

Agenda

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Scrutiny Committee

Date: **Tuesday 6 February 2018**

Time: **6.00 pm**

Place: **St Aldate's Room, Town Hall**

For any further information please contact:

Andrew Brown, Committee and Member Services Manager

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As a matter of courtesy, if you intend to record the meeting please let the Contact Officer know how you wish to do this before the start of the meeting.

Scrutiny Committee

Membership

Chair	Councillor Andrew Gant
Vice-chair	Councillor Nigel Chapman
	Councillor Mohammed Altaf-Khan
	Councillor Jamila Begum Azad
	Councillor Steven Curran
	Councillor James Fry
	Councillor David Henwood
	Councillor Mark Ladbrooke
	Councillor Ben Lloyd-Shogbesan
	Councillor Mark Lygo
	Councillor David Thomas
	Councillor Michele Paule

The quorum for this Committee is four, substitutes are permitted.

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AGENDA

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 MINUTES

9 - 14

Minutes from 15 January 2018

Recommendation: That the minutes of the meeting held on 15 January 2018 be APPROVED as a true and accurate record.

4 REPORT BACK ON RECOMMENDATIONS

15 - 24

Background Information
Scrutiny is empowered to make recommendations to the City Executive Board, which is obliged to respond in writing.
Why is it on the agenda?
For the Committee to note and comment on recent executive responses to Scrutiny recommendations. Since the last meeting the Executive has responded to recommendations on the following items: <ul style="list-style-type: none"> • Preventing elderly isolation • Oxford Direct Services Limited (ODSL) and Oxford Direct Services Trading Limited (ODSTL) Business Plan
Who has been invited to comment?
<ul style="list-style-type: none"> • Andrew Brown, Committee and Member Services Manager.

5 WORK PLAN AND FORWARD PLAN

25 - 46

Background Information
The Scrutiny Committee operates within a work plan which is agreed at the start of the Council year. The work plan will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Committee and take account of any changes to the latest Forward Plan (which outlines decisions to be taken by the City Executive Board or Council).
Why is it on the agenda?
<p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. Review and note its work plan for the 2017/18 council year. 2. The Committee is also asked to select Forward Plan items for pre-decision scrutiny (max. 3 per meeting). 3. Receive updates from the chairs of standing panels and review groups on their work.
Who has been invited to comment?
<ul style="list-style-type: none"> • Andrew Brown, Committee and Member Services Manager.

6 REPORTS FOR APPROVAL

47 - 50

The Committee is asked to approve the following report(s) for submission to the City Executive Board on 13/02/2018:

- Air quality annual status report 2016
- Budget 2018/19 – may be circulated as a late paper.

7 UPDATE OF THE CORPORATE PLAN 2018 (6.15 PM)

51 - 68

Background Information
The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny.
Why is it on the agenda?
<p>The City Executive Board on 13 February 2018 will be asked to:</p> <ol style="list-style-type: none">1. Approve the Annual Update report on the Corporate Plan 2016-20, as set out in Annex 1.2. Delegate authority to the Assistant Chief Executive to make minor textual/formatting changes to the Annual Update Report in advance of formal publication3. Delegate authority for the Assistant Chief Executive to add new success measures to the Annual Update Report (point 13) once agreed with Service Heads and the Chief Executive. <p>This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.</p>
Who has been invited to comment?
<ul style="list-style-type: none">• Councillor Bob Price, Board Member for Corporate Strategy and Economic Development;• Councillor Susan Brown, Board Member for Customer and Corporate Services;• Caroline Green, Assistant Chief Executive;• Mish Tullar, Corporate Policy, Partnership and Communications Manager.

8 GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2018/19 (6.45 PM)

69 - 84

Background Information
The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny.
Why is it on the agenda?
<p>The City Executive Board on 13 February 2018 will be asked to:</p> <ol style="list-style-type: none">1. Approve the recommendations for the commissioning programme as set out in Appendices 1 and 2.2. Delegate authority to the Head of Community Services, in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities, to approve the recommendations for applications received to the grants open bidding programme for 2018-21 and allocate funding to art and culture organisations that apply for funding through this theme from April 2019.

3. Delegate authority to the Executive Director for Organisational Development and Corporate Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the development fund in the Advice and Money Management commissioning theme for 2018-21.

This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.

Who has been invited to comment?

- Councillor Dee Sinclair, Board Member for Culture and Communities;
- Councillor Susan Brown, Board Member for Customer and Corporate Services;
- Julia Tomkins, Grants and External Funding Officer.

9 REVIEW OF USE OF COMMUNITY PROTECTION NOTICES (7.15 PM)

85 - 114

Background Information

The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny.

Why is it on the agenda?

The City Executive Board on 13 February 2018 will be asked to:

1. Endorse the report, including the findings of the CPN Review and Cross-Party Panel; and
2. Authorise the Head of Community Services in consultation with the Board Member for Community Safety to update the Antisocial Behaviour Policy and Antisocial Behaviour Procedures in line with the recommendations made.

This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.

Who has been invited to comment?

- Councillor Tom Hayes, Board Member for Community Safety;
- Tim Sadler, Executive Director for Sustainable City.
- Richard Adams, Community Safety & Resilience Manager.

10 CHILDREN & YOUNG PERSON STRATEGY 2018-2023 (7.45 PM)

115 - 168

Background Information

The Scrutiny Committee has asked for this item to be included on the agenda for pre-decision scrutiny.

Why is it on the agenda?

The City Executive Board on 13 February 2018 will be asked to:

1. Agree the pre consultation version of the Children & Young People's Strategy; and
2. Commence the consultation process on the draft Children & Young People's Strategy.

This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.

Who has been invited to comment?

- Councillor Marie Tidball, Board Member for Young People,

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| Schools and Public Health; <ul style="list-style-type: none">• Ian Brooke, Head of Community Services. |
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11 DATES OF FUTURE MEETINGS

Contact Officer:

Meetings are scheduled as followed:

Scrutiny Committee

6 March 2018

5 April 2018

17 May 2018

All meetings start at 6.00 pm.

Standing Panels

Housing Standing Panel – 8 March 2018, 6pm start

Finance Standing Panel – 14 March 2018, 6pm start

Companies Panel – 14 March 2018, 5pm start

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 (ie 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; licences 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.

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". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

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

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Minutes of a meeting of the SCRUTINY COMMITTEE on Monday 15 January 2018

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Committee members:

Councillor Gant (Chair)

Councillor Chapman (Vice-Chair)

Councillor Azad

Councillor Ladbroke

Councillor Lloyd-Shogbesan

Councillor Lygo

Councillor Thomas

Officers:

Andrew Brown, Committee Services Manager

Mai Jarvis, Environmental Quality Team Manager

Pedro Abreu, Air Quality Officer

John Mitchell, Committee and Member Services Officer

Also present:

Councillor John Tanner, Board Member for a Clean and Green Oxford

63. Apologies for absence

Apologies for absence were received from Councillors Altaf-Khan, Paule, Fry and Curran.

64. Declarations of interest

No declarations of interest were made.

65. Minutes

Agreed that BAME should replace BME throughout the minutes of the meeting held on 05 December.

Cllr Ladbroke was disappointed that the minutes did not, in his view, reflect, the full extent of discussion and strength of feeling in relation to under-employment of BAME members of the community. Agreed that this part of the minute should be expanded accordingly.

This minute recorded agreement that the Committee should revisit the subject of equality and diversity in 2018 with additional data. Agreed that this should be sooner rather than later (and preferably March or April) and that the data should be made available to the Committee at the earliest opportunity. Once the data were provided

discussion could take place without the need for a supporting paper. It would be sufficient for an officer to be present to explain the data.

Subject to the above the Committee resolved to APPROVE the minutes of the meeting held on 05 December as a true and accurate record.

66. Report back on recommendations

There were no recommendations to report back on at this meeting.

67. Work Plan and Forward Plan

The Scrutiny Officer spoke to the work plan and noted that the items on “Impacts of Westgate Shopping Centre” and “Restorative Justice” were now moved from February to April. This left 4 substantive items (all subsequently destined for CEB) for the February meeting. An item on the Living Wage review would go to the March meeting, once the Living Wage Review Panel had given a steer as to its final recommendations and their report written. An item on Oxfordshire Devolution was scheduled for the March meeting. While there had not been much progress on this matter, it was right that the Committee should receive an update given the time it had devoted to it in the past. This would also present an opportunity for Scrutiny to consider the Oxfordshire Housing and Growth Deal.

68. Air Quality Annual Status Report for 2016

The Scrutiny Committee considered the annual report for the first time in 2017 and had agreed that it should be considered by the Committee annually thereafter. Councillor Tanner, Board Member for A Clean and Green Oxford gave a brief introduction to the 2016 report, noting that an analysis of the last 10 years showed that NO₂ levels had dropped, typically, by 35%, at roadsides in the City centre. However the rate of improvement had decreased. A range of measures were in place and proposed to mitigate the risks posed by polluted air.

The Environmental Quality Team Manager explained that the Council was required to submit an Air Quality report annually to DEFRA. The format of the report was very prescriptive. While the Council had an important role to play in monitoring air quality and taking some mitigating action, the County Council, as Highways Authority, had a particularly significant role and so close partnership with it was important.

There were 70 monitoring locations in addition to automatic continuous monitoring at three locations. Some data now provided a picture of trends over the last 13 years. The report noted 17 locations where the annual mean objective for levels of NO₂ had been exceeded. This was a reduction of 11% when compared with the previous year.

A range of actions were now in train to reduce levels of poor air quality. These included, among many others: preparation for the introduction of a Zero Emissions Zone; successful bid for provision of electric vehicle charging infrastructure for taxis; “Test

Drive the Future” event; promotion of electric vehicle car clubs; and launch of the Go Ultra Low Oxford project.

Work on the next report was underway but the data which would underpin it could not be shared until they were confirmed and corroborated. The Committee were very keen to have sight of the latest data as soon as possible, not least because of the possible consequences of the opening of the Westgate Centre. Cllr Tanner was clear however that data should not be shared until there was confidence that they were robust and that data needed to be considered over a period of time.

The particularly poor outcomes for St Clements were a matter of concern and a strategic group (with County Council representation) would meet presently to address those concerns. The County Council had conducted a traffic survey of the area and one possibility being explored was the re-phasing of traffic lights (to keep traffic flowing). Interestingly two monitoring sites in the area, just 10 – 15 metres apart produced markedly different results.

Air quality considerations were taken into account in large scale planning applications.

There was no dedicated budget for the provision of electric/hybrid vehicles to replace older Council vehicles but opportunities to invest in such vehicles were taken as they arose. It was noted that, currently at least, there were no commercially available electric or hybrid refuse vehicles (thinking of the possible future need for such vehicles by Oxford Direct Services Trading Limited).

The Committee questioned whether continued involvement with the Health Improvement Board or the launch of the STOP project would add to the Council’s knowledge or improve outcomes. Involvement with the former was not as productive as had first been envisaged but was still regarded as important. The STOP project would provide some additional data and, as importantly, would act as an educational tool, not just for pupils but for their parents also. More generally, the team were investigating the identification and supply of cheap but effective devices for measuring air quality which could be made widely available to interested members of the public.

The Council had not benefitted from the recently announced government funding pot of £4.5m to be put towards electric car charging points. The City had already made significant advances in this area and might well be used as an example of good practice for others. Nonetheless, no opportunity to secure a share of this funding should be lost.

The value of vegetation (and notably trees) to absorb pollutants was recognised. At the same time it was noted that in some circumstances trees could create a “canyon” effect, trapping polluted air in the short term and so exacerbating its detrimental effect. Cllr Tanner was disinclined to agree to a suggestion that there should be a pilot investigation into the benefits of planting because of the great difficulties in establishing a clear connection between the many and various mitigating strategies and their consequences. He was of the strong opinion that the focus should be on preventative measures.

Cllr Tanner said that the ambition of moving towards a Zero Emission Zone was a serious and significant commitment but not without its challenges (how to deal with heavy goods vehicles delivering to the City Centre for example). The message of intent in the relation to the ZEZ was as important as its final achievement.

The Committee suggested that the wording of the Action Plan was, in places, too vague and lacked 'gritty' objectives. Where strategies or plans had proved to have been ineffective or have added no value, there was no shame in being candid about the fact and ceasing the activity. The Environmental Quality Team Manager said that the wording in the plan needed to provide sufficient flexibility to accommodate detail which had, in some cases, yet to be determined, particularly when it involved working with partners. The plan was also constrained to some degree by the DEFRA template.

Seeking to quantify the consequences for individuals of pollution levels in different parts of the City would be problematic given the mobility of most people. Mortality attributable to air quality was given at a County level, it would be difficult to provide at a City level.

The Environmental Quality Team Manager said that work was being done with the Hackney Cab drivers' association about environmental matters.

The Chair reminded the Committee that it had been asked to note the report and comment if it wished.

The Scrutiny Officer noted the following key points has having emerged from the discussion that could be presented to the City Executive Board as recommendations:

1. That the Council looks again at whether there was an opportunity to bid for some of the £4.5m of government funding available for electric vehicle charging infrastructure
2. That the Council keeps a watching brief on the emerging science on the benefits of different types of vegetation as absorbers of pollutants.
3. That the Council engages with taxi drivers, as well as schools, about the issue of idling and continues with enforcement activities and the promotion of electric vehicles.

69. Report for approval

The Scrutiny Committee had considered a report by the Head of Community Services on preventing elderly isolation at its meeting on 5 December 2017 and agreed that recommendations should be made to the City Executive Board as a result.

The Chair introduced the report which proposed those recommendations. The Committee agreed that the report should be put to the City Executive Board at its meeting on 23 January.

