	08/05/2026
Surrey County Council	£10,000,000.00	08/05/2026
Darlington Borough Council	£5,000,000.00	11/05/2026
Blackpool Council	£5,000,000.00	12/05/2026
Monmouthshire County Council	£5,000,000.00	12/05/2026
Central Bedfordshire Council	£5,000,000.00	12/05/2026
Isle of Wight Council	£5,000,000.00	18/05/2026
Central Bedfordshire Council	£5,000,000.00	20/05/2026
Sefton Metropolitan Borough Council	£5,000,000.00	27/05/2026
Ashford Borough Council	£5,000,000.00	28/05/2026
Rotherham Metropolitan Borough Council	£5,000,000.00	28/05/2026
Cheshire East Council	£5,000,000.00	29/05/2026
London Borough of Newham Council	£5,000,000.00	01/06/2026
London Borough of Haringey Council	£5,000,000.00	01/06/2026
Manchester City Council	£5,000,000.00	02/06/2026
Cheshire East Council	£5,000,000.00	02/06/2026
Isle of Wight Council	£5,000,000.00	24/06/2026
Short Term Deposit Total	£335,500,000.00	
Counterparty	Principal Deposited	Maturity Date
Derbyshire County Council	£5,000,000.00	25/08/2026
Kirklees Council	£5,000,000.00	22/01/2027
Kirklees Council	£5,000,000.00	17/03/2027
Worcestershire County Council	£5,000,000.00	17/12/2027
Worcestershire County Council	£5,000,000.00	23/12/2027
Falkirk Council	£5,000,000.00	31/01/2028
Long Term Deposit Total	£30,000,000.00	
Total Deposits	£365,500,000.00	

Money Market Funds

Counterparty	Balance at 30/06/2025(£)	Notice period
Aberdeen Liquidity Fund	£2,289,790.70	Same day
Goldman Sachs Sterling Liquid Fund	£0.00	Same day
Deutsche Sterling Liquid Fund	£20,000.00	Same day
Federated Sterling Liquidity Funds	£25,083,098.31	Same day
Legal & General Sterling Liquidity Fund	£25,368,040.40	Same day
CCLA Public Sector Deposit Fund	£10,000.00	Same day
Morgan Stanley Sterling Liquid Fund	£10,000.00	Same day
JP Morgan Sterling Liquidity Fund	£50,000.00	Same day
Total	£52,830,929.41	

Notice / Call Accounts

Counterparty	Balance at 30/06/2025 (£)	Notice period
Handlesbanken	£2,389.13	Same day
Total	£2,389.13	

Strategic Bond Funds

Fund	Balance at 30/06/2025 (£)	Notice period
Threadneedle strategic bond fund (income)	£12,644,127.28	4 days
Threadneedle Global Equity Income Fund	£17,017,098.72	4 days
Kames Diversified Income	£9,543,170.82	4 days
Ninety One Diversified Income	£9,009,960.13	4 days
M&G Strategic Corporate Bond Fund	£11,230,791.92	4 days
Schroder Income Maximiser	£12,256,474.69	4 days
CCLA Better World Cautious Fund	£4,644,279.76	4 days
Total	£76,345,903.33	

Property Funds

Fund	Balance at 30/06/2025 (£)	Notice period
CCLA Local Authorities Property Fund	£23,368,656.50	Monthly
Total	£23,368,656.50	

Summary of Investments as at 30/06/2025

Term Deposits	£365,500,000.00
Money Market Funds	£52,830,929.41
Notice & Call Accounts	£2,389.13
Pooled Funds	£76,345,903.33
Property Funds	£23,368,656.50
Total Investments	£518,047,878.36

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CABINET

16 September 2025

BUSINESS MANAGEMENT AND MONITORING REPORT PERFORMANCE & RISK Quarter 1 2025/26

Report by the Executive Director of Resources & Section 151 Officer

RECOMMENDATION

1. The Cabinet is RECOMMENDED to:

- a) Note the report and annexes.
 - b) Approve the allocation of Homes for Ukraine grant funding as set out in Annex C.
2. The business management and monitoring reports are part of a suite of performance, strategic risk and finance documents which set out the council's ambitions, priorities, and financial performance.
3. This report sets out the Quarter 1 2025/26 performance and Strategic risk overview for the council as well as an update on the Homes for Ukraine Scheme in Oxfordshire. Further information is provided in the following annexes to the report:
- Annex A – Performance
 - Annex B - Complaints and Freedom of information requests (FOIs) / Environmental information regulation requests (EIRs)
 - Annex C – Homes for Ukraine Scheme update
4. Following the election in May 2025, officers are working with the new administration to develop and finalise a strategic plan for 2025-29, focussing on our vision to make Oxfordshire a greener, fairer and healthier county. This is centred around strong and connected communities, healthy places to live, and a sustainable and inclusive economy that benefits everyone.
5. Oxfordshire County Council are involved in the Consultation with the Ministry of Homes, Communities and Local Government (MHCLG) regarding the Local Government Outcomes Framework, made up of 15 priority outcomes and in the region of 110 draft metrics, made up of outcome and output measures. [Local Government Outcomes Framework: Call for feedback - GOV.UK](#)
6. All proposed metrics are reported on to government departments currently, MHCLG are not looking to place any additional reporting burden on Local Authorities. Therefore, to ensure we are providing meaningful information regarding our progress against our strategic plan and following the MHCLG consultation, our publicly reported measures will be updated throughout the reporting year.

7. It is envisaged by the end of the calendar year 2025, the council will have published a performance and risk dashboard, enabling all interested parties to review the progress in our performance against our strategic plan and strategic risk management.

Strategic Risk - Summary Position

8. The risk section of this report is focussed on the Oxfordshire County Council strategic risk register. Currently the register contains 10 strategic risks.

SR01 Financial Resilience	SR07 Strategic workforce planning
SR02 Cyber Security	SR09 delivering the future together (DTFT)
SR03 Housing Infrastructure (HIF1)	SR10 Climate Impact
SR04 Managing demand across and Adults and Children's services	SR11 Section 106
SR05 Special Educational needs and disabilities SEND	SR12 Local Government Reform

Table 1 Strategic risks included in the strategic risk register as at 31 June 2025

Strategic risk heatmap, as at 31 June 2025.

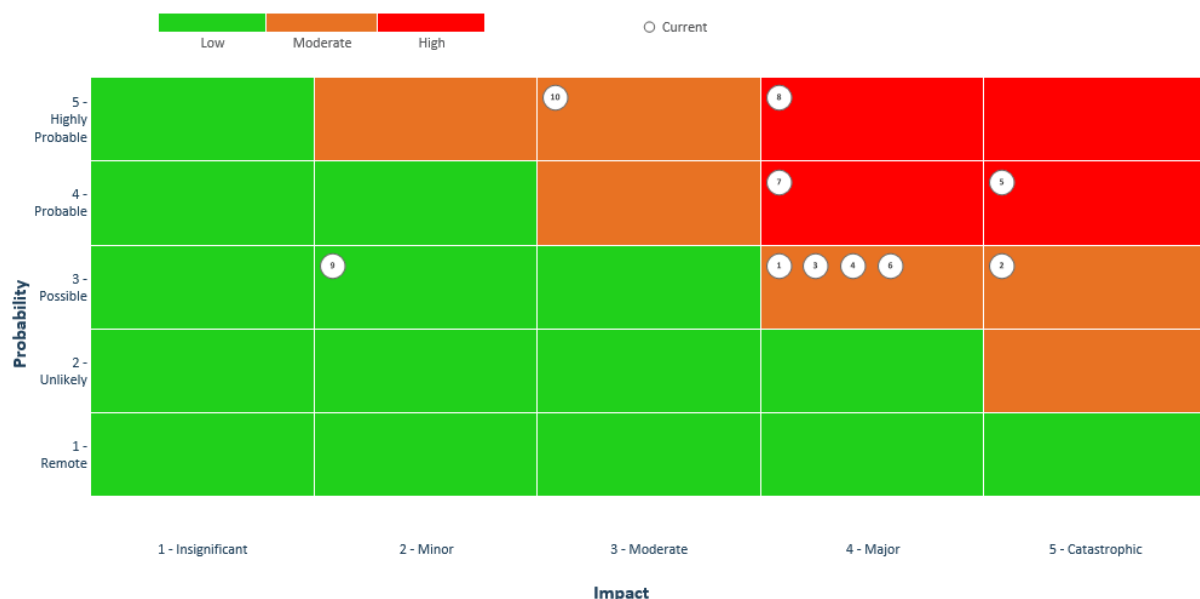
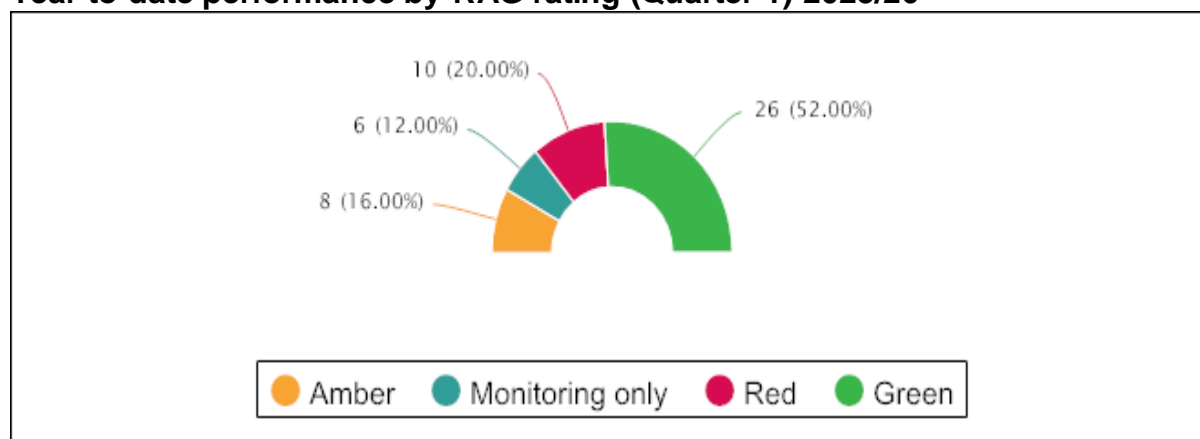


Image 1: Shows the current rating of our ten strategic risks as at 31 June 2025.

9. For additional information regarding the performance and management of the strategic risk register, please refer to the Strategic Risk Management and Summary sections of this report.

Performance Overview

Year to date performance by RAG rating (Quarter 1) 2025/26



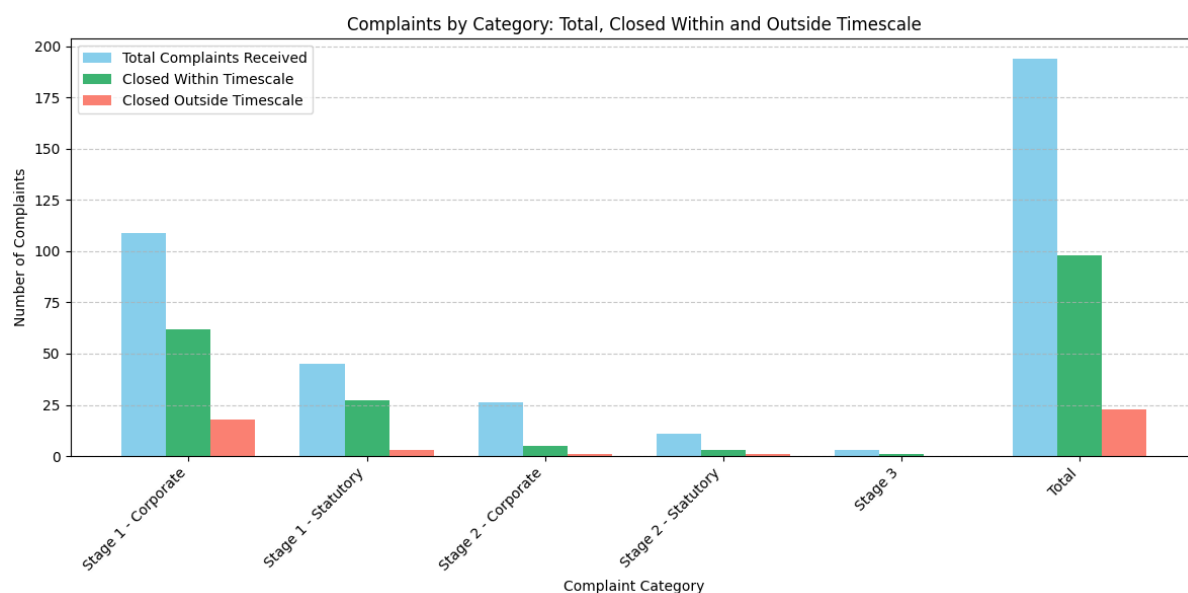
Graph 1: Year to date performance by RAG rating for Quarter 1 2025/26

10. The performance section of this report concentrates on performance measures reporting Red (off target), or Amber, (slightly off target) for the year-to-date position. The full performance report is included in Annex A. Where measures have continued from 2024/25 a direction of travel indicator is included, showing any change in since the previous reporting pattern, ↓ decrease, ↔ Maintain, ↑ Increase. Direction of travel will be incorporated for all measures from Quarter 2 onwards.
11. Throughout the reporting year, there are a variety of reporting periods, including monthly, bi-monthly, quarterly, and annual. Therefore, the number of measures reported can vary across the year. As of the end of Quarter 1 of 2025/26, 50 measures were rated as follows:
- 26 (59%) measures rated as Green (meeting or exceeding target).
 - 8 (18%) measures rated as Amber (narrowly missing target for 2+ months)
 - 10 (23%) measures rated as Red (significantly off target)
 - 6 measures rated as Monitoring only (Monitoring only with no target)

Complaints and Freedom of Information (FOI) Requests

Summary of Statutory and Corporate Complaints (Quarter 1 2025/26)

12. The graph below sets out a summary of complaints received and closed during Quarter 1 2025/26. Direction of travel information will be incorporated into performance reporting from Quarter 2 2025/26. Section 10 in this report and Annex B set out additional information.
13. A total of 194 complaints were logged during Quarter 1 2025/36, comprising 154 stage 1 complaints, 37 stage 2 complaints and 3 stage 3 complaints. This represents a 10.2% increase compared to the last quarter.



Graph 2, Summary of Statutory and Corporate Complaints (Quarter 1 2025/26)

- 122 cases were closed, 99 within timescale and 23 outside of timescale. There remain 72 cases still open, 67 cases within timescale and 5 outside of timescale.
- Children's services received 117 (60%) of cases, of the 194 total cases. Of these, 71 were closed (55 within timescale and 16 outside of timescale), 46 remain open (42 within timescale and 4 outside of timescale).

Freedom of Information Requests (FOI) and Environmental Information Regulation (EIR)

- A total of 451 requests were logged as FOI/EIR during Quarter 1 2025/26, this represents a 16.6% decrease compared to the last quarter.
- 361 requests have been closed during Quarter 1, all within the 20 working days of receiving the initial request. No requests were closed outside of timescale.
- 90 requests remain open and on-time within 20 working days of receiving the initial requests, with none remaining open outside of timescale.
- 100% of requests were closed within timescale.

Direction of travel information will be incorporated into performance reporting from Quarter 2 2025/26. Please refer to Annex B for additional information regarding complaints and FOI / EIR.

Strategic Risk Management

14. 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. 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.




