OXFORDSHIRE
COUNTY COUNCIL

Notice of a Meeting

Performance & Corporate Services Overview & Scrutiny Committee

Friday, 18 July 2025 at 10.00 am

Room 2&3 - County Hall, New Road, Oxford OX1 1ND

These proceedings are open to the public

If you wish to view proceedings, please click on this Live Stream Link.
However, that will not allow you to participate in the meeting.

Membership

Chair:	Councillor Glynis Phillips		
Deputy Chair:	Councillor Ian Middleton		
Councillors:	Brad Baines Will Boucher-Giles Tom Greenaway	Dr Nathan Ley Kieron Mallon John Shiri	Roz Smith

Date of Next Meeting: *12 September 2025*

For more information about this Committee please contact:
Committee Officer: *Tom Hudson*
Email: *scrutiny@oxfordshire.gov.uk*

Martin Reeves
Chief Executive

July 2025

What does this Committee review or scrutinise?

The purpose of the Performance and Corporate Services Overview and Scrutiny Committiee is (i) To review and scrutinise the performance of the Council and to provide a focused review of: (a) Corporate performance and directorate performance and financial reporting (b) Budget scrutiny (ii) To monitor the performance of the Council by means of effective key performance indicators, review of key action plans and obligations and through direct access to service managers, Cabinet Members and partners; (iii) To exercise the statutory right to call-in, for reconsideration, decisions made but not yet implemented by or on behalf of the Cabinet;

How can I have my say?

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am 4 working day before the date of the meeting.**

About the County Council

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678,000 residents. These include:

schools	social & health care	libraries and museums
the fire service	roads	trading standards
land use	transport planning	waste management

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

About Scrutiny

Scrutiny is about:

- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

What does this Committee do?

The Committee meets up to 4 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session.

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, giving as much notice as possible before the meeting

A hearing loop is available at County Hall.

AGENDA

1. Apologies for Absence and Temporary Appointments

To receive any apologies for absence and temporary appointments.

2. Declaration of Interests

See guidance note on the back page.

3. Minutes (Pages 1 - 8)

The Committee is recommended to **APPROVE** the minutes of the meeting held on 04 April, 2025, and also the one held on 20 May, 2025, and to receive information arising from them.

4. 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 speak must be submitted no later than 9am three working days before the meeting, i.e. 15 July 2025

Requests should be submitted to the Scrutiny Officer at scrutiny@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.

5. Hire Bike and Scooter Update

Cllr Andrew Gant, Cabinet Member for Transport Management, Paul Fermer, Director of Environment and Highways, and Joanne Fellows, Place Panning Manager (Central), have been invited to present an update report on Hire Bike and Scooter.

The Committee is asked to consider the report and raise any questions, and to **AGREE** any recommendations it wishes to make to Cabinet arising therefrom.

NB This report is to follow.

6. Our People and Culture Strategy Update (Pages 9 - 30)

Niel Fawcett, Deputy Leader of the Council and Cabinet Member for Resources, Lorna Baxter, Executive Director of Resources and Section 151 Officer, and Cherie Cuthbertson, Director of HR and Cultural Change have been invited to present an update report on the Our People and Culture Strategy.

The Committee is asked to consider the report and raise any questions, and to **AGREE** any recommendations it wishes to make to Cabinet arising therefrom.

7. Business Management Monitoring Report - with a focus of Adult Social Services (Pages 31 - 62)

Cllr Neil Fawcett, Deputy Leader of the Council and Cabinet Member for Resources, Cllr Tim Bearder, Cabinet Members for Adults, Cllr Dan Levy, Cabinet Member for Finance, Property and Transformation, Lorna Baxter, Executive Director of Resources and Section 151 Officer, and Victoria Baran, Deputy Director of Adult Social Care, have been invited to present a Business Management Monitoring Report (BMMR) with a focus of Adult Social Services.

The Committee is asked to consider the report and raise any questions, and to **AGREE** any recommendations it wishes to make to Cabinet arising therefrom.

8. Committee Action and Recommendation Tracker (Pages 63 - 68)

The Committee is recommended to **NOTE** the progress of previous recommendations and actions arising from previous meetings, having raised any questions on the contents.

9. Committee Forward Work Plan (Pages 69 - 72)

The Committee is recommended to **AGREE** its work programme for forthcoming meetings**,** having heard any changes from previous iterations, and taking account of the Cabinet Forward Plan and of the Budget Management Monitoring Report.

The Cabinet Forward Plan can be found here: https://mycouncil.oxfordshire.gov.uk/mgListPlanItems.aspx?PlanId=448&RP=115

The most recent BMMR, submitted to Cabinet in March 2025, can be found here: https://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=115&MId=7477&Ver=4

10. Responses to Scrutiny Recommendations (Pages 73 - 78)

Attached is the draft Cabinet responses to the Performance and Corporate Services Overview and Scrutiny Committee reports on Business Management and Monitoring Report, and Local Enterprise Partnership Integration. These responses have not been agreed by Cabinet at the time of publication, but are expected to by the time the Committee meets. The Committee is asked to **NOTE** the response.

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.

PERFORMANCE & CORPORATE SERVICES OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the meeting held on Friday, 4 April 2025 commencing at 10.00 am and finishing at 12.00 pm

Present:

Voting Members:
Councillor Bob Johnston - Acting Chair
Councillor Brad Baines
Councillor Ted Fenton
Councillor Damian Haywood
Councillor Kieron Mallon
Councillor Calum Miller
Councillor Glynis Phillips
Councillor Alison Rooke

Other Members in Attendance:
Councillor Liz Leffman, Leader of the Council
Councillor Pete Sudbury, Deputy Leader of the Council with responsibility for Climate Change, Environment & Future Generations
Councillor Dan Levy, Cabinet Member for Finance
Councillor Andrew Gant, Cabinet Member for Transport Management

Officers:
Lorna Baxter, Executive Director of Resources and Section 151 Officer
Paul Fermer, Director of Environment and Highways
Robin Rogers, Director of Economy and Place
Nigel Tipple, LEP Chief Executive
Tom Hudson, Scrutiny Manager

The Council considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports, copies of which are attached to the signed Minutes.

9/25 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS
(Agenda No. 1)

Apologies were received from Cllr Reeves, substituted by Cllr Fenton, and Cllr Fatemian.

10/25 DECLARATION OF INTERESTS
(Agenda No. 2)

There were none.

11/25 MINUTES
(Agenda No. 3)

The minutes for the meeting held on 17th January 2025 were **APRROVED** as a true and accurate record.

12/25 PETITIONS AND PUBLIC ADDRESS
(Agenda No. 4)

There were none.

13/25 BUDGET MANAGEMENT MONITORING REPORT
(Agenda No. 5)

Cllr Liz Leffman, Leader of the Council, Cllr Dan Levy, Cabinet Member for Finance, Cllr Andrew Gant, Cabinet Member for Transport Management, Cllr Pete Sudbury, Deputy Leader of the Council with responsibility for Climate Change, Environment & Future Generations, Lorna Baxter, Executive Director of Resources and Section 151 Officer, Paul Fermer, Director of Environment and Highways, and Robin Rogers, Director of Economy and Place, attended to present a report on Budget Management Monitoring Report (BMMR).

The Cabinet Member for Finance introduced the BMMR, noting that the Council was heading in the right direction, being run prudently and effectively.

Moving quickly to questions, the Executive Director of Resources stated that achieving the same level of planned savings next year as this year would be addressed in the forthcoming year's budget. This meant this year's budget should not affect next year's, as any unachievable savings would have been managed during budget planning.

The inquiry about including the metric for household waste reuse, recycling, or composting in the report was addressed by the Director of Environment and Highways. Although managed by districts, this legacy indicator remained as the indicator originally agreed upon through the waste partnership.

Another inquiry questioned whether the limited KPIs for environment and highways suggested missed targets. The Director clarified that the small number of KPIs represented broader monitoring efforts. It was agreed that there may be a need to review and increase KPIs to reflect current priorities like road conditions, gully cleaning, and road safety.

The meeting paused at 10:19 to fix a technical issue, and restarted at 10:27

Concerns were raised about removing the customer satisfaction metric for the customer service centre, especially with the new telephony platform. The Cabinet Member for Finance explained the reason to do so was due to a lack of baseline data. The need to assess customer satisfaction was acknowledged, as well as a plan to refine and reintroduce the metric once baseline data was available. Ensuring the new system provides excellent service remains vital.

Members asked if data on external agency responses, especially from Thames Water, was collected and shareable due to frequent issues. The Director of Highways and Environment stated that while extensive data on FixMyStreet and other inquiries existed, specific metrics on external agency responses were not detailed. Direct reporting to agencies like Thames Water provided immediate feedback, which was not possible through the Council's system. Emphasis was placed on maintaining the feedback loop.

The inquiry into KPIs for section 106 agreements highlighted its importance and noted delays in implementation. Concerns were raised about approximately £250 million of held funds, mostly allocated to education projects. The Director of Economy and Place mentioned that strategic risks were being addressed and would be updated in the risk register. A detailed report was to be presented at the next Place Overview and Scrutiny meeting in April.

Cllr Sudbury left the meeting at 10:50.

Members addressed the importance of delivering Oxfordshire core schemes with public support and how this support was measured to mitigate associated risks. The Cabinet Member for Transport Management confirmed that public support was crucial, and various methods, including formal consultations and stakeholder engagement, were used to gauge it.

The Executive Director of Resources explained that the residual risks of greatest concern included financial resilience and cybersecurity, with priority actions being taken to address these. It was also explained that the financial risks associated with the High Needs Block in SEND were captured within the financial resilience risk, and it was noted that this risk had likely increased due to the end of the statutory override without further information from the government.

The Executive Director of Resources explained that the £10.5 million underspend, in the Council's Overall Financial Position, for 2024-2025 stemmed from higher interest on balances, lower pay inflation, and unused social care contingencies. These funds were discussed for financial contingencies and reserves to mitigate future risks, including funding reforms and local government reorganisation.

The Executive Director of Resources explained the £4.7 million underspend, in the Growth Deal Programme, was due to delays in Osney Mead, Kennington Bridge, and Steventon Lightning projects, caused by a mixture of slippage, planning decisions and judicial reviews. To use the growth deal funding by the deadline, funds were reallocated to other schemes, allowing the Council to claim the full housing and growth deal funding. The delayed projects could then proceed by using the already identified funding from the 'switched' projects.

The Committee **AGREED** to recommendations under following headings:

- Recycling KPI: Review and update the recycling KPI in light of Extended Producer Responsibility (EPR).

- Customer Service Centre Satisfaction: Retain a measure of satisfaction with the customer service centre despite changes to the system.
- Public Support for Core Schemes: The Council should measure and report public support for core schemes as part of the BMMR report.
- Residual Risks: Provide commentary on the actions taken to reduce residual risks in the risk register (wording to be agreed with the Executive Director of Resources)

Cllr Mallon left the meeting at this stage.

14/25 LOCAL ENTERPRISE PARTNERSHIP INTEGRATION
(Agenda No. 6)

Cllr Liz Leffman, Leader of the Council, Cllr Dan Levy, Cabinet Member for Finance, Lorna Baxter, Executive Director of Resources and Section 151 Officer Robin Rogers, Director of Economy and Place, and Nigel Tipple, LEP Chief Executive, attended to present a report on the Local Enterprise Partnership (LEP) Integration.

The Leader of the Council introduced the report on the integration of the LEP into the County Council, noting that an interim business plan for 2025/26 had been approved which aligned with the Councils strategic objectives. The Leader also noted a new board had been formed, inviting former LEP board members to join the Economic Partnership Board. The Leader also informed the committee that the LEP had been renamed Enterprise Oxfordshire (EO) as part of this integration.