70. Dates of future meetings

Scrutiny Committee

- 06 February 2018
- 06 March 2018

All meetings start at 6.00 pm

Housing Panel

- 08 March 2018

All meetings start at 5.00 pm unless otherwise stated

Finance Panel

- 24 January 2018
- 14 March 2018

All meetings start at 6.00 pm

The meeting started at 6.00 pm and ended at 7.15 pm

Chair

Date: Tuesday 6 February 2018

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Scrutiny recommendation tracker 2017/18 – January 2018

Total recommendations (year to date):	44	
Agreed	39	89%
Agreed in part	4	9%
Not agreed	1	2%

23 JANUARY 2018 CITY EXECUTIVE BOARD

Preventing elderly isolation – Executive Board Member for Culture and Communities

Recommendation	Agree	Comment
1: That consideration is given to how the Council could obtain a clearer view of how to identify and engage with older people who are isolated or at risk of isolation. The former should include the use of population data for different parts of the city to identify any geographical concentrations of older people and gaps in provision.	<i>TBC</i>	<i>To follow</i>
2: That consideration is given to developing the role of local intelligence and local assets such as community centres, community newsletters, parish councils and food banks in identifying and supporting older people facing isolation. One option is to expand the reach of the national Older People's Day, which is promoted locally by the Oxford 50+ Network, and seek to involve a wider range of stakeholders in it.	<i>TBC</i>	<i>To follow</i>
3: That the Council explores joint working opportunities with the County Council and CCG on preventing elderly isolation and continues to make the case for dedicated resource and the wider use of social prescribing	<i>TBC</i>	<i>To follow</i>
4: That the Council should encourage and prioritise targeted outreach work to BAME communities that can help to mitigate language and cultural barriers, including amongst older people who may be at risk of isolation.	<i>TBC</i>	<i>To follow</i>
5: That the Council seeks to ensure that 'fair share' of OCCG funding is directed towards projects and services in the city, including where such resources could be focused on preventing elderly isolation.	<i>TBC</i>	<i>To follow</i>

18 DECEMBER TRADING COMPANIES SHAREHOLDER MEETING

ODSL and ODSL Business Plan – Leader of the Council

Recommendation	Agree	Comment
1. That the Oxford Direct Services companies should be encouraged to promote their corporate values (which should reflect those of the Council). The companies should also mention that they are social enterprises (if applicable).	Yes	ODS management are working on a mission and values statement in partnership with the staff and the trade unions. These will be discussed with the Board and with Scrutiny and will form the touchstone of how ODS operates
2. The Council agrees some social value metrics with the Oxford Direct Services Companies and includes these within a balanced scorecard that is regularly monitored by the Council. These could include measures around local employment opportunities, for example.	Yes	The balanced scorecard will be informed by our mission and values so that everything points back to these. The table on page 50 of the Business Plan is a work in progress to allow for the mission and values to be reflected in the metrics
3. That the presentation of net margins as well as gross margins would be helpful in future reports to the Shareholder.	Yes	The plan will be amended accordingly
4. That a summary of other authorities' LATCos, the services they provide and their success or failure would provide a useful picture of the landscape and help to inform whether other Council services should be transferred to the companies in future.	Yes	This will depend on whether the data can be obtained. ODS management will contact Grant Thornton who work with a number of LATCos and understand the details of the landscape
5. That as the companies develop they should do so in a way that does not prejudice the future of smaller local companies or stifle the local economy, and in fact serves to do the opposite.	Yes	Our strategy is geared towards larger works so we are likely to be operating in a different market to smaller local companies.
6. That it would be helpful for a more detailed turnover analysis to be undertaken within each of the four key sectors in order to identify risks, such as those parts of the business that are reliant on a small number of customers.	Yes	As part of the evolution of the commercial arm of the company we will be undertaking more market analysis to further inform our understanding of the profitability and potential of our various service lines
7. That consideration should be given in future to the distribution of a proportion of company profits to community projects or organisations as a tax efficient means of returning value to the city and the Council.	Yes	This is another opportunity to return increased value to the Council and the community and we will review the scope for doing this during 18/19
8. That measures of additional financial returns to the Council should distinguish between value created through efficiency savings and new revenues.	Yes	The efficiency savings are in Building Services. The other 3 main service lines (motor transport, highways & engineering and commercial waste) are all about growth. The additional £500k per annum by 21/22 is expressed as 'value' because it is a combination of profit and efficiency. Estimates of efficiency and growth are included under each service line but these cannot be predicted precisely. The focus will be on achieving £500k per annum as a minimum through a combination of efforts.

21 NOVEMBER 2017 CITY EXECUTIVE BOARD

Review of Community Grants and Commissioned Advice Services - Executive Board Members for Culture & Communities and Customer & Corporate Services

Recommendation	Agree?	Comment
1. That the Council identifies a suitable means of building capacity within BAME communities that are underrepresented among open bidding and small grants recipients, perhaps by linking this objective to the priorities for community and voluntary sector infrastructure support going forwards.	Y	Within the papers inviting bids for the CVO infrastructure support a specific question has been included asking applicants to explain how they will support the BAME communities in building capacity.
2. That a greater emphasis is placed on disseminating information about the grant application processes, together with advice about how to make a good application. This information should be generally available but also targeted at underrepresented groups and communities.	Y	As well as promoting the grant programme through our website and social media channels we will distribute leaflets through community centres and display through our noticeboards. Guidance notes include information on how to complete the application form and suggestions on what to consider to ensure they answer the questions fully, 4 workshops will be held when the open bidding grants programme is open for applications, 2 on bid writing and 2 on what makes a successful application. One of these will be held in East Oxford.
3. That the Council ensures that there is a continuing dialogue with advice centres about the proposals, including specifically the proposal to make a 5% reduction to the direct funding that goes to each organisation and to pool that money with an additional £20k that advice centres can bid for to fund development work.	Y	The Revenues & Benefits Programme Manager met with the advice centres on 8th November to discuss the revised specification and the proposed new funding approach. It was a productive meeting, and all parties reaffirmed their commitment to act on the recommendations of the Advice UK report (this commitment had been made at a previous meeting on August 3rd). The advice centres made a request to defer the 5% reallocation of core funding to a new match funded development pot until April 2019, the second year of the new contract. Officers will hold a further meeting with the agencies in the new year following a decision by CEB.
4. That consideration is given to whether there is a role for the Council in providing 'social grants' funding directly to social enterprise organisations.	Y	Through the open bidding grant programmes one of the things that we list as not wanting to fund are organisations making a commercial gain; however we do fund community interest companies and other none profit making organisations as long as

		they can evidence there is more than one person running the organisation and they are not related. Through the Homelessness commissioning grant programme we fund The Big Issue and support Aspire who run social enterprises supporting homeless people change their lives.
5. That further consideration is given to whether the proposed £200k income ceiling is the most appropriate means of limiting the size of groups that can apply for small grants.	Y	We will look into this.

16 OCTOBER 2017 CITY EXECUTIVE BOARD

Financial Inclusion Strategy 2017-2020

Recommendation	Agree?	Comment
That further funding is identified for emergency support if £50k is found to be insufficient to cover the essential living costs of people migrating to Universal Credit.	Y	I am happy to note the request for priority to be given to this if required.

18

Recycling (Board Member for Climate Change and Cleaner Greener Oxford)

Recommendation	Agree?	Comment
<p>Recommendation – That, alongside the previous recommendation about making every effort to continue to fund recycling incentive campaigns beyond October 2018, the work of the Recycling Team is broadened to build on the Team's already impressive performance. This could include:</p> <ul style="list-style-type: none"> a) Expanding school visits to try to reach every school in the city; b) Co-ordinating volunteer recycling champions in schools and communities; c) Running an incentive scheme for students based on competition between campuses; d) Creating awareness videos, e.g. showing what happens to different materials once they have been recycled; e) Facilitating more trips to waste disposal facilities for members of the public, which are so popular they are booked up until April 2018; 	Yes	<ul style="list-style-type: none"> a. We have a programme of contacting schools to increase our visits. Any links/contacts would be gladly received. We've also had 2 more recycling games made (from local social enterprise, RAW Workshop) b. This is something we will explore c. This is something we will explore d. This is something we'd like to do – watch this space! e. We currently offer almost monthly tours, which are fully booked until April next year! We will continue to offer these trips and signpost groups and schools to Ardley ERF (which offers free tours to anyone in Oxon) f. We're presenting at the Landlord Information Exchange on Thursday 19th October and offer free recycling education to anyone in Oxford g. This is something we will explore. Officers will investigate the

<p>f) Proactive engagement with landlords, both directly and through the forum;</p> <p>g) Trialling a 'moving out campaign' where the Council offers to collect waste at the end of students' tenancy for a one off fee, with a view to potentially rolling this scheme out to other residents, subject to capacity and demand;</p> <p>h) Improving the visual appearance of public bins, e.g., by using different colour schemes for recycling and other waste or installing recycling bins with holes the shape of drink cans, as is done in other countries, etc.;</p> <p>i) Considering how to communicate the issue of litter in the city centre to the public in a way that is sensitive to the fact that Oxford is a major tourist destination.</p> <p>j) Simplifying the message of what is and what is not recyclable, using images where possible.</p> <p>k) Reviewing good practices from other local authorities, especially well performing Welsh authorities.</p> <p>l) Considering the case for making the temporary British Heart Foundation bins installed around the city a permanent feature.</p>		<p>feasibility and consider a financial appraisal of extending the proposed moving out campaign</p> <p>h. This is something we will explore and will be done in conjunction with Streetscene and Clean Green campaigns</p> <p>i. Agreed we should continue to offer bins in the city centre.</p> <p>k. We're always keen to learn best practice from others. Some of the team will be attending the LARAC Conference next month, which will provide an opportunity to learn from other council recycling teams</p> <p>l. BHF banks are well used. Where practicable and suitable we would support permanent siting of BHF banks.</p>
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Disabled impacts in planning (Board Member for Planning & Regulatory Services)

Recommendation	Agree?	Comment
1. That the Council consults with disabled users and organisations in the context of the emerging Local Plan.	Yes	The Council already has a number of organisations and community groups who are consultees for planning policy changes such as the Local Plan. Officers recently met with Unlimited Oxfordshire to discuss a range of issues including the Local Plan and are happy to increase consultation with disabled users and organisations.
2. That the Council contacts the Department for Communities and Local Government asking them to: a) Review the application and impacts of part M of the Building Regulations and whether these regulations and optional standards go far enough in light of the latest demographic data; b) Promulgate good practice in terms of disabled access and inclusivity to local authorities.	Yes	
3. That the Council makes representations to landlords, estate	Yes	This requires a broad approach across the Council, as these

agents and developers about the importance of creating an inclusive housing market.		organisations are often dealt with by different departments and under different strategies. Officers will consider how best to have a single statement of best practice, charter or similar that can be used with these different groups.
4. That as part of the Local Plan review the Council reviews whether planning policy HP2 requires that a sufficiently high proportion of new dwellings are either fully wheelchair accessible or easily adapted for full wheelchair use, in order to meet future housing needs in the city, or whether the 5% threshold should be raised.	Yes	This is best considered as an additional submission to the Preferred Options consultation, and will be considered alongside all other responses.
5. That where possible, the Council monitors compliance with planning policy HP2 (or any equivalent policy that replaces it following the Local Plan review).	Yes	Where the Building Control Service are the inspecting authority they will ensure that new buildings comply with Part M of the Building Regulations, including where planning conditions have been imposed to comply with relevant planning policies relating to accessibility and adaptability.
6. That the Council encourages higher standards of disabled access and inclusivity through HMO licencing. This could include capturing data from inspections and making recommendations to landlords on good practice.	Yes	<p>The nature of a licence and the process of licensing is that the conditions for that licence only ensure compliance with housing legislation. It is not therefore possible to require something that cannot be used as a condition of the licence. This means that the statement of best practice – as described in answer to Q3 above – would be advisory only.</p> <p>However the regular contact between officers and HMO landlords and the educational work through Landlords Forums offers an opportunity to help promote best practice. The proposed new enhanced inspection scheme for the broader private rented sector (PRS) offers a similar opportunity in the rest of the PRS.</p>
7. That the Council continues to look at good practice from other local authorities to inform further improvements to planning and regulatory services, including with regards to disabled access and inclusivity.	Yes	The aim of the Planning, Sustainable Development and Regulatory Service is to be Best in Class and so benchmarking, innovation and seeking out best practice is carried out on a regular basis. This might also be done as part of a process of regularly reviewing the statement of best practice.

Oxford Design Review Panel (Board Member for Planning & Regulatory Services)

Recommendation	Agree?	Comment
1. That the ODRP has (or has access to) on-going heritage	Yes	The Council and CABE will be reviewing this over the next

expertise where schemes are in conservation areas or adjacent to or affect listed buildings in order to better understand the local heritage context of development schemes, and that consideration is given as to how this can best be achieved.		twelve months, looking at options and consequences.
2. That consistency of the ODRP's membership is guaranteed as far as possible for repeat reviews.	In part	Agreed, but with the proviso that this is not wholly in the control of the Council as it depends on third parties and their availability.
3. That proposals for a review of the effectiveness of the ODRP should be drawn up that includes a social impact element.	Yes	The next 12 months will be used to review the effectiveness and operation of the ODRP across a range of criteria
4. That elected members are alerted to the fact that they may submit suggestions for review by the ODRP.	Yes	A guidance note will be sent to all members setting out the principles for design review and which type, scale and nature of schemes would normally go through a design review process; it will also make clear the independent position of the ODRP, and the relationship between the Panel, the Council and the developer/applicant.
5. That a mechanism is established to alert Councillors to pre-application proposals in their Wards, recognising that pre-application discussions are normally confidential and that this notification may only happen with the prior-agreement of the scheme developer/promoter.	In Part	Pre-application proposals are confidential, and can only be made public with the prior agreement of the applicant. Officers will also need to consider how such proposals – which would sit outside the normal automated planning application notification workflow – could be notified to members without the need for a cumbersome or manual workaround. Any system that relied on individual officers having to notify members manually would be at risk of human error, and would likely be unsatisfactory.
6. That the advisory status of the ODRP and its advice is made clear to planning committees, elected members and the public.	Yes	This would be covered by the same guidance note referred to above, which would be made publicly available.

19 SEPTEMBER 2017 CITY EXECUTIVE BOARD

Grant monitoring (Board Member for Culture & Communities)

Recommendation	Agreed?	Comment
1. That the wording of future reports is be more nuanced to reflect the fact that monitoring relies to a significant extent on self-assessment, and perhaps comes with a 'health warning', notwithstanding the evidently positive overall picture.	Agreed	
2. That consideration is given to including more qualitative data in future monitoring reports, a subset of which could be some form	Agreed	Case studies have always been included in this report, this year's are in appendix 2. There has been an Equalities Impact

of equalities impact assessment.		Assessment undertaken as part of the grant review report.
3. That future monitoring reports include data on the 'spend per beneficiary' of individual grant awards.	Agreed	We can do this but must be read in conjunction with qualitative data as it is an unreliable measure of how effectively a funded project has performed or achieved.