Status Indicator	Status Description
High	Residual risk rating is high (Score 16 and above)
Medium	Residual risk rating is medium (Score 10-15)
Low	Residual risk rating is low (Score 1-9)
	Risk score has increased, and position declined
	Risk score has stayed the same and position maintained
	Risk score has decreased, and position improved

Table 2: Strategic Risk Key for June 2025

Strategic Risk Overview











Risk Title	Inherent Risk Score	Previous Risk Score	Residual Risk Score	Movement of risk	Effectiveness of Controls
SR10 Climate Impact	25	20	20		Partially Effective
SR02 Cyber Security	25	15	15		Substantially Effective
SR09 Delivering the Future Together	25	16	16		Substantially Effective
SR01 Financial resilience	25	12	12		Substantially Effective
SR03 Housing Infrastructure (HIF1)	16	12	12		Substantially Effective
SR12 Local Government Reform	25	15	15		Partially Effective
SR04 Managing Demand across Adult's (A) and Children's (C) services	10	8	8		Substantially Effective
SR05 Special Educational Needs and Disability	25	12	20		Substantially Effective
SR11 Section 106	25	9	6		Substantially Effective
SR07 Strategic Workforce Planning	16	12	12		Partially Effective

Table 3: Strategic Risk Overview June 2025

Strategic Risk Summary

15. Out of the ten strategic risks, eight remained static in their residual risk scores from May 2025 to June 2025.

- **SR05 Special Educational Needs and Disability** saw an increase in its residual risk score, moving from 12 in May 2025 to 25 in June 2025. The negative increase is attributable to several interrelated factors: the financial profiling of the High Needs Block, the anticipated publication of the SEN White Paper and associated long-term policy reforms, and the persistent rise in demand and requests which continue to outpace available resources and the capacity to maintain service sufficiency
- **SR11 SR106** saw a decrease in the residual risk score from 9 in May 2025 to 6 in June 2025. The positive decrease shift in the residual score reflects the enhanced confidence of the council's ability to manage developer contributions effectively.

The Performance and Insight team are working with all risk and control owners to review their control measures and control effectiveness, facilitating an improvement to identifying mitigation and risk management of all strategic risks. These reviews will take place as and when necessary and as a minimum once a quarter. This will be updated and reflected in the Quarter 2 report.

Performance Measures in Development

16. The following performance measures remain in development with service colleagues.

KPI Name
OCC04.04 Adults aged 65+ (per 100,000) admitted to residential and care homes
OCC04.05 Number of carers assessments completed (Monitoring only)
OCC07.03 Percentage of Children we care for living in county / within 20 miles
OCC07.05 Percentage of referrals to children's social care which are within 12 months of a previous referral
OCC07.07 Percentage of children we care for living with foster carers, friends, or family.
OCC07.08 Percentage of children with an education, health, and care plan (EHCP) supported in mainstream education
OCC07.09 Percentage attendance of pupils in primary, secondary and special schools
OCC07.10 Rate of permanent exclusions (cumulative through academic year)
OCC07.11 Percentage of young people aged 16-18 who are in education, employment, or training

Table 4: Measures in development for 2025/26

Performance Measures where the Year to Date (YTD) rating is Red or Amber

17. Table 4 shows all the measures that have a year to date (YTD) performance of Red or Amber. New performance measures for 2025/26 are highlighted in blue.

KPI Name	YTD RAG rating
OCC01.01 Reduction in corporate emissions within our "Carbon Neutral by 2030" target	Red
OCC01.03 Total % of household waste which is reused, recycled, or composted	Red
OCC02.02 Number of times refuge bedspaces have been occupied	Amber
OCC02.04 Female Inequality in life expectancy at Birth	Amber
OCC03.06 % of births that have received a face-to-face New Birth Visit, by the age of 12 months old	Amber
OCC03.08 Average response time for attendance at an emergency incident in Oxfordshire by a fire service vehicle	Amber
OCC04.01 % of people who received short-term services during 25/26 with no further support request	Red
OCC05.04 % of Annual change in average nitrogen dioxide concentrations in AQMAs	Red
OCC05.07 Percentage of gullies cleaned against the annual cyclical gully programme	Red
OCC05.08 Highways - Number of non-chargeable defects (NCD) identified (works not completed as instructed or failed due to workmanship)	Amber
OCC05.11 % of the projected 1,400 tonnes of carbon savings achieved in the delivery of the highways service through the use of low-carbon techniques and materials	Amber
OCC06.03 Volunteer hours on the public right of way (PRoW) network through established groups	Amber
OCC09.01 Percentage of businesses that were either compliant when visited or brought into compliance during the period (Trading Standards)	Red
OCC10.08 Corporate complaints completed outside of timeframe	Amber
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Red
OCC11.10 Debt requiring impairment - Corporate Debtors	Red
OCC11.11 Debt requiring impairment - Adult Social Care contribution debtors	Red
OCC11.12 Invoice Collection Rate - Adult Social Care contribution debtors	Red

Table 5: Performance (YTD RAG rating of Red or Amber) by reporting priority.

Performance Analysis by Strategic Priority

- This section details all measures reporting Red or Amber status (year to date position) with extracted supporting commentary from the Service and the performance analysis. There are eight measures reporting as Amber and ten measures reporting as Red for this Quarter. The direction of travel in performance from the previous reporting period is included where measures have previously been reported on in 2024/25.

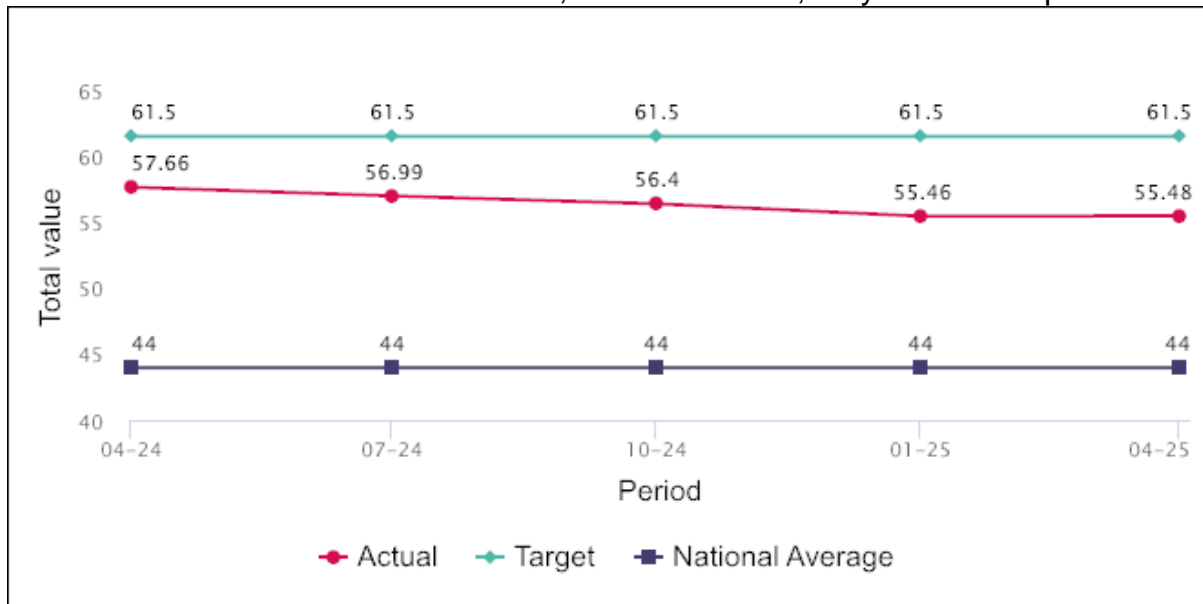
Priority 01: Put action to address the climate emergency at the heart of our work

OCC01.01 Reduction in corporate emissions within our "Carbon Neutral by 2030" target

YTD Target	YTD Actual	YTD RAG Rating	Commentary
240	204	Red	<p>OCC01.01 Reduction in corporate emissions within our "Carbon Neutral by 2030" target ↔</p> <p>The emissions under scope of OCC's Carbon Neutrality 2030 target covers four areas i.e., property, highways electrical assets, fleet, and staff mileage. Note: This KPI is reported on a six-monthly basis, with a three-month delay due to the time required for data collection. In 2024/25, the Council reduced its carbon emissions by 204 tonnes of CO₂e compared to the previous year. However, this is 36 tonnes below the target of 240 tonnes.</p> <p>The reason for this is the delay in delivery of property and fleet decarbonisation programme. This is due to delay in procurement of delivery mechanism for property retrofit works and volatility in electric vehicle market and changing procurement rules.</p> <p>Property Decarbonisation: Procurement for property has now been finalised and delivery commenced. However, there is risk that delivery for 2025/26 might creep in to 2026/27 risking underachievement also for 2025/26, due to complicated mechanical and electrical design across some of our bigger buildings.</p> <p>Fleet Decarbonisation: The delay in meeting outline target of replacing 99 EVs in 2024/25 was not realised because of reviewing appropriate procurement routes, related to new procurement act requirements that led to unplanned delays. As a result of this, we have carried forward 14 EVs from 2024/25. The 14 vehicles Facilities Management had identified did not make the timeline for the financial year 2024/25 and therefore been carried forward into 2025/26 making the target for this year of 74 electric vehicles.</p> <p>To improve performance, services are introducing service level KPIs as part of the operational plan delivery for next 2 years and carbon management plan. These will be monitored monthly by the services leading the delivery of decarbonisation work, such as property and fleet services.</p>

Table 6: Performance information, and commentary for OCC01.01 Reduction in corporate emissions within our "Carbon Neutral by 2030" target

OCC01.03 Total % of household waste, which is reused, recycled or composted.



Graph 3: Performance for OCC01.03 Total % of household waste which is reused, recycled, or composted for Qtr1 2024 to the end of Q1 2025

YTD Target	YTD Actual	YTD RAG rating	Commentary
61.5%	55.48%	Red	<p>OCC01.03 Total % of household waste which is reused, recycled or composted ↓</p> <p>Performance remains in line with January 2025. Overall likely to remain around this level during all of 2025/26, though a possible implementation of a food waste campaign in the autumn could help for the latter part of the year.</p> <p>The joint municipal waste Oxfordshire Partnership sets the target.</p> <p>Oxfordshire residents consistently exceed the national average (44% 2023/24) for household waste recycling. In November 2024, central government made announcements around Simpler Recycling and Extended Producer Responsibility. It is anticipated that the implementation of national waste policy reforms expected in the next few years will improve performance.</p>

Table 7: Performance information, commentary, and analysis for OCC01.03 Total % of household waste which is reused, recycled, or composted.

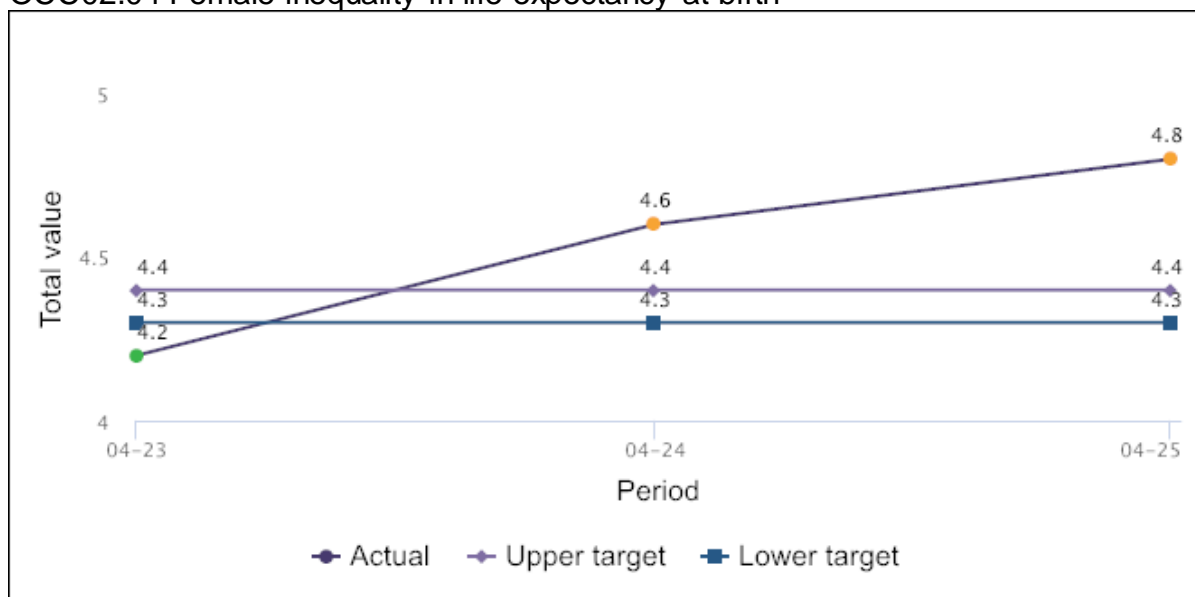
Priority 02: Tackle Inequalities in Oxfordshire

OCC02.02 Number of times refuge bedspaces have been occupied

YTD Target	YTD Actual	YTD RAG Rating	Commentary
39	36	Amber	<p>OCC02.02 Number of times refuge bedspaces have been occupied</p> <p>Period Apr 2024 - Mar 2025</p> <p>This is an annual KPI relating to the 2024/25 financial year, with a three-month reporting lag. In 2024/25, refuge bedspaces were occupied by 36 adults and children, who moved into refuge. This does not include those who declined a space. The service is facing challenges, especially with housing larger families due to space constraints and the lack of suitable long-term accommodation in Oxfordshire, which has led to some residents staying beyond their six-month limit and facing eviction. We are working to resolve these issues. Oxfordshire Domestic Abuse Service is raising them through the Oxfordshire Domestic Abuse Safe Accommodation Strategy and its working group to find better solutions and support.</p> <p>The Council continues to seek ways to support residents in need of refuge. Plans are in place to increase the number of spaces available for victims of domestic abuse.</p>

Table 8: Performance information, commentary, and analysis for OCC02.02 Number of times refuge bedspaces have been occupied.

OCC02.04 Female inequality in life expectancy at birth



Graph 4: Performance visualisation for OCC02.04 Female inequality in life expectancy at birth for the past 3 years

YTD Target	YTD Actual	YTD RAG rating	Commentary
4.4	4.8	Amber	<p>OCC02.04 Female inequality in life expectancy at birth ↓</p> <p><i>Data in the graph against 2025 relates to the period 2021-23, data against 2024 relates to the period 2020-22 and data against 2023 relates to the period 2019-2021.</i></p> <p>Period 2021-2023</p> <p>This is an annual KPI relating to 2021/2023 financial years, with a three-month reporting lag. This KPI looks at the average number of additional years a female baby born in the least deprived 20% of areas can expect to live compared to one born in the most deprived 20% has exceeded its target.</p> <p>Oxfordshire's inequality in life expectancy at birth for females has increased by 0.2 from the previous year (4.6) and remains higher than levels reported before the pandemic (4.0 in 2018-20). A total of 14 Community Insight Profiles have now been completed. The final profile for Bicester West is due to be published online by the end of June 2025. All reports are available on the Oxfordshire Data Hub along with a link to access to the new Interactive Community Insight Profile (ICIP) Dashboard. Grant funding rounds for the initial 10 priority areas and Berinsfield are now complete with grant schemes for Witney Central area, Wood Farm and Bicester West currently in the planning stages. Community Health Development Officers (CHDOs) are in place to cover 13 of the 14 profile areas, and contracts for the CHDOs in the initial 10 priority areas are being extended following an evaluation of their roles.</p> <p>The target is set at 4.40, while the performance is 4.80. This indicates a wider gap in life expectancy than anticipated, suggesting that life expectancy inequality between the most and least deprived areas has increased beyond the target. While performance indicates an increase, it highlights the need for continued efforts to reduce disparities in health outcomes across the county.</p>

Table 9: Performance information, commentary, and analysis for OCC02.04 Female inequality in life expectancy at birth

Priority 03: Prioritise the health and wellbeing of residents

OCC03.06 Percentage of births that have received a face-to-face new birth visit, by the age of 12 months old.