The LEP Chief Executive confirmed the transition effective from April 1st, 2025, and assured continued operation under the new name. He highlighted maintaining existing programmes, securing government funding, aligning with Council priorities, and appointing an independent business chair for the EO’s board and formation of the Oxfordshire Economic Partnership Board as the EO’s key areas of activity following its integration.

Concerns were raised about the governance of EOs integration, questioning why the County Council had established a complex governance structure and did not instead simply absorb the EO’s functions. The Leader and LEP Chief Executive explained that establishing EO as a separate company allowed flexibility for commercial activities. They clarified that the new governance structure, including the Shareholder Committee, independent members, and auditors, did not add significant costs but ensured operational flexibility and aligned with strategic objectives.

Members examined the financial liabilities of EO, questioning if the County Council would inherit these liabilities, including staff costs, as the sole shareholder. The LEP Chief Executive clarified that existing funding streams covered most liabilities, but the County Council, as the sole shareholder, would ultimately hold the underlying liability. If the funding from government grants or other sources were to dry up, the County Council might need to provide financial support to ensure the company's viability, but EO had an operating reserve for unforeseen expenses or liquidation.

Members were concerned about the impact of establishing new strategic mayoral authorities on the plans and ongoing activities of EO. The Leader of the Council clarified that Oxfordshire aspired to be a driving force behind any such strategic mayoral authority in the region. The emphasis was placed on formulating a strategic economic plan that would outline Oxfordshire's priorities, which would subsequently inform discussions with the newly elected mayor. This proactive strategy aimed to ensure that Oxfordshire's requirements and goals were explicitly conveyed and incorporated into the overarching regional strategy.

The Committee **AGREED** to recommendations under following headings:

- suggested that the Audit and Governance Committee should review the governance arrangements of Enterprise Oxfordshire in a year's time, including examples of how decisions were made throughout the year. It also proposed that the Performance and Corporate Services Overview and Scrutiny Committee should review the performance of the organisation in a year to assess how well the new model has delivered its business plan.

- It was recommended that the financial liabilities and resilience of Enterprise Oxfordshire should be clearly documented and monitored, ensuring that the organisation has adequate reserves to cover unexpected costs and maintain operational stability.

15/25 COMMITTEE ACTION AND RECOMMENDATION TRACKER
(Agenda No. 7)

The Committee **NOTED** the action and recommendation tracker, and the updates provided on previous recommendations.

16/25 COMMITTEE FORWARD WORK PLAN
(Agenda No. 8)

The Committee **AGREED** the proposed work programme.

17/25 RESPONSES TO SCRUTINY RECOMMENDATIONS
(Agenda No. 9)

The Committee **NOTED** the Cabinet responses to the committee’s recommendations on the following reports:

- Commercial Strategy Update
- Community Asset Transfer Policy
- Updated Funding and Budget Proposals 2025/26 – 2027/28

.... in the Chair

Date of signing ....

PERFORMANCE & CORPORATE SERVICES OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the meeting held on Tuesday, 20 May 2025 commencing at 12.12 pm and finishing at 12.14 pm.

Present:

Voting Members: Councillor Brad Baines
Councillor Will Boucher-Giles
Councillor Tom Greenaway
Councillor Dr Nathan Ley
Councillor Kieron Mallon
Councillor Ian Middleton
Councillor Glynis Phillips
Councillor John Shiri
Councillor Roz Smith

Officers: Anita Bradley, Director of Law & Governance and Monitoring Officer

The Council considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports, copies of which are attached to the signed Minutes.

18/25 ELECTION OF CHAIR FOR THE 2025/26 COUNCIL YEAR
(Agenda No. 1)

Cllr Phillips was nominated by Cllr Baines and seconded by Cllr Mallon.

There being no other nominations, Cllr Phillips was elected Chair for the 2025/2026 municipal year

19/25 ELECTION OF DEPUTY CHAIR FOR THE 2025/26 COUNCIL YEAR
(Agenda No. 2)

Cllr Middleton was nominated by Cllr Levy and seconded by Cllr Smith.

There being no other nominations, Cllr Middleton was elected Deputy Chair for the 2025/2026 municipal year

20/25 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS
(Agenda No. 3)

There were none.

.... in the Chair

Date of signing ....

PERFORMANCE AND CORPORATE SERVICES OVERVIEW & SCRUTINY COMMITTEE
18 July 2025

Our People and Culture Strategy - Year One Progress

Report by Director of HR and Cultural Change

RECOMMENDATION

1. The People Overview & Scrutiny Committee is **RECOMMENDED** to note the report.

Executive Summary

2. The people who work for Oxfordshire County Council are what makes the organisation so special. Every day, they make millions of moments for thousands of people – bringing lasting change to all the county's communities. Their professionalism and commitment to delivering high-quality services supports the council's ambition to become a greener, fairer and healthier county.

3. Together, Oxfordshire County Council is on a journey to Deliver the Future Together and become an Employer of Choice. This ambition is underpinned by the Our People and Culture Strategy (Annex 1), which was approved by Cabinet in January 2024. The strategy aims to develop an inclusive and empowering culture, enabling all employees people to be the best they can be to deliver excellent services for everyone the council serves.

4. This report, and presentation (Annex 2), provides an overview of the significant progress that has been made in implementing the Our People and Culture Strategy in the first year. Further workforce data statistics to demonstrate progress, in addition to those included within this report, can be found in the Workforce Report and Workforce Data Cabinet report Quarter 3 2024-25.

Our People and Culture Strategy

5. 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'.

6. The Strategy focuses on priorities under four pillars:

- Attract - Attracting, recruiting and retaining talented people

- Thrive - Enabling our people to thrive and perform
- Grow - Enabling our people to grow and evolve for the future
- Lead - Enabling our people to lead and transform for the future

Attracting, recruiting and retaining talented people - Year one progress

7. The council has made significant strides in reshaping its approach to talent acquisition. A new in-house Talent Acquisition and Resourcing team has been established, marking a strategic shift away from reliance on external providers. This has been complemented by the implementation of a modern Applicant Tracking System (ATS), Tribepad, which has streamlined recruitment processes. A new Employer Value Proposition (EVP) and employer brand have been launched, enhancing the council's visibility and appeal in a competitive labour market. Additionally, the transition to a new contingent labour provider (HAYS) has enabled tighter control over agency usage.

8. The job evaluation process has been enhanced through comprehensive training and digitisation, and an analysis of pay structure equality across the organisation has been completed. These initiatives are designed to ensure that resourcing and reward practices are fair, equitable, competitive, and attractive within the market.

9. This has already yielded measurable results. Agency spend has stabilised and hard-to-fill vacancies, such as those for Social Workers and Occupational Therapists, have decreased significantly, from 82.7 FTE in June 2024 to 46.99 FTE in January 2025. These outcomes contribute to a more stable workforce and improved service delivery for residents.

Enabling Our People to Thrive and Perform - Year one progress

10. The council has introduced a suite of modern, accessible policies, toolkits and manager training resources, including conduct, capability, grievance and sickness. These tools have empowered managers to address people-related matters proactively, contributing to a reduction in sickness absence. Furthermore the 2024 employee engagement survey was completed, providing valuable insights to inform service-level strategies.

11. There has been a positive trend in key workforce indicators. Sickness absence has decreased from 9.1 to 8.7 days per FTE and voluntary turnover has declined from 13.1% to 11.1% (rolling 12 months June 2024 to March 2025). The employee engagement index rose from 666.4 to 674.4 between February 2023 and February 2024, bucking the national trend of declining engagement. These improvements reflect a healthier, more engaged workforce and a more resilient organisational culture.

Enabling Our People to Grow and Evolve for the Future - Year one progress

12. The council has expanded its early careers offer, introducing a work experience scheme, a new internship programme, and extending the management trainee programme to include the Chartered Managers Degree Apprenticeship. The 12.3.2 performance management tool has been refreshed, and a reciprocal mentoring scheme has been launched to support EDI objectives. Secondment opportunities, including at senior levels, have been promoted to encourage internal mobility.

13. Apprenticeship levy spend has increased from 68.5% to 89.6%, and internal movement and promotions have risen from 4.8% to 6.9% (rolling 12 months September 2023 to December 2024). These trends indicate growing internal capability and a stronger pipeline of future talent. Feedback from the reciprocal mentoring scheme has been overwhelmingly positive, reinforcing its value in fostering inclusion and professional growth.

Enabling Our People to Lead and Transform for the Future - Year one progress

14. The council has made significant progress with organisational redesign, streamlining Tier 2 – 4 structures including Directors, Assistant Directors and Heads of Service, to improve efficiency and collaboration. Additionally, the council has implemented a range of people management controls to support financial sustainability, including tighter oversight of agency usage, honorariums, and overtime. A leadership specialist has also been engaged to support the development of inclusive and high-performing leadership practices.

15. The redesign of Tiers 2 and 4 has delivered £1.76 million in savings. Agency usage has decreased, and leadership capability has improved, as evidenced by more strategic and collaborative decision-making at senior levels. These changes are fostering a culture of accountability and alignment with organisational values.

Looking Ahead

16. In the second year of implementing the Our People and Culture Strategy, the focus is on organisational redesign to streamline layers, ensure consistent spans of control, and achieve savings. Wellbeing support is being developed for employees and managers affected by these changes, alongside the introduction of a career family role profile framework to ensure role clarity and support career progression.

17. The council will embed the new recruitment model to improve time to hire and reduce vacancies, while enhancing equality, diversity, and inclusion in recruitment. A new HR front door and helpdesk system will provide streamlined access to support, improve service efficiency, reduce response times, and enable HR teams to focus on complex, value-added work.

18. Other priorities include embedding wellbeing services into the organisational culture, enhancing the rewards and benefits offer, expanding the reciprocal mentoring scheme, developing HR workforce data packs, and enhancing

recognition efforts to celebrate everyday contributions. Further work includes reviewing volunteer engagement practices, delivering the 2025 employee engagement survey, and enhancing the onboarding and induction process through a digital-first approach. These initiatives reflect the council's commitment to becoming an employer of choice, delivering inclusive, high-performing services within its financial envelope.

Corporate Policies and Priorities

19. The Our People and Culture Strategy referred to in this report directly underpins the Council's ambition to become an Employer of Choice.

Financial Implications

20. The level of agency expenditure was a contributory factor in the year end overspend in services for 2022/23, 2023/24 and 2024/25. On-going focus through the Our People and Culture Strategy is required so that costs can be managed within agreed service areas budgets for 2025/26.

21. The funding for implementing the Our People and Culture Strategy comes from existing service area budget and transformation funding that has already been approved. There are no new or additional financial implications.

    Comments checked by:

    Drew Hodgson, Strategic Finance Business Partner,
    Drew.Hodgson@Oxfordshire.gov.uk

Legal Implications

22. As there are no statutory requirements to produce a People and Culture Strategy, there are no direct legal implications arising from this report.

    Kim Sawyer, Interim Head of Legal & Governance (Legal),
    Kim.Sawyer@oxfordshire.gov.uk

Staff Implications

23. The primary staff resource requirements for the programmes of work associated with the Our People and Culture Strategy are mainly drawn from the HR and Cultural Change service and Transformation, Digital, and Customer Experience service. The funding for these staff members comes from the existing service budgets and transformation funding that has already been approved. There are no new or additional financial implications.

Equality & Inclusion Implications

24. Equality and inclusion are integral components of the Our People and Culture Strategy and some key initiatives include implementing diverse recruitment

practices, creating an inclusive work environment and ensuring equal opportunities for professional development. Ongoing monitoring and reporting on diversity and inclusion metrics help track progress and identify areas for improvement.