Brexit (Leader of the Council)

Recommendation	Agreed?	Comment
1. That the Council supports the Local Government Association in calling on the Government to grant local councils the £8.4bn they are due from the Structural Investment Fund between 2014 and 2020.	Y	Agreed. The Oxfordshire LEP, through which Structural Funds are now channelled, has already made the case for the current round to be guaranteed and the Chancellor has given that assurance in relation to the ESIF funds that are due to Oxfordshire.
2. That the Council informs all staff who have been identified as possible non-UK EU citizens and who have not already taken up the Council's offer to reimburse the cost of applying for a UK Registration Certificate or Permanent Residence Card that the Council remains happy to reimburse these costs.	Y	Agreed. This has been done and will be reiterated over the coming year as necessary.
3. That further consideration is given, in the light of Brexit, to the case for having a powerful advocacy role for the Oxford economy at national and international levels and how this could be achieved in the absence of a directly elected mayor for Oxfordshire.	Y	Agreed. The case for Oxfordshire is being made currently by the Growth Board to the National Infrastructure Commission, and to DCLG/BEIS. The Science Innovation Audit and the responses to BEIS on the Industrial Strategy have made similar cases. Our city MPs, Anneliese Dodds and Layla Moran, are strong advocates for the local economy and its vulnerability to the Tory Government's Hard Brexit policies. I think we can be confident that the absence of an elected Mayor will not be a significant weakness in pressing our point of view.

Draft Housing and Homelessness Strategy (Board Member for Housing)

Recommendation	Agreed?	Comment
That leaflets promoting the consultation are provided to elected members and that paper copies of the survey are also made available to members.	Yes	Publicity leaflets and copies of the survey questionnaire will be provided to Members as requested.
That consideration is given to how the Council engages with rough sleepers and service users on the strategy and other issues that affect them, including the option of forming a 'service	Yes	Consideration will be given to how the Council can further engage rough sleepers and service users to consult them on the strategy. The planned consultation activities include public drop-

user group’.		in sessions and stakeholder workshops, both of which provide an opportunity for service users’ opinions to be presented. Existing networks with service users and support providers can help to promote the strategy consultation. Any formal ‘service user group’ will require the ongoing support of voluntary and community sector organisations.
That as part of Empty Homes Week the Council promotes the issue of empty homes and its online reporting tool.	Yes	The Council will be promoting the issue of empty homes and its online reporting tool as part of the National Empty Homes Week which will run from 16 October to 22 October 2017.
That the final documentation should include: a) Some explanation in the evidence base as to why 13 Council-owned dwellings were long-term empty as of 1 April 2017. b) Some recognition that combining the three strategies and holding one consultation saved officer time and some costs. c) Some mention of learning points from the previous strategies as well as successes.	Yes	Amendments to the final strategy will include these points.

18 JULY 2017 CITY EXECUTIVE BOARD

Local Authority Trading Company – Progress report (Leader of the Council)

Recommendation	Agree?	Comment
That the Council ensures that the very positive potential benefits the trading companies can generate for the Council and the wider community are communicated effectively to the public, elected members and other Council employees, as well as to Direct Services staff, through a robust communications plan.	Yes	

Council Tax Reduction Scheme (Board Member for Customer and Corporate Services)

Recommendation	Agree?	Comment
1. That the Council consults on option 1 and perhaps makes it clear that this is a ‘preferred option’, giving reasons.	Yes	Option 1 will allow the Council to make efficiency savings as Universal Credit is more widely rolled out. It also provides greater flexibility to amend the support provided in the future.
2. That the Council consults on options 2-7 & 9 as options that	Partly	The paper shows the full range of options that were available to

could form part of a package of measures to simplify the administration of the scheme and/or reduce costs.		the council to consult upon. However, I would propose that when it comes to the consultation, we consult on options 1, 3, 5, 6, 7 and 9 and do not include options 2, 4, 8 and 10-12. For instance, option 2 could discriminate against people with larger families, who may already be affected by other benefit changes such as the Benefit Cap.
3. That the Council does not consult on Option 8.	Yes	As with option 2, option 8 discriminates against larger families.
4. That the Council consults on Option 10, 11 and 12 making it clear that these are not the Council's preferred options, giving reasons.	Not agreed	My preference would be to not include these in the consultation as these are not options that I would support.

15 JUNE 2017 CITY EXECUTIVE BOARD

Local Plan Preferred Options (Board Member for Planning & Regulatory Services)

Recommendation	Agree?	Comment
That consideration is given to the possibility and desirability of using planning policy to protect and control shopping frontages in smaller shopping areas that are not classified as local centres.	In part	<p>Local centres are considered in the Local Plan Preferred Options document as part of the hierarchy of centres for town centres uses. Town centres are where town centre uses should be directed. The definition of Town centres in the NPPF explicitly excludes neighbourhood centres.</p> <p>An option to include a lower tier of centres (below Local Centres) has not been put forward in the Plan, as this is not therefore considered to be compliant with the NPPF which sets out that small parades of shops are not classed as 'centres'. The proposed Local Centres are listed in the Options document, and if consultees consider further areas should to be identified as centres, they can be put forward during the consultation, and if it's considered that they do meet the NPPF definition then they can be included in the draft plan.</p>

SCRUTINY WORK PLAN

January 2018 - May 2018

Published on: 29/01/18

The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its people. Time is allowed within this plan to consider topical issues as they arise throughout the year as well as decisions to be taken by the City Executive Board. This document represents the work of scrutiny for the remainder of the 2017-18 council year and will be reviewed at each meeting of the Scrutiny Committee.

The work plan is based on suggestions received from all elected members and senior officers. Members of the public can also contribute topics for inclusion in the scrutiny work plan by completing and submitting our [suggestion form](#). See our [get involved webpage](#) for further details of how you can participate in the work of scrutiny.

The following criteria will be used by the Scrutiny Committee to evaluate and prioritise suggested topics:

- *Is the issue controversial / of significant public interest?*
- *Is it an area of high expenditure?*
- *Is it an essential service / corporate priority?*
- *Can Scrutiny influence and add value?*

Some topics will be considered at Scrutiny Committee meetings and others will be delegated to standing panels. Items for more detailed review will be considered by time-limited review groups.

The Committee will review the Council's [Forward Plan](#) at each meeting and decide which executive decisions it wishes to comment on before the decision is made. The Council also has a "call in" process which allows decisions made by the City Executive Board to be reviewed by the Scrutiny Committee before they are implemented.

Scrutiny Committee and Standing Panel responsibility and membership

Committee / Panel	Remit	Nominated councillors
Scrutiny Committee	Overall management of the Council's scrutiny function.	Cllrs Altaf-Khan, Azad, Chapman, Curran, Fry, Gant (chair), Henwood, Ladbrooke, Lloyd-Shogbesan, Lygo, Paule & Thomas.
Finance Panel	Finance and budgetary issues and decisions	Cllrs Fry, (chair) Landell Mills, Simmons & Taylor.
Housing Panel	Strategic housing and landlord issues and decisions	Cllrs Goff, Henwood (chair), Paule, Sanders, Thomas & Wade.
Scrutiny Shareholder Panel	To scrutinise shareholder decisions relating to wholly Council-owned companies.	Cllrs Chapman, Fry (chair), Gant, Henwood & Simmons.

Current and planned review groups and one-off panels

Topic	Scope	Nominated councillors
Budget review 2018/19	To review the Council's draft budget for 2018/19 and medium term financial strategy.	Finance Panel members.
Oxford Living Wage	To consider how the Council can promote the implementation of the Oxford Living Wage across Oxford.	Cllrs Goff, Ladbrooke (chair), Illey-Williamson, Lloyd-Shogbesan & Thomas

Indicative timings of 2016/17 review panels

Scrutiny Review	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April
Oxford Living Wage										
Budget review 2018/19										

	Scoping
	Evidence gathering
	Reporting

SCRUTINY COMMITTEE

6 FEBRUARY 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Update of the Corporate Plan 2018	Yes	Update report on the Corporate Plan	Corporate Strategy and Economic Development	Caroline Green, Assistant Chief Executive
Grant Allocations to Community and Voluntary Organisations 2018/19	Yes	This report is for the City Executive Board to make decisions on the allocation of grants to the community and voluntary organisations for 2018/2019.	Culture and Communities	Julia Tomkins, Grants & External Funding Officer
Children & Young Person Strategy 2018-2023	Yes	This report requests CEB to agree the Children & Young Person Strategy for public consultation	Young People, Schools and Public Health	Ian Brooke, Head of Community Services
Review of use of Community Protection Notices	Yes	To review the application of antisocial behaviour enforcement, with particular reference to people thought to be rough sleeping, and to review the Council's underpinning enforcement policies.	Community Safety	Tim Sadler, Executive Director Sustainable City

6 MARCH 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Devolution plans for Oxfordshire	No	To consider a progress update following the recommendations of the Devolution Review Group in January 2017.	Corporate Strategy and Economic Development	Caroline Green, Assistant Chief Executive
East Oxford Community Centre - Improvement Scheme	Yes	To present an improvement scheme for the East Oxford Community Centre following public consultation.	Culture and Communities	Vicky Trietline, Development Project Management Surveyor
Report of the Oxford Living Wage Review Group	No	To approve the report of the Oxford Living Wage review Group for submission to the City Executive Board.	Corporate Strategy and Economic Development	Andrew Brown, Committee and Member Services Manager

5 APRIL 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Impacts of the Westgate Shopping Centre	No	To consider plans for the reopening of the Westgate Shopping Centre including public transport, parking and city centre management.	Corporate Strategy and Economic Development	Fiona Piercy, Interim Assistant Chief Executive, Regeneration and Economy
Health inequalities	No	To consider a progress update following the recommendations of the Health Inequalities Panel.	Finance, Asset Management	Val Johnson, Policy and Partnerships Team Leader
Restorative justice	No	To consider the use of restorative justice to resolve low level cases of antisocial behaviour and the option of training and coordinating volunteers.	Community Safety	Richard Adams, Community Safety Service Manager
Graffiti prevention and removal	No	To consider the appreciative inquiry and focus group around graffiti and other initiatives to solve the issues long term.	Climate Change and Cleaner Greener Oxford	Liz Jones, Interim ASBIT Team Leader
Sustainability Strategy 2017	Yes	The report will provide the revised Oxford Sustainability Strategy, which will set out the vision for Oxford's sustainable future and steps we are required to take to deliver it. The report will recommend approval of the draft strategy for public consultation.	Cleaner Greener Oxford	Mai Jarvis, Environmental Quality Team Manager

17 MAY 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Addressing anti-social behaviour on Oxford's waterways	No	To consider a progress report on plans to address instances of ASB at four identified hot spots on the Oxford waterways.	Community Safety	Richard Adams, Community Safety Service Manager
Public Spaces Protection Orders	No	To monitor the impacts of PSPOs the city, including the numbers and types of early interventions and enforcement actions.	Community Safety	Richard Adams, Community Safety Service Manager
Oxford Town Hall	No	To consider how to improve the profile and accessibility of the Town Hall.	Finance, Asset Management	Ian Brooke, Head of Community Services
Fusion Lifestyle's 2018/19 Annual Service Plan	Yes	To endorse Fusion Lifestyle's 2018/19 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford	Leisure, Parks and Sport	Lucy Cherry, Leisure and Performance Manager

SCRUTINY COMMITTEE - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Streetscene services	No	To consider the performance of Streetscene services, including the issue of dog fouling.	A Clean and Green Oxford	Doug Loveridge, Streetscene Services Manager
Inclusive cities	No	To consider what the Council has learnt from best practice in other cities about welcoming refugees and promoting inclusivity.	Corporate Strategy and Economic Development	Caroline Green, Assistant Chief Executive
Guest houses	No	To reprioritise the recommendations of the Guest Houses Review Group and consider a progress update.	Community Safety	Richard Adams, Community Safety Service Manager

FINANCE PANEL**14 MARCH 2018 - PROVISIONAL REPORTS**

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Budget monitoring - quarter 3	No	To monitor spend against budgets and projected outturn on a quarterly basis.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services
Fundamental service reviews	No	To consider the outcomes of comprehensive reviews of a number of service area budgets undertaken as part of this year's budget setting process.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services
Monitoring social value	No	To consider the case and opportunities for monitoring social value through integrated financial, social and environmental accounting.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services
Impacts of changes to IR35 (intermediaries legislation)	No	To consider the possible impacts of changes to intermediaries legislation on the Council's wage bill.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services

HOUSING PANEL

8 MARCH 2018 - PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Housing performance - quarter 3	No	To consider a report on Council performance against a set of housing service measures chosen by the Panel.	Housing	Stephen Clarke, Head of Housing Services
Empty garages and former garage sites	No	To receive an update on how the Council is dealing with empty garages and former garage sites.	Housing	Martin Shaw, Property Services Manager
Allocation of Homelessness Prevention Funds in 2018/19	Yes	To agree the allocation of the homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy.	Housing	Rachel Lawrence, Rough Sleeping and Single Homelessness Manager
Oxford City Council's Tenancy Strategy & Policy Statement 2018	Yes	To request CEB approval to go out to public consultation on the draft Tenancy Strategy	Housing	Frances Evans, Strategy & Service Development Manager

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HOUSING PANEL - TO BE SCHEDULED

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Great Estates update	No	To receive an update on progress made in developing masterplans for estates and working up and delivering a rolling programme of priority improvement schemes.	Housing	Martin Shaw, Property Services Manager
Tenant satisfaction	No	To monitor tenant satisfaction survey results.	Housing	Bill Graves, Landlord Services Manager
Leaseholder relationships	No	To consider Council relationships with leaseholders including the views of individual leaseholders.	Housing	Stephen Clarke, Head of Housing Services
Building the housing for the future	No	To consider the need to build homes fit for the future and the need to provide accommodation for the increasing older population with compound needs including dementia.	Housing	Frances Evans, Strategy & Service Development Manager

Impacts of absent owners on housing availability	No	To consider the impacts of foreign investors and other absent owners on housing availability in the city.	Housing	Stephen Clarke, Head of Housing Services
Flexible tenancies	Yes	To pre-scrutinise any decisions on the local implementation of government plans to prevent local authorities in England from offering secure tenancies for life to new council tenants in most circumstances.	Housing	Bill Graves, Landlord Services Manager

SHAREHOLDER PANEL

14 MARCH 2018 – PROVISIONAL REPORTS

Agenda item	Decision	Description	CEB Portfolio	Report Contact
Oxford Housing Company Business Plan	No	To consider a sensitivity analysis of Oxford City Housing Limited's business plan.	Housing	David Edwards
Companies review	No	To consider an internal audit report on whether the objectives set out in establishing new companies have been achieved with regards to financial and quality measures.	Finance, Asset Management	Nigel Kennedy, Head of Financial Services

FORWARD PLAN

January 2018 - July 2018

Published on: 11/01/18

www.oxford.gov.uk



What is the Forward Plan?