YTD Target	YTD Actual	YTD RAG rating	Commentary
82%	81.7%	Amber	<p>OCC03.06 Percentage of births that have received a face-to-face new birth visit, by the age of 12 months old.</p> <p>Period 2024/25 - Quarter 4</p> <p>This measure is reported a quarter in arrears. This universal review is offered to all children as they approach their first birthday. In the quarter the service completed 1,427 reviews. Due to family commitments and parents working, families may choose to have their review after the child's first birthday up until 15 months of age. If a family declines or does not attend an appointment the service follows up with an additional offer to undertake a review and this may then be outside of the 12-month timescale. In this quarter 1,625 babies or 89.7% have received a review by 15 months.</p> <p>During Quarter 4 of the 2024/25 financial year, 81.7% of children (1,427 out of 1,746) were reviewed by health visitors as they turned 12 months old. slightly below the target by 0.3 percentage points (6 children). This rate increased to 89.7% by 15 months of age. Actions such as a text reminder service and additional staff have been implemented to improve timeliness. Oxfordshire's 12-month review rate (89.7%) by 15 months of age remains above the national average of 86.5%.</p>

Table 10: Performance information, commentary, and analysis for OCC03.06 Percentage of 12-month reviews by 12 months.

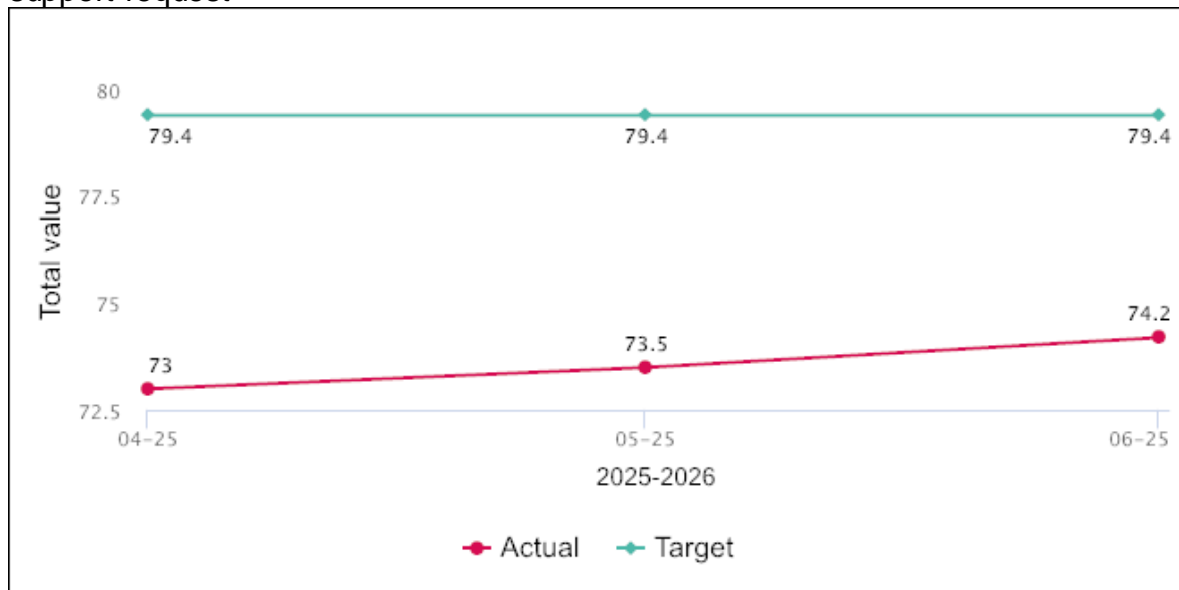
OCC03.08 Average response time for attendance at an emergency incident in Oxfordshire by a fire service vehicle

YTD Target	YTD Actual	YTD RAG rating	Commentary
562	565	Amber	<p>OCC03.08 Average response time for attendance at an emergency incident in Oxfordshire by a fire service vehicle ↓</p> <p>During Quarter 1, the accumulated response time was 9 minutes and 25 seconds (565 seconds) slightly above the target of 9 minutes and 22 seconds (562 seconds). OFRS continues to refine its interim response model to improve response time closer to the target and the national average response time of 9 minutes (540 seconds).</p> <p>During this reporting period, three significant changes to our normal operating model have occurred. Three fire stations have been working from their business continuity location due to building works, and a wholetime crew moving to cover the Bicester area from Oxford City for 6 weeks due to the Bicester Major Incident on 15 May 2025, which has affected both areas.</p> <p>The difference in response times between the two areas is explained by the fact that whilst our wholetime crews attend a large number of incidents within the city, resulting in a positive impact in overall response times, attending remote incidents in more rural areas clearly results in a negative impact. Work continues with the interim response model which aims to try and improve our response time towards this national level.</p>

Table 11: Performance information, commentary, and analysis for OCC03.08 Average response time for attendance at an emergency incident in Oxfordshire by a fire service vehicle.

Priority 04: Support carers and the social care system

OCC04.01 % of people who received short-term services during 25/26 with no further support request



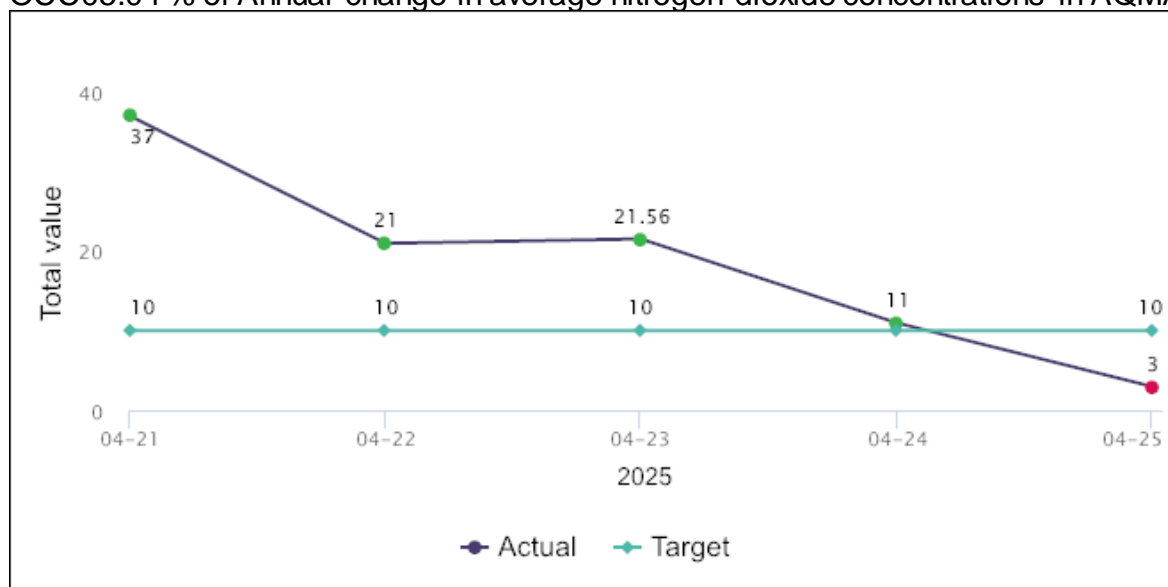
Graph 5: Performance for OCC04.01 % of people who received short-term services during 25/26 with no further support request

YTD Target	YTD Actual	YTD RAG Rating	Commentary
79.4	74.2	Red	<p>OCC04.01 % of people who received short term services during 2025/26 with no further support request.</p> <p>↑</p> <p>To improve the %, we developed and delivered a training programme to all our strategic providers, and this is now being rolled out to zonal providers. This training aims to improve providers' ability to implement reablement and therapy driven support plans. We have been working closely with system partners to look at where resource could be redirected into our Home First Teams to allow more hands-on rehabilitation and reablement to be delivered. We expect to see the impact of these targeted interventions in 2-3 months. Average for England in 2024/25 78%.</p>

Table 12: Performance information, and commentary for OCC05.04 % of Annual change in average nitrogen dioxide concentrations in AQMAs

Priority 05: Invest in an inclusive, integrated, and sustainable transport network.

OCC05.04 % of Annual change in average nitrogen dioxide concentrations in AQMAs



Graph 6: Performance for OCC05.04 % of Annual change in average nitrogen dioxide concentrations in AQMAs for the previous five years.

YTD Target	YTD Actual	YTD RAG Rating	Commentary
10	3	Red	There are currently 9 air quality management areas (AQMA) in Oxfordshire declared in relation to nitrogen dioxide concentrations. The highest levels recorded in each of the 9 AQMAs within Oxfordshire were recorded by the District and City Councils. The average of the highest levels recorded was 31.26 µg/m ³ which is less than the UK's statutory limit of 40 µg/m ³ . The 2024 figure is a 3 % reduction in the average of highest nitrogen dioxide levels recorded in each of the 9 AQMAs (under the 10 % target by 7 %) compared to 2023 levels and a 39 % reduction compared to the baseline year of 2019. Every year air pollutant levels are likely to fluctuate due to weather conditions and other local conditions such as road closures near monitoring site. However, the downward trend is apparent across the UK, with most monitoring sites showing reductions in nitrogen dioxide levels. This is likely to be due to newer road vehicles having to meet stricter emission standards and the uptake of electric road vehicles. A national move away from coal usage in power generation has also impacted nitrogen dioxide levels.

			The Service is working in line with the Council's Air Quality Strategy and Route Map actions, and the Environment Act 2021 duty to co-operate with the District and City Councils' Air Quality Management duties of producing Air Quality Action Plans and supporting the improvement of air quality.
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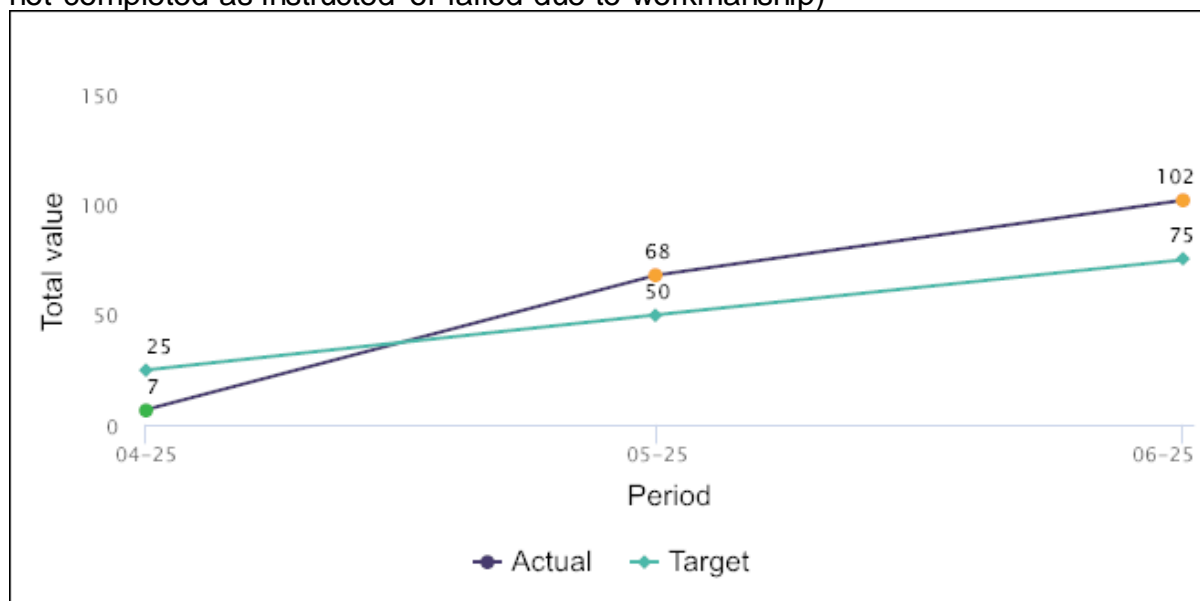
Table 13: Performance information, and commentary for OCC05.04 % of Annual change in average nitrogen dioxide concentrations in AQMAs.

OCC05.07 Percentage of gullies cleaned against the annual cyclical gully programme

YTD Target	YTD Actual	YTD RAG rating	Commentary
100%	69%	Red	<p>The programme experienced a gradual start as it became established, and resources were mobilised.</p> <p>21,614 gullies were emptied in quarter 1, this was 69% of our pro-rata target of 31,231. Whilst below the planned target for the quarter, plans have been put in place to improve performance and there is confidence that by the year-end target will be met.</p>

Table 14: Performance information, commentary, and analysis for OCC05.07 Percentage of gullies cleaned against the annual cyclical gully programme.

OCC05.08 Highways - Number of non-chargeable defects (NCDs) identified (works not completed as instructed or failed due to workmanship)



Graph 7: Performance for OCC05.08 Highways – Number of non-chargeable defects (NCDs) identified (works not completed as instructed or failed due to workmanship)

YTD Target	YTD Actual	YTD RAG rating	Commentary
75	102	Amber	During Quarter 1, a total of 102 non-chargeable defects (NCDs) were recorded, (April 7, May 61, June 34) with May accounting for the highest number at 61 (60%). The Service is actively working to ensure contracts are being delivered according to specifications. Between April and May, a dedicated resource was appointed to review contract completions and challenge the quality of work delivered. A step change in performance is anticipated in the coming months following the work undertaken.

Table 15: Performance information, commentary, and analysis for OCC05.08 Number of non-chargeable defects (NCD) identified (works not completed as instructed or failed due to workmanship).

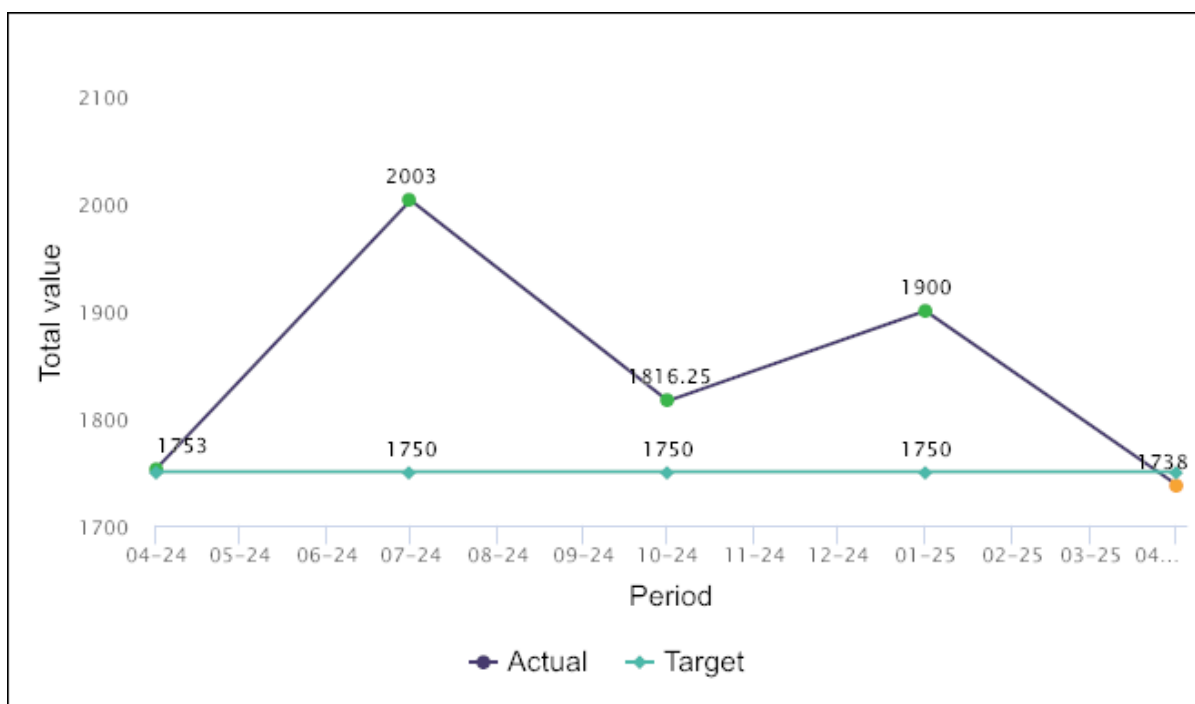
OCC05.11 % of the projected 1,400 tonnes of carbon savings achieved in the delivery of the highways service through the use of low-carbon techniques and materials

YTD Target	YTD Actual	YTD RAG rating	Commentary
100%	99%	Amber	Carbon Savings of 1400 Tonnes total end of year target and monthly profiles based upon 2025/26 programme outturn, determined prior to the 2025-26 programme being issued. The service has achieved 99% of the quarter's savings.