Sustainability Implications

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

Risk Management

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

Cherie Cuthbertson
Director of HR and Cultural Change

Annex:	Annex 1 - Our People and Culture Strategy Annex 2 – Presentation
Background papers:	Nil
Other Documents:	Workforce Report and Workforce Data, Cabinet report, Quarter 3 2024-25
Contact Officer:	Lauren Doggett, Programme Manager, lauren.doggett@oxfordshire.gov.uk

July 2025

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DELIVERING
the Future Together

Our people and culture strategy

Delivering the Future Together

Together, we are the moment makers

OXFORDSHIRE COUNTY COUNCIL

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.

Leading through our values

- Daring to do it differently
- Always learning
- Be kind and care
- Equality and integrity in all we do
- Taking responsibility

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

Our People and Culture Strategy

Year 1 Progress

People Overview & Scrutiny Committee

July 2025

DELIVERING the Future Together

Our people and culture strategy
Delivering the Future Together

Together, we are the moment makers

OXFORDSHIRE COUNTY COUNCIL

DELIVERING
the Future Together

Our vision and priorities

Our vision

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Together, we are the
moment makers

OXFORDSHIRE COUNTY COUNCIL

DELIVERING
the Future Together

Attract

Attracting, recruiting and retaining talented people

Delivered

- New in-house Talent Acquisition and Resourcing team established
- New Applicant Tracking System implemented, Tribepad
- New Employer Value Proposition and employer brand developed
- Moved to a new contingent labour provider (HAYS)
- Enhanced job evaluation process through training and digitisation
- Analysed pay structure equality across the Organisation

Impact

- Positive feedback from numerous services about recruitment support.
- Successful hard to fill campaigns (e.g. Social Workers and Occupational Therapists vacancies decreased from 82.7 Full Time Equivalent (FTE) June 24 to 46.99FTE Jan 25)
- Agency spend stabilised and usage has decreased (annual agency spend has stabilised at £27.9M September 23 – December 24 and usage has decreased from 579K to 563K hours rolling 12 months September 23 – September 24

Thrive

Enabling people to thrive and perform

Delivered

- New conduct, capability, grievance and sickness policies, toolkits and manager training developed
- Employee engagement survey 2024 completed

Impact

- Decreasing trend in sickness absence (9.1 to 8.6 days rolling 12 months ending June 24 – Dec 24)
- Reducing voluntary turnover rate (13.1% to 11.7% rolling 12 months ending June 24 – Dec 24)
- Increase in employee engagement index (666.4 to 674.4 Feb 23 – Feb 24)

Grow

DELIVERING
the Future Together

Enabling people to grow and evolve for the future

Delivered

- Management trainee scheme expanded (LGA impact and Chartered Managers Degree Apprenticeship)
- Work experience scheme introduced
- Internships programme developed
- 12.3.2 performance Management tool refreshed
- Promoting secondment opportunities – including for Director and Head of Service level posts
- Reciprocal mentoring scheme launched first cohort

Impact

- Increasing trend in apprenticeship levy spend (68.5% to 80.1% rolling 12 months ending Sept 23 – Dec 24)
- Increasing trend in internal movement and promotion (4.8% to 7% rolling 12 months Sept 23 – Dec 24)
- 25 pairs participated in reciprocal mentoring and excellent feedback received

Lead

Enabling people to lead and transform for the future

Delivered

- Organisational redesign streamlining tiers 2 – 4, Directors, Assistant Directors and Heads of Service
- Implemented a range of people management controls to support financial sustainability, including tighter oversight of agency usage, honorariums, and overtime
- Leadership specialist has also been engaged to support the development of inclusive and high-performing leadership practices

Impact

- Redesign of tiers 2 and 4 has delivered £1.76 million in savings.
- Agency spend stabilised and usage has decreased
- Leadership capability has improved, evidenced by more strategic and collaborative decision-making at senior levels.

PERFORMANCE AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

18 JULY 2025

BUSINESS MANAGEMENT AND MONITORING REPORT (ADULT SERVICES)

Report by Executive Director Resources and Section 151 Officer

RECOMMENDATION

1. **The Committee is RECOMMENDED to**

   - consider the report and raise any questions, and to **AGREE** any recommendations it wishes to make to Cabinet.

Executive Summary

2. The Performance and Corporate Services Overview and Scrutiny Committee has a constitutional responsibility to scrutinise 'corporate performance and directorate performance and financial reporting.'

3. The Cabinet is informed of the Council's performance via the Business Management and Monitoring Report (BMMR). To aid focus, the Committee has agreed to focus on the Adult Services. The next Committee meeting is suggested to focus on Children's Services.

4. An abridged version of the BMMR is provided to reflect this focus as Annex 1. Other service areas are more focussed for capital than Adults. Information regarding capital is held within this paper. This is also encompassing the annual performance and risks. An excerpt can be found in Annex 2 & 3.

Background

5. The Cabinet receives its BMMR report every two months for 2024/25. The frequency is changing to every quarter for 2025/26. The paper reports on the Council's performance in terms of finance, delivery and risk, including detail at a service level. The 2024/25 Outturn report BMMR report submitted to Cabinet was considered on 17 June 2025, containing data up to March 2025. To support a focus on the Adult Services, there are only excerpts relating to the service included here. In that respect, the report is the same as that considered by Cabinet on 17 June 2025.

6. Committee members should be aware that they are being provided with the scorecard of the Council's performance in relating to annual measures and specific measures directly relating to Adult Services in Annex 2. Here is a summary of the KPIs:

- OCC04.01 % of people who received short-term services during 24/25 with no further support request
- OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family
- OCC04.03 % Section 42 safeguarding enquiries where identified risk was reduced or removed
- OCC04.04 Adults aged 65+ (per 100,000) admitted to residential and care homes
- OCC04.05 Adults aged 65+ (per 100,000) admitted to residential and care homes (stretched target)

7. The Capital Programme and Monitoring Report is not part of the BMMR report and is separately considered by Cabinet. As the Capital programme is focussed on large schemes like Major Infrastructure, Highways Asset Management, Property and Pupil Places, the relevant programmes are highlighted within this report.

Strategy Programmes	January 2025 Capital Monitoring (Cabinet March 2025) £m	Actual Capital Expenditure 2024/25 £m	Variation to Latest Capital Programme £m	Variation to Latest Capital Programme %
Pupil Places Plan	32.9	26.0	-6.9	-21
Major Infrastructure	108.4	102.9	-5.5	-5
Highways Asset Management Plan	63.0	61.6	-1.4	-2
Property Strategy	26.2	21.9	-4.3	-17
IT, Digital & Innovation Strategy	7.8	5.0	-2.8	-36
Passport Funding	9.9	10.8	0.9	9
Vehicles & Equipment	2.9	2.8	-0.1	-4
Total Strategy Programmes Expenditure	**251.1**	**231.0**	**-20.1**	**-8**

Property Strategy

8. The total capital expenditure in 2024/25 was £21.9m, £4.4m lower than the latest monitoring report. Almost half of this underspend relates to the Travellers programme (£0.8m) and Office rationalisation Programme (£1m). Within Property Strategy is the Resonance Supported Homes Fund.

Resonance Supported Homes Fund

9. During 2024/25 a further £2m has been paid under the Resonance Supported Homes Fund. This will bring the total investment to £5.0m in line with the overall budget provision of £5.0m. A total of 5 properties have been purchased, developed and are now fully mobilised and operational. This investment has resulted in a total of 22 new beds for people with a learning disability in Oxfordshire.

Passported Funding (£10.7m of which £8.3m relates to Adult Services)

10. Disabled Facilities Grant of £8.3m, was passed to the City and District Councils in accordance with the Better Care Fund grant determination. Households are eligible to apply for the grant for home adaptations if a child or adult in the household has a substantial and permanent disability. Types of adaptations funded by the grant include stairlifts, level access showers, ground floor extensions designed around a person's needs and kitchens designed for a wheelchair user.

Corporate Policies and Priorities

11. Overall corporate performance supports all the Council's policies and strategic priorities. Whilst the work of Adult Services has cross-cutting input into all the Council's strategic priorities also, its work primarily furthers the Council's ambitions to "Tackle inequalities in Oxfordshire", "Prioritise the health and wellbeing of residents", and "support carers and the social care system".

Financial Implications

12. There are no additional financial implications beyond those outlined within the appendices to this report.

Comments checked by:

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

Legal Implications

13. The Performance and Corporate Services Overview and Scrutiny Committee has a specific responsibility within its terms of reference, under Part 6.1A of the Constitution 5 (1) (a) to scrutinise 'corporate performance and directorate performance and financial reporting'.

14. There are no additional legal implications beyond those outlined within the appendices to this report.

Comments checked by:

Kim Sawyer, Interim Head of Legal and Governance:
kim.sawyer@oxfordshire.gov.uk

Lorna Baxter
Executive Director Resources and Section 151 Officer

Annex:	Annex 1: Abridged Business Management and Monitoring Report – Finance section – March 2025 Annex 2: Abridged Business Management and Monitoring Report – Performance section – March 2025 Annex 3: Management and Monitoring Report – Strategic Risk Register section – March 2025
Background papers:	None
Other Documents:	None
Contact Officer:	Verity Royle Financial Planning and Reporting Manager verity.royle@oxfordshire.gov.uk

July 2025

Introduction

1. This annex sets out the final financial monitoring update for the 2024/25 financial year and is based on information covering the period from 1 April 2024 to 31 March 2025.

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

Annex B – 1 (a) to (e)	Detailed directorate positions 2024/25
Annex B – 2	Virements to note
Annex B – 3	Earmarked reserves
Annex B – 4	Government grants
Annex B – 5	General Balances

Overview of 2024/25 Expenditure & Funding

3. The budget for 2024/25 and Medium-Term Financial Strategy to 2026/27 was agreed by Council on 20 February 2024. £68m new funding to meet inflationary and demand pressures was included as part of the budget for 2024/25 along with £30.1m budget reductions less £4.1m savings risk adjustment. There was also funding for investments totalling £11.6m.

4. This is the final update for 2024/25 and sets out the final expenditure against the agreed budget as well as an update on the achievement of planned budget savings and investments.

Service Area Budgets & Expenditure

5. The table below summarises the service area's net expenditure compared to the final budget and shows the movement since the report to Cabinet in March 2025. At the end of 2024/25 there was a service area underspend of £0.3m.

6. There has been strong financial management within services that has led to an outturn £12.8m underspend position. £12.5m of the overall underspend arises from corporate budgets particularly contingency and interest on balances from higher-than-expected interest rates. At the time of setting the 2025/26, there was a significant forecast underspend. It was agreed to support the 2025/26 budget by £10.8m.