The Forward Plan gives information about all the decisions (key and non-key) that the City Executive Board (CEB) is expected to take over the next year. For completeness, the Forward Plan also includes important decisions which will be taken by the full Council.

Each item on the Forward Plan shows either a provisional or confirmed date for when it will be considered by CEB. Where possible, report authors will keep to the dates shown, however, it may be necessary for some provisional items to be rescheduled.

The Forward Plan is published on the Council's website on the first working day of the month. However, it is subject to regular revision and new issues or changes to existing issues will be posted on the website as soon as they are known.

The Forward Plan includes:

- a short description of the decision to be made
- who will make the decision
- when the decision will be made
- details of the planned consultation with local people and other stakeholders
- contact details for further information

What is a Key decision?

A key decision is an executive decision which is likely:

- to result in the council incurring expenditure of more than £500,000; or
- to be significant in terms of its effects on communities living or working in an area comprising of two or more wards.

A key decision, except in special or urgent circumstances, cannot be taken unless it has appeared in the Forward Plan for 28 days before the decision is made.

Inspection of documents

The agenda papers (including the reports and background papers) for CEB meetings are available 5 working days before the meeting on the council website: <http://www.oxford.gov.uk>

The Forward Plan is available to view at the Town Hall.

Private meetings

The majority of the decisions taken by the CEB are made in the "open session" of a meeting when the press or public have the right to attend. However, some or all, of the information supporting decisions in the Forward Plan may be confidential and as such it will be taken in the "private session" a meeting when the press or public are excluded. Items that will be taken in "private session" are marked in this plan and the reason for doing so given.

If you object to an item being taken in private, or if you wish to make representations about any matter listed in the Forward Plan, then please contact Committee & Member Services at least 7 working days before the decision is due to be made:

T: 01865 252191

Email: cityexecutiveboard@oxford.gov.uk

The Council's decision-making process

Further information about the Council's decision making process can be found in the Council's Constitution, which can be inspected at the Council's offices or online at <http://www.oxford.gov.uk>

City Executive Board Members and Senior Officers

City Executive Board Member	Portfolio
Bob Price, Council Leader	Corporate Strategy and Economic Development
Ed Turner, Deputy Leader	Finance and Asset Management
Susan Brown	Customer and Corporate Services
Alex Hollingsworth	Planning and Regulatory Services
Tom Hayes	Community Safety
Linda Smith	Leisure, Parks and Sport
Mike Rowley	Housing
Dee Sinclair	Culture and Communities
John Tanner	A Clean and Green Oxford
Marie Tidball	Young People, Schools and Public Health

Senior Officer	Job Title
Gordon Mitchell	Interim Chief Executive
Tim Sadler	Executive Director, Community Services
Jackie Yates	Executive Director, Organisational Development and Corporate Services
Caroline Green	Assistant Chief Executive
Fiona Piercy	Interim Assistant Chief Executive – Regeneration and Economy
Helen Bishop	Head of Business Improvement
Ian Brooke	Head of Community Services
Graham Bourton	Head of Direct Services
Nigel Kennedy	Head of Financial Services/Section 151 Officer
Stephen Clarke	Head of Housing Services
Lindsay Cane	Acting Head of Law and Governance / Monitoring Officer
Patsy Dell	Head of Planning, Sustainable Development and Regulatory Services

KEY EXECUTIVE DECISIONS DELEGATED TO OFFICERS

ITEM 1: ID: I014800	HOMELESSNESS ACCOMMODATION PROPERTY INVESTMENT Report Status: Provisional
At its meeting on 9 March 2017, CEB delegated authority to the Chief Executive, having notified in advance the Board Members for Finance, Asset Management and Public Health, and Housing, to approve any property purchases over £500,000 for the Homeless Accommodation Property Investment project.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Part exempt -
Will this decision be preceded by any form of consultation?	None
Decision Taker	Interim Chief Executive Not before 1 Aug 2017
Executive Lead Member	Housing, Finance, Asset Management
Lead Executive Director	
Report Contact	Gordon Mitchell, Interim Chief Executive gmitchell@oxford.gov.uk

ITEM 2: ID: I014979	ALLOCATION OF HOMELESSNESS PREVENTION FUNDS IN 2017/18 Report Status: Provisional
On 9 March 2017, the City Executive Board delegated authority to the Head of Housing and Property, in consultation with the Board Member for Housing and the Chief Finance Officer, the discretion to revise the intended programme of use associated with the 2017/18 Homelessness Prevention budget.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	Head of Housing Services Not before 1 Aug 2017
Executive Lead Member	Housing
Lead Executive Director	Head of Housing Services
Report Contact	Stephen Clarke, Head of Housing Services Tel: 01865 252447 sclarke@oxford.gov.uk

REPORTS TO CEB AND COUNCIL

CEB: 23 JANUARY 2018

ITEM 3: ID: I017948	REVIEW OF USE OF COMMUNITY PROTECTION NOTICES Report Status: Confirmed
To review the application of antisocial behaviour enforcement, with particular reference to people thought to be rough sleeping, and to review the Council's underpinning enforcement policies.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Thames Valley Police Stakeholders involved in the support provided to rough sleepers.
Decision Taker	City Executive Board 23 Jan 2018
Executive Lead Member	Community Safety
Lead Executive Director	Executive Director for Sustainable City
Report Contact	Tim Sadler, Executive Director Sustainable City Tel: 01865 252101 tsadler@oxford.gov.uk

ITEM 4: ID: I018229	THE OXFORDSHIRE HOUSING AND GROWTH DEAL AND ASSOCIATED MATTERS Report Status: Provisional:Decision needs further consideration or information
To update Councillors on the Housing and Growth Deal offered by HM Government. To consider associated matters such as (but not restricted to) the outline delivery plan and implications for governance arrangements to deliver the Housing and Growth Deal.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board 23 Jan 2018 Council 29 Jan 2018
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Assistant Chief Executive
Report Contact	Caroline Green, Assistant Chief Executive cgreen@oxford.gov.uk

ITEM 5: ID: I017236	COMMUNITY INFRASTRUCTURE LEVY - PRELIMINARY DRAFT CHARGING SCHEDULE Report Status: Confirmed for this meeting
To approve the Community Infrastructure Levy (CIL) Preliminary Draft Charging Schedule for consultation	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any	Consultation after approval at CEB. Consultation

form of consultation?	will be with stakeholders, particularly developers, infrastructure providers and the public.
Decision Taker	City Executive Board 23 Jan 2018
Executive Lead Member	Planning and Regulatory Services
Lead Executive Director	Head of Planning, Sustainable Development and Regulatory Services
Report Contact	Laura Higgins, Planning and Regulatory Team Leader Tel: 0186525 2173 lhiggins@oxford.gov.uk

ITEM 6: ID: I017408	DRAFT HOUSING ASSISTANCE AND DISABLED ADAPTATIONS POLICY 2018 Report Status: Confirmed
The City Executive Board on 16 October 2017 resolved to approve the draft Housing Assistance and Disabled Adaptation Policy for a City wide consultation. CEB is now asked to approve the policy post- consultation.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Carry out a six week public consultation using an online survey that identifies the areas of the draft policy that can be consulted on. Publicise the consultation online, through local press and social media. Highlight the consultation to specific groups with an interest in the document and with access to disabled residents and their carers.
Decision Taker	City Executive Board 23 Jan 2018
Executive Lead Member	
Lead Executive Director	
Report Contact	

ITEM 7: ID: I018063	HOUSING AND HOMELESSNESS STRATEGY 2018-21 Report Status: Confirmed
The City Executive Board on 19 September 2017 resolved to approve the publication of the draft Housing and Homelessness Strategy 2018-21 for a 6 week period of public consultation. The consultation has now concluded and CEB is requested to approve the amended strategy.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	A six week period of Public consultation has already been completed (21 September to 3 November 2017)
Decision Taker	City Executive Board 23 Jan 2018
Executive Lead Member	Housing
Lead Executive Director	Head of Housing Services
Report Contact	Frances Evans, Strategy & Service Development Manager fevans@oxford.gov.uk

ITEM 8: ID: I018079	AWARD OF 4 YEAR CONTRACT FOR THE SUPPLY OF KITCHEN UNITS, WORKTOP AND ACCESSORIES TO THE COUNCIL Report Status: Confirmed for this meeting
Delegated authority is sought to award a 4 year contract for the Supply of Kitchen Units, Worktop and Accessories to the Council. This is a continuing requirement that potentially offers some considerable savings.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board 23 Jan 2018
Executive Lead Member	Housing
Lead Executive Director	Executive Director for Sustainable City
Report Contact	Matthew Stevenson mstevenson@oxford.gov.uk

ITEM 9: ID: I017588	LUCY FAITHFULL HOUSE Report Status: Confirmed for this meeting
<p>The report for December CEB seeks approval for the transfer of the freehold interest in Lucy Faithfull House to the Council's Housing Group of companies and making available the necessary loan finance for the development of the site to proceed.</p> <p>CEB October 2017; previous decision was to</p> <ol style="list-style-type: none"> 1. Approve the demolition of Lucy Faithfull House. 2. Authorise officers to investigate the viability of undertaking the development of the site as outlined below with Oxford City Housing Limited (OCHL) as part of its overall development programme. 	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board 23 Jan 2018 Council 19 Feb 2018
Executive Lead Member	Finance, Asset Management, Housing
Lead Executive Director	Head of Housing Services
Report Contact	Alan Wylde, Housing Development & Enabling Manager Tel: 01865 252319 awylde@oxford.gov.uk

ITEM 10: ID: I018253	PROJECT APPROVAL – END USER DEVICE REFRESH Report Status: Provisional: Awaiting further advice or input
To seek project approval and delegated authority for the Executive Director of Organisational Development and Corporate Services to award a contract for refresh of end user devices for City Council Officers.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board 23 Jan 2018
Executive Lead Member	Customer and Corporate Services
Lead Executive Director	Executive Director for Organisational

	Development and Corporate Services
Report Contact	Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

COUNCIL: 29 JANUARY 2018

to include any reports from CEB

CEB: 13 FEBRUARY 2018

ITEM 11: ID: I015522	BUDGET 2018/2019 Report Status: Confirmed
A new Budget for the period 2018/2019. · The pre-consultation draft report will be submitted to CEB in December 2017. The post-consultation draft report will be submitted to CEB in February 2018 · The Budget will be submitted to Council for adoption in February 2018.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Public Consultation
Decision Taker	City Executive Board 20 Dec 2017 City Executive Board 13 Feb 2018 Council 19 Feb 2018
Executive Lead Member	Finance, Asset Management
Lead Executive Director	Executive Director for Organisational Development and Corporate Services
Report Contact	Section 151 Officer

ITEM 12: ID: I017383	RECEIPT FROM THE SALE OF 156 WALTON ST TO BE OFFERED AS GRANT FUNDING TO OXFORD CITY HOUSING LIMITED Report Status: Provisional: Decision reliant on another action or process
The report seeks approval for the disposal receipt from the sale of 156 Walton St to be offered as grant funding to Oxford City Housing Limited to purchase larger properties to address overcrowding issues.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board 13 Feb 2018 Council 22 Feb 2018
Executive Lead Member	Housing
Lead Executive Director	Head of Housing Services
Report Contact	Dave Scholes, Housing Strategy & Needs Manager Tel: 01865 252636 dscholes@oxford.gov.uk

ITEM 13: ID: I016225	TREASURY MANAGEMENT STRATEGY 2018/19 Report Status: Confirmed
To present the Council's Treasury Management Strategy for 2018/19 together with the Prudential Indicators for 2019/19 to 2020/21.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the	Open -

public?	
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 13 Feb 2018
Executive Lead Member	Finance, Asset Management
Lead Executive Director	Head of Financial Services
Report Contact	Bill Lewis, Financial Accounting Manager Tel: 01865 252607 blewis@oxford.gov.uk

ITEM 14: ID: I016226	CAPITAL STRATEGY 2018/19 Report Status: Provisional
To consider the Capital Strategy 2018/19	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 13 Feb 2018
Executive Lead Member	Finance, Asset Management
Lead Executive Director	Head of Financial Services
Report Contact	Anna Winship, Management Accountancy Manager Tel: 01865 252517 awinship@oxford.gov.uk

ITEM 15: ID: I015952	UPDATE OF THE CORPORATE PLAN 2018 Report Status: Provisional: Awaiting further information, advice or input.
Update report on the Corporate Plan	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Public Consultation Dec- Feb
Decision Taker	City Executive Board 13 Feb 2018
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Assistant Chief Executive
Report Contact	Caroline Green, Assistant Chief Executive cgreen@oxford.gov.uk

ITEM 16: ID: I016228	GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2018/19 Report Status: Confirmed
This report is for the City Executive Board to make decisions on the allocation of grants to the community and voluntary organisations for 2018/2019.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Prior consultation?	
Decision Taker	City Executive Board 13 Feb 2018
Executive Lead Member	Culture and Communities
Lead Executive Director	Head of Community Services
Report Contact	Julia Tomkins, Grants & External Funding Officer Tel: 01865252685 jtomkins@oxford.gov.uk