Table 16: Performance information, commentary, and analysis for OCC05.11 % of the projected 1,400 tonnes of carbon savings achieved in the delivery of the highways service through the use of low-carbon techniques and materials.

Priority 6: Preserve and improve access to nature and green spaces

OCC06.03 Volunteer hours on the public rights of way (PRoW) network through established groups



Graph 8: Performance for OCC06.03 volunteer hours on the public rights of way (PRoW) network through established groups from Q1 2024 to the end of Q1 2025

YTD Target	YTD Actual	YTD RAG Rating	Commentary
1750	1738	Amber	Performance is slightly below target, at 12 hours. Work continues with volunteer groups to identify additional support that OCC can provide.

Table 17: Performance information and commentary for OCC06.03 Volunteer hours on the public rights of way (PRoW) network through established groups.

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

OCC09.01 Percentage of businesses that were either compliant when visited or brought into compliance during the period (Trading Standards)

YTD Target	YTD Actual	YTD RAG rating	Commentary
90%	72%	Red	This is a new measure for 2025/26, and the data collection process was implemented within the quarter. Therefore, we expect an increase in compliance to be improved from Quarter 2 onwards. Officers are waiting for additional information from several businesses before more specific advice can be provided to them and their updated compliance status recorded. This will see this performance measure improve.

Table 18: Performance information and commentary for OCC09.01 Percentage of businesses that were either compliant when visited or brought into compliance during the period (Trading Standards).

Priority 10: Running the business – Complaints and Freedom of Information (FOIs)

OCC10.08 Corporate complaints completed outside of timeframe

YTD Target	YTD Actual	YTD RAG rating	Commentary
15%	26.3%	Amber	During Quarter 1, a total of 135 complaints were logged. The standard resolution timescale for Stage 1 complaints is 10 working days and Stage 2 is 20 working days. Of the 109 stage 1 complaints received, 62 were closed within timescale, 18 (22.5%) were closed outside the standard timescale, 27 remain open within timescale. 2 are open outside of timescale. Of the 26 stage 2 complaints received, 6 were closed within timescale, 1 (14.3% complaint was closed outside of timescale. 19 remain open within timescale. The customer service continues to work with services to ensure prompt resolution of the complaints logged.

Table 19: Performance information, commentary, and analysis for OCC10.08 Corporate complaints completed outside of timeframe.

Priority 11: Running the business: Finance

The finance position that aligns to this performance reporting period, Quarter 1 2025/26 was set out in Item 17 of the Cabinet agenda on 15 July 2025 and set out the forecast position at the end of May 2025: [Business Management & Monitoring Report – Revenue Update and Monitoring Report](#).

KPI Name	Target	Forecast/ YTD Actual	RAG rating
OCC11.06 Total Outturn variation for DSG funded services (high needs)	£26.7m (*)	£44.8m	Red
OCC11.10 Debt requiring impairment - Corporate Debtors	£0.5m	£0.8m	Red
OCC11.11 Debt requiring impairment - Adult Social Care contribution debtors	£4.3m	£4.6m	Red
OCC11.12 Invoice Collection Rate - Adult Social Care contribution debtors	94%	93.8%	Red

Table 20: Performance information for Finance measures (OCC11.06, OCC11.10 & OCC11.12)

(*) Mitigated forecast as per January 2025 Budget & Business Planning Report. This was updated in the report to Cabinet in July 2025.

Homes for Ukraine Scheme

- 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 tariff funding for individual arrivals in their area of responsibility. Funding was initially provided as a one-off

payment at the level of £10,500 per guest, reducing to £5,900 for all new arrivals from 1 January 2023. For eligible minors the tariff continues at £10,500. Quarterly claims for any new arrivals continue to be submitted to the Government.

20. Oxfordshire residents have been exceptionally welcoming, with Oxfordshire's per-resident population hosting levels being amongst the highest in the country. The overall grant funding to date (based on the number of new arrivals) for the HfU programme in Oxfordshire is £25.8m.
21. A two-year partnership delivery plan was approved by the Oxfordshire Chief Executives in September 2024 and set 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. 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.
22. In September 2024, [Cabinet](#) approved the allocation of the Homes for Ukraine grant funding through to 31 March 2026. Annex C sets out the updated use of the funding through to 31 March 2027 along with the indicative use of the remaining £1.2m funding by 31 March 2028.
23. Cabinet is requested to approve the use of the grant funding as set out in Annex C.

Financial Implications

24. The report provides an overview of the council's service performance and strategic risks which contribute to council's financial position and resilience. While demand for social care (Strategic Risk SR04) continues to be managed, the assessed risk for SR05 Special Educational Needs and Disability has increased to red. There is also an increase in the deficit against High Needs Dedicated Schools Grant in performance measure OCC11.06 Total Outturn variation for DSG funded services. This was £44.8m in the report to Cabinet in July 2025 and expected to increase further in the next update to Cabinet in October 2025.
25. Further information on how High Needs deficits will be managed in future is expected later in the year along with a White Paper on SEND reform. However, the growing deficit, and scale of the increase in 2025/26, means this is a significant risk to the council's on-going financial resilience.

Comments checked by:
Kathy Wilcox, Head of Corporate Finance

Legal Implications

26. The Council's constitution at Part 3.2 (Budget and Policy Framework) sets out the obligations and responsibilities of both the Cabinet and the Council in approving, adopting, and implementing the council's budget and policy framework.

27. The Council has a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers. The report sets out the risk, performance and finance position for the Council as at 31 June 2025 as part of its fiduciary duty to implement budgetary controls and monitoring.

Comments checked by: Jay Akbar, Head of Legal and Governance Services.




Contact Officers:

Louise Tustian, Director Transformation, Digital, Data and Customer Experience

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Annex A – Performance – Quarter 1 2025-26

SCORECARD: Quarter 1 2025-26 April-June

Direction of travel since previous reporting period	Description
	Performance has decreased since previous reporting period
	Performance and position maintained since previous reporting period
	Performance has increased since previous reporting period
N/A	No previous position due to no previous data
Monitoring only	Measure has no target, and we are monitoring its performance for information purposes. E.g. To establish a target at a later date or to provide context.

[illegible]

have been moved over to the new system and hardware.

OCC02.03 Number of physical visits to Libraries

#



130,000.00

157,338.00



GREEN

130,000.00

157,338.00



GREEN

Comments : The number of physical visits to libraries remains well above target and came in at just over 2 million for 2024/25. This continuing success is partly a result of the high number of activities (including school visits) that library staff organise.

OCC03.01 Proportion of opiate users in treatment who are making substantial progress to being drug-free or have sustained reduction in drug use

%



48.00

49.00



GREEN

48.00

49.00



GREEN

Comments : Period 2024/25-Quarter 4

This performance is above the national average of 46% and is achieved through the provision of extensive community-based engagement, strong partnership and multi-agency working and high-quality community treatment that is flexible, holistic and person-centred, and supports people to reduce their drug use. This measure demonstrates a focus on quality treatment, which is in line with the local and national drug strategy and is achieved alongside a focus on increasing the number of opiate users in treatment.

OCC03.06 % of births that have received a face-to-face New Birth Visit, by the age of 12 months old

%

N/A

82.00

81.70



AMBER

82.00

81.70



AMBER










Comments : New measure for 2025/26 Quarterly reporting pattern.





Reporting period 2024/25-Quarter 4

This measure is reported on the basis of a quarter in arrears.



% of births that have received a face-to-face New Birth Visit. This universal review is offered to all children as they approach their first birthday. In the quarter the service completed 1427 reviews. Due to family commitments and parents working, families may choose to have their review after the child's first birthday up until 15 months. If a family declines or does not attend an appointment the service follows them up to offer another review and this may then be outside of the 12-month timescale. In this quarter 1625 babies or 89.7% have received a review by 15 months.

During Quarter 4 of the 2024/25 financial year, 81.7% of children (1,427 out of 1,746) were reviewed by health visitors as they turned 12 months old. This rate increased to 89.7% by 15 months of age, slightly below the target by 0.3 percentage points (6 children). Actions such as a text reminder service and additional staff have been implemented to improve timeliness. Oxfordshire's 12-month review rate (89.7%) by 15 months of age remains above the national average of 86.5%.



OCC03.08 Average response time for attendance at an emergency incident in Oxfordshire by a fire service vehicle # 	563.00 565.00  AMBER	563.00 565.00  AMBER
Comments : Quarterly reporting period. 9 minutes (540 seconds) is an average level which a number of services achieve, nationally. Previously Oxfordshire Fire and Rescue Service (OFRS) have aimed for 10 min and 14 min, 80% and 95% of the time. The new metric is challenging to achieve due to a variety of factors: the reduction in Automatic Fire Alarms (AFA) has resulted in a disproportionate reduction of calls near wholetime resources, meaning an average calculation of the response times across the county no longer benefits from these times. During this reporting period, three significant changes to our normal operating model have occurred with three fire stations working from their business continuity location due to building works, and a wholetime crew moving to cover the Bicester area from Oxford City for 6 weeks due to the Bicester Major Incident on the 15th May, which has a slightly negative effect in both areas. The difference in response times between the two areas is explained by the fact that whilst our wholetime crews attend a large number of incidents within the city, resulting in a positive impact in overall response times, attending remote incidents in more rural areas clearly results in a negative impact. Work continues with the interim response model which aims to try and improve our response time towards this national level. During Quarter 1, the accumulated response time was 9 minutes and 25 seconds (565 seconds) slightly below the target of 9 minutes and 23 (563) seconds. Oxfordshire Fire and Rescue Service (OFRS) continues to refine its interim response model to improve response time closer to the target and the national average response time of 9 minutes (540 seconds).		
OCC03.10 Number of accidental fires in people's homes per 100,000 population # 	8.73 7.20  GREEN	8.73 7.20  GREEN
Comments : From Quarter 4 2024/25 performance has declined from 5.56% to 7.2% in Quarter 1 2025/26. Q1 actual is below both target and the national average, based on 10 years of data.		
OCC04.01 % of people who received short-term services during 25/26 with no further support request % 	79.40 74.20  RED	79.40 74.20  RED
Comments : Monthly reporting period. To improve the %, we developed and delivered a training programme to all our strategic providers and this is now being rolled out to zonal providers. This training aims to improve providers' ability to implement reablement and therapy driven support plans. We have been working closely with system partners to look at where resource could be redirected into our Home First Teams to allow more hands on rehabilitation and reablement to be delivered. We expect to see the impact of these targeted interventions in 2-3 months.		

OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family (Monitoring only)	%		89.25			89.25	
Comments : This measure is monitoring only, therefore no trend information is available							
OCC04.03 % Section 42 safeguarding enquiries where identified risk was reduced or removed	%	↓	93.00	93.00	 GREEN	93.00	93.00  GREEN
Comments : Monthly reporting period. Although performance has declined from May 2025 at 93.83% to 93% in June 2025. Our figure has remained consistently high, and above the national average which is 91%. Risk cannot be removed in all cases, but that the focus is on keeping people safe							
OCC04.04 Adults aged 65+ (per 100,000) admitted to residential and care homes	#		0.00	527.83		0.00	527.83
Comments : Missing target and variance. The service area is continuing to develop the performance metric.							
OCC04.05 Number of carers assessments completed (Monitoring only)	#			224.00			224.00
Comments This measure is monitoring only, therefore no trend information is available. Monthly reporting period. April 209 assessments, May 202 assessments, June 224 assessments total 635 assessments during Quarter 1							
OCC04.06 % of young people referred who have an ASC assessment in place by their 18th birthday	%	N/A	90.00	93.00	 GREEN	90.00	93.00  GREEN
Comments : Quarterly reporting period. Continue to achieve this target despite some challenges in relation to staffing and complexity of case work.							
OCC04.07 The number of people supported into employment (Monitoring only)	#			11.00			11.00



Comments : Quarterly reporting period. Good progress being made in this area with the development of the Connect to Work scheme with a go-live date of November 2025 which will expand the reach of the service.

OCC05.03 KM of footway / cycleway maintenance undertaken	km	↔	0.00	6.47	 GREEN	0.00	6.47	 GREEN
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Comments : Quarterly reporting pattern. The service had not scheduled any work to be undertaken in the first quarter of the reporting year, hence the target of 0 Km. A total of 6.47 km of footway maintenance was delivered in Q1, contributing positively towards the annual target of 106.2 KM.



OCC05.07 Percentage of gullies cleaned against the annual cyclical gully programme	%	N/A	100.00	69.00	 RED	100.00	69.00	 RED
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Comments : Quarterly reporting period. The programme experienced a gradual start as it became established, and resources were mobilised. Analysis: 21,614 gullies were emptied in quarter 1, this was 69% of our pro-rata target of 31,231. Whilst below the planned target for the quarter, plans have been put in place to improve performance and there is confidence that the yearend target will be met.






OCC05.08 Highways - Number of non-chargeable defects (NCD) identified (works not completed as instructed or failed due to workmanship)	#	↔	25.00	34.00	 AMBER	75.00	102.00	 AMBER
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Comments : Monthly reporting pattern.
34 NCDs recorded in June but note a potential further 170 identified as part of a quality assurance drive by the team but not yet recorded (will be captured next month)

During Quarter 1, a total of 102 non-chargeable defects (NCDs) were recorded, (April 7, May 61, June 34) with May accounting for the highest number at 61 (60%). The Service is actively working to ensure contracts are being delivered according to specifications. Between April and May, a dedicated resource was appointed to review contract completions and challenge the quality of work delivered. A step change in performance is anticipated in the coming months following the work undertaken.

OCC05.09 Length of roads identified as in need of repair, restored to a good condition	km	↑	14.70	15.50	 GREEN	14.70	15.50	 GREEN
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Comments : Quarterly reporting pattern.

As part of our carriageways programme, we have restored 15.50 km of carriageway, indicating we are in track to meet annual objective.									
OCC05.11 % of the projected 1,400 tonnes of carbon savings achieved in the delivery of the highways service through the use of low-carbon techniques and materials	%	N/A	100.00	99.00	 AMBER	100.00	99.00	 AMBER	
Comments : Quarterly reporting pattern. Carbon Savings of 1400 Tonnes total end of year target and monthly `profiles based upon 2025/26 programme outturn, determined prior to the 2025-26 programme being issued. The service has achieved 99% of the quarters savings.									
OCC06.03 Volunteer hours on the public right of way (PRoW) network through established groups	#		1,750.00	1,738.00	 AMBER	1,750.00	1,738.00	 AMBER	
Comments : Quarterly reporting pattern.									
OCC07.01 % of Education Health & Care Plans completed within 20 weeks (excluding exceptions) (Monitoring only)	%			46.00			46.00		
Comments : Monthly reporting pattern. This measure is monitoring only.									
OCC07.03 Percentage of children we care for living in county/within 20 miles	%		75.00	59.00		75.00	59.00		
Comments : Monthly reporting pattern. The service area is continuing to develop the variance for this measure. We continue to build relationship with local providers to support bringing our CWCF back to Oxfordshire. With the summer holidays approaching there is less foster carer availability. We continue to try and match our children with our internal provisions as a priority.									