	Final Budget	Total Spend	Year End Variance	Year End Variance	Variance March Cabinet	Change in Variance
Adult Services	£249.0m	£245.1m	-£3.9m	-1.6%	-£4.2m	£0.3m
Children's Services	£202.1m	£202.3m	£0.1m	0.1%	£1.3m	-£1.2m
Environment & Highways	£53.5m	£54.3m	£0.8m	1.5%	£0.2m	£0.6m
Economy & Place	£16.9m	£16.7m	-£0.3m	-1.5%	£0.2m	-£0.5m
Oxfordshire Fire & Rescue Service and Community Safety	£28.9m	£29.5m	£0.6m	2.2%	£0.6m	£0.0m
Public Health & Communities	£12.9m	£13.0m	£0.1m	0.5%	£0.2m	-£0.2m
Resources and Law & Governance	£59.8m	£61.2m	£1.5m	2.5%	£1.3m	£0.2m
Transformation, Digital & Customer Experience	£8.2m	£9.0m	£0.7m	9.1%	£1.0m	-£0.3m
Service Areas Total	**£631.3m**	**£631.0m**	**-£0.3m**	**0.0%**	**£0.6m**	**-£0.9m**
Strategic Measures						
Capital Financing	£21.3m	£21.7m	£0.4m	2.0%	-£3.5m	£3.9m
Interest on Balances	-£10.7m	-£17.4m	-£6.8m	63.2%	-£4.6m	-£2.1m
Contingency	£0.5m	-£0.1m	-£0.6m	-128.8%	-£3.3m	£2.7m
Pay Inflation	£4.8m	£0.0m	-£4.8m	-100.0%	-£4.7m	-£0.1m
Un-ringfenced Specific Grants	-£56.4m	-£56.4m	£0.0m	0.0%	£0.0m	£0.0m
Insurance	£1.7m	£1.5m	-£0.2m	-13.6%	£0.0m	-£0.2m
Contribution from COVID-19 reserve	-£3.8m	-£3.8m	£0.0m	0.0%	£0.0m	£0.0m
Contribution from Budget Priority Reserve	£1.6m	£1.6m	£0.0m	0.0%	£0.0m	£0.0m
Contributions to reserves	£23.1m	£22.5m	-£0.6m	-2.4%	£5.0m	-£5.6m
Total Strategic Measures	**-£17.9m**	**-£30.5m**	**-£12.5m**	**70.1%**	-£11.1m	-£1.4m
Net Operating Budget	**£613.5m**	**£600.6m**	**-£12.9m**	**-2.1%**	**-£10.5m**	**-£2.4m**
Business Rates & Council Tax funding	-£613.5m	-£613.3m	£0.1m	0.0%	£0.0m	£0.1m
Forecast Year End Position	**£0.0m**	**-£12.8m**	**-£12.8m**	**-2.1%**	**-£10.5m**	**-£2.3m**

Note: the figures in all tables have been rounded - this may mean the overall totals vary slightly to the sum of the figures included in them.

Contingency & Pay Inflation

7. £6.3m of the £14.4m pay inflation budget was transferred to Service Areas to meet the cost of the additional pay inflation in 2024/25 following the agreement of the Green & Grey Book, and Soulbury pay awards. Also £0.3m was transferred meet the cost of pay inflation for in year recruited vacant posts. £3.0m has been used to fund a one-off contribution to the Local Government Re-organisation and Devolution reserve. The remaining pay inflation budget was £4.8m. The on-going budget not needed to fund pay inflation in 2024/25 is available to meet the cost of pay inflation in 2025/26.

8. The underspend against £7.0m of the contingency budget has also been added to the Local Government Re-organisation & Devolution reserve.

MTFP 2024/25 Savings & Investment

9. The 2024/25 budget includes planned services savings of £30.1m. This was offset by a budgeted risk adjustment of £4.1m added to reflect risks around the achievement of savings for Children's Services. The undelivered savings for 2024/25 total £6.0m and include:

- £1.1m savings related to Children's Services staffing, agency staff, contract savings and placements.
- £2.2m arising from delays to the introduction of Lane Rental charges in Environment & Highways.
- £0.7m Environment & Highways waste collections and other income generation targets.
- £1.1m delivering Future together savings target implementation delays.

10. The 2024/25 budget also includes planned service area investments totaling £11.6m. £4.5m has been spent on planned programmes of work in 2024/25. £1.8m expenditure will take place in in 2025/26 so it is recommended that this funding is temporarily transferred to the Budget Priorities reserve ahead of use. Of the £5.3m released investments, £4.1m has been used to support service pressures as explained in previous reports.

<u>Overview of General Balances & DSG High Needs Balances</u>

11. The risk assessed level of one – off funding held in general balances in 2024/25 is £30.2m. A residual balance of £2.3m relating to the underspend at the end of 2023/24 was agreed to be held in balances as part of the Provisional Outturn Report for 2023/24. After taking account of the underspend of £12.8m, balances are £15.1m above the risk assessed level as at 31 March 2025. The use of £10.8m of this total was already agreed as part of the 2025/26 budget. Based on the actual outturn position and agreed use, balances will be £4.3m above the risk assessed level for 2025/26 as at 1 April 2025.

12. The 2024/25 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £36.5m, £15.3m higher than the £21.2m deficit budget approved by Council in February 2024. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The deficit would increase the cumulative negative High Needs DSG balance held in this reserve from £55.8m as at 31 March 2024 to £92.3m at 31 March 2025.

Service Financial Positions as at 31 March 2025

Adult Services

13. The service is reporting an underspend position of £3.8m against a budget of £248.9m (-1.6%) due to robust financial management and continuing the Oxfordshire Way approach which supports people to live well in their community, remaining independent for as long as possible.

Service Area	Final Budget £m	Total Spend £m	Year end Variance £m	Variance March Cabinet £m	Change £m
Adult Social Care	28.9	28.5	-0.4	0.3	-0.7
Health, Education & Social Care Commissioning	6.9	6.3	-0.7	-0.3	-0.4
Business Support Service	1.2	1.1	-0.1	0.0	-0.1
Pooled Budgets	211.9	209.2	-2.7	-4.2	1.5
Total Adult Services	**249.0**	**245.1**	**- 3.9**	**- 4.2**	**0.3**

Pooled Budgets

14. Pooled Budgets are reporting an underspend of £2.7m (-1.3%).

15. Budgets allocated for risk, demography and inflationary related pressures within the pooled budgets in 2024/25 were £20.8m, -£18.1m was directly allocated to the pools to cover demographic and inflationary pressures. £2.7m earmarked for in-year risk was not required as all further pressures arising during the financial year were managed within the existing budget.

Age Well Pooled Budget

16. The Age Well combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).

17. The council's share of the Better Care Fund (BCF) utilised within the pool is £31.1m in 2024/25, an increase of 5.66% from 2023/24. Age Well is reporting a breakeven position. The position assumes that all savings are delivered.
    - The Reablement and Discharge to Assess service has seen a managed significant increase in activity during 2024/25. Numbers increased by 27% from an average of 437 per month in 2023/24 to an average of 555 per month in 2024/25. This investment has benefited the wider system, moving people out of hospital earlier whilst ensuring they receive the correct level of care. This has resulted in an increased cost of £4.8m
    - Care Homes have seen a 14% reduction in the level of activity during 2024/25 resulting in a £3.6m underspend. This aligns to our Oxfordshire Way strategy, helping to support more people to live independently at home
    - Support at Home are reporting a £1.0m overspend primarily reflecting an increase in equipment, supported living and direct payments.
    - The overall £2.2m pressure within the Age Well pool has been offset from within the risk budget as mentioned in paragraph 18 in this report

Live Well Pooled Budget

18. The Live Well pool supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs and adults with physical disabilities.

19. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).

20. The Live Well pool is reporting a breakeven position for 2024/25.
    - The High Functioning Autism budgets saw unexpected in year pressures due to activity levels which led to a £2.3m overspend. The number of supported people increased by 59 during 2024/2025 which represents a 64% increase which created this pressure.
    - Learning Disabilities budget is reporting a £0.4m overspend, this primarily

related to the high costs of voids for supported living placements
- Physical Disabilities are reporting a £0.7m overspend highlighting an increase in Home Support activity. On average the number of people supported increased by 25 over the year 2024/2025.
- The overall £3.4m pressure within the Live Well pool has been offset from within the risk budget as detailed in paragraph 18 in this report.

Non-Pool Services

21. An underspend of £1.1m is reported across all other services.

22. Adult Social Care underspend is reported as £0.5m. This was a result of one off funding being utilised in 2024/25 to support safeguarding. The service area benefitted from increased Deputyship Management fees agreed by the Office of Public Guardian with effect from April 2024, which are contributing to savings from 2025/26.

23. Health Education and Social Care commissioning reported an underspend of £0.6m. This is a result of vacant posts held throughout the year and one-off additional funding received.

Savings

24. The 2024/25 budget included planned savings of £4.3m. 98%, £4.2m of savings were delivered. There was also £0.3m of savings brought forward from 2023/24 to be delivered in 2024/25 which was fully delivered.

Investments

25. A total one-off investment of £1.2m was made into the Adult Social Care budget in 2024/25. £0.1m was spent in-year on digital projects to support practitioners to make better use of data. £0.4m has been committed to be spent on further digital innovations in 2025/26. The remaining £0.7m has been returned to corporate reserves to fund other council priorities.

Reserves

Adult Services	Balance at 31 March 2024	Movement	Balance at 31 March 2025
Held within Grants and Contributions reserve:	-£0.5m	£0.1m	-£0.4m
Held within Government Initiatives reserve:	-£0.1m	£0.0m	-£0.1m
Held within Trading Accounts reserve:	-£0.0m	£0.0m	-£0.0m
Held within Capital & Equipment reserves:	-£0.1m	£0.0m	-£0.1m
Held within Budget Priorities reserve:	-£1.9m	-£3.6m	-£5.5m
Overall Service area earmarked reserves	**-£2.7m**	**-£3.4m**	**-£6.1m**

Government Grants

26. As set out in Annex B-4, ring-fenced government grants received by the directorate in 2024/25 total £22.2m.
- Improved Better Care Fund Grant is £10.7m in 2024/25, with no change since 2023/24. The conditions attached to the grant funding require it to be used for the purposes of meeting adult social care needs, including contributing to the stabilisation of local care markets and supporting the

NHS is addressing pressures such as delayed discharges.

- Market Sustainability and Improvement Fund is £10.0m and has been used to support the provider fee uplift in 2024/25 in line with the terms of the grant, to enhance the uplift, and to maintain uplifts from 2023/24 funded through the Market Sustainability and Fair Cost of Care grant which now forms part of this grant.
- Adult Social Care Discharge Fund is £2.5m which has been used to provide interventions that improve discharge of patients from hospital to the most appropriate location for their ongoing care.

Medium Term Financial Strategy Savings

27. The 2024/25 budget includes planned services savings of £30.1m. This was offset by a budgeted risk adjustment of £4.1m added to reflect risks around the achievement of savings for Children's Services. The overall savings have been adjusted accordingly.

28. Undelivered savings for 2024/25 total £6.0m (25%, if based on original target of £30.1m – 34%) . This is mainly due to:
    - £1.1m Children Services staffing, agency staff, contract savings and placements
    - £2.2m in Environment & Highways related to delays in the introduction of Lane rental charges.
    - £0.7m in Environment & Highways relating to waste and other income generation targets.
    - £1.1m Delivering the Future Together savings target implementation delays.

Service Areas	2024/25 Planned Savings	Actual delivery	Unachieved savings
Adult Services	-£4.3m	-£4.2m	-£0.1m
Children's Services	-£8.2m	-£7.1m	-£1.1m
Environment & Highways	-£8.1m	-£4.8m	-£3.3m
Economy and Place	-£1.0m	-£1.0m	£0.0m
Public Health & Communities	-£0.5m	-£0.5m	£0.0m
Fire & Rescue Service and Community Safety	-£0.5m	-£0.2m	-£0.3m
Resources and Law & Governance	-£1.9m	-£1.8m	-£0.1m
Transformation, Digital & Customer Experience	-£1.5m	-£0.5m	-£1.1m
TOTAL	**-£26.0m**	**-£20.0m**	**-£6.0m**

Adult Services

29. The 2024/25 budget included planned savings of £4.3m. 98% of these savings have been delivered. Undeliverable savings relate to an action to reduce the outstanding unsecured debt.

Medium Term Financial Strategy Investments

30. The 2024/25 budget also includes planned service areas investments of £11.6m. £4.5m (39%) has been spent on planned programmes of work and £1.8m (16%) is now expected to be spent in 2025/26. This is proposed to be temporarily transferred to the Budget Priorities Reserve. Of the £5.3m (46%) released investments, £4.1m was approved to support service pressures.