ITEM 17: ID: I017502	CHILDREN & YOUNG PERSON STRATEGY 2018-2023 Report Status: Confirmed for this meeting
This report requests CEB to agree the Children & Young Person Strategy for public consultation	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	This is a draft strategy for consultation. The consultation will include a range of methods such as focus groups and meetings with partners.
Decision Taker	City Executive Board 13 Feb 2018
Executive Lead Member	Young People, Schools and Public Health
Lead Executive Director	Head of Community Services
Report Contact	Ian Brooke, Head of Community Services Tel: 01865 252705 ibrooke@oxford.gov.uk

ITEM 18: ID: I017785	OXFORD FLOOD ALLEVIATION SCHEME Report Status: Provisional: Decision reliant on another action or process
To present for approval the proposed land disposals and discounts in relation to the Council's £1,000,000 in-kind contributions from land disposal and compensation foregone to facilitate the Oxford Flood Alleviation Scheme.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	n/a
Decision Taker	City Executive Board 13 Feb 2018
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Executive Director for Sustainable City
Report Contact	Helen Vaughan-Evans, Project Manager hvaughanevans@oxford.gov.uk

ITEM 19: ID: I018135	HIGHWAY MAINTENANCE AGREEMENT (S42+) Report Status: Provisional: Decision reliant on another action or process
To enter into an agreement with Oxfordshire County Council for highway maintenance on the classified road network in the City.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	n/a
Decision Taker	City Executive Board 13 Feb 2018
Executive Lead Member	Planning and Regulatory Services
Lead Executive Director	Executive Director for Sustainable City

Report Contact	Shaun Hatton, Highways and Engineering Manager Tel: 07710384746 shatton@oxford.gov.uk
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ITEM 20: ID: I018264	NATIONAL NON-DOMESTIC RATES DISCRETIONARY RELIEF POLICY 2018-2022 Report Status: Confirmed for this meeting
To update the National Non-Domestic Rates Discretionary Relief Policy 2018-2022	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board 13 Feb 2018
Executive Lead Member	Customer and Corporate Services
Lead Executive Director	Head of Financial Services
Report Contact	Tanya Bandekar, Service Manager Revenue & Benefits Tel: 01865 252281 tbandekar@oxford.gov.uk

BUDGET COUNCIL: 19 FEBRUARY 2018

to include any reports from CEB

CEB: 20 MARCH 2018

ITEM 21: ID: I016584	OXFORD CITY COUNCIL'S TENANCY STRATEGY & POLICY STATEMENT 2018 Report Status: Provisional: Awaiting further information, advice or input.
To request CEB approval to go out to public consultation on the draft Tenancy Strategy	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Some consultation with Registered Providers and Stakeholders has taken place to inform the drafting of the tenancy strategy. Further consultation on the draft strategy will include stakeholders, Registered Providers and the Public and will run from February 2018 for a period of not less than 4 weeks. Feedback obtained from the consultation will inform amendments to the draft strategy and the amended report will be presented to CEB for approval in approximately May 2018 and to Council thereafter.
Decision Taker	City Executive Board 20 Mar 2018 Council 23 Apr 2018
Executive Lead Member	Housing
Lead Executive Director	Head of Housing Services
Report Contact	Frances Evans, Strategy & Service Development Manager fevans@oxford.gov.uk

ITEM 22: ID: I017125	ALLOCATION OF HOMELESSNESS PREVENTION FUNDS IN 2018/19 Report Status: Confirmed
To agree the allocation of the homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy. Funding is recommended to services/projects working to prevent and/or tackle homelessness and rough sleeping. Annual report listing the spend in 2017-2018 and proposals for 2018-2019 for approval.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board 20 Mar 2018
Executive Lead Member	Housing
Lead Executive Director	Head of Housing Services
Report Contact	Nerys Parry, Rough Sleeping and Single Homelessness Manager nparry@oxford.gov.uk

ITEM 23: ID: I015275	EAST OXFORD COMMUNITY CENTRE - IMPROVEMENT SCHEME Report Status: Provisional : Decision needs further consideration or information
To present an improvement scheme for the East Oxford Community Centre following public consultation.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Public Consultation
Decision Taker	City Executive Board 20 Mar 2018 Council 23 Apr 2018
Executive Lead Member	Culture and Communities
Lead Executive Director	Executive Director for Sustainable City
Report Contact	Vicky Trietline, Development Project Management Surveyor Tel: 01865 529881 vtrietline@oxford.gov.uk

CEB: 17 APRIL 2018

ITEM 24: ID: I015077	SUSTAINABILITY STRATEGY 2017 Report Status: CEB: Provisional: Decision needs further consideration or information Council: Provisional: Decision needs further consideration or information
The report will provide the revised Oxford Sustainability Strategy, which will set out the vision for Oxford's sustainable future and steps we are required to take to deliver it. The report will recommend approval of the draft strategy for public consultation.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	6 weeks Online public consultation required

Decision Taker	City Executive Board 17 Apr 2018 Council 15 May 2018
Executive Lead Member	A Clean and Green Oxford
Lead Executive Director	Executive Director for Sustainable City
Report Contact	Mai Jarvis, Environmental Quality Team Manager Tel: 01865 252403 mjarvis@oxford.gov.uk

ITEM 25: ID: I016330	MUSEUM OF OXFORD HIDDEN HISTORIES PROJECT Report Status: Provisional: Awaiting further information, advice or input
To seek project approval for the Museum of Oxford Hidden Histories Project	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 17 Apr 2018
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Head of Community Services
Report Contact	Helen Vaughan-Evans, Project Manager hvaughanevans@oxford.gov.uk

COUNCIL : 23 APRIL 2018

to include any reports from CEB

ANNUAL COUNCIL: 15 MAY 2018

ITEM 26: ID: I016990	APPOINTMENT TO COUNCIL COMMITTEES 2018/19 Report Status: Confirmed
To appoint to Council Committees for the 2018/19 Council year.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	Council 15 May 2018
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Head of Law and Governance
Report Contact	Catherine Phythian, Committee Services Officer Tel: 01865252402 cphythian@oxford.gov.uk

CEB: 22 MAY 2018

ITEM 27: ID: I016991	FUSION LIFESTYLE'S 2018/19 ANNUAL SERVICE PLAN Report Status: Confirmed
To endorse Fusion Lifestyle's 2018/19 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board 22 May 2018

Executive Lead Member	Leisure, Parks and Sport
Lead Executive Director	Head of Community Services
Report Contact	Lucy Cherry, Leisure and Performance Manager Tel: 01865 252707 lcherry@oxford.gov.uk

CEB: 19 JUNE 2018

ITEM 28: ID: I014947	DRAFT LOCAL PLAN Report Status: Provisional: Awaiting further information, advice or input.
To present the draft Local Plan following public consultation on the preferred option.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Public consultation
Decision Taker	City Executive Board 19 Jun 2018
Executive Lead Member	Planning and Regulatory Services
Lead Executive Director	Head of Planning, Sustainable Development and Regulatory Services
Report Contact	Sarah Harrison, Senior Planner Tel: 01865 252015 sbharrison@oxford.gov.uk

ITEM 29: ID: I017365	APPOINTMENT TO OUTSIDE BODIES 2018/19 Report Status: Provisional: Decision reliant on another action or process
To review and appoint council representatives to Outside bodies for 2018/19	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	With Councillors and Outside bodies representatives.
Decision Taker	City Executive Board 19 Jun 2018
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Head of Law and Governance
Report Contact	Catherine Phythian, Committee Services Officer Tel: 01865252402 cphythian@oxford.gov.uk

ITEM 30: ID: I014681	MONITORING GRANTS ALLOCATED TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2017/18 Report Status: Provisional
To monitor the reported achievements resulting from Community and Voluntary Grant allocations for 2017/18	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	Executive Director for Organisational Development and Corporate Services August 2017 City Executive Board 19 Jun 2018

Executive Lead Member	Customer and Corporate Services, Culture and Communities
Lead Executive Director	Executive Director for Organisational Development and Corporate Services Head of Community Services
Report Contact	Paul Wilding, Programme Manager Revenue & Benefits Tel: 01865 252461 pwilding@oxford.gov.uk Julia Tomkins, Grants & External Funding Officer Tel: 01865252685 jtomkins@oxford.gov.uk

CEB: 17 JULY 2018

ITEM 31: ID: I017364	COUNCIL TAX REDUCTION SCHEME FOR 2019/20 Report Status:
To review the Council Tax Reduction Scheme	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Maybe – depends if the scheme is changed.
Decision Taker	City Executive Board 17 Jul 2018
Executive Lead Member	Customer and Corporate Services
Lead Executive Director	Executive Director for Organisational Development and Corporate Services
Report Contact	Paul Wilding, Programme Manager Revenue & Benefits Tel: 01865 252461 pwilding@oxford.gov.uk

ITEM 32: ID: I017048	OXFORD RENT GUARANTEE SCHEME PILOT REVIEW Report Status: Provisional: Awaiting further information, advice or input.
Review of the two year pilot to know if this pilot is to continue	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board 17 Jul 2018
Executive Lead Member	Housing
Lead Executive Director	Head of Housing Services
Report Contact	David Rundle, Private Rented Team Leader drundle@oxford.gov.uk

To: City Executive Board
Date: 13 February 2018
Report of: Scrutiny Committee
Title of Report: Air Quality Annual Status Report 2016

Summary and recommendations	
Purpose of report:	To present Scrutiny Committee recommendations on the Air Quality Annual Status Report 2016
Key decision:	No
Executive Board Member:	Councillor John Tanner, Climate Change and Cleaner Greener Oxford
Scrutiny Lead Member	Councillor Andrew Gant, Chair of Scrutiny Committee
Corporate Priority:	A Clean and Green Oxford
Policy Framework:	Corporate Plan
Recommendation(s): That the City Executive Board states whether it agrees or disagrees with the three recommendations in the body of this report	

Appendices
None

Introduction and background

1. The Scrutiny Committee considered the 2016 Air Quality Annual Status Report at a meeting on 15 January 2018. The Committee would like to thank Councillor John Tanner, Board Member for Climate Change and Cleaner Greener Oxford, Mai Jarvis, Environmental Quality Team Manager, and Pedro Rocha Abreu, Air Quality Officer, for presenting the report and answering questions.
2. The Board Member for Climate Change and Cleaner Greener Oxford said that an analysis of the last 10 years showed that NO₂ levels had dropped, typically, by 35%, at roadsides in the city centre. However the rate of improvement had decreased. A range of measures were in place and proposed to mitigate the risks posed by poor air quality.
3. The Environmental Quality Team Manager explained that the Council was required to submit an Air Quality report annually to DEFRA. While the Council had an important role to play in monitoring air quality and taking some mitigating action, the

County Council, as Transport Authority, had a particularly significant role and so close partnership was important.

4. There are 70 monitoring locations within the city in addition to automatic continuous monitoring at three city centre locations. Data from some locations provided a picture of trends over the last 13 years. The report noted 17 locations where the annual mean objective for levels of NO₂ had been exceeded. This was a reduction of 11% when compared with the previous year.
5. A range of actions were now in train to reduce levels of poor air quality. These included, among many others: preparation for the introduction of a Zero Emissions Zone; successful bid for provision of electric vehicle charging infrastructure for taxis; “Test Drive the Future” event; promotion of electric vehicle car clubs; and launch of the Go Ultra Low Oxford project. The Board Member for Climate Change and Cleaner Greener Oxford said that the ambition of moving towards a Zero Emission Zone was a serious and significant commitment but is not without its challenges, such as how to deal with heavy goods vehicles making deliveries in the city centre for example. The message of intent in the relation to the ZEZ was as important as its final achievement.

Summary and recommendations

6. The Committee noted that the air quality results for St Clements is a matter of concern and heard that a strategic group (with County Council representation) would meet to explore ways of addressing those concerns. The County Council has conducted a traffic survey of the area and one possibility being explored is the re-phasing of traffic lights to keep traffic flowing. Interestingly two monitoring sites in the area, just 25 metres apart, had produced markedly different results, which showed that air pollution diffused to a significant extent over short distances.
7. In response to a question, the Committee heard that the Council has not benefitted from the recently announced government funding pot of £4.5m to be put towards electric car charging points. This is because the city has already made significant advances in this area, including piloting on street charging points, and might well be used as an example of good practice for others. The Committee felt that notwithstanding the progress already made, no opportunity to secure a share of government funding should be lost.

Recommendation 1 – That the Council looks again at whether there is an opportunity to bid for some of the £4.5m of government funding available for electric vehicle charging infrastructure

8. The Committee recognised the potential value of vegetation (and notably trees) to absorb pollutants. At the same time it was noted that in some circumstances trees could create a “canyon” effect, trapping polluted air and exacerbating its detrimental effects. The Board Member for Climate Change and Cleaner Greener Oxford said he was disinclined to agree with a suggestion that there should be a pilot investigation into the benefits of planting because of the great difficulties in establishing a clear connection between the many and various mitigating strategies and their consequences. He was of the strong opinion that the focus should be on preventative measures. The Committee noted that scientific knowledge of the benefits of certain types of vegetation in relation to air quality was advancing all the time and suggest that this is kept under review.

Recommendation 2 – That the Council keeps a watching brief on the emerging science on the benefits of different types of vegetation as absorbers of pollutants

9. The Committee asked about the launch of the School's Tackling Air Pollution (STOP) project and heard that it would provide additional monitoring data and, as importantly, would act as an educational tool, not just for pupils but for their parents, including about pertinent issues such as cars idling close to schools. More generally, the team were investigating the identification and supply of cheap but effective devices for measuring air quality which could be made widely available to interested members of the public. The Environmental Quality Team Manager said that work was also being done with the Hackney Cab drivers' association about environmental matters. The Committee suggest that the Council should do more to stop Hackney Carriages idling in the city centre.

Recommendation 3 – That the Council engages with Hackney Can drivers about the issue of idling and continues with the enforcement of anti-idling and the promotion of electric vehicles

10. The Committee suggested that the wording of the Action Plan was, in places, too vague and lacked 'gritty' objectives. Where strategies or plans had been proven to be ineffective, there should be no shame in being candid about the fact and ceasing the activity. The Environmental Quality Team Manager said that the wording in the plan needed to provide sufficient flexibility to accommodate detail which had, in some cases, yet to be determined, particularly when it involved working with partners. The report is also constrained to some degree by the DEFRA template.

Further consideration

11. The Committee asked to have sight of the data for 2017 at the earliest opportunity, not least because of the possible consequences of the opening of the Westgate Centre.