OCC07.04 Number of referrals to children's social care (Monitoring only)	#	588.00	588.00
Comments : Monthly reporting pattern. Monitoring only			
OCC07.05 Percentage of referrals to children's social care which are within 12 months of a previous referral	%	22.00 33.00	22.00 33.00
Comments : Monthly reporting pattern. The service area is continuing to develop the variance for this metric.			
OCC07.06 Number of Oxfordshire children we care for (excludes unaccompanied asylum-seeking children) (Monitoring only)	#	716.00	716.00
Comments : Monthly reporting pattern. This measure is monitoring only.			
OCC07.07 Percentage of children we care for living with foster carers, friends or family	%	66.00 69.00	66.00 69.00
Comments : Monthly reporting pattern. This measure is monitoring only.			
OCC07.08 Percentage of children with an education, health and care plan (EHCP) supported in mainstream education	%	0.00 0.00	0.00 0.00
Comments : Monthly reporting pattern. The service area is continuing to develop the target for this metric.			
OCC07.09 Percentage attendance of pupils in primary, secondary and special schools	%	0.00 92.90	0.00 92.90

Comments : Monthly reporting pattern. The service area is continuing to develop this metric. Terms 1-5 as with last month's reporting					
OCC07.10 Rate of permanent exclusions (cumulative through academic year)	#	0.00	0.03	0.00	0.03
Comments : Monthly reporting pattern. The service area is continuing to this metric. Terms 1-5 as with last month's reporting					
OCC07.11 Percentage of young people aged 16-18 who are in education, employment or training	%	0.00	95.08	0.00	94.53
Comments : Monthly reporting pattern. The service area is continuing to develop this metric.					
OCC07.12 Percentage of 2 to 2½ year reviews using Age and Stages Questionnaire (ASQ-3 Third edition of the developmental screening tool)	%	82.00	96.20	82.00	96.20
Comments : Quarterly reporting pattern. Period 24-Q4 This indicator is well above target. The Health Visiting workforce completed 1,626 reviews in this quarter to check the development of children. If children are not at the expected level the family are offered advice and support and referred on to specialist health services where needed. This supports children to be ready to learn and thrive when they start at school.					
OCC09.01 Percentage of businesses that were either compliant when visited or brought into compliance during the period (Trading Standards)	%	90.00	72.00	90.00	72.00

Comments : Quarterly reporting pattern.

This is a new measure and the data collection process was implemented within the quarter, therefore we expect accuracy to be greater from Q2 onwards. Officers are waiting for additional information from several businesses, before more specific advice can be provided to them and their updated compliance status recorded. This will see this performance measure improve. During Quarter 1, processes were implemented to measure the compliance rate of businesses with legal requirements enforced by trading standards. A total of 54 (72%) out of 75 businesses visited were found to be compliant, or brought into compliance, with legal requirements. At the end of the quarter, 28% of businesses visited were assessed as not compliant with legislation and there are ongoing efforts to bring them into full compliance. The data provided for this quarter is not a full quarter's data, as the process implementation occurred during the quarter. Performance is expected to improve in the next quarter, due to a more complete data set and continuing efforts to support businesses into compliance.

OCC09.02 Percentage of businesses that were either compliant when visited or brought into compliance during the period (Protection)

%

N/A

90.00

100.00



GREEN

90.00

100.00



GREEN

Comments : Quarterly reporting pattern.

All businesses inspected during the period were found either to be compliant/broadly compliant with legal requirements, or brought in to compliance via advice, support and/or action by the fire protection team.

OCC09.04 Value of retained Apprenticeship levy in Oxfordshire measured in £Millions

£

Comments : The service area is continuing to develop this metric.

OCC10.06 Adult social care complaints completed outside of timeframe

%

N/A

20.00

9.00



GREEN

20.00

9.00










GREEN

Comments : Quarterly reporting pattern.

Of the 26 stage 1 complaints received, 18 closed during the quarter, 17 within timescale and 1 complaint was closed outside of the standard timescale. 8 remain open within timescale.

Of the 6 stage 2 complaints received, 4 were closed at the end of the quarter, 3 within timescale and 1 complaint was closed outside of timescale. 2 remain open within timescale.

During Quarter 1, a total of 32 complaints were logged. The standard resolution timescale for Statutory Stage 1 complaints is 15 working days and Statutory Stage 2 is 20 working days.

OCC10.07 Children's Social care complaints completed outside of timeframe	%	N/A	20.00	15.00	 GREEN	20.00	15.00	 GREEN
<p>Comments : Quarterly reporting pattern. During Quarter 1, a total of 27 complaints were logged.</p> <p>Of the 19 stage 1 complaints received, 12 were closed, 10 within timeframe and 2 complaint were closed outside of the standard timescale. 7 still remain open.</p> <p>Of the 5 stage 2 complaints received all remain open and within timescale.</p> <p>Of the 3 stage 3 complaints received, 1 was closed within timescale and 2 remain open within timescale.</p> <p>The standard resolution timescale for Statutory Stage 1 complaints is 20 working days, Statutory Stage 2 is 65 working day and Statutory Stage 3 is 50 working days.</p>								
OCC10.08 Corporate complaints completed outside of timeframe	%	N/A	20.00	22.50	 AMBER	20.00	22.50	 AMBER
<p>Comments : Quarterly reporting pattern. During Quarter 1, a total of 135 complaints were logged. The standard resolution timescale for Stage 1 complaints is 10 working days and Stage 2 is 20 working days.</p> <p>Of the 109 stage 1 complaints received, 62 were closed within timescale, 18 (22.5%) were closed outside the standard timescale, 27 remain open within timescale. 2 are open outside of timescale.</p> <p>Of the 26 stage 2 complaints received, 6 were closed within timescale, 1 (14.3% complaint was closed outside of timescale. 19 remain open within timescale.</p> <p>The customer service continues to work with services to ensure prompt resolution of the complaints logged.</p>								
OCC10.09 Number of FOI's completed outside of timescale	%		10.00	0.00	 GREEN	10.00	0.00	 GREEN
<p>Comments : Quarterly reporting pattern. A total of 451 requests were logged as FOI/EIR during Q1-2025</p> <p>361 requests have been closed during Q1, all within the 20 working days of receiving the initial request. No requests were closed outside of timescale.</p>								

90 requests remain open and on-time within 20 working days of receiving the initial requests, with none remaining open outside of timescale.

OCC11.01 Overall forecast revenue variance across the Council

%



0.00

(1,100,000.00)



GREEN

0.00

(1,100,000.00)



GREEN

Comments : N/A

OCC11.02 Achievement of planned savings

%



90.00

100.00



GREEN

90.00

100.00



GREEN

Comments : N/A

OCC11.03 General balances are forecast to remain at or above the risk assessed level

%



85.00

117.00



GREEN

85.00

117.00



GREEN

Comments : N/A

OCC11.04 Directorates deliver services and achieve planned performance within agreed budget

%



1.00

0.20



GREEN

1.00

0.20



GREEN

Comments : N/A

OCC11.05 Total Outturn variation for DSG funded services (schools/early years)

%



0.00

0.00



GREEN

0.00

0.00



GREEN

Comments : N/A

OCC11.06 Total Outturn variation for DSG funded services (high needs)

£



26,700,000.00

44,800,000.00



RED

26,700,000.00

44,800,000.00



RED

Comments :

In January 2025, the budget proposal cabinet paper outlined the initial funding and deficit for 2025/26 High Needs Dedicated Schools grant funding and deficit of £26.7m. Following the 2024/25 outturn position and further assessments, the High Needs Budget for 2025/26 has been revised to an in-year deficit of £42.3m. Based on the latest forecast is expected to overspend that by £2.5m driven by continuing demand outstripping grant funding increases.

OCC11.07 Use of non-DSG revenue grant funding

%



95.00

100.00



GREEN

95.00

100.00



GREEN

Comments : N/A

OCC11.08 % of agreed invoices paid within 30 days

%



95.00

95.50



GREEN

95.00

95.50



GREEN

Comments : Performance is 95.50%, surpassing the 95% target but down from March 96.28%. Both Children's Social Care (96.83%) and Adult Social Care (98.99%) systems exceeded targets, while purchase orders fell just short at 94.81%.

OCC11.09 Invoice collection rate - Corporate Debtors

%



97.00

97.79



GREEN

97.00

97.79



GREEN

Comments : This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we measured in voices issued in November 2024. The collection rate was 97.79%, slightly down on performance in the previous period at 98%. Year to date we remain above the target of 95%.

OCC11.10 Debt requiring impairment - Corporate Debtors

£



500,000.00

831,442.00



RED

500,000.00

831,442.00



RED

Comments : Debt requiring impairment is the value of invoices with potential to become unrecoverable. The potential loss requires recording in the accounts at year end. If at year end there is an overall increase in the value of invoices at risk, we are required to top up the impairment balance. Consequently, this figure is tracked through the year.

Debt requiring impairment this month is £0.831m. The top five cases, including two which are in liquidation, account for 59% of the total bad debt and is being actively worked on by Legal Services and Debt Recovery Officers.

There has been an improvement in the debt requiring impairment, with an additional payment of £293k further reducing the total and bringing it very close to the target for corporate debt.

This further reduction will reflect in the next reporting period.

OCC11.11 Debt requiring impairment - Adult
Social Care contribution debtors

£



4,300,000.00

4,560,392.99



RED

4,300,000.00

4,560,392.99



RED

Comments : The 2024-25 year-end adults care contribution impairment for bad debt was £4.51m. At the end of this period, it is £4.56m, an increase of £0.05m.

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.

We are revising our approach to overdue debt and bringing together a debt reduction and recovery plan.

OCC11.12 Invoice Collection Rate - Adult Social
Care contribution debtors

%



94.00

93.80



RED

94.00

93.80



RED

Comments : In this period, we measured invoices issued in November 2024. The 120-day invoice collection rate was 93.80% for this period, below the new stretch target of 94%.

As a result of an increase in target for 2025/26, the collection rate has for the first time in 12 months fallen below its target by a slight decline in performance by 0.20 percentage points

Linked Items

Unit

Trend

Period Performance

YTD Performance

Target

Actual

Indicator

Target

Actual

Indicator

OCC01.01 Reduction in corporate emissions
within our "Carbon Neutral by 2030" target

#



240.00

204.00



RED

240.00

204.00



RED

Comments : Annual reporting pattern, April 2024 - March 2025

The emissions under scope of OCC's Carbon Neutrality 2030 target covers four areas i.e., property, highways electrical assets, fleet and staff mileage. Note: This KPI is reported on an annual basis, with a three-month delay due to the time required for data collection (particularly business mileage data).

In 2024/25, the Council reduced its carbon emissions by 204 tonnes of CO2e compared to the previous year. However, this is 36 tonnes below the target of 240 tonnes.

The reason for this is slow paced in delivery of property and fleet decarbonisation programme. This is due to delay in procurement of delivery mechanism for property retrofit works and

volatility in electric vehicle market and changing procurement rules.

Property Decarbonisation: As mitigation, procurement for property has now been finalised and delivery started. However, there is risk that delivery for 2025/26 might creep in to 2026/27 risking underachievement also for 2025/26, due to complicated mechanical a& electrical design across some of our bigger building.

Fleet Decarbonisation: The delay in meeting outline target of replacing 99 EVs in 2024/25 was not realised because of reviewing appropriate procurement route related to new procurement act requirements that led to unplanned delays. As a result of this, we have carried forward 14 EVs from 2024/25 The 14 vehicles FM had identified did not make the timeline for the financial year 2024/25 and therefore been carried forward into 2025/26 making the target for this year of 74 electric vehicles.

To improve performance, services are introducing service level KPIs as part of the operational plan delivery for next 2 years and carbon management plan. These will be monitored monthly by the services leading the delivery of decarbonisation work, such as property and fleet services.

OCC02.02 Domestic abuse victims - Number of times refuge bedspaces have been occupied	#	N/A	39.00	36.00	<div><div></div><div></div><div></div></div> AMBER	39.00	36.00	<div><div></div><div></div><div></div></div> AMBER
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Comments : Annual reporting pattern. Reporting period April 2024 - March 2025, data is provided 3 months in arrears.

In total, 36 adults and children have moved into refuge. This does not include those who declined a space. The service is facing challenges, especially with housing larger families due to space constraints and the lack of suitable long-term accommodation in Oxfordshire, which has led to some residents staying beyond their six-month limit and facing eviction. We're working to resolve these issues. Oxfordshire Domestic Abuse Service is raising them through the Oxfordshire Domestic Abuse Safe Accommodation Strategy and its working group to find better solutions and support.

This is an annual measure with a three-month reporting lag. In 2024/25, refuge bedspaces were occupied 36 times, falling slightly short of the target of 39. Although the decline is minimal, it highlights demand for safe accommodation for domestic abuse victims. The Council continues to seek ways to support residents in need of refuge. Plans are in place to increase the number of spaces available for victims of domestic abuse.

OCC02.04 Female Inequality in life expectancy at Birth	#	<div><div></div><div></div><div></div></div>	4.40	4.80	<div><div></div><div></div><div></div></div> AMBER	4.40	4.80	<div><div></div><div></div><div></div></div> AMBER
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Comments : Annual reporting pattern. Reporting Period 2021-2023



Oxfordshire Inequality in life expectancy at birth for females has increased by 0.2 from the previous year (4.6) and remains higher than levels reported before the pandemic (2018-20 - 4.0).

A total of 14 Community Insight Profiles have now been completed. The final profile for Bicester West is due to be published online by the end of June 2025. All reports are available on the Oxfordshire data hub along with a link to access to the new Interactive Community Insight Profile (ICIP) Dashboard. Grant funding rounds for the initial 10 priority areas and Berinsfield are now complete with grant schemes for Witney Central area, Wood Farm and Bicester West currently in the planning stages. Community Health Development Officers (CHDOs) are in place to cover 13 of the 14 profile areas, and contracts for the CHDOs in the initial 10 priority areas are being extended following an evaluation of their roles.

This is an annual KPI relating to 2021/23 financial years, with a three-month reporting lag. This KPI looks at the average number of additional years a female baby born in the least deprived 20% of areas can expect to live compared to one born in the most deprived 20% has exceeded its target



The target is set at 4.40, while the performance 4.80. This indicates a wider gap in life expectancy than anticipated, suggesting that life expectancy inequality between the most and least deprived areas have increased beyond the target. While performance indicates an increase, it highlights the need for continued efforts to reduce disparities in health outcomes across the county.

Although inequality increased during the 2021–2023 period, the number of community profiles produced rose by one compared to the 2020–2022 period. The final profile for Bicester West was scheduled to be published online by the end of June 2025.



OCC02.05 Male Inequality in life expectancy at Birth	#	↓	5.80	5.40	 GREEN	5.80	5.40	 GREEN
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Comments : Annual reporting pattern Period (2021-23)
Oxfordshire Inequality in life expectancy at birth for males has increased by 0.2 from the previous year (4.6) and remains higher than levels reported before the pandemic (2018-20 - 4.0).

A total of 14 Community Insight Profiles have now been completed. The final profile for Bicester West is due to be published online by the end of June 2025. All reports are available on the Oxfordshire data hub along with a link to access to the new Interactive Community Insight Profile (ICIP) Dashboard. Grant funding rounds for the initial 10 priority areas and Berinsfield are now complete with grant schemes for Witney Central area, Wood Farm and Bicester West currently in the planning stages. Community Health Development Officers (CHDOs) are in place to cover 13 of the 14 profile areas, and contracts for the CHDOs in the initial 10 priority areas are being extended following an evaluation of their roles.




OCC02.06 Number of completed profiles for local communities with the greatest health inequalities	#	↔	14.00	14.00	 GREEN	14.00	14.00	 GREEN
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Comments : Annual reporting pattern, period A total of 14 Community Insight Profiles have now been completed. The final profile for Bicester West is due to be published online by the end of June 2025. All reports are available on the Oxfordshire data hub along with a link to access to the new Interactive Community Insight Profile (ICIP) Dashboard.

OCC03.02 % of the eligible population aged 40-74 who have been offered NHS Health Check	%	N/A	18.00	18.54	 GREEN	18.00	18.54	 GREEN
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Comments : Annual reporting pattern, period 2024/25

The annual achievement of 18.54% is within a threshold that meets the annual targets set for Primary Care for this measure (18% - 22%).