Service Areas	2024/25 Planned Investments	2024/25 Actual	Rephased to 2025/26	Overall Position	Investments released
Adult Services	£1.2m	£0.1m	£0.7m	£0.7m	£0.5m
Childrens Services	£6.4m	£1.7m	£0.5m	£2.2m	£4.1m
Environment & Highways	£2.2m	£1.6m	£0.0m	£1.6m	£0.6m
Economy and Place	£0.7m	£0.5m	£0.0m	£0.5m	£0.1m
Resources and Law & Governance	£0.6m	£0.5m	£0.1m	£0.6m	£0.0m
Transformation, Digital & Customer Experience	£0.5m	£0.0m	£0.5m	£0.5m	£0.0m
TOTAL	**£11.6m**	**£4.5m**	**£1.8m**	**£6.3m**	**£5.3m**

Adult Services

31. Planned one – off investments of £1.2m were agreed as part of the 2024/25 budget. £0.7m has been carried forward to be delivered in 2025/26

Debt Management

Adult Social Care Contribution Debtors

32. The 120-day invoice collection rate was 93% in March 2025, 1% above the 92% target.

33. The final balance of adult social care contribution debt requiring impairment was £4.5m, matching the 2024/25 carried forward balance. £0.1m of savings linked to a reduction in the impairment were not achieved.

34. There were 271 Adult Social care write-offs processed this year with a value of £0.868m, this equates to 1.7% of the value of invoices raised (£50.8m) and 0.7% above target.

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KPI Name	Target	Actual	RAG rating	End of year target	End of year actual	End of year RAG rating	Commentary
OCC01.01 % reduction in corporate emissions within our Net Zero by 2030 target	9	5	Amber	18	18	Green	Reporting for Q1 and Q2 24-25 The figures are preliminary calculations and may change in final annual GHG (Greenhouse Gases) report. During Q1 and Q2 of 2024/25 (April to September 2024), Oxfordshire County Council emissions from the scope of our carbon neutrality 2030 target (corporate estate and activities) reduced by 5% (151 tonnes CO2e) compared with the same period in 2023/24. The reduction is less than expected due to delayed delivery of property decarbonisation and fleet replacement programmes. The LED street lighting replacement programme now completed. The emission savings corresponded to delivery of property decarbonisation and fleet electrification programme will start materialising from towads the end of 2025/26, contingent on timely delivery. The breakdown of this overall reduction in Q1 &Q2 2024/25 by area of operation is the following: -Property emissions decreased by 56 tonnes of CO2e, this is a 7% decrease compared to the same period in 2023/24. -Highways Electrical Assets emissions decreased 97 tonne of CO2e, this is a 10% reduction compared to the same period in 2023/24. Fleet emissions decreased by 1 ton of CO2e, this is a 0.2% reduction compared to the same period in 2023/24. -Staff mileage emissions increased by 4 tonnes of CO2e, this is a 1% increase compared to the same period in 2023/24.
OCC01.02 Total No. of streetlights fitted with LED Lanterns	1300	1755	Green	1300	1755	Green	The figure for the month of March 2025 is 129 LED Lanterns converted. The cumulative total number for this year which is now includes the non-routine maintenance works is 1755 LED lanterns that have been replaced. Which will help to assist OCC towards our long-term energy reduction.
OCC01.04 Oxfordshire greenhouse gas (GHG) emissions as published annually by DESNZ with a 2-year lag	9	5	Red	9	5	Red	Data received September. This latest data from Department for Energy Security and Net Zero (DESNZ) shows that Oxfordshire tracked the national trend in green house gas (GHG) reduction between 2021 and 2022 and showed a similar % reduction as the South East region and comparator authorities. While Oxfordshire met the Climate Change Committee carbon budget it did not meet the ambitious Pathways to a Zero Carbon Oxfordshire

(PAZCO) trajectory for Oxfordshire Leading the Way. 2022 is the first full year post pandemic when normal economic activity resumed. During this period, transport emissions which are hard to decarbonise continued to dominate for the county. The carbon intensity of the grid also increased in 2021 due to more coal and gas in the mix has been gradually reducing since.

The 9% year on year reduction target from the PAZCO Oxfordshire Leading the Way scenario applies to CO2 only and excludes some transport sources, waste and land use changes.

Finance Impact

The latest GHG data highlights the need to continue to invest in climate action and work with partners to stay on course for our county net zero ambitions. The majority of financing for the net zero transition will come from private sources and the council is seeking to create policy and partnerships that enable that investment. The cost of climate impacts such as from recent floods will be increasingly felt as national and global emissions are not reducing fast enough to prevent climate breakdown.

Risk Impact

This is the first time that Oxfordshire has not been on track to deliver against the Oxfordshire Leading the Way trajectory. The county is tracking regional and national emissions reductions, showing that national policy is the key driver. Therefore there is a risk that insufficient government action will prevent Oxfordshire meeting its net zero ambitions, and our new public affairs function is key to continue pressing for a more ambitious policy framework nationally.

There is a risk that Oxfordshire will not meet its ambitious carbon budgets as set out in the Net Zero Route map, however it is also possible that the county will recover its position given that the grid is decarbonising again since a peak in 2021 and that action is being taken at local and national level to tackle emissions. Further data will be available from DESNZ in summer 2025 relating to 2023 GHG emissions.

OCC01.05 Percentage of milestones delivered for the Local Nature Recovery Strategy (LNRS)	100	90	Amber	100	90	Amber	The public consultation to Oxfordshire's draft LNRS was an excellent point of engagement receiving a high number of responses (over 2,100). This has been 3-4 times higher than expected for LNRSs. The LNRS groups therefore agreed to add additional 3 months to the timeline to launch before October 2025 to enable the LNRS to process and act on those consultation responses. This is reflected in the reduction of milestones met in the past month.
OCC01.06 Number of fully-funded retrofit measures delivered to low income/fuel poor homes	45	34	Amber	195	285	Green	It's early into the quarter, but 15 installs have been completed under the HUG2 scheme in January, plus a further 17 in February, plus 2 Solar PV with battery storage under the Energy Saver App scheme in February.
OCC01.07 Total % of household waste which is reused, recycled or composted	61.5	55.95	Red	61.5	55.95	Red	Small movement downward again on last month. Oxfordshire remains the best county council in England for recycling, however performance has flatlined which reflects national trends, indeed the latest statistics show that recycling rates across England have reduced year on year. In November 2024 central government made announcements around Simpler Recycling and Extended Producer Responsibility. It is hoped that this will provide some certainty in terms of future collections arrangements and may see service changes in the next two to three years and therefore a step change in the performance, but performance will not change much ahead of then.
OCC02.01 Digital Inclusion through libraries (number of hours of use of library public computers)	5500	7588	Green	5500	7588	Green	Usage of public computers remains high and shows ongoing demand for this part of our service offer.
OCC02.02 % of premises in Oxfordshire below legal Universal Service Obligation of 10Mb/s	0.42	0.36	Green	0.42	0.36	Green	
OCC02.03 Number of physical visits to Libraries	115000	164677	Green	115000	164677	Green	Visits to libraries remain above target and exceeded 2 million for the period April 2024 to March 2025. This is as a result of work to promote the value of libraries, and to run events

							and activities, plus continued efforts to maintain quality, relevant book stock.
OCC02.04 Inequality in life expectancy at Birth (female)	4.3	0	N/A	4.3	0	N/A	The latest data is anticipated to be published in May 2025 by Office of Health and Disparities (OHID) A total of 13 Community Insight Profiles have now been completed. In the 2024-25 period, three additional profiles were published: Berinsfield (September 2024), Witney Central (February 2025), and Wood Farm (February 2025). These reports focus on areas ranked within the 30-40% most deprived nationally and/or those most at risk of experiencing poor health outcomes. All reports are available on the Oxfordshire data hub. One final report is due to be published for Bicester West in June 2025. Grant funding rounds for the initial 10 priority areas and Berinsfield are now complete. Community Health Development Officers (CHDOs) are in place for 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.
OCC02.05 Inequality in life expectancy at Birth (male)	5.7	0	N/A	5.7	0	N/A	The latest data is anticipated to be published in May 2025 by Office of Health and Disparities (OHID). A total of 13 Community Insight Profiles have now been completed. In the 2024-25 period, three additional profiles were published: Berinsfield (September 2024), Witney Central (February 2025), and Wood Farm (February 2025). These reports focus on areas ranked within the 30-40% most deprived nationally and/or those most at risk of experiencing poor health outcomes. All reports are available on the Oxfordshire data hub. One final report is due to be published for Bicester West in June 2025. Grant funding rounds for the initial 10 priority areas and Berinsfield are now complete. Community Health Development Officers (CHDOs) are in place for 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 Digital engagement with Heritage Services	444000	398607	Red	1110000	1207019	Green	Sustained level of engagement across all platforms including heritage search engagement increased in last quarter.

OCC02.07 Number of completed profiles for local communities with the greatest health inequalities	13	13	Green	13	13	Green	A total of 13 Community Insight Profiles have now been completed. The three profiles published in 2024-25 are Berinsfield (September 2024), Witney Central (February 2025) and Wood Farm (February 2025). All reports are available on the Oxfordshire data hub. One final report is due to be published for Bicester West in June 2025.
OCC02.08 Number of physical visits to Heritage sites (i.e. Museums, History Centre and VCH events)	17500	32460	Green	73000	130578	Green	Increase on previous quarter partly owing to museum visitor attendance during Feb half term and Bird Photographer exhibition being very high.
OCC02.09 Total number of people accepted into domestic abuse safe accommodation	65	53	Red	65	53	Red	1. People are staying longer in safe accommodation due to lack of accommodation to move on to. 2. More single people (without children) are using safe accommodation and are occupying family rooms. This means the overall number of people that can be accommodated is reduced, and contractual targets are being reviewed.
OCC03.01 % of successfully treated opiate users not requiring treatment again within 6 months	7	10.1	Green	7	10.1	Green	Reporting Period Q3-24 The Community Alcohol and Drug Service continues to achieve very high opiate successful completion rates, significantly above the national average of 5.2%. This measure demonstrates a focus on quality of drug treatment in line with the national drug strategy, achieved alongside a focus on increasing the number of opiate users in treatment.
OCC03.02 % of the eligible population aged 40-74 who have been offered NHS Health Check	5	4.82	Amber	20	17.83	Amber	Reporting Period: Q3-24 Q3 2024/25 has an increase in the number of invitations compared to Q2 2024/25. The rise is due to an increase by both Primary Care and the Supplementary NHS Health Check service. This is supported by a marketing plan to raise awareness of the NHS Health Check programme with the public.
OCC03.03 Live well-promote and prevent Smoking prevalence in adults (18+)- self-reported	10.8	10.3	Green	10.8	10.3	Green	Reporting Period: 2023 (calendar year) The local stop smoking service continues to support smokers to quit, with specific focus on priority groups. Further programmes are underway across the system to further support quits including • National Health Service England (NHSE) funded

							tobacco dependency services within acute, mental health and maternity settings. • Swap to Stop schemes.
OCC03.04 Reduce the % of women smoking in pregnancy to contribute towards OCC smokefree strategy	6	5	Green	6	5	Green	Reporting Period: Q3-24 A maternity in-house tobacco dependency advisor service (via National Health Service (NHS) Long Term Plan funding) is live and successfully supporting pregnant women to quit smoking. This includes Swap to Stop access to vapes for them and their household members. The local stop smoking service continue to support small numbers of pregnant women and their partners to quit, usually because they live on the borders of the county and are not under maternity care of Oxfordshire NHS trust.
OCC03.05 Of those residents invited for a NHS Health check, the % who accept and complete the offer	45	50.9	Green	45	50.9	Green	Reporting Period: 23-24 Activity by Primary Care to deliver National Health Service (NHS) Health Checks has been consistent throughout the year and an improvement on 2022/23. Alongside this, the Supplementary NHS Health Check Service provider has been offering community health checks showing a high take up from the priority groups identified by the Council.
OCC03.06 Percentage of births that have received a face to face New Birth Visit	95	95	Green	95	95	Green	Reporting Period: Q3-24 This indicator is performing well and is on target. In this quarter the Health visitors saw 1,752 families in person during a face to face visit which typically takes place in the home.
OCC03.07 Reduce the levels of children overweight and obese in year 6 (NCMP data)	29.7	32	Amber	29.7	32	Amber	Reporting Period: 2023-24 In Oxfordshire, latest data (23/24) shows for year 6 there has been a very slight (not statistically significant) increase in excess weight over the last year though trend is fairly level. For this age group excess weight fell from 34% to (21/22) to 31% (22/23) then to 32% 24/25. Oxfordshire performs well against the England average generally, but there are some areas in Oxfordshire where children have experienced excess weight over a long period. A new all age healthy weight service launched in September with a focus on addressing inequalities associated with weight. For children, there is the option of both group sessions within the community and remote Programmes to support them and