Report author	Andrew Brown
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Service area or department	Law and Governance
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To: City Executive Board
Date: 13th February 2018
Report of: Assistant Chief Executive
Title of Report: Annual Update Report on the Corporate Plan 2016 -20

Summary and recommendations	
Purpose of report:	To seek approval of the 2017 Annual Update Report on the Corporate Plan 2016-20
Key decision:	Yes
Executive Board Member:	Councillor Bob Price, Leader of the Council
Corporate Priority:	All Corporate Plan priorities
Policy Framework:	Policy Framework - Corporate Plan
Recommendation(s): That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Approve the Annual Update report on the Corporate Plan 2016-20, as set out in Annex 1. 2. Delegate authority to the Assistant Chief Executive to make minor textual/formatting changes to the Annual Update Report in advance of formal publication <p>Delegate authority for the Assistant Chief Executive to add new success measures to the Annual Update Report (point 13) once agreed with Service Heads and the Chief Executive.</p>	

Appendices	
Appendix 1	Annual Update on the Corporate Plan 2017-20
Appendix 1	<p>Oxford City Council Corporate Plan 2016-2020 can be found at :</p> <p>http://mycouncil.oxford.gov.uk/documents/s28130/Appendix%201%20Draft%20Corporate%20Plan%202016%20-%202020.pdf</p>

Introduction and background

1. The Corporate Plan is the Council's overarching strategy for delivering high quality services to the people of Oxford. The Corporate Plan 2016-20 was agreed by Council in February 2016. It sets out a clear vision, corporate priorities and objectives, and how the Council aims to achieve them. The Annual Update Report 2017 sets out what we have achieved against these themes in 2017 and our major areas of focus for 2018-20.
2. While its main function is to guide the Council's priorities, the Plan also provides a guide for its work with partners and will be an effective means of communicating the Council's vision and priorities to the wider community.
3. The Draft Annual Update Report attached in Annex 1 has been drawn up with input from Service Heads and Directors and has been discussed with a range of members.
4. The content of the Draft Annual Update Report should be viewed alongside the draft Medium Term Financial Strategy, which will also be presented at the 13th February 2018 meeting of the City Executive Board. The two are developed in tandem to ensure that the Council's resources are aligned with its objectives.

The Annual Update Report on the Corporate Plan 2016-20

5. The Council is committed to its core ambition of building a world class city for all of its citizens; to do this successfully there is a corporate recognition that it will have to continue to transform the way in which services are structured and delivered. The Council aims to create a successful economy and an integrated community which respects and celebrates diversity, protects and enhances the environment, and offers extensive opportunities for residents' leisure time.
6. The Council's priorities for the next two years remain those that were identified in the Corporate Plan 2016-20:
 - A Vibrant and Sustainable Economy
 - Meeting Housing Needs
 - Strong and Active Communities
 - A Clean and Green Oxford
 - An Efficient and Effective Council.
7. The Plan acknowledges that many of the issues that are important to the well-being of our city and its people are not exclusively or directly controlled by the City Council. Achieving our objectives necessarily involves working in partnership with other local authorities, public agencies, community groups, local businesses and third sector organisations. This will become more important as the reductions in public resources deriving from the government's austerity agenda continue, and new ways of delivering services are developed. The Council will work with its partners to influence their resource allocation and plans. The Corporate Plan 2016-20 therefore includes the two cross-cutting priorities of Partnership and Devolution which have underpinned the Council's approach to most areas of its work.

Key challenges

8. The key challenges facing the city and the Council include:

- The continuing economic and social consequences of the decision to leave the European Union.
- Working with our neighbouring district councils, the Oxfordshire County Council, the Local Enterprise Partnership (LEP) and other partners to take forward the Growth Deal.
- Responding to the increasing pressures on those with low incomes, as the government's austerity measures and changes in social security systems continue.
- Increasing levels of family and single person homelessness, and overcrowded housing.
- Reduced Oxfordshire County Council budgets, in particular in homelessness support, children's services and services for the elderly.
- Increasing internal financial pressures from the reduction in the level of grant that we receive from the Government from £1.5 m in 2017/18 year and zero by 2019/20.

Key achievements

9. The Council's key achievements in 2017 include:

- Secured commitment from Government to a Housing & Growth deal for Oxfordshire worth £215 million
- The Council has continued to deliver efficiency savings in the order of £1.56 million
- Regeneration and investment including Barton Park, Blackbird Leys, City Council Homes upgrades and Tower Block refurbishment.
- Approval of a £60 million to the Housing Company for the development and acquisition of around 500 new social rented homes over the next few years
- Continued improvement to leisure facilities including Quarry Recreation Ground and Florence Park.
- Set up an electronic billing system for utilities, saving around £70,000 per year on utility company billing errors.
- Improved the ability of customers to access information and transact with the City Council on-line with over 37% of all customer transactions now conducted on line.
- Won Association of Public Service Excellence Award for Streetscene Team and Best Recycling Team of the year
- Completion of the £2.2m Flood Alleviation Scheme in Northway and Marston
- Continued development of the Oxford Flood Alleviation Scheme for the western and southern parts of the city in partnership with the County Council and the Environment Agency.
- Increased recycling from 47.5% to 51.41%
- Set up a Charitable Trust to take the Museum of Oxford into phase 2 of development.
- Successful re-accreditation of Investors in People, Gold Champion Status

- Established a wholly owned company, Oxford Direct Services Ltd, for external trading and delivery of core services such as street cleaning, refuse collection, building works, engineering and motor vehicle repairs

Key focus for 2018-19

10. The key focus for the Council in 2018-20 will be:

- Deliver the Housing and Growth Deal investment programme jointly with other Oxfordshire Authorities to increase the housing supply and the numbers of affordable homes.
- Continue establishment of the Local Authority Trading Company.
- Implementation of the new Children and Young People's strategy
- Working with partners to develop a City-wide partnership to prevent homelessness and rough sleeping and help people access services and accommodation
- Take forward investment and redevelopment of key sites in the West End including Oxpens and Oxford Station.
- Oxford's flood alleviation scheme.
- Continue modernisation of our community centres and enhance our community offering
- The Museum of Oxford development – submission and implementation of phase 2 Bid.
- Building a recycling transfer centre.
- Improvements to the public realm and car parks.

11. The key programmes and projects also to be delivered in 2018-20 include those to:

- Provide a new three year grants programme for the voluntary and community sector
- Agree a new City Centre Strategy with local businesses and residents
- Support disadvantaged people into employment and training through Community Employment Plans
- Develop work to tackle Oxford's toxic air
- Continue promotion and increase take up of electronic contact with public for electronic billing of business rates, council tax and sundry debts
- Continue to expand our trading activities to fund core services.
- Invest £100,000 to be match funded by the Clinical Commissioning Group to tackle health inequalities in the City.

Corporate Performance Targets

12. The Corporate Plan 2016-20 sets out the corporate performance measures for each of the Council's priority areas. An update on progress on the targets is included within the Annual Update Report. Where the success measure targets have not been met an explanation has been given as shown below.

A Vibrant and Sustainable Economy

Success Measures	2017/2018 Targets	2017/2018 Projected Outcomes
Amount of employment space permitted for development	15,000sqm	Not achieved due to a slowing in large applications coming forward and loss of employment space to residential due to Permitted Development Rights
Net annual increase in number of businesses operating in the city	200	140 net increase as of November 2017. Figure suggests more people have chosen to work for an employer rather than being self-employed

Strong Active Communities

Success Measures	2017/2018 Targets	2017/2018 Projected Outcomes
Number of people using leisure centres	1.45 Million	Not achieved due to competition from other leisure providers. New objective to increase participation from target groups.

Clean green city

Success Measures	2017/2018 Targets	2017/2018 Projected Outcome
Satisfaction with our street cleaning services	76%	66% Satisfaction rate. In response, we have reorganised our street cleaning services and extended hours to improve performance.

Efficient Effective Council

Success Measures	2017/2018 Targets	2017/2018 Projected Outcome
The percentage of customers satisfied at first point of contact	84%	Tracking at 81.86%. In response we have improved the "contact us" pages and implemented web chat

13. The following new success measures have been proposed for 2018/2019. New 19/20 success measures will also be agreed to align with the existing Corporate Plan measures. All new measures will be added to the Corporate Plan update.

Efficient Effective Council

New target established to measure 'channel shift' – success measure of 'The level of self-service transactions as a percentage of total contact with the Council to 40% by 2019/20 from a baseline of 30% in 2016/17. New 19/20 success measure to be agreed.

Strong Active Communities

Success Measure - Number of people using leisure centres – would change to 3% increase for target groups and stabilising none target groups. A figure for 18/19 and 19/20 to be agreed.

Publication of Annual Report Update of the Corporate Plan 2016-20

14. Once approved for adoption, the Annual Report Update on the Corporate Plan 2016- 20 will be made available in hard copy, accessible format and placed on the Council web site.

Legal Issues

15. There are no direct legal implications relating to the Draft Annual Update Report on the Corporate Plan 2016-2020.

Financial Issues

16. The Draft Annual update on the Corporate Plan is underpinned by the Council's draft Medium Term Financial Plan which outlines how the objectives within the Corporate Plan will be funded. The Council's draft Budget for 2018-2022 is presented elsewhere on this CEB agenda.

Environmental Impact

17. The commitment to improving Oxford's environment and reducing the environmental impact of the city is directly reflected in the Clean and Green Oxford corporate priority and underpins all of the Council's activities.

Level of Risk

18. The Corporate Plan 2016-20 is an overarching strategic document, which is underpinned by a series of supporting documents. Details of projects and actions which contribute to the delivery of corporate priorities will be found in the Council's service plans and other delivery plans. Risks are detailed in service and corporate risk registers.

Equalities Impact

19. An equalities impact assessment was undertaken on the Corporate Plan 2016-20. The City Council's overriding concern in formulating its budget and Corporate Plan has been to expand the options and opportunities available to the people of our city. We particularly aim to reduce inequalities and expand opportunities for those suffering from deprivation.

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Background Papers:
None

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1. A Vibrant and Sustainable Economy

A smart and entrepreneurial city with a thriving local economy supported by improved infrastructure, training and skills

Oxford City Council Corporate Plan Priorities 2016-2020

Make the case for greater local control and devolution of decisions and investment in transport, housing, skills and business growth to meet the needs of our economy.

Promote growth and increased investment in enterprise and the knowledge economy.

Improve infrastructure, public transport and opportunities for walking and cycling across the city to reduce congestion, and support economic and housing growth.

Deliver effective support to attract new businesses and allow local businesses to prosper and grow.

Improve workforce skills to meet local demand by working with Oxfordshire Skills Board to support educational attainment, traineeships, apprenticeships and better targeting of funding for skills across the spectrum.

Promote and shape development and unlock land for housing and employment sites to help meet the needs of the city.

Key Achievements for 2017

Working with Oxfordshire authorities and the LEP, secured commitment from Government to a Housing and Growth deal for Oxfordshire to provide £215 million funding for infrastructure and affordable housing and support for business growth and skills and inward investment.

With all six Oxfordshire councils published the Oxfordshire Infrastructure Strategy to identify, map and prioritise Oxfordshire's infrastructure requirements to 2040 and beyond.

Worked with the County Council and the Westgate Alliance to ensure the successful opening of the new Westgate Shopping centre, supporting the creation of 3,400 jobs.

Progressed the Oxford Station Masterplan with the Supplementary Planning Document adopted to guide development of the area.

Secured Local Growth Funds of £11.3 million for Oxford Station

interchange and development, and Osney Mead Innovation Quarter with the potential to create 5,000 jobs Approved investment of £14 million to redevelop commercial properties to provide new retail and office space.

As part of our OXWED joint venture we competed the masterplan for a mixed use scheme with Hotel, commercial and residential space at Oxpens and have completed the first stage to select a partner.

Produced an 'Oxford Business Guide 2017-19' with an interactive directory of businesses.

Progressed the development of the new Local Plan 2036 for Oxford, successfully taking it through the 'preferred options' stage with extensive community engagement and consultation in summer 2017.

Community Employment Plans for Westgate, Barton Park, Towers resulted in 128 training, work experience or apprenticeship placements.

Supported 50 people to move from benefits into employment.

Successfully managed two countywide projects worth £1.1 million funded by the European Social Fund, to support vulnerable and disadvantaged residents into training and employment.

Progressed planning permission for extension of Seacourt Park and Ride.

Areas of Focus 2018 – 2020

Ensure the successful delivery of Oxfordshire Housing and Growth Deal.

Take forward investment and redevelopment of key sites in the West End including Oxpens and Oxford Station.

Continue to invest in the development of commercial office space for start-ups and small businesses across identified sites within the city centre.

Publish Draft Oxford Local Plan 2036.

Finalise the City Centre Management Strategy with key city-wide partners.

Refresh the city-wide Business Engagement Framework to attract and retain jobs locally.

Success Measures	2017/2018 Targets	2017/2018 Projected Outcomes
Amount of employment space permitted for development	15,000sqm	Not achieved due to a slowing in large applications coming forward and loss of employment space to residential due to Permitted Development Rights
Number of jobs created or safeguarded in the city as a result of the City Council's investment and leadership	900	Achieved over target at 3,800
Net annual increase in number of businesses operating in the city	200	140 net increase as of November 2017. Figure suggests more people have chosen to work for an employer rather than being self-employed

1. A Vibrant and Sustainable Economy

A smart and entrepreneurial city with a thriving local economy supported by improved infrastructure, training and skills

Deliver ongoing activity through Community Employment Plans to support improved workforce skills and employability and encourage Living Wage adoption by business.

Deliver the programme of Smart Oxford pilots agreed with partners.

Take forward Blackbird Leys regeneration scheme with new shops, community Centre and affordable homes.

2. Meeting Housing Needs

Improving Oxford residents' access to affordable and high-quality homes in good environments that are close to jobs and facilities

Oxford City Council Corporate Plan Priorities 2016-2020

Tackle the city's housing crisis by promoting high quality development in the city and in locations near to Oxford with good transport links working in partnership with developers, universities, businesses and neighbouring District Councils to build the homes that Oxford needs.