OCC03.05 Of those residents invited for a NHS Health check, the % who accept and complete the offer	%		42.90	44.24	 GREEN	42.90	44.24	 GREEN
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Comments : Annual reporting pattern, Period 2024/25

2024/25 saw an increase in the number of NHS Health Check invitations sent compared to the previous year. Of these invitations sent 44.24% of residents chose to take up the offer of an NHS Health Check either in the community or Primary Care, although above target this is a decline in performance from April 2023 – March 2024 50.9%.

OCC03.12 Numbers in treatment: Alcohol only during the financial year	#		794.00	1,002.00	 GREEN	794.00	1,002.00	 GREEN
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Comments : Annual reporting pattern, Period 2024/25

In line with national strategic aims, extensive partnership work and outreach with those with health inequalities has supported the partnership to continue to increase the number of people in treatment over the last year, and rates of increase are above the England average. This demonstrates the impact of additional investment from central government linked to the national strategy.

OCC05.04 % of Annual change in average nitrogen dioxide concentrations in AQMAs	%		10.00	3.00	 RED	10.00	3.00	 RED
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Comments : Annual reporting pattern. measure reporting a year in arrears. Data is provided during the first quarter of the following year. There are currently 9 air quality management areas (AQMA) in Oxfordshire declared in relation to nitrogen dioxide concentrations. The highest levels recorded in each of the 9 AQMA within Oxfordshire were recorded by the District and City Councils. The average of the highest levels recorded was 31.26 µg/m3 which is less than the UK's statutory limit of 40 µg/m3.

The 2024/25 figure is a 3 % reduction in the average of highest nitrogen dioxide levels recorded in each of the 9 AQMA (under the 10 % target by 7 %) compared to 2023 levels and a 39 % reduction compared to the baseline year of 2019. Every year air pollutant levels are likely to fluctuate due to weather conditions and other local conditions such as road closures near monitoring site. However, the downward trend is apparent across the UK, with most monitoring sites showing reductions in nitrogen dioxide levels. This is likely to be due to newer road vehicles having to meet stricter emission standards and the uptake of electric road vehicles. A national move away from coal usage in power generation has also impacted nitrogen dioxide levels.

The Service is working in line with the Council's Air Quality Strategy and Route Map actions, and the Environment Act 2021 duty to co-operate with the District and City Councils' Air Quality

1. Complaints and FOI Requests

1.1 Summary of Statutory and Corporate Complaints (Q1-2025)

- A total of 194 complaints were logged during Q1- 2025, comprising 154 stage 1 complaints, 37 stage 2 complaints and 3 stage 3 complaints. This represents a 10.2% increase compared to the last quarter.
- 122 cases were closed, 99 within of timescale and 23 outside of it. There are 72 cases still open, 67 within timescale and 5 outside of timescale.
- Children's services received the most cases, with 117 of the 194 total cases. Of these, 71 were closed (55 within and 16 outside of timescale), 46 remain open (42 within of timescale and 4 outside).

1.2 Freedom of Information Requests (FOI) and Environmental Information Regulation (EIR).

- A total of 451 requests were logged as FOI/EIR during Q1-2025, this represents a 16.6% decrease compared to the last quarter.
- 361 requests have been closed during Q1, all within the 20 working days of receiving the initial request. No requests were closed outside of timescale.
- 90 requests remain open and on-time within 20 working days of receiving the initial requests, with none remaining open outside of timescale.
- 90% of requests were closed within timescale.

Stage 1 Complaints

Q1-2025

	01. Number of complaints received	02. Complaints closed at the end of the quarter	03. Closed within timescale	04. Closed outside of timescale	05. Percent closed within timescale	06. Open within timescale	07.Percent open within timescale	08. Open outside of timescale	09. Percent open outside of timescale	10. Number upheld	11. Percent upheld
Adult Social Care Corporate Stage 1	1	1	1	0	100%	0	0%	0	0%	0	0%
Adult Social Care Statutory Stage 1 (internal timescale)	26	18	17	1	94%	8	100%	0	0%	11	61%
Children's Corporate Stage 1	70	55	41	14	75%	14	93%	1	7%	10	18%
Children's Statutory Stage 1	19	12	10	2	83%	5	71%	2	29%	1	8%
Community Safety Stage 1	0	0	0	0	0%	0	0%	0	0%	0	0%
Economy & Place Stage 1	23	14	11	3	79%	9	100%	0	0%	4	29%
Highways & Environment Stage 1	5	3	2	1	67%	1	50%	1	50%	0	0%
Law & Governance Stage 1	0	0	0	0	0%	0	0%	0	0%	0	0%
Public Health Stage 1	1	0	0	0	0%	1	100%	0	0%	0	0%

Resources Stage 1	5	4	4	0	100%	1	100%	0	0%	1	25%
Transformation Digital & Customer Experience Stage 1	4	3	3	0	100%	1	100%	0	0%	1	33%
Stage 1 Complaints Total	154	110	89	21	81%	40	91%	4	9%	28	25%

Stage 2 Complaints											
Q1-2025											
	01. Number of complaints received	02. Complaints closed at the end of the quarter	03. Closed within timescale	04. Closed outside of timescale	05. Percent closed within timescale	06. Open within timescale	07.Percent open within timescale	08. Open outside of timescale	09. Percent open outside of timescale	10. Number upheld	11. Percent upheld
Adult Social Care Corporate Stage 2	0	0	0	0	0%	0	0%	0	0%	0	0%
Adult Social Care Statutory Stage 2 (Internal timescale)	6	4	3	1	75%	2	100%	0	0%	2	50%
Children's Corporate Stage 2	20	3	3	0	100%	17	100%	0	0%	0	0%
Children's Statutory Stage 2	5	0	0	0	0%	5	100%	0	0%	0	0%
Community Safety Stage 2	0	0	0	0	0%	0	0%	0	0%	0	0%
Economy & Place Stage 2	2	1	1	0	100%	1	100%	0	0%	0	0%
Highways & Environment Stage 2	3	3	2	1	67%	0	0%	0	0%	0	0%
Law & Governance Stage 2	0	0	0	0	0%	0	0%	0	0%	0	0%

Public Health Stage 2	0	0	0	0	0%	0	0%	0	0%	0	0%
Resources Stage 2	1	0	0	0	0%	1	100%	0	0%	0	0%
Transformation Digital & Customer Experience Stage 2	0	0	0	0	0%	0	0%	0	0%	0	0%
Stage 2 Complaints Total	37	11	9	2	82%	26	100%	0	0%	2	18%

Stage 3 Complaints											
Q1-2025											
Page 137	01. Number of complaints received	02. Complaints closed at the end of the quarter	03. Closed within timescale	04. Closed outside of timescale	05. Percent closed within timescale	06. Open within timescale	07.Percent open within timescale	08. Open outside of timescale	09. Percent open outside of timescale	10. Number upheld	11. Percent upheld
Children's Statutory Stage 3	3	1	1	0	100%	1	50%	1	50%	0	0%

		Previous Quarter 4 24/25	Current Quarter 1 25/26	Actual
Adult Social Care All Complaints	Adult Social Care	31	28	-3
	Adult Social Care Corporate Housing	0	0	0
	Commissioning	0	5	+5
Children's Services All Complaints	Children's Education	66	68	+2
	Children's Social Care	45	49	+4
Environment and Place All Complaints	Highways and Operations	7	8	+1
	Planning, Environment and Climate Change	14	25	+11
	Transport and Infrastructure	11	3	-8
Public Health and Community Safety All Complaints	Public Health and Community Safety	0	1	+1
Resources Directorate (CODR and L&G) All Complaints	Customer and Culture	0	4	+4
	Finance	2	3	+1
	HR and OD	0	0	0
Total All Complaints	Total	176	194	+18

FOIs

Q1-2025

	01. Number of complaints received	02. Complaints closed at the end of the quarter	03. Closed within timescale	04. Closed outside of timescale	05. Percent closed within timescale	06. Open within timescale	07.Percent open within timescale	08. Open outside of timescale	09. Percent open outside of timescale
Adult Social Care FOIs	38	36	36	0	100%	2	100%	0	0%
Children's Services FOIs	67	51	51	0	100%	16	100%	0	0%
Community Safety FOIs	31	24	24	0	100%	7	100%	0	0%
Economy & Place FOIs	35	29	29	0	100%	6	100%	0	0%
Highways & Environment FOIs	129	100	100	0	100%	29	100%	0	0%
Law & Governance FOIs	10	6	6	0	100%	4	100%	0	0%
Public Health FOIs	16	15	15	0	100%	1	100%	0	0%
Resources FOIs	116	93	93	0	100%	23	100%	0	0%
Transformation Digital & Customer Experience FOIs	9	7	7	0	100%	2	100%	0	0%
All FOIs Total	451	361	361	0	100%	90	100%	0	0%

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Homes for Ukraine Scheme Update and Proposed Use of Funding

Following the launch of the Homes for Ukraine (HfU) scheme by the government in March 2022, upper tier councils have been in receipt of a tariff fund for individual arrivals in their area of responsibility. Funding was 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 continues 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.

The overall grant funding received to date, which is based on the number of new Ukrainian arrivals on the HfU programme in Oxfordshire is £25.8m. The original tariff allocation was intended to cover two years but as the invasion continued it has been extended to support Ukrainians for up to 3 years from arrival, with the most recent arrivals funded to stay in Oxfordshire until July 2028.

The partnership supports a range of migrant groups and not just Ukrainians. The HfU grant is the main grant fund that is managed by the County Council. The other funding streams are paid direct to the District/ City 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. 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.

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 received.

The level of the funding and the number 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.

Changes since 2024

Ukraine Permission Extension Scheme: Ukrainians have an opportunity to stay a further 18 months (after their 3-year visa expires). Ukrainians have been applying for the new Ukraine Permission Extension Visas (UPE) since early February 2025 and will continue to do so for 3 years after that. Therefore, it is important that move-on funding is available over this period.

New projects: In November 2024 members of the Oxfordshire Migration Partnership members were invited apply for funding to support Ukrainians. In total 9 projects were approved for funding for 2025-26 and in principle agreement was given was to fund them for a further year to end March 2027. The total funding allocated, across two years for projects is £1,797,940.

Updated spend and allocations

Table 1 below gives a summary of the current funding position for the Homes for Ukraine budget which shows £24.6 million has been proposed for allocation to 31 March 2027 from the total grant funding of £25.8m. £1.2m grant funding remains unallocated. It is proposed that the remaining budget is allocated to 31 March 2028 to cover staffing and projects supporting successful integration.

Table 1: Homes or Ukraine budget summary – July 2025

Total funding	£25.8m
Total allocated – 31 March 2027	£24.6m (£13.4m spent as of July 2025)
Total allocated – 31 March 2028	£25.8m

Table 2 provides further detail of spend to date against the key programmes and staffing. This shows the level of funding allocated by July which includes the proposed funding to 31 March 2027 and the indicative to 31 March 2028.

Table 2: Summary of spend to data and total allocations up to July 2025 – this funding funds staff up to March 2028

Programme element - allocations	Allocation July 2023 £m	Allocation July 2024 £m	Allocation July 2025 £m
Guest payments, DBS etc.	0.6	0.6	0.6
Wraparound support	0.4	0.6	1.09
Community Liaison Officers	0.3	0.7	0.9
Rematching resources (lead authority: Oxford City Council)	0.2	0.5	0.6

Programme element - allocations	Allocation July 2023 £m	Allocation July 2024 £m	Allocation July 2025 £m
Funding allocated to County, City and Districts	5.8	8.9	10.8
Top-up payments for hosts	1.6	1.8	1.8
Bus passes	1.0	1.0	1.0
Move-on PRS, including Housing Capacity Team (lead authority: South Oxfordshire and Vale of White Horse District Councils)	6.0	4.9	5.0
Employment and Skills programme (lead authority: Oxfordshire County Council)	1.2	1.6	1.9
Football Inclusion Officer (Lead authority: Cherwell)		0.035	0.035
Community Grants (Lead authority: Cherwell)		0.050	0.050
Aspire Employment Project (Lead authority: OCC)		0.013	0.013
Impact Assessment (Lead authority: OCC)		0.020	0.020
Move On contingency (reallocated)		1.6	
Projects 2025-2026			0.43
Projects 2026-2027			0.43
Total allocated funding to March 2027	17.1	22.3	24.7
Total tariff funding	21	23.1	25.8
Unallocated funding to March 2027	3.9	0.8	1.1

Guest Payments, DBS checks etc.

£525,800 spend July 2025 – 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. The figure also includes DBS checks on hosts.

Wraparound support for Ukrainian guests

£624,319 spend July 2025 – allocation increased to £0.86.

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 started in March 2025 which focuses on current needs, including employment, housing and wellbeing.

Community Liaison Officers (CLOs)

£468,165 spend July 2025 - allocation increased to £0.9m (resource extended to March 2027)

These officers are linked to city and district council areas and work closely with the wraparound support provided through the contract. The officers provide support for Ukrainian hosts and guests in their localities and provide an overview of community services and support. Increasingly, the CLO role is adapting to support wider needs of those settling in the county, such as those staying in asylum dispersal accommodation.

Rematching resources

£425,758 spend July 2025 - allocation increased to £0.6m (resource extended to March 2027)

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. The rematching team continue to rematch, largely single person, households to reduce the need for Temporary Accommodation. The team has far greater focus on offering upstream bespoke housing advice to guests not yet in need of statutory homelessness support and therefore helps to prevent homelessness. The team will be scaled down to one post in 2026/2027.

Funding allocated for Administration/ discretionary costs

£6,916,687 spend July 2025 – allocation increased to £10.83 m resource extended to March 2027)

Funding for city, district and county councils to cover the costs of administering the Homes for Ukraine scheme. 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, this was intended to cover the first two years of the scheme. Any funding remaining in the city and district's allocation has been carried over for them to continue to support staffing and administration costs in 2025/2026. Further allocations will support staffing across the system until March 2027, with an indicative allocation set for 2027/2028.

Top up for host payments

£1,1170,700 spend by July 2025 – no increase in allocation

Host payments have been £350 per month (down from £550 p/m) since April 2025. These payments are made by the government.

Bus passes for Ukrainian guests

£798,810 spend July 2025 – 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.

Move on Private Rental Sector (PRS)

£1,954,057 spend July 2025 – allocation increased to £5.02m

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.

Move On funding was allocated to the city and districts in the early stages of the scheme to support Ukrainian guests moving into private rental accommodation. Whilst current spend is modest from this overall allocation, the risks related to rising homelessness across all cohort groups remain. It is essential to have budget available to reduce the risk of homelessness and support Ukrainians to move into settled accommodation and prevent the use of temporary accommodation. The Migration Partnership will consider proposals to reallocate some of this funding to support wider integration activity in 2026/27.

Employment and skills programme

Spend £761,000 July 2025 (allocation increased to of £1.9m to March 2027)

Stable employment is critical for Ukrainian guests to be able to access sustainable accommodation and minimise homelessness. The programme includes training and conversion courses, courses for English Speakers of Other Languages (ESOL) and provision for 16-19 year olds. There is significant demand for ESOL amongst refugees, migrants and asylum seekers, with waiting lists reported across all local colleges. This provision is vital to support English language attainment.

District and City Council grant agreements

The additional funding allocation is set out in the Table 1 above with further funding as required by each council within the overall Homes for Ukraine envelope agreed by the Director of Finance in consultation with city and district councils s151 officers.

Initial spending was agreed in outline by Chief Executives 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 has been provided in retrospect.

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

Quarterly finance reports are presented to the Oxfordshire Migration Partnership and Oxfordshire Treasurers Association to maintain oversight of the HfU funding.