							their family to create healthy habits. Work to support more healthy environments continues.
OCC03.08 Average response time to emergency incidents within Oxfordshire	9	9.11	Amber	9	9.11	Amber	9 minutes 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. 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. Compounding these issues are the challenges around on-call availability: if remote, rural stations are unavailable then travel-times to incidents from other stations will be increased and this therefore reduces the overall ability of the organisation to meet these thresholds. Work is being done to address the availability issue through both our interim measures and the CSS Review Phase 3 response model, which will be looking to stabilise and improve availability levels for the provision of a minimum level of fire cover. This will therefore have a positive impact on response times as the final response model is introduced. Until then, the interim response model aims to try and improve our response time towards this national level.
OCC03.09 No of people contacted via Making Every Conversation Count (MECC)	450	1405	Green	5400	10361	Green	This month is yet another record total for MECC conversations - due to staff meetings to increase priority in this area, and to ensure better and more consistent reporting across our 44 libraries.
OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms	25000	1000	Red	100000	125540	Green	This is an aspirational target with several variables outside of the services control. Performance can also vary significantly, as a small number of high value savings can impact on the total amount saved, or not. Whilst quarterly performance was below target, importantly, YTD performance achieved its target.

OCC03.11 No of people directly reached with Trading Standards preventative advice and support	375	200	Red	1500	2035	Green	Whilst quarterly performance is below target, the end of year performance is well above target. Q4 included our celebrated Consumer Challenge Quiz, a learning and celebration event aimed at Oxfordshire's special schools.
OCC03.12 Number of accidental fires in people's homes per 100,000 population	8.73	5.56	Green	8.73	5.56	Green	
OCC03.13 Numbers in substance misuse treatment: Children and young people during the financial year	149	79	Red	149	79	Red	New provider started April 2023, with new approach which focuses more on earlier intervention that is not recorded in this figure. Additionally, overall fewer children and young people are being seen by the provider, because pathways into the new service are still developing. Improvement Plan Partners are working together to make sure that children and young people who need this service are referred. We have a comprehensive action plan that we are monitoring regularly. Timeframe Numbers are already increasing. We will continually review the appropriateness of the current target in light of the different service approach. Finance Impact Children and young person's substance misuse service are covered within the contract for Oxfordshire. Risk Impact Risk that children and young people who need the service are not being supported.
OCC03.14 Numbers in treatment: Alcohol only during the financial year	810	987	Green	810	987	Green	Comment The Community Alcohol and Drug Service continues to significantly overperform on their contract targets to increase the number of people in treatment for alcohol only (no other substance). They have achieved a 46.22% increase in numbers since the Jan-Dec 2021 baseline.
OCC03.15 Number of volunteer hours contributed to the library service	27500	31916	Green	27500	31916	Green	

OCC04.01 % of people who received short-term services during 24/25 with no further support request	77.5	74	Amber	77.5	74	Amber	This is a national measure which aims to monitor the effectiveness of reablement support. Reablement is a short-term service which aims to help people regain their independence following a hospital admission or in the community. This measure monitors of the people who have completed a reablement episode the proportion that need no on-going care. Performance has increased in recent years - improving from 57% in 2020/21; to 74% in 24/25. This is slightly below the latest reported national figure of 77.5%. The service has continued to increase the number of people being supported through the discharge to assess pathway with 25% more people being discharged from hospital than last year. Of all people receiving reablement 86% achieve independence or a reduction of their care support needs. We are implementing training with all our providers to enhance their understanding of reablement as we develop our support for people with complex needs at the point of discharge.
OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family	0	89.6	N/A	0	89.6	N/A	The reason for this slight decrease is likely to be that a person has required (due to health deterioration) a hospital admission, which can result in them needing more formal support such as supported living once discharged. There are also more options available in relation to formal support now that there are over 50 specialist providers on the Live Well Supported Services Framework, to support people in a formal capacity.
OCC04.03 % Section 42 safeguarding enquiries where identified risk was reduced or removed	93	93	Green	93	93	Green	This is a national measure that looks at the outcome of adult safeguarding enquiries. Last year there were 1485 completed safeguarding enquiries of which in 93% of cases resulted in the risk being removed or reduced. Occasionally, risk can remain as the subject of the enquiry chooses for the situation to remain as it is. Nationally, 93% of enquiries result in risk being reduced or removed and the target is to remain above this level.
OCC04.04 Adults aged 65+ (per 100,000) admitted to residential and care homes	437.7	297.3	Green	437.7	297.3	Green	The measure indicates that we have exceeded planned performance at year end with fewer than planned OCC funded admissions to care homes for people >65 in 2024/25. This reflects the strengths-based approach to care assessment and planning and the alternatives to care homes

							placement that have been developed by commissioners and deployed by brokerage and operational staff.
OCC04.05 Adults aged 65+ (per 100,000) admitted to residential and care homes (stretched target)	283.8	297.3	Amber	283.8	297.3	Amber	We have not delivered the stretch target for reduction in care home placements in 24/25. 38% of all council-funded "new" placements in care homes are people who were already in situ and have spent their capital as self-funders. These "threshold" cases significantly impact on the council's ability to further reduce permanent places as by that date they have lost the capability to live safely in other settings. There is a separate area of work under way to support self-funders. This measure will be vacated in 2526.
OCC05.01 Number of bus passenger journeys	34.7	37.1	Green	34.7	37.1	Green	This measure reports a year in areas. 37.10m passengers in 2023/24.
OCC05.02 Number of park and ride passenger journeys	0	0	N/A	0	0	N/A	There is no data available for this measure
OCC05.03 204.6 KM (4.4%) of the road network to be treated	0	6.1	Green	204.6	220.41	Green	In March 2025, 6.1 km of road were treated, contributing to the overall total of 220 km for the fiscal year 2024/2025. This total represents 4.77% of the entire road network.
OCC05.04 % of Annual change in average nitrogen dioxide contentrations in AQMAs	10	11	Green	10	11	Green	There are currently 13 air quality management areas (AQMAs) in Oxfordshire declared in relation to nitrogen dioxide concentrations. The highest levels in each of the 13 AQMAs areas within Oxfordshire were recorded by the District and City Councils. The average of the highest levels was 32.33 µg/mwhich is less than the UK's statutory limit value of 40 µg/m. The 2023 figure is an 11% reduction in the average of highest nitrogen dioxide levels recorded in each of the 13 AQMAs in Oxfordshire compared to last year and a 35% 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 sites. However, the downward trend is apparent across the UK, with most monitoring sites showing reductions in NO 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. Finance impact There is no impact on finance at this stage. Risk impact Delivery is on target and there are no impacts on risk at this stage.
OCC05.05 Number of cycling trips	34263	534729	Green	34263	534729	Green	Comment We have exceeded our target for November 2021 to November 2022 and are on track to meet our cycle trip target of 1 million per week by 2030. This is being achieved by a number of cycling initiatives.
OCC05.06 Number of Rail passenger trips originating in Oxfordshire Stations	8408406	0	Green	8408406	0	Green	23/24 annual statistic
OCC05.07 Public Satisfaction in the condition of Highways	32	19	Red	32	19	Red	This year's customer satisfaction score has shown a 1% improvement on last year's score, at 19%, which is 3% below the average benchmark score of 22%. This is below the target score of 32%, which was set at the average benchmark score in 2022, when Oxfordshire's result was 30%. The drop in satisfaction, from the 2022 figure does not appear to be linked to real-world drop in the actual condition of the road surface.
OCC05.08 % of delivery against Countywide 20mph plan	30.25	30.25	Green	100	120.94	Green	Project completed excepting two schemes (Bicester and Carterton) - Bicester approved at CMD 27 March 2025, and Carterton planned to be consulted on in latter part of May.
OCC06.01 No of trees planted & established on land OCC own & manage	1000	1079	Green	1000	1079	Green	Planting target slightly less than planned. New target is 1000 trees. 829 Highway trees and 250 fruit trees planted to establish >15 new community orchards. First tree delivery received on 18/11/2024 of 200 trees. Monthly updates on planting numbers below. 112 trees planted in November 2024. 202 trees planted in December 2024. 268 trees planted in January 2025. 218 trees planted in February 2025. 279 trees planted in March 2025. Total trees planted this season = 1079.

OCC06.02 Percentage of newly planted trees still alive on land OCC own & manage	90	97.10	Green	90	97.1	Green	The number of trees alive continues to be above the target with minimal loss. Another 279 trees have been planted in March 2025, which has increased the % alive 'Actual' from last month. Total trees planted to date since 1st January 2023 = 1902. Of those, 1847 are still alive.
OCC06.03 Volunteer hours on the PRoW network through established groups	1750	1900	Green	7000	7472.25	Green	Strong performance from our volunteer groups during this winter period.
OCC06.04% [by length] of Public Rights of Way network free from serious issues or obstruction	90	90	Green	90	90	Green	The actual figure of prows free from serious obstructions is 89.61% rounded to 90%. The difference since this was last recorded is 0.25% which is rounded an extra 10km in length free from serious obstructions. This figure will fluctuate all the time as new issues are reported and existing ones are resolved. Although an issue may only affect a small area of a path, eg a locked gate, it will in theory affect a whole link which can vary in length considerably from just a few metres to over 3kms. One issue may involve huge effects to resolve and barely impact the figure, while another may be relatively straight forward but have a greater impact.
OCC06.05 Total number of community activities held as part of the Community Action Group Network	3000	0	N/A	3000	0	N/A	The Community Action Group network will produce an annual report in May/June 2025 at which point these figures will be available.
OCC07.01 % of 2-2½ year review showing children at or above the expected level of development	85.1	86.9	Green	85.1	86.9	Green	Reporting Period: Q3-24 The Health Visiting workforce completed 1,491 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.
OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children	0	80	N/A	0	80	N/A	Since the decline in figures in January, a result of Unaccompanied Asylum Seeking Children (UASC) turning 18 the number of UASC has remained a steady figure since February. We remain under 0.1% of our under 18 population.