Build more affordable homes in partnership with developers, housing associations, universities and the health sector to meet the needs of different income groups and types of employment in the city, including those on low incomes and those who are vulnerable.

Improve conditions for private tenants by actively enforcing standards for private rented housing and managing the impact on neighbourhoods of Houses in Multiple Occupation (HMOs).

Improve homes for our existing tenants by refurbishing our properties above national standards, making homes more energy efficient and improving the general environment of our estates.

Tackle homelessness and rough sleeping by securing appropriate accommodation and support for those affected.

Key Achievements for 2017

Provided transitional funding of £200,000 to keep Simon House open for Oxford rough sleepers for another year while A2Dominion builds a new supported housing facility in Cowley.

Carried out 275 inspections of private rented properties to investigate potentially serious threats to the health or safety of people living in or visiting the home. Plans to introduce civil penalty system to tackle rogue landlords and increase inspections to 700 a year.

Commenced development at Barton Park, which will deliver over 800 homes including 354 affordable homes.

£745,000 investment secured for Blackbird Leys and Barton estate regeneration programme.

Delivered the £21 million programme of major repairs and other upgrades to City Council homes.

Delivered £9.5 million of the Tower Block refurbishment programmes and responded to Fire Safety requirements following the Grenfell Tower incident .

Agreed provision of £60m loan to the Council's new Housing Company to supply around 500 new social rented homes.

Increased stock of temporary accommodation and achieved the lowest number of households in temporary accommodation since 2012 down to 96 from a target of 120.

Recommissioned the homeless pathway services following County Council budget cuts.

Started work on the Trailblazer initiative, bringing agencies together to provide targeted prevention, outreach work and advice services for those at risk of becoming homeless. Reduced risk of homelessness for 900 households.

Safeguarded residents tenancies by making 463 Discretionary Housing Payment awards from a fund of £509,495.

Improved our performance on dealing with planning applications and now exceeding all government targets for applications and planning appeals being dealt with.

Areas of Focus 2018 – 2020

Deliver the Housing and Growth Deal investment programme jointly with other Oxfordshire Authorities to support delivery of more housing.

Through the Housing and Growth deal fund, provide more affordable housing through the Council's Housing Company and Registered Providers and by working partnership with Universities, public bodies, developers and Registered Providers to make best use of land and assets.

Continue our focus on tackling homelessness, through the Trailblazer initiative and developing homelessness prevention services to deliver the new requirements of the Homelessness Reduction Act 2017.

Support development of a City-wide partnership with a range of stakeholders to adopt a city response to homelessness and rough sleeping and develop new partnership approaches to prevent and tackle rough sleeping.

Deliver the planned major refurbishment and estate regeneration projects to improve energy efficiency and the satisfaction of residents living in Oxford communities.

Success Measures	2017/2018 Targets	2017/2018 Projected outcomes
Number of new homes granted permission	400	On track
The percentage of HMOs licensed in the city	75	On track
Limit our use of temporary accommodation at 2015 levels	120	Achieved

2. Meeting Housing Needs

Improving Oxford residents' access to affordable and high-quality homes in good environments that are close to jobs and facilities

Develop a new Tenancy Strategy and a revised Council Tenancy Agreement in line with emerging legislation.

Increase enforcement on unauthorised dwellings (beds in sheds) and substandard and unlicensed accommodation in the HMO and private rented sector properties.

3. Strong and Active Communities

Socially cohesive and safe communities

Oxford City Council Corporate Plan Priorities 2016-2020

Tackle inequality through improved prosperity and by targeting resources to those who need most support.

Provide high quality community and leisure facilities and seek to increase participation in regular physical activity to improve people's health and quality of life.

Improve opportunities for young people to engage in positive activities and develop the skills and ambition to achieve to the best of their abilities.

Celebrate diversity and support our different communities by understanding their needs, supporting voluntary and community groups and delivering high quality cultural events and activities.

Promote safe neighbourhoods and tackle anti-social behaviour through education and early engagement with problems, backed by enforcement action if required.

Safeguard and support vulnerable people including improving quality of life for older people and protecting children, families and adults at risk of exploitation or crime.

Key Achievements for 2017

Attracted over 140,000 people to our cultural events, including the Christmas Light Festival, Common People, Dancin' Oxford, May Morning, St Giles' Fair and the Lord Mayor's Carol Concert.

Supported 21 Syrian families through the Syrian Vulnerable Persons Resettlement Scheme and won funding to support community cohesion work and 'English as a Second Language' courses.

Delivered a new £1.2 million Community Sports Pavilion at Quarry Recreation Ground and a £272,000 resurfaced tennis courts at Florence Park with court lighting

Secured match funding of £50,000 from WREN and invested this in improvements to South Oxford Community Centre.

Established Museum of Oxford Charitable Development Trust to raise funds to triple in size, installing state of the art interactive displays and create a "peoples museum" for the city.

Attracted around 75,000 people to the nationally accredited *Explore Oxford* galleries; worked with over 100 volunteers to deliver the Museum of Oxford's heritage and outreach programmes which engage around 2,500 people.

Ran education and awareness activities in Blackbird Leys, and supported organisations to deliver a number of public events including Leys Festival and the Mela held at Rose Hill.

1,200 anti-social behaviour and environmental cases resolved by the Community Response Team and Antisocial behaviour Investigation Team. Cases ranged from litter and fly-tipping to neighbour disputes and protection of vulnerable people.

Secured further NHS funding of £92,000 to develop preventative activities targeted at highest users of GP services as part of Barton Healthy New Town Project.

Renewed the Council's Financial Inclusion Strategy providing a structured programme to tackle debt, fuel poverty, and help residents at

risk of financial exclusion to gain skills and increase their income.

Developed our new Springboard Money and Springboard Digital services to help residents manage the migration to the government's new benefit, Universal Credit.

Agreed a new three year programme of support for advice organisations in the city, and increased their funding by £20,000 annually.

Together with 'Feeding The Gaps' and 'Good Food Oxford' created a map and database of services providing free or subsidised food within Oxford.

Areas of Focus 2018 – 2020

With partners complete the £4.9 million refurbishment of Horspath Sports Park to provide new football, cricket and softball pitches, practice areas, a pavilion and changing rooms

Implement a new strategy for children and young people.

Invest £100,000 to be match funded by the Clinical Commissioning Group to tackle health inequalities in the City.

Continue the modernisation of our community centres and enhance our community offering.

Offer three year funding through the

Success Measures	2017/2018 Targets	2017/2018 Projected Outcomes
Resident satisfaction with their area as a place to live	>81%	Achieved 84% of residents satisfied with their area
The number of people taking part in our Youth Ambition programme	5,700	On track to achieve over 6,000
Number of people using leisure centres	1.45 Million	Not achieved due to competition from other leisure providers. New objective to increase participation from target groups.

3. Strong and Active Communities

Socially cohesive and safe communities

grants programme in response to feedback from the charitable sector.

Continue to increase income from the Town Hall

Deliver the next phase of the Museum of Oxford redevelopment.

Work with our community safety partners to tackle the city's priorities including abuse, exploitation, anti-social behaviour and violent crime. Address safeguarding challenges through our Licensing Authority responsibilities.

With partners deliver a successful community cohesion project and English as a second language courses to improve integration of recent migrants to the city. Apply for a further two years of funding.

4. A Clean Green Oxford

An attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution

Oxford City Council Corporate Plan Priorities 2016-2020

Save energy and reduce carbon emissions through energy saving and renewable energy schemes that bring down energy bills, tackle fuel poverty and reduce the city's carbon footprint.

Tackle congestion and pollution that frustrates growth and damages peoples' health through a better public transport offer, our low emission zone and by promoting cycling and walking.

Improve cleanliness of our streets, neighbourhoods and open spaces so that Oxford is an attractive, clean and safe place which residents, visitors and those who work in the city enjoy.

Reduce the total amount of waste and increase the proportion of the waste stream that is recycled providing excellent recycling services and facilities across the city and working with partners to promote recycling.

Protect the city from extreme weather events and flooding by working with partners to invest in effective flood defences

Key Achievements for 2017

Retained all 6 Green Flag awards for our parks, which recognise the best green spaces in the country.

Won Association of Public Service Excellence Award for Streetscene Team and Best Recycling Team of the Year.

Further increased recycling from 47.5% in 2016 to 51.41% in 2017.

Completed the Northway and Marston Flood Alleviation Scheme, reducing the flood risk to 110 homes.

Continued work on the Oxford Flood Alleviation Scheme, working with the Environment Agency to reduce the flood risk to over 1,200 homes.

With the County Council completed a feasibility study and public consultation on introducing a Zero Emission Zone.

Won £370,000 of funding to deliver electric taxi charging infrastructure in the city.

Reduced City Council carbon emissions by 5%, for example by installing our largest solar PV system at Cowley Marsh Depot. We now produce 9.8% of our electricity from our Solar PV system.

Won £100,000 of matched funding from central government giving us a total fund for carbon reduction of £800,000.

Our partners, the LEAP project installed 275 small energy efficiency repairs, saving vulnerable residents £3,712 on their energy bills. Estimated income generated for these residents is £33,000.

Helped households at risk from fuel poverty by installing over 600 energy

efficiency measures by leveraging in financial support.

With partners launched a telephone help line to help vulnerable residents with high energy bills make energy saving improvements to their home.

Levered in £35,000 for private rented sector energy efficiency improvements resulting in 356 energy efficiency improvements in 56 homes.

Completed £14 million OxFutures I project which delivered investment into community owned renewables across Oxfordshire.

Launched new £3.2 million OxFutures II programme to develop a low carbon and energy efficient economy and to increase access to lower cost, sustainable, local energy.

Areas of Focus 2018 – 2020

Take forward plans to construct Recycling Transfer Station adjacent to Redbridge Park & Ride.

Support the Environment Agency in the delivery of the Oxford Flood Alleviation Scheme which will reduce the flood risk to over 1,200 homes in the city.

Develop work to tackle Oxford's toxic air through work on the Zero Emission Zone proposals, joint campaigning with Friends of the Earth and Oxford schools.

Success Measures	2017/2018 Targets	2017/2018 Projected Outcome
Amount of non-recyclable waste produced in the city per households decreases each year	423kg	Achieved
Satisfaction with our street cleaning services	76%	66% Satisfaction rate. In response, we have reorganised our street cleaning services and extended hours to improve performance.
Implementation of measures to reduce City Council's carbon	5%	Achieved

4. A Clean Green Oxford

An attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution

Enhancing low emission vehicle uptake through delivery of EV on-street charging and EV taxi charging infrastructure.

Look at environmental gains through the iTree project and publish Sustainable Urban Drainage design guidance.

Further explore innovation in renewable energy such as battery storage and grid balancing services projects, solar carports, and renewables/waste led heat networks.

Increase referrals to our one-stop telephone help line 'Better Housing Better Health' to advise householders and help vulnerable people to heat their homes to a healthy level.

DRAFT

5. An Efficient and Effective Council

A customer-focused organisation, delivering efficient, high quality services that meet people's needs

Oxford City Council Corporate Plan Priorities 2016-2020

Continue to deliver high quality services to residents and businesses in the City ensuring the flexibility to deal with uncertainty about future funding.

Continue to invest in technology to provide customers with more flexible and lower cost ways of accessing services.

Manage our property and assets effectively to generate savings and maximise returns.

Manage our contracts and procurement processes effectively to deliver maximum value for money and continue to develop our anti-fraud capability to protect public money.

Recruit, develop and value a diverse workforce which reflects the make-up of the community that we serve, tackling barriers to employment and career progression.

Key Achievements for 2017

Set up an electronic billing system for utilities, saving around £70,000 per year on utility company billing errors. Accurate billing also identifies and helps address excess energy use at Council owned sites.

Achieved Customer Service Excellence re-accreditation.

The first council in the country to be awarded 'excellent' status by UK quality standard QUEST, for our sports and physical activity provision.

Successful re-accreditation of Investors in People, Gold Champion status, emphasising strong leadership and management development.

Improved the ability of customers to access information and transact with the City Council on-line with over 37% of all customer transactions now conducted on line.

£70,000 of financial savings realised through ICT contracts and efficiencies gained in the way we deliver our services through multi-skilling staff.

Renegotiated the City Council's pay deal to ensure a fair deal for staff and one which is affordable for the City.

Achieved £1.6 million of savings arising from fraudulent activity including the recovery of 29 illegally sublet council dwellings.

Surpassed collection targets of Council Tax, Business Rates and Rents increasing income for the council.

Engaged with the roll out of Universal Credit for working age claimants from October 2017 including assistance with signposting applicants and assisting claimants with on boarding to DWP systems.

Established a discretionary business rates scheme funded by Government Grant for changes in businesses rates arising from recent revaluation exercise.

Enabled Customer Services staff to sign up customers for electronic billing and direct debits whilst customers are on the phone.

Upgraded our Financial Management System to improve council efficiency.

Trialled a Get Online Week to help people get on-line. Plans in place to launch an online centre at Rose Hill Community Centre 3 days a week.

Established a wholly owned company, Oxford Direct Services Ltd, for external trading and delivery of core services such as street cleaning, refuse collection, building works, engineering and motor vehicle repairs

Areas of Focus 2018 – 2020

Continue establishment Oxford Direct Services Ltd, which will deliver efficient, value for money, public services and generate long term sustainable growth in income through external trading.

Continue promotion and increase take up of electronic contact with public for electronic billing of business rates, council tax and sundry debts. Increase use of Twitter, Facebook, texting and Instagram for contact with customers.

New target established to measure 'channel shift' – success measure of 'The level of self-service transactions as a percentage of total contact with the Council to 40% by 2019/20 from a baseline of 30% in 2016/17.

To promote and trade the Councils Counter Fraud services with other organisations for financial returns to

Success Measures	2017/2018 Targets	2017/2018 Projected Outcome
Level of staff engagement based on best companies staff survey results	Positive	Achieved
The percentage of customer satisfied at first point of contact	84%	Tracking at 81.86%. In response we have improved the "contact us" pages and implemented web chat
Delivery of the Council's cost savings and income targets	£3.230,00	On track

5. An Efficient and Effective Council

A customer-focused organisation, delivering efficient, high quality services that meet people's needs

the Council and protection of the public purse.

Retain our Investing in People, Gold Champion Status.