CABINET – 16 SEPTEMBER 2025

CAPITAL PROGRAMME APPROVALS – SEPTEMBER 2025

Report by the Executive Director of Resources and Section 151 Officer

Recommendations

1. The Cabinet is RECOMMENDED to:
 - a. approve the inclusion of Grove Airfield Primary School (Phase 2 of Grove Airfield Development) into the capital programme with an indicative budget of £1.600m
 - b. approve £2.400m to enable the purchase of two new buildings to facilitate staff relocation

Executive Summary

2. The Capital Programme was approved by Council in February 2025 and updated during the year through the capital programme and monitoring reports. This report sets out changes to the capital programme requiring Cabinet approval to be incorporated into the agreed programme and included in the next update to the Capital Programme in October 2025.

Introduction

3. The Capital Programme sets out how the Council will use Capital expenditure to deliver the Council's priorities as set out in the Strategic Plan 2022-25. The Capital Programme is updated quarterly and fully refreshed annually as part of the Budget and Business Planning Process to ensure that it remains aligned to the latest priorities, reflects the latest cost projections and profile for delivery, and incorporates the current funding position.
4. On occasion, variations to the Capital programme are recommended to Cabinet. There are no variations included within this report.

Property

Grove Airfield Primary School (Phase 2 of Grove Airfield Development)

5. The County Council has a statutory duty to ensure that there are sufficient school places to meet the needs of the local population. A second primary school, to be delivered by the developer, is required to meet the demand generated by the second phase of the new housing development of up to 2,500 new dwellings at Grove Airfield.

6. Approval is required to enter this scheme into the capital programme with an indicative budget of £1.600m to be fully funded by S106 developer contributions.

New Staff Accommodation

7. The Property Strategy was approved by Cabinet in November 2022 with the objective being to release leased buildings to realise revenue savings and to optimise the use of County-owned buildings.
8. As part of the strategy, a new programme of work, 'The Asset Rationalisation Programme', was established to deliver the Property Strategy objectives. A total of £7.00m of funding was allocated to the Asset Rationalisation Programme (£4.700m agreed by Council in February 2022 and a further £2.300m agreed in February 2024.)
9. Approval is required to release £2.400m from the Asset Rationalisation Programme fund to purchase two new properties. This will enable a leased property to be vacated generating on-going cost savings.

Financial Implications

10. The financial implications are contained within the report. Funding for Grove Airfield School will be met from secured and held s106 developer contributions. Funding for the purchase of properties as part of the Asset Rationalisation Programme will be met from existing funding built into the capital programme.

Comments checked by:
Kathy Wilcox, Head of Corporate Finance

Staff Implications

11. As a consequence of the Asset Rationalisation Programme, employees will be relocating from one site to another. Staff will be fully consulted throughout the progression of the project.

Equality & Inclusion Implications

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

Legal Implications

13. In year changes to the capital programme must be approved by Cabinet in accordance with Financial Regulation and in particular paragraph 5.1.1(iv) permitting Cabinet to agree resource inclusion into the capital programme via a periodic Capital Report to Cabinet, based on the recommendation of the Strategic Capital Board (chaired by the Chief Executive). Comments checked by:

Anita Bradley, Director of Law & Governance and Monitoring Officer

LORNA BAXTER

Executive Director of Resources and Section 151 Officer

Background papers: none

Contact Officers:

Natalie Crawford, Capital Programme Manager

September 2025

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Division(s): N/A

CABINET – 16 SEPTEMBER 2025

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

Cabinet, 21 October 2025

<ul style="list-style-type: none"> ▪ Fire and Rescue Cover Model Proposals for a new operating model that would ensure greater resilience for Fire and Rescue's emergency response resources to provide a more effective response to emergencies 	Cabinet, 2025/152 - Cabinet Member for Community Wellbeing and Safety
<ul style="list-style-type: none"> ▪ Update to the Street Lighting and Illuminated Assets Policy with respect to Part Night Lighting Update to the Street Lighting and Illuminated Assets Policy with respect to Part Night Lighting, and consultation feedback. 	Cabinet, 2025/086 - Cabinet Member for Place, Environment and Climate Action
<ul style="list-style-type: none"> ▪ Get Oxfordshire Working To receive an update and approve the local plan for the centrally funded Get Oxfordshire Working project. 	Cabinet, 25/128 - Cabinet Member for Future Economy and Innovation
<ul style="list-style-type: none"> ▪ Future Bus Regulation Options To note the findings of the Future Bus Regulation Options Report and consider officer recommendations. 	Cabinet, 2025/091 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Capital Programme Monitoring Report Financial Report on capital spending against budget allocations, including any necessary capital programme approvals 	Cabinet, 2025/013 - Cabinet Member for Finance, Property and Transformation
<ul style="list-style-type: none"> ▪ Oxfordshire Safeguarding Children's Board Annual Report 2024-25 To note the report and its conclusions. 	Cabinet, 2025/096 - Cabinet Member for Children and Young People
<ul style="list-style-type: none"> ▪ Oxfordshire Safeguarding Adults Board Annual Report 2024-25 To note the report and its conclusions. 	Cabinet, 2025/097 - Cabinet Member for Adults

<p>▪ Biodiversity Action Framework and Action Plan The Biodiversity Action Framework sets out Oxfordshire County Council's guiding principles, policies and objectives for tackling the ecological emergency and fulfilling our statutory obligations to further the conservation and enhancement of biodiversity under the Natural Environment and Rural Communities Act.</p> <p>The Biodiversity Action Plan sets out, in table form, 43 actions for 2025-26 to implement the policies in the Biodiversity Action Framework. The actions have been identified for delivery across county council services.</p>	<p>Cabinet, 2025/141 - Cabinet Member for Place, Environment and Climate Action</p>
<p>▪ Local Nature Recovery Strategy The reason for coming to the meetings is to invite Oxfordshire County Council's Cabinet to approve and adopt the first Local Nature Recovery Strategy (LNRS) for Oxfordshire. The LNRS seeks approval to launch the final map tool and strategy documents online to the public.</p> <p>The strategy sets out targeted, recommended locations to focus upcoming nature recovery actions in Oxfordshire. The goal of the strategy is to produce a shared vision of nature recovery with partners across Oxfordshire and to use the documents and mapped areas to drive a more joined-up delivery of local nature recovery actions. If delivered, this would create a more resilient network of nature in Oxfordshire with great benefits for both people and wildlife. The preparation and production of this strategy is a statutory duty for Oxfordshire County Council through the Environment Act 2021.</p>	<p>Cabinet, 25/159 - Cabinet Member for Place, Environment and Climate Action</p>
<p>▪ Delegated Powers Report for July to September 2025 To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.1 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in.</p>	<p>Cabinet, 2025/163 - Leader</p>
<p>▪ Strategic Plan 2025-2028 To present the Strategic Plan 2025-2028 to Cabinet for approval prior to recommendation to Council for adoption in November 2025.</p>	<p>Cabinet, 2025/167 - Leader</p>
<p>▪ Business Management & Monitoring Report - Finance Update and Monitoring Report (August 2025). Provide an update on the council's forecast finance position as at the end of August 2025</p>	<p>Cabinet, 25/181 - Cabinet Member for Finance, Property and Transformation</p>

<ul style="list-style-type: none"> ▪ Enterprise Zone Business Rates - Forecast and Update on Planned Use To provide an update on forecast retained business rates for the two Enterprise Zones in Oxfordshire and existing planned use. 	Cabinet, 2025/183 - Cabinet Member for Finance, Property and Transformation
<ul style="list-style-type: none"> ▪ S106 Project – Accelerated Delivery and Corporate Funding To approve the delivery of a Programme of Infrastructure Projects which are part of the s106 Improvement Project. 	Cabinet, 2025/191 - Cabinet Member for Place, Environment and Climate Action

Delegated Decisions by Cabinet Member for Transport Management, 9 October 2025

<ul style="list-style-type: none"> ▪ A40 HIF2 Dukes Cut Wolvercote Bridge Maintenance Works - Decision to Progress to Construction Decision to agree funding for construction phase for project to allow for contractor award. 	Delegated Decisions by Cabinet Member for Transport Management, 25/145 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Proposed Speed Limit Changes (B430, Weston on the Green) New 30 & 40mph limits being promoted for road safety 	Delegated Decisions by Cabinet Member for Transport Management, 2025/106 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ A4074, Oxford to A4310: Speed Limit Reductions Proposed changes for safety reasons along the A4074 corridor include reductions to 50 and 40mph on various lengths between Oxford and the County Boundary and also including the A4130 Wallingford bypass 	Delegated Decisions by Cabinet Member for Transport Management, 2025/115 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Oxford City - Formalisation of Prohibition of Driving Restrictions Proposed TRO to formalise existing locations where access restrictions are in place. 	Delegated Decisions by Cabinet Member for Transport Management, 25/135 - Cabinet

	Member for Transport Management
<ul style="list-style-type: none"> ▪ Carterton and the surrounding area Local Cycling and Walking Infrastructure Plan Approval sought of Carterton and the surrounding area Local Cycling and Walking Infrastructure Plan 	Delegated Decisions by Cabinet Member for Transport Management, 25/138 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Proposed 20mph Speed Limits - Carterton and Brize Norton Proposals as part of the County Council's 20mph speed limit project 	Delegated Decisions by Cabinet Member for Transport Management, 25/143 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Proposed Experimental Order - A40, Barnard Gate - Banned Turns Report of informal consultation on proposals to ban the right turns from junctions off the A40 at Barnard Gate. The report will request the introduction of an ETRO to be introduced which will be monitored by the road safety team 	Delegated Decisions by Cabinet Member for Transport Management, 2025/144 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Proposed Waiting Restrictions - Various Locations, Oxford City The purpose of these proposals is to introduce lengths of No Waiting at any time for one or more of the following reasons: To prevent obstructive parking which impedes larger vehicles (Parktown and Frenchay Road), to prevent obstructive parking in general, to prevent parked cars obstructing visibility and allow the relocation of a Bus Stop (Grenoble road) 	Delegated Decisions by Cabinet Member for Transport Management, 25/156 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Proposed No Waiting Restrictions - Various Locations, Bicester Proposed no waiting restrictions at various locations Bicester required to ensure road safety and access is maintained 	Delegated Decisions by Cabinet Member for Transport Management, 25/153 - Cabinet Member for Transport Management

<ul style="list-style-type: none"> ▪ Proposed Gap Closure - A40/B4027, Wheatley Proposed traffic order required to formalise existing gate on existing gap closure 	Delegated Decisions by Cabinet Member for Transport Management, 25/154 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Proposed Parallel Crossing - Welsh Way, Witney Proposed pedestrian crossing as part of an active travel initiative 	Delegated Decisions by Cabinet Member for Transport Management, 25/155 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Faringdon Parking Review 2025/26 Review of parking restrictions, including introduction of permit parking around the centre of Faringdon 	Delegated Decisions by Cabinet Member for Transport Management, 2025/112 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Thame Local Cycling and Walking Infrastructure Plan (LCWIP) The LCWIP identifies a network of walking, wheeling and cycling routes in Thame. It also sets out high level proposals for improvements to the walking and cycling infrastructure that makes up this network. These improvements have been identified through public and stakeholder engagement, an audit process and refined through public consultation. 	Delegated Decisions by Cabinet Member for Transport Management, 25/185 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Proposed Pedestrian Crossings - Ladygrove, Didcot New pedestrian crossing on A4130 at Cow Lane and B4016 at Cow Lane to process access to the development 	Delegated Decisions by Cabinet Member for Transport Management, 25/172 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Graven Hill Development, Bicester - Proposed 20mph and Parking Restrictions 20 mph speed limits required for road safety. 	Delegated Decisions by Cabinet Member for Transport

Parking restrictions required to prevent unsafe parking that could obstruct visibility or access and support a low-speed environment to reduce traffic risks.	Management, 25/171 - Cabinet Member for Transport Management
<p>▪ Rose Hill, Oxford - Proposed Traffic Calming Features</p> <p>Proposal to construct traffic calming features in Oxford, which are being put forward in order to improve safety for 'active travel' users at priority junctions.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2025/169 - Cabinet Member for Transport Management
<p>▪ A420 & Side Roads (Longworth/Southmoor): Proposed 50mph and 40mph Speed Limits</p> <p>Road Safety initiative as part of the County Council's vision zero project</p>	Delegated Decisions by Cabinet Member for Transport Management, 25/170 - Cabinet Member for Transport Management
<p>▪ Oxford and Didcot School Streets - Phase 2 Determination</p> <p>The County Council has introduced an Experimental Traffic Regulation Order (ETRO) to facilitate the introduction of "School Streets" within parts of Didcot & Oxford.</p> <p>A decision is now needed to determine whether to make the changes permanent</p>	Delegated Decisions by Cabinet Member for Transport Management, 2025/187 - Cabinet Member for Transport Management

Delegated Decisions by Cabinet Member for Place, Environment and Climate Action, 9 October 2025

<p>▪ Approval to Enter into Agreements - London Road, Bicester</p> <p>To approve the award of a contract in relation to construction and delivery of the Bicester London Road Active Travel Scheme.</p>	Delegated Decisions by Cabinet Member for Place, Environment and Climate Action, 2025/111 - Cabinet Member for Place, Environment and Climate Action
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Delegated Decisions by Cabinet Member for Finance, Property and Transformation, 10 October 2025

<p>▪ Expansion of Heyford Park School Expansion of Heyford Park School from 2 FE to 3FE to meet demand for pupil places</p>	<p>Delegated Decisions by Cabinet Member for Finance, Property and Transformation, 25/186 - Cabinet Member for Finance, Property and Transformation</p>
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Delegated Decisions by Cabinet Member for Public Health and Inequalities, 7 October 2025

<p>▪ Contractual Changes to Public Health Contracts for above inflation NHS pay awards The Cabinet member is requested to approve new expenditure (via the Public Health Grant) to meet the financial requirements for above inflation NHS pay awards for public health contracts.</p>	<p>Delegated Decisions by Cabinet Member for Public Health and Inequalities, 2025/178 - Cabinet Member for Public Health and Inequalities</p>
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Overview & Scrutiny Recommendation Response Pro forma

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Issue: Education Act 1996 (Section 19) – Response to the report of the Local Government and Social Care Ombudsman

Lead Cabinet Member(s): Cllr Sean Gaul, Cabinet member for Children and Young People

Date response requested:² 15 July 2025

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That, notwithstanding the complexity of the processes being set out, the Council should ensure that the process chart at Annexe B is re-designed to make it clearer and easier to follow.	Partially accepted	The Annex B is an internal workflow chart for officers. It is a complicated picture since there are several different routes/reasons for the Council's section 19 duties to be engaged. We will continue to amend the workflow chart in line with any

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

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

Overview & Scrutiny Recommendation Response Pro forma

		changes in guidance from central Government which is expected in the Autumn.
2. That the Council should highlight how there will be sufficient resource – both financial and practical – to ensure the s.19 approach and Pathway of Action can function adequately.	Partially accepted	We are expecting a significant change in approach from central Government in the Autumn and will then reflect that in our approach to S19.

Overview & Scrutiny Recommendation Response Pro forma

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Issue: **Education Otherwise Than At School (EOTAS) Policy**

Lead Cabinet Member(s): **Cllr Sean Gaul, Cabinet member for Children and Young People**

Date response requested:² **15 July 2025**

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
That the Council, if the draft EOTAS Policy is approved by Cabinet, should commit to co-producing the parent carer guidance relating to the policy in a timely fashion with it being reviewed by the Committee before it is submitted to Cabinet.	Accepted	The revised parent carer guidance will be brought to Scrutiny in the Autumn. The guidance is being co-produced with the EOTAS working group and OCC's co-production team.