OCC07.03 % of children we care for placed out of county and more than 20 miles away from home	0	38	N/A	0	38	N/A	Children are being placed out of area due to a lack of suitable provision closer to home. The issue of out of area placements is most pronounced for residential placements and our new internal residential placement provisions continue to developed. We will always take steps to place children with relatives or their extended network, which could be further than 20 miles away from home, where appropriate, and in accordance with their individual care plan.
OCC07.04 Number of Children and Young People accessing the Music Service	8500	8833	Green	8500	8833	Green	
OCC07.05 The number of children subject of a child protection plan	618	528	Green	618	528	Green	
OCC07.06 Number of Oxfordshire children we care for	0	704	N/A	0	704	N/A	Since February (698) there has been a reduction of 6 children that we care for. This is a reflection of children being permanently adopted.
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	0	28	N/A	0	28	N/A	
OCC07.08 The number of Education Health Care Plans maintained by the local authority	0	7544	N/A	0	7544	N/A	There are 900 (13.5%) more EHCPs maintained by Oxfordshire in March 2025 than there were during the same month in the previous year.
OCC08.01 Deliver a citizen's assembly on transport in Oxfordshire by March 2025	1	1	Green	1	1	Green	The citizens' assembly has been delivered. Its key recommendations were reported to Cabinet on 25 March 2025 for future consideration and response.
OCC09.01 No of overdue inspections from Risk Based Inspection Programme	0	3	Red	0	3	Red	Comment Both the higher use of annual leave near year end and officers needing to priortise attention to enforcement activities (issuing Prohibition Notices), has led to a slight delay in undertaking these visits. These will be prioritised for completion early in the new financial year and given the

							relatively small number, will not impact on the ability to undertake visits to other scheduled premises.
OCC09.03 No of Trading Standards interventions conducted with businesses	375	393	Green	1500	2014	Green	Q4 performance continues to be above target, with achievement well above the annual target. Contributing activities included a range of business intervention activities - providing businesses with advice, inspection visits, the verification of weighing and measuring equipment, underaged test purchasing of age restricted products and the testing/sampling of products for safety and accuracy of labelling (food and consumer products).
OCC09.04 % of Gigabit capable (DOCSIS 3.1 or Full Fibre) Broadband	79.5	87.52	Green	79.5	87.52	Green	
OCC09.05 % of Full Fibre To The Premises broadband (FTTP) premises in Oxfordshire.	55	64.48	Green	55	64.48	Green	
OCC09.06 Minimum of £1.5m generated in social value from suppliers who have contracts with OCC	1500000	1597478.01	Green	1500000	1597478.01	Green	This figure is for social value incorporated within some of Oxfordshire County Council's (OCC) contracts of which the Social Value Portal manage, evidence and validate on behalf of OCC. This figure is for what we have evidenced and validated as of 31st March 2025 and may increase as more evidence is received from contract suppliers for the final quarter which is only now being validated as the quarter has closed.
OCC10.01 % of Adult Social Care complaints (Stage 1) responded to within statutory timescales	80	100	Green	80	100	Green	4 Adult Social Care statutory stage 1 complaints have been received in March 2025. 1 was closed within timescale and 3 are still open within timescale.
OCC10.02 % of Adult Social Care complaints (Stage 2) responded to within statutory timescales	80	0	N/A	80	0	N/A	3 Adult Social Care statutory stage 2 complaints have been received in March 2025. All the cases are still open within timescale.
OCC10.05 Percentage of FOIs	90	100	Green	90	100	Green	A total of 196 requests for information were received during March, with an additional 21 requests redirected to the other organisations, mainly the local district councils.

responded to within timescales							This is an increase of 16.7 % compared to February 2025 (168), and an increase of 44.1% compared to March 2024 (136). A total of 62 requests were responded to on-time (100%), and 134 requests remain open and on-time (100%).
OCC10.08 % of Children Social Care complaints (Stage 1) responded to within statutory timescales	80	0	N/A	80	0	N/A	5 Children Social Care statutory stage 1 complaints have been received in March 2025. All the cases are still open within timescale.
OCC10.09 % of Children Social Care complaints (Stage 2) responded to within statutory timescales	80	0	N/A	80	0	N/A	5 Children Social Care statutory stage 2 complaints have been received in March 2025. All the cases are still open within timescale.
OCC10.10 % of Children Social Care complaints (Stage 3) responded to within statutory timescales	80	0	N/A	80	0	N/A	No Children Social Care statutory stage 3 complaints received in March 2025.
OCC10.11 % of Corporate Complaints (Stage 1) responded to within timescales	80	77	Red	80	77	Red	28 Corporate stage 1 complaints have been received in March 2025. 10 were closed within timescale, 3 closed outside of timescale (Children Education and Families service), 14 cases are still open within timescale and 1 is open outside of timescale which falls Environment and Highways service. The team continue to work with services to ensure responses are provided within timescales provided.
OCC10.12 % of Corporate Complaints (Stage 2) responded to within timescales	80	0	N/A	80	0	N/A	6 Corporate stage 2 complaints were received in March 2025. All the cases are still open within timescale.
OCC11.01 Overall forecast revenue variance across the Council	0	-2.1	Green	0	-2.1	Green	
OCC11.02 Achievement of planned savings	90	66	Red	90	66	Red	

OCC11.03 General balances are forecast to remain at or above the risk assessed level	85	112	Green	85	112	Green	
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	1	0.5	Green	1	0.5	Green	
OCC11.05 Total Outturn variation for DSG funded services (schools/early years)	0	0	Green	0	-0.9	Green	
OCC11.06 Total Outturn variation for DSG funded services (high needs)	21300000	36450000	Red	21300000	36450000	Red	
OCC11.07 Use of non-DSG revenue grant funding	95	99	Green	95	99	Green	
OCC11.08 % of agreed invoices paid within 30 days	95	96.28	Green	95	96.28	Green	February performance is 1% above target, all areas are above target.
OCC11.09 Invoice collection rate - Corporate Debtors	95	96.77	Green	95	96.77	Green	This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we measured invoices issued in November 2024. The collection rate was 96.77%, above the target of 95%.
OCC11.10 Debt requiring impairment - Corporate Debtors	300000	800451	Red	300000	800451	Red	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 £0.800m. 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.

OCC11.11 Debt requiring impairment - Adult Social Care contribution debtors	3500000	4511920	Red	3500000	4511920	Red	The 2023-24 year-end adults care contribution impairment for bad debt was £4.52m. At 31-Mar-25 it is £4.51m, an increase of £0.01m. 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 Average cash balance compared to forecast average cash balance	462628000	558807000	Amber	462628000	558807000	Amber	
OCC11.13 Average interest rate achieved on in-house investment portfolio	3	4.86	Green	3	4.86	Green	
OCC11.14 Average annualised return achieved for externally managed funds	3.75	4.2	Green	3.75	4.2	Green	
OCC11.15 Invoice Collection Rate - Adult Social Care contribution debtors	92	93.4	Green	92	93.4	Green	In this period, we measured invoices issued in November 2024. The 120-day invoice collection rate was 93.40% for this period, above the 92% target.

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Strategic Risk Management Overview

1. 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.

2. Strategic risks are being developed with the services for Devolution and Local Government Reform and Section 106 Agreements.

3. 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.

4. All nine strategic risks remained static in their residual risk scores from February 2025 to March 2025.

Status Indicator	Status Description
	Residual risk rating is high (Score 16 and above)
	Residual risk rating is medium (Score 10 - 15)
	Residual risk rating is low (Score 1 – 9)
	Residual risk rating has decreased
	Residual risk rating has maintained
	Residual risk rating has increased

Table 17: Strategic Risk Key for March 2025

Risk name	Risk Description	Inherent Score	Previous Residual Risk Score	Current Residual Risk Score	Current Residual Risk Rating	Direction of Travel
01. Financial resilience	The council is not financially sustainable in the immediate/medium term.	25	12	12	Amber	→
02. Cyber security	A successful and significant Cyber-attack leading to disruption, damage or compromise of any of the council's computer services, information systems, infrastructure or data.	25	15	15	Amber	→
03. HIF1 & HIF2	HIF1 and HIF2 become undeliverable and/or potential financial risk to the council.	16	12	12	Amber	→
04. Managing Demand across Adults' and Children's Services	Fluctuating demand of community across Oxfordshire can result in varying requirements in resource.	15	8	8	Green	→
05. Special Educational Needs and Disabilities	Local area SEND partnership inspection outcomes found widespread systemic failure. Delay for children having their SEND needs met. Reputational damage (locally, regionally, and nationally).	20	8	8	Green	→
06. Oxford Core Schemes	Failure to deliver Oxford Core Schemes (Traffic Filters, Workplace Parking Levy, Zero Emissions Zone and associated city area schemes such as Low Traffic Neighbourhoods) with public support.	20	16	16	Red	→
07. Strategic Workforce Planning	A risk that the county council's workforce does not have capacity, capability or resilience to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met. Further, that the diversity of the workforce satisfies statutory requirements.	16	12	12	Amber	→
09. Delivering the Future Together	Failure to deliver organisation wide transformation.	25	8	8	Green	→
10. Climate Impact	Increasing vulnerability to climate impacts leads to failure of key infrastructure and services with a direct impact on health, safety, environment, and businesses.	25	20	20	Red	→

Table 18: Strategic Risk Overview for March 2025

Recommendation Tracker
Performance & Corporate Services Overview & Scrutiny Committee

Councillor Glynis Phillips, Chair | Tom Hudson, Principal Scrutiny Officer, tom.hudson@oxfordshire.gov.uk

The action and recommendation tracker enables the Committee to monitor progress against agreed actions and recommendations. The tracker is updated with the actions and recommendations agreed at each meeting. Once an action or recommendation has been completed or fully implemented, it will be shaded green and reported into the next meeting of the Committee, after which it will be removed from the tracker.

KEY	Due to Cabinet	Presented to Cabinet	Complete

Meeting date	Item	Recommendation	Lead	Update/response
04-Apr-25	Budget Management Monitoring Report	1. That the Council, as a minimum, reviews its targets over the percentage of household waste which is reused, recycled or composted, or, preferably, that the Council draws up a new measure which will measure performance better in light of Extended Producer Responsibility measures.	Lorna Baxter; Paul Fermer	**Accepted** See response in item 10
		2. That the Council maintains a measure of customer satisfaction in relation to the Customer Service Centre specifically because of the move to a new telephony system.		**Accepted** See response in item 10

Recommendation Tracker
Performance & Corporate Services Overview & Scrutiny Committee

KEY	Due to Cabinet	Presented to Cabinet	Complete

Meeting date	Item	Recommendation	Lead	Update/response
		3. That the Council measures and reports on the level of local public support for Oxford Core Schemes within its Business Management and Monitoring Report.		**Partially Accepted** See response in item 10
		4. That the Council provides commentary on the recent actions taken to mitigate its Key Strategic Risks and the impact on the residual score within the Business Management and Monitoring Report.		**Partially Accepted** See response in item 10
	Local Enterprise Partnership Integration	1. That the financial liabilities and resilience of Enterprise Oxfordshire should be clearly documented and monitored, ensuring that the organisation has adequate reserves to cover unexpected costs and maintain operational stability.	Lorna Baxter; Robin Rogers	**Accepted** See response in item 10

OXFORDSHIRE COUNTY COUNCIL

Action Tracker
Performance & Corporate Services Overview & Scrutiny Committee

Councillor Glynis Phillips, Chair | Tom Hudson, Principal Scrutiny Officer, tom.hudson@oxfordshire.gov.uk

The action and recommendation tracker enables the Committee to monitor progress against agreed actions and recommendations. The tracker is updated with the actions and recommendations agreed at each meeting. Once an action or recommendation has been completed or fully implemented, it will be shaded green and reported into the next meeting of the Committee, after which it will be removed from the tracker.

KEY	Delayed	In progress	Complete

Meeting date	Item	Action	Lead	Update/response
There are no outstanding action items.				

OXFORDSHIRE COUNTY COUNCIL

Recommendation Update Tracker
Performance & Corporate Services Overview & Scrutiny Committee

Councillor Eddie Reeves, Chair | Tom Hudson, Principal Scrutiny Officer, tom.hudson@oxfordshire.gov.uk

The recommendation update tracker enables the Committee to monitor progress accepted recommendations. The tracker is updated with recommendations accepted by Cabinet. Once a recommendation has been updated, it will be shaded green and reported into the next meeting of the Committee, after which it will be removed from the tracker. If the recommendation will be update in the form of a separate item, it will be shaded yellow.