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

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

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Overview & Scrutiny Recommendation Response Pro forma

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Issue: Home to School Transport Policy

Lead Cabinet Member(s): Cllr Sean Gaul, Cabinet member for Children and Young People

Date response requested:² 15 July 2025

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Council should work at pace to organise personal transport budgets with appropriate flexibility to take account of individual circumstances.	Accepted	After engagement with other Local Authorities the Council has developed a Personal Travel Budget which it aims to make available to families during the 2025/26 academic year. The Council will begin by working with a small cohort of families to test and refine the PTB option and the process that will underpin it before a wider role out across the service. Engagement with the

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Overview & Scrutiny Recommendation Response Pro forma

		initial cohort begins in August with the aim for some families to begin using a PTB for their Home to School travel needs in early October 2025.
2. That the Council should ensure regular review of the policy is to mean 'annual', subject to legislative changes.	Accepted	The Council will conduct an annual review of it's policies to identify potential alterations to support effective service delivery, improve understanding and support delivery of the Council's wider aims and objectives. Reviews triggered by legislative changes will be conducted as and when necessary.'

Overview & Scrutiny Recommendation Response Pro forma

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Issue: **Transport Working Group (Report of Place Overview and Scrutiny Committee)**

Lead Cabinet Member(s): **Cllr Judy Roberts, Cabinet Member for Place, Environment, and Climate Action
and Cllr Andrew Gant, Cabinet Member for Transport Management**

Date response requested:² **17 June 2025**

Response to report:

Enter text here.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
1. That the Council should invest in resources to audit and map existing cycling and walking infrastructure to understand the current status, condition,	PARTIALLY ACCEPTED	The auditing of active travel <i>infrastructure</i> is a key step that is undertaken in the creation of every LCWIP, and auditing results can be found in each LCWIP report. Earlier LCWIPs may not have followed the same audit procedures as more recent

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<p>and quality (including LTN 1/20 compliance) and identify gaps, including processes to crowdsource.</p>		<p>LCWIPs and will be updated according to OCC's new standardised procedures as soon as is practicable and necessary to do so.</p> <p>As for auditing active travel infrastructure that does not fall within the boundaries of LCWIPs. There are ongoing projects to audit active travel infrastructure on routes identified in the Strategic Active Travel Network to identify the best routes between key trip generators county-wide.</p> <p>Regarding mapping active travel infrastructure, the LCWIP process also involves collecting crowdsourced data on problems with active travel infrastructure in each LCWIP town. This data is used to identify the final list of LCWIP improvements. The Active Travel Team has engaged in a project to map all these proposed LCWIP infrastructure improvements county-wide (See response to recommendation 2).</p> <p>The team has investigated the level of effort that would be required to complete a full map of crowdsourced infrastructure data for Oxfordshire, and the effort is high. Given OCC's ongoing efforts to audit and map LCWIP infrastructure improvements, the additional mapping will need to be phased so that OCC's resources will be best utilised on continuing to develop LCWIPs and identify improvements.</p>
<p>2. That the Council should use open data tools to create publicly accessible, interactive maps that show the status of LCWIP delivery and future projects.</p>	<p>ACCEPTED</p>	<p>The Active Travel Team initiated a project in early 2025 to map all LCWIP improvements county-wide. This mapping project is now underway, and the resulting map will pinpoint the locations and types of all proposed improvements and indicate the delivery status of each improvement. This map will be publicly available and contain interactive and open data features.</p>

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		In parallel, the Active Travel Team is planning to redesign Oxfordshire County Council's active travel webpage to include a list of all proposed LCWIP improvements, along with live updates on their delivery status.
3. That the Council should ensure all relevant teams are trained in LTN 1/20 guidance, and that active travel is integrated into their day-to-day responsibilities.	ACCEPTED	<p>Action has already been taken concrete steps to train officers and embed LTN 1/20 guidance and active travel principles across its operations.</p> <p>Targeted "lunch and learn" sessions have been delivered across teams for training and awareness of LTN 1/20 standards and their implications. Managers have been briefed to reinforce these principles in team meetings, and key staff involved in scheme design are required to engage with training materials and attend relevant courses. The Active Travel Team is also exploring the option of inviting an officer from Active Travel England (ATE) to deliver internal training sessions.</p> <p>In parallel, work is underway to produce the OCC Street Design Code, a comprehensive document that consolidates all existing design guidance—including the Cycling Design Standards, Walking Design Standards, Kerbside Strategy, Bus Stop Design Guidance, and Street Design Guidance—into a single, LTN 1/20-compliant resource. This will ensure that all future design work automatically aligns with national standards and supports funding applications.</p> <p>Finally, the matrix working approach, which is currently being implemented, will ensure that active travel is embedded into the day-to-day responsibilities of relevant teams.</p>
4. That the Council should develop a clear governance structure that outlines the	ACCEPTED	The Active Travel Team recently launched the LCWIP Standardisation Project to address challenges and inconsistencies with the procedures involved in <i>developing</i>

Overview & Scrutiny Recommendation Response Pro forma

<p>roles and responsibilities of different teams in delivering the LCWIP.</p>		<p>LCWIPs. This initiative involves creating a standard template OCC LCWIP along with procedural guidelines. Place planning teams are responsible for the development of LCWIPs, and the Active Travel Team is responsible for guidance and oversight. This work has been carried out in collaboration with Place-Shaping teams and the Active Travel Delivery Team.</p> <p>The LCWIP template and standardisation procedures have now been circulated internally, and place planning teams are in the process of integrating them into their operations.</p> <p>Regarding the <i>delivery</i> of LCWIPs, the standardisation process also introduced a countywide active travel improvements prioritisation procedure. This ensures all identified improvements are prioritised using a consistent framework and allows funding to be allocated to the highest priority improvement based on scoring.</p> <p>These steps lay a firm foundation for delivering LCWIP improvements in a strategic and well-balanced way. We will work on establishing a common process once an improvement has been selected for delivery. We acknowledge that a detailed governance structure regarding the delivery of LCWIPs could further improve the new systems and will incorporate the task of designing a new delivery governance structure into the LCWIP standardisation procedures.</p>
<p>5. That the Council should develop its own in-house capacity to design and develop active travel schemes and bring them forward for delivery.</p>	<p>PARTIALLY ACCEPTED</p>	<p>In house capacity and capability is preferable to outsourcing and there is a commitment to build this, however, a level external support will still be required both in relation to skill sets and certain activity within the design and delivery process, along with not over resourcing internally when work levels fluctuate.</p>

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<p>6. That the Council should actively develop a strategic approach to funding that includes identifying potential sources of funding and engaging with external organisations to secure financial support, including a revised approach to active travel whereby strategic funding becomes business as usual.</p>	<p>ACCEPTED</p>	<p>As described in responses to recommendations 4 and 9, the Active Travel Team has recently implemented improved funding allocation procedures for prioritised LCWIP improvements county-wide. After improvements are prioritised around the end of this calendar year, these procedures will enable officers to efficiently allocate funding from existing stable streams including annual Council capital funding for active travel, ATE funding, DfT funding, Sustrans funding, and CIL (Community Infrastructure Levy) funding making strategic funding business as usual.</p> <p>The council is actively working to streamline the s106 funding process, with the aim to secure future developer contributions to help deliver identified LCWIP interventions.</p> <p>OCC officers actively engage with external funders to identify additional funding for projects where needed, and we will continue to do so for active travel projects. See responses to Recommendations a. and 10 for more details.</p>
<p>7. That the Council should adopt an agreed methodology to calculate how much is currently spent on active travel per person per year, in line with Department for Transport metrics.</p>	<p>ACCEPTED</p>	<p>It is currently difficult to calculate exactly how much is currently spent on active travel per person per year because there is no centralised record that consolidates all OCC active travel funding streams.</p> <p>In 2024, the Active Travel Team developed a centralised tracking system to consolidate funding streams from ATE and OCC capital funding.</p> <p>In parallel, OCC's Pipeline Programme Coordinator is leading the development of a broader platform to centralise all infrastructure schemes across the Council, regardless of delivery stage. This "Pre-Delivery Portal" (PDP) is designed to integrate data from multiple services—such as Education, Waste, and</p>

Overview & Scrutiny Recommendation Response Pro forma

		<p>Transport—and will eventually include active travel schemes funding.</p> <p>Officers will investigate the feasibility of producing this methodology and calculating this number with assistance from other OCC teams.</p>
8. That the Council should match Scottish levels of funding for active travel, currently at £50 per resident per year.	REJECTED	<p>The Office for National Statistics (mid-2023), the population of Oxfordshire is approximately 750,200 residents (2023) therefore this recommendation is saying that council should spend £37.5m a year on active travel.</p> <p>In fiscal year 2024/25 through S106, Active Travel Grant Funding, and maintenance funding The Council has spent £24.8m (that is two-thirds of £35.5m) on active travel. Further funding is needed to deliver the LCWIPs across the county. This is not just capital but revenue to develop the schemes.</p> <p>This level of funding allocated to active travel will be subject to the Council budget setting process and decisions and is not therefore something that can be committed to in isolation.</p>
9. That the Council should create a prioritisation matrix to systematically allocate funding to projects based on their impact and feasibility.	ACCEPTED	<p>As introduced in response to Recommendation 4 above, a key component of the LCWIP Standardisation Project has been the revision of how active travel schemes are selected and prioritised for funding.</p> <p>In collaboration with the Active Travel Infrastructure Delivery Team and Place-Shaping teams, the Active Travel Team has developed a robust Prioritisation procedure for prioritising LCWIP improvements, which is currently being applied to all existing Oxfordshire LCWIPs. The development of this matrix</p>

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		<p>kicked off in January 2025 and is currently in use for all active LCWIPs. LCWIPs that were developed before this procedure was implemented are being retroactively reviewed and prioritised.</p> <p>How prioritisation works: Place Planning Teams across the county apply a set of 14 prioritisation criteria developed by the Active Travel Team. These criteria are grouped into three categories, each assessing a different dimension of a scheme's value:</p> <ul style="list-style-type: none"> • Effectiveness: evaluates the potential impact of a scheme on increasing walking, wheeling, and cycling uptake. • Policy Alignment: assesses how well the scheme supports OCC's strategic objectives and broader policy goals. • Deliverability: measures the practical feasibility of delivering the scheme, including cost, technical complexity, and readiness. <p>Each criterion includes:</p> <ul style="list-style-type: none"> • A data source (e.g., Propensity to Cycle Tool, SATN mapping, school access data) • A set of evaluators (e.g., thresholds or conditions) • A scoring scale (0, 1, or 2) <p>Each scheme is scored across all criteria, and an average score is calculated. This score is then compared against other schemes countywide to establish a prioritised list.</p>
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Overview & Scrutiny Recommendation Response Pro forma

		<p>Funding Allocation</p> <p>When funding becomes available, schemes with the highest scores will be subject to scheme development, engagement, consultation, and council approval. This removes the need for ad hoc petitions and ensures that funding decisions reflect strategic priorities rather than reactive requests.</p> <p>Because the criteria include strategic indicators—such as SATN connectivity, LCWIP inclusion, and school access—the resulting prioritised list inherently reflects OCC’s active travel and wider place shaping strategic priorities.</p>
a. That the Council should strengthen partnerships with local organisations, such as universities, colleges, and health institutions, to leverage their resources and support for active travel projects.	ACCEPTED	<p>Council officers will continue to foster partnerships with local organisations and seek funding or match funding for specific projects as they arise. As active travel projects come forward for delivery through prioritised pipeline, project teams will engage with potentially interested parties to seek all potential funding sources.</p>
10. That the Council should encourage these organisations to invest in specific projects by providing clear information on the benefits and costs, using the open data tools to support this.	ACCEPTED	<p>Both our prioritised list of LCWIP schemes and the Pre Delivery Portal (PDP) support the opportunity to seek external investment and funding for Active Travel schemes.</p> <p>Both databases will give us the ability to store clear information for each scheme (for example the benefits and costs), so that officers are able to map the projects to the most appropriate funding opportunities.</p> <p>Where possible and relevant, officers will use this detail to seek external investment for projects.</p>
11. That the Council should develop a Co-production Handbook to guide the involvement of local stakeholders and	ACCEPTED	<p>The County Council already has a Co-Production Handbook developed by the Co-Production Team with a revised edition scheduled for publication in Autumn 2025.</p>

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the public in the design and delivery of active travel projects.		<p>Beyond the development of co-production guidance and applying its directives in the active travel area, the Active Travel Team, with input from the Co-Production Team has established the Active Travel Co-Production Group (ATCPG). This group brings together 16 representatives from Oxfordshire's leading active travel and disability stakeholder organisations, ensuring a broad and inclusive range of perspectives.</p> <p>The ATCPG serves two key bidirectional functions: assessment and assistance.</p> <p>The ATCPG meets quarterly and operates under a transparent governance framework chaired by the Active Travel Champion. ATCPG Members are encouraged to submit items for discussion via a structured form, which feeds into a Microsoft Lists platform to track progress and potential policy integration.</p> <p>The Active Travel Team is currently designing all policies in collaboration with stakeholders, in full application of the Council's commitment to policy co-production.</p>
12. That the Council should use interactive online maps and other tools to keep the public informed about the progress of projects and to gather their input.	ACCEPTED	See response to recommendations 1 and 2 for details about ongoing efforts to map LCWIP projects for public view. Officers are also currently investigating the level of effort required to create a public map of ongoing schemes outside of LCWIP schemes. OCC will continue to engage in robust public engagement procedures and coproduction to gather public feedback during scheme development and while developing policy and plans.
13. That the Council should work transparently with local communities to complete the open data mapping and to adopt the Active Travel England	PARTIALLY ACCEPTED	Regarding open data mapping, as per our response to recommendation two, it is currently not feasible to engage in the open data mapping project at this time.

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Guidance on Best Practice Community Consultation and Engagement.		Regarding adopting Active Travel England's Guidance on Best Practice Community Consultation and Engagement, the Council is aware of this guidance and broadly in line with our current approach. The Council is due to refresh its Consultation, Engagement and Co-production Strategy this fiscal year and will specifically review this guidance as part of this strategy refresh.
14. That the Council should use the Futures Toolkit, adopting tools such as strategic forecasting, back casting, and forecasting, so as to become more comfortable with uncertainty in implementing its vision-led approach.	ACCEPTED	"Implementing 'Decide & Provide': Requirements for Transport Assessments" is adopted by the county council. Consideration of how a 'vision-led approach' might be applied to plan making is being explored and will take into account national guidance on this once published.
15. That the Council should ensure, in its development and implementation of Movement and Place Strategies, that data is used as a key strategic tool with mode share targets being widely used.	ACCEPTED	This is being progressed. The content, approach, style, and engagement approach, along with the programme, was agreed at Informal cabinet in July. The Science Vale and Bicester Plans are two plans officers are due to consult on this in November.
16. That the Council ensures vision-led planning is data-led with projects at all levels being assessed against modal share targets.	PARTIALLY ACCEPTED	Consideration of how a vision-led approach might be applied to plan making is being explored and will take into account national guidance on this once published. We will be developing an Integrated Transport vision for the county and are exploring how transport monitoring and evaluation can be improved and be better managed.
17. That the Council should work to ensure that strategic funding for active travel is a priority for Enterprise Oxfordshire.	PARTIALLY ACCEPTED	Enterprise Oxfordshire is currently preparing its business plan for 2026/27. Active travel will be considered as part of that process, alongside the forthcoming review of economic development priorities and functions being led by the county council's Head of Future Economy

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18. That the Council should ensure that there is sufficient capacity for future versions of the Oxfordshire Infrastructure Strategy to be measured against modal share targets and the LTCP's headline targets.	ACCEPTED	OxIS is currently under development. The LTCP Annual Monitoring Report updates on LTCP headline targets and KPIs.
19. That the Council should ensure further resource is provided to the active travel teams to enable it to participate in developer fora in order to engage developers at an early stage and to highlight the importance of mode share targets in their considerations.	PARTIALLY ACCEPTED	The Transport Development Management teams already engage with developers seeking active travel measures as part of the preapplication service we offer, or by the LPAs service. For larger strategic sites OCC may enter in PPA agreements with the LPAs and developers (for all local authority service requirements). All sites are required to accord with local and national policies for any planning proposal. But officers must be mindful of a site's location, what is physically achievable and meets the 3 CIL tests for S106 obligations. We of course cannot guarantee all developer will approach us.

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