KEY	Update Pending	Update in Item	Updated

Cabinet Response Date	Item	Recommendation	Lead	Update
17-Dec-24	Community Wealth Building and Wider Social Value	1. That the Council works with the Local Government Association to open discussion with central government to clarify s.123 of the Local Government Act 1972.	Vic Kurzeja	Progress update to be provided
		2. That the Council consults on its draft update of the CAT policy with Locality Groups.		Progress update to be provided
25-Feb-25	Commercial Strategy Update	1. That the Council develops and shares with the committee on a regular basis a more detailed project plan for the Commercial strategy, outlining specific commercial opportunities in development, enabling activity, timelines, targeted savings or expected income generation, risk and RAG ratings	Ian Dyson	Progress update to be provided

KEY	Update Pending	Update in Item	Updated

Cabinet Response Date	Item	Recommendation	Lead	Update
		2. That the Council ensures that future iterations of the Strategy clarify how it intends to help the Council make money, how money will be used more efficiently, and how it will be used more effectively.		Progress update to be provided
		3. That the Council gives consideration to seconding staff to exemplars of good commercial practice to the private sector.		Progress update to be provided
		4. That the Council invests in greater capacity to undertake strategic and mid-contract management of contracts.		Progress update to be provided
		5. That the Council includes representatives of Adult Social Care and Children's Social Care on its Commercial Board		Progress update to be provided
25-Feb-25	Community Asset Transfer Policy	1. That the Council ensures that local members are involved with next-step discussions with VCS groups and the social value provided by these organisations be considered as part of the discussions.	Vic Kurzeja; Michael Smedley	Progress update to be provided
		2. That the Council improves communications around empty properties, including: i) sharing with members a clear statement of the aspiration and timeline for disposing of properties listed for disposal, ii) a quarterly report/update summarising recent events and developments with Council land/property ensuring all parties are kept up to date, and iii) regular updates for those residents neighbouring vacant Council properties to keep		Progress update to be provided

KEY	Update Pending	Update in Item	Updated

Cabinet Response Date	Item	Recommendation	Lead	Update
		them up to date with ongoing developments and plans.		
		3. That the Council develops processes for sharing with both members and sister organisations in the county, i) lease requests by VCS organisations, ii) land available for VCS leases, and iii) any planned leases.		Progress update to be provided

OXFORDSHIRE COUNTY COUNCIL

Work Programme
Performance and Corporate Services Overview and Scrutiny Committee

Councillor Glynis Phillips, Chair | Tom Hudson, Scrutiny Manager
tom.hudson@oxfordshire.gov.uk

Topic	Relevant strategic priorities	Purpose	Type	Lead Presenters
18 July 2025				
Our People and Culture Strategy Update and Deep Dive	Underpins all	To ensure alignment with organisational goals and identify areas for improvement in employee engagement and cultural initiatives.	Scrutiny	Cllr Fawcett; Lorna Baxter; Cherie Cuthbertson
Business Management Monitoring Report, with a focus on Adult Social Services	All, but particularly - Prioritise the health and wellbeing of residents, and Support carers and the social care system.	To review performance, assess progress against strategic priorities, and hold decision-makers accountable for effective service delivery and resource use. The review will take a focused look at the Adult Social Services directorate.	Scrutiny	Cllr Fawcett; Cllr Levy; Lorna Baxter; Victoria Baran
Hire bike and scooter update	Invest in an inclusive, integrated and sustainable transport network.	To consider the enforcement strategy around the use of e-scooters and e-bikes, including any action taken against the illegal use of non-registered vehicles on public highways.	Scrutiny	Paul Fermer; Joanne Fellows

OXFORDSHIRE COUNTY COUNCIL

12 September 2025				
Strategic Plan	Play our part in a vibrant and participatory local democracy, to tackle inequalities in Oxfordshire.	To ensure that the council's long-term priorities are transparent, evidence-based, and aligned with public needs and accountability.	Overview	Cllr Leffman; Lorna Baxter; Susannah Wintersgill
Business Management Monitoring Report, with a focus on Children, Education and Families	All, but particularly - Support carers and the social care system, and Create opportunities for children and young people to reach their full potential.	To review performance, assess progress against strategic priorities, and hold decision-makers accountable for effective service delivery and resource use. The review will take a focused look at Children, Education and Families.	Scrutiny	Cllr Gaul; Cllr Levy; Lorna Baxter; Lisa Lyons
	To be confirmed			
19 December 2025 (Note, suggested change of date)				
Indicative Budget Proposals	Underpins all	To consider the robustness and suitability of the Council's draft budget.	Overview	All Cabinet members and directors
16 January 2026 (suggest deferral)				
	To be confirmed			
Business Management Monitoring Report, with a focus on Environment and Highways	All, but particularly - Put action to address the climate emergency at the heart of our work, Invest in an inclusive, integrated and sustainable transport network, Preserve and improve access to nature and green spaces	To review performance, assess progress against strategic priorities, and hold decision-makers accountable for effective service delivery and resource use. The review will take a focused look at Environment and Highways	Scrutiny	Cllr Roberts; Cllr Gant; Cllr Levy; Lorna Baxter; Paul Fermer

17 April 2026				
Business Management Monitoring Report, with a focus on Resources and Law and Governance, and Economy and Place	All	To review performance, assess progress against strategic priorities, and hold decision-makers accountable for effective service delivery and resource use. The review will take a focused look at Resources and Law and Governance, and Economy and Place	Scrutiny	Cllr Leffman; Cllr Fawcett; Cllr Levy; Cllr Higgins; Lorna Baxter; Robin Rogers
Local Enterprise Partnership Integration Update	Work with local businesses and partners for environmental, economic and social benefit, to tackle inequalities in Oxfordshire	To review the progress and accomplishments of the Local Enterprise Partnership having been integrated into the wider Council	Scrutiny	Cllr Leffman; Cllr Higgins; Robin Rogers; Nigel Tipple
Commercial Strategy Progress Update	Underpins all	To review the progress of the Council's Commercial Strategy	Scrutiny	Cllr Higgins; Cllr Levy; Lorna Baxter; Ian Dyson

Sub-groups				
Name	**Relevant strategic priorities**	**Description**	**Outcomes**	**Members**
There are currently no sub-groups				

Briefings/Other					
Date	**Topic**	**Relevant strategic priorities**	**Description**	**Outcomes**	**Presenters**
There are no scheduled member briefings					

Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested[1] *and, if the report or recommendations in questions were published, the response also must be so.*

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

Issue: Business Management and Monitoring Report – Environment and Highways Focus

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

Date response requested: **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, as a minimum, reviews its targets over the percentage of household waste which is reused, recycled or composted, or, preferably, that the Council draws up a new	Accepted	Nationally and locally the percentage of household waste reused, recycled or composted has stagnated. Until there is a step change in how the service is delivered locally, for example moving to 3 weekly residual waste collections, current performance will not change significantly. The target used

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

measure which will measure performance better in light of Extended Producer Responsibility measures.		currently for this indicator is the target set in the Joint Municipal Waste Management Strategy agreed by all Oxfordshire authorities of 65% by 2030. For information the target the nationally achieved performance of 45%, or the governments 2035 target of 65%. Our ability to improve our already good performance within current systems is very limited in the short term. There are a series of national policies coming in over the next few years which will change the composition of the waste that has to be managed by the authority including the Deposit Return Scheme, Extended Producer Responsibility for packaging waste, mandatory kerbside food services and Simpler Recycling along with the inclusion of waste incinerators in the UK Carbon Emission Trading Scheme. The interconnectedness of these policies makes modelling future waste composition and therefore probable and possible performance particularly complex to the extent that even central government has not been able to do it. For example, it is anticipated that the deposit return scheme will divert recyclable waste from the kerbside collections into the take back schemes and as a result there will be less recyclable waste at the kerbside which in turn will impact on the recycling rate but to what degree is unknown because it will depend upon householder behaviour in seeking to get the deposit back, and on manufacturer behaviours as a result of the Extended Producer Responsibility requirement. We have uncertainty and are performing as best we can, but we do need to monitor and escalate if we fall below this. As such it is proposed to keep the existing measure but base the target and indicator on current good performance, which will allow escalation should our performance fall due to any of the above uncertainty.

Overview & Scrutiny Recommendation Response Pro forma

2. That the Council maintains a measure of customer satisfaction in relation to the Customer Service Centre specifically because of the move to a new telephony system.	Accepted	The original customer satisfaction KPI was created using the council's previous telephony system, this was removed due a low response rate (less than 2%) and not providing accurate insight of how the service was actually performing. The new omni channel platform, Zoom has enabled the council to track much more meaningful data. Included in the BMMR will be two new metrics, the sentiment and engagement of each call. These measures will give the organisation meaningful insight into the customers actual experience. These allow us to use AI to analyse 100% of the calls and are based on customers actual experience of interacting with the council. The sentiment score is based on the language used by the customer to ascertain the overall sentiment of the call. This qualitative and quantitative data reports insight into the reasons for customers potential dissatisfaction with Council services, enables an opportunity to feed this into continuous improvement cycles. A further metric we intend to introduce is engagement score, which looks at the performance of the contact centre advisors. We believe that the combination of these metrics far outweighs the need for collection of customer satisfaction via post call surveys as it gives us greater insight into customer experience, is based on 100% response rates and gives us meaningful insight to drive continuous improvement of the customer experience.
3. That the Council measures and reports on the level of local public support for Oxford Core Schemes within its	Partially Support	All the Core Schemes are at various stages. Formal consultation on the individual schemes will identify the support for each scheme.

Business Management and Monitoring Report.		Until the schemes are implemented and operational, the Council will not be able to measure support. It is considered that as this will be different from the consultation and may change as the benefits of Air Quality, bus reliability and patronage etc., are realised. The exception is the Traffic Filters Experimental Traffic Order, which will constantly consult through the experiment for up to 18 months. To track the overall support of all the core schemes and more broadly the Central Oxfordshire Travel strategy, it is considered this is best (and only really achievable) through the annual resident's survey about traffic and congestion in Central Oxfordshire.
4. That the Council provides commentary on the recent actions taken to mitigate its Key Strategic Risks and the impact on the residual score within the Business Management and Monitoring Report.	Partially accepted	The Business Management and Monitoring Report will include an overview of the actions/mitigations including commentary put in place to try to reduce the inherent risk scoring of the strategic risks. The residual risk score is as a result of mitigations and actions having been put in place. The BMMR will include further commentary.

Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested[1] and, if the report or recommendations in questions were published, the response also must be so.

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

Issue: Local Enterprise Partnership Integration Update

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

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)
That the financial liabilities and resilience of Enterprise Oxfordshire should be clearly documented and monitored, ensuring that the	Accepted	Enterprise Oxfordshire (EO) has robust financial controls and monitoring arrangements. EO currently reports an in-year financial outturn – essentially a profit & loss – with monthly

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

organisation has adequate reserves to cover unexpected costs and maintain operational stability.		internal operational reporting, quarterly reporting to the EO Board, and annual reporting to the Shareholder Board. In addition, the preparation of its accounts and its annual report to Companies House is subject to statutory external audit – and a key test that must be passed as part of the audit is that EO has sufficient income and/or reserves to demonstrate that it is a "going concern" for the subsequent financial year. Furthermore, EO has commissioned an Annual Controls Review from its external auditors, which is undertaken before the annual audit process, allowing the company to test and strengthen its processes, procedures and mitigate any residual risks should they occur. However, EO recognises that Oxfordshire County Council does not currently have sufficient visibility of the company's financial performance and therefore proposes to report its financial outturn, along with its balance sheet, to Shareholder Board on a quarterly basis. This will give the County Council greater visibility of the company's financial performance, including assets and liabilities, to enable the County Council to take an informed view on the company's ability to cover unexpected costs and to maintain operational performance.