Launch Oxford 2050, a vision for city, to guide strategic planning for the council as well as others in the city.

To: City Executive Board
Date: 13 February 2018
Report of: Head of Community Services
Title of Report: Grant Allocations to Community and Voluntary Organisations

Summary and recommendations	
Purpose of report:	To allocate grants to community and voluntary organisations through the Community Grants Programme.
Key decision:	Yes
Executive Board Member:	Councillor Dee Sinclair, Culture and Communities Councillor Susan Brown, Customer and Corporate Services
Corporate Priority:	Strong and Active Communities.
Policy Framework:	Oxford City Council Corporate Plan
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> Approve the recommendations for the commissioning programme as set out in Appendices 1 and 2. Delegate authority to the Head of Community Services, in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities, to approve the recommendations for applications received to the grants open bidding programme for the period of 2018-21 and allocate funding to art and culture organisations that apply for funding through this theme from April 2019. Delegate authority to the Executive Director for Organisational Development and Corporate Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the development fund in the Advice and Money Management commissioning theme for the period of 2018-21. 	

Appendices	
Appendix 1	2018/21 recommendations for the community and voluntary organisations grants commissioning programme
Appendix 2	2018/19 recommendations for the Inclusive Arts and Culture commissioning theme.
Appendix 3	CEB report risk register

Introduction

1. Oxford City Council supports the local community and voluntary sector with grant aid which supports the Council in meeting its corporate plan objectives. In 2016/17 our £1.4m grant programme helped fund groups to match or lever in an additional £7,960,060 into the city in return their work helped improve the quality of life for many Oxford residents.
2. A review of the community grants programme took place during 2017. The results of the review were reported to the City Executive Board on the 21st November 2017 and can be found <http://mycouncil.oxford.gov.uk/ieListDocuments.aspx?CId=119&MId=4313&Ver=4>. It was at that meeting that the Board approved a three year grant programme from 2018 to 2021 for community and voluntary organisations working in Oxford.

Grants and Commissioning Programme Budget

3. The total indicative budget for the CVO's grants and commissioning programme, as currently proposed in the consultation budget from April 2018 to March 2021, is set out below.

Table 1

	18/19 to 20/21 Budget for each year
Advice & Money Management commissioning theme	£518,379
Homelessness commissioning theme	£442,279
Inclusive arts & culture commissioning theme	£235,262
Community Safety commissioning theme	£61,082
Community & voluntary sector infrastructure support commissioning theme	£43,736
Inclusive leisure & play for disabled children and young people commissioning theme	£15,000
Open Bidding	£115,232
Small grants programme to run during the year.	£30,000
Total	£1,460,970

Commissioning

4. Commissioning themes, which remain the same as in previous years, were selected to prioritise grant funding for those most disadvantaged communities in our city and to reflect the themes in the Corporate Plan.
5. The Grants Officer works with a number of lead officers from other service areas that have specialist knowledge of specific commissioning themes. Funding agreements will be put in place with each of the commissioned organisations and a feature of the agreement will be that funding in any given year will be subject to an assessment of performance.

6. This report recommends allocations for the 3 year commissioning programme ending 31 March 2021.

Advice and Money Management Commissioning Theme

7. Under this theme the City Executive Board are recommended to continue providing grant aid to the advice centres we currently fund to provide independent advice that supports residents facing social and financial problems. This follows the recommendation of an independent review of Oxford advice services commissioned earlier this year. Both the council and funded organisations have stated their commitment to delivering these recommendations.
8. Their service specifications will focus on supporting the delivery of the Council's Financial Inclusion Strategy which includes maximising client's income, reducing and managing client debt and improving client's skills in managing income and accessing services online.
9. From April 2018 an annual funding pot of £44,918 has been created to support service development within these organisations. This comprises 5% of the funding that advice centres have received in previous years (£24,918 per annum) along with an additional £20,000 that was previously allocated to other activity in this theme. Whereas other funders of advice services in Oxford, have cut their funding, the Council is investing in the sector by creating this development fund.
10. The Development Fund will be available from April 2018 for commissioned advice services to make partnership bids in order to deliver the recommendations of the report referenced in paragraph 7 which includes:
 - Work to reduce visits which are not of value to the customer
 - Improving the outcomes obtained in the following areas:
 - Removing barriers to employment
 - Improving digital skills
 - Reducing fuel poverty
 - Improving access to advice services for areas of the city without local provision
 - Developing digital advice services
11. Along with the recommendation in paragraph 9, the City Executive Board are requested to delegate authority to the Executive Director for Organisational Development and Corporate Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Community to allocate the funding.

Community Safety Commissioning Theme

12. During the past year a working group has been developed to look at how abuse services will be delivered across Oxfordshire. The group is made up of representatives from Oxford City Council, District Councils, Oxfordshire County Council and the Office of Police and Crime Commissioning.

- 13 From April 2018 Oxfordshire County Council will commission a domestic abuse service on behalf of the working group. A budget of £600,000 has been created to deliver this service across the County.
- 14 Our contribution is £35,082 which will deliver an outreach service for Oxford, a helpline and 5 dispersed accommodation places for victims who are unable to access a refuge such as males, disabled people or someone who does not speak English. There will also be a complex needs service which will provide one-to-one support to help people move on to a safer environment.

Community and Voluntary Sector Infrastructure Support Commissioning Theme

- 15 This commissioning theme is currently out to open bidding, requesting bids from organisations who can provide support to Oxford based community and voluntary organisations to gain sustainability in their funding, attract and effectively manage volunteers, build their capacity and achieve good governance.
- 16 The City Executive Board are requested to delegate authority to the Head of Community Services in consultation with the Executive Members for Customer and Corporate Services and Culture and Community to allocate funding for this theme.

Homelessness Commissioning Theme

- 17 A report will be submitted to the City Executive Board in March 2018 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget to voluntary sector organisations

Inclusive Arts and Culture Commissioning Theme

- 18 For the financial year 2018/19, it is recommended to continue funding the arts and culture organisations we have funded during the previous grants cycle and use this year to work with them to prepare for an open bidding process to which they will have the opportunity to apply for two year funding from April 2019.
- 19 The City Executive Board is recommended to approve the recommendations for the commissioning programme as listed in Appendices 1 and 2 and to delegate authority to the Head of Service for Community Services, in consultation with the Executive Member for Culture and Communities, to allocate funding to art and culture organisations that apply for funding through this theme from April 2019.

Annual Open Bidding

- 20 Generally we would also include in this report recommendations for applications received to the annual open bidding grants programme. Due to the review of the grants programme that took place earlier in the year the opening of this programme was delayed and at the time of writing this report the open bidding grants programme is currently open with a closing date of the 8th February 2018. The officer grants panel are due to meet for the evaluation process from the week commencing 20th February 2018.
- 21 We are promoting the programme as widely as possible through a social media campaign and by displaying leaflets in noticeboards and community centres

informing the public about the programme. We are also promoting the programme through our community networks.

22. To enable grant funding to be awarded through this programme and paid out at the beginning of the new financial year the City Executive Board are requested to delegate authority to the Head of Community Services, in consultation with the Executive Members for Customer and Corporate Services and Culture and Communities, to approve the recommendations for applications received to the grants open bidding programme. This will include applications made for one year and three year funding.

Rents

23. Some organisations recommended through the commissioning programme occupy Council premises. Their rent will be deducted from any funding awarded to them. These are set out in Table 2 below.

Table 2

Organisation	Recom'd Grant * (£)	2018/19 rent	Balance to organisation
Agnes Smith Advice Centre	£81,026	£7,250	£73,776
Film Oxford	£25,000	£5,000	£20,000
Fusion Arts	£28,128	£8,837	£19,291
Modern Art Oxford	£70,000	£70,000	0
Oxford Community Work Agency	£116,480	£8,100	£108,380
Rose Hill & Donnington Advice Centre	£85,955	£3,000	£82,955
Total	£406,589	£102,187	£304,402

*see Appendices 1 & 2

Climate Change / Environmental Impact

24. Successful applicants are made aware of the Council's commitment to reducing its carbon footprint and encouraged to take similar action.

Equalities Impact

25. Some examples of how equality is positively enhanced by the grants programme include funding services for:

- Survivors of rape, sexual abuse and domestic violence
- Lesbian, gay, bisexual and transgender people through recommending continued funding for the Oxford Friend helpline
- People with disabilities, particularly children and young people with disabilities through recommending funding for Parasol inclusive play
- Older people, through recommending support for specific activities
- BME groups, through funding dedicated work with asylum seekers and refugees.

Level of Risk

26. Successful applicants must agree to and sign terms and conditions before funding is released. Within these terms they must agree to:
- Spend the funding on the project described in their application
 - Repay any unspent grant
 - Keep financial records and receipts
 - Return monitoring information
27. Each organisation awarded grant funding will be monitored by an officer. Please see Appendix 4 for the risk register.

Financial Impact

28. The allocations of grant funding as proposed are dependent on agreement of the Council's budget in February 2018.
29. The total amount of the grants budget over three years currently recommended in this report is £3,345,182. £345,000 has been allocated for the open bidding grants programme where the process is currently taking place. A total of £90,000 for the small grants programme that will run each year of the three year grants programme commencing from April 2018. £470,524 is allocated for arts & culture commissioning from April 2019 (see Table 1 above) and a report will be submitted to the City Executive Board in March 2018 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget (£1,326,837) to voluntary sector organisations working with rough sleepers and homeless people.

Legal Implications

30. Each community or voluntary group awarded a grant will enter into an agreement with the Council. These agreements outline their responsibilities in regard to the funding including targets and outcomes they have agreed to deliver for this financial support.

Report author	Julia Tomkins
Job title	Grant & External Funding Officer
Service area or department	Community Services
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Background Papers: None

APPENDIX 1

April 2018 to March 2021

Recommendations for the Community and Voluntary Organisations Grants Commissioning Programme

Theme Community Safety
Strategic Objective Strong, Active Communities

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19	Recom'd for 2019/20	Recom'd for 2020/21
<p><u>Donnington Doorstep Family Centre</u></p> <p>The proposal is for them to deliver a programme of work with the BME community across the City to enable the community to have a better understanding of safeguarding at what it means to them.</p> <p>Working with mothers and if possible fathers from different ethnic communities across the city in open and closed sessions, 1 to 1 and group sessions.</p> <p>Working with existing and building new relationships with local partner agencies to identify resources and develop toolkits on behalf of Oxford City Council.</p>	£8,000	£8,000	£8,000	£8,000
<p><u>Domestic Abuse Commissioning Group</u></p> <p>This is our contribution to commissioning domestic abuse across Oxfordshire in partnership with local District Councils, Oxfordshire County Council and the Office of the Police and Crime Commissioner.</p> <p>Oxfordshire County Council will commission this service and administer the funding our contribution helps makes up a budget of £600,000 for this service.</p> <p>For Oxford this will deliver an outreach service, a telephone helpline service and 5 local dispersed accommodation places for victims unable to access a refuge.</p>	£35,082	£35,082	£35,082	£35,082
<p><u>Oxford Sexual Abuse & Rape Crisis Centre</u></p> <p>A telephone helpline service which is run by a team of trained volunteers. Enabling victims of sexual violence to deal with the effects of these crimes in their lives and improve access to information.</p> <p>The helpline is open 4 times a week and is the only agency providing specialist services for survivors of sexual abuse and rape. They are developing their service to include an ISVA and therapeutic counselling.</p> <p>The funding will be used to contribute to the core running costs for this work.</p>	£15,000	£15,000	£15,000	£15,000

APPENDIX 1

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19	Recom'd for 2019/20	Recom'd for 2020/21
Oxford Friend A confidential telephone helpline service for the Lesbian, Gay Men, Bisexual & Transgender (LGBT) community in Oxford. Which is run by a team of trained volunteers who are all part of the LGBT community. The helpline is open three times a week and is the only agency providing this type of service for a high risk marginalised group of people in Oxford. The funding will be used to contribute to the core running costs for this work.	£3,000	£3,000	£3,000	£3,000
Community Safety Theme Total	£61,082	£61,082	£61,082	£61,082

Theme Inclusive Play & Leisure for Children and Young People with Disabilities

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19	Recom'd for 2019/20	Recom'd for 2020/21
Parasol Project A project providing integrated play, recreational and social opportunities for children and young people with learning and /or physical disabilities in Oxford City. The project has a good track record of delivering play and leisure opportunities for children and young people with disabilities. Integrating them with their non disabled peers. This organisation also supports other play facilities across the city by providing trained 'enablers' (an enabler is someone who will support individual disabled children or young people to access mainstream activities). The funding will contribute to the delivery of this work.	£15,000	15,000	£15,000	£15,000
Inclusive Play & Leisure for Children & Young People with Disabilities Theme Total	£15,000	£15,000	£15,000	£15,000

APPENDIX 1

Advice & Money Management Commissioning Strategic Objective Strong and Active Communities

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19	Recom'd for 2019/20	Recom'd for 2020/21
<p><u>Blackbird Leys Neighbourhood Support Services</u> (also known as Agnes Smith Advice Centre)</p> <p>This advice centre is located in Blackbird Leys and aims to ensure the best practices in the delivery of free independent, impartial and confidential advice.</p> <p>The area of delivery is Blackbird Leys and the surrounding area and funding will contribute towards the organisation's core running costs (including £7,250 rent payable to Oxford City Council),</p>	85,290	£81,026	£81,026	£81,026
<p><u>Oxford Citizens Advice Bureau</u> Located in the centre of Oxford, the Citizen's Advice Bureau (CAB) offers self-help and assisted information. CAB is a free confidential advice service including signposting, generalist and specialist casework for client's city wide.</p>	£200,000	£190,000	£190,000	£190,000
<p><u>Oxford Community Work Agency (OCWA)</u> Located in Barton in the Neighbourhood Centre, this organisation is an independent community advice and information centre. This organisation comprises of Barton Advice Centre and Oxfordshire Welfare Rights.</p> <p>The focus of OCWA is the provision of specialist advice in social welfare law and debt advice, supporting individuals who live locally in Barton, Headington, Risinghurst and throughout Oxford.</p> <p>Funding will contribute towards the organisation's core running costs (including £8,100 rent payable to Oxford City Council)</p>	£122,611	£116,480	£116,480	£116,480
<p><u>Rose Hill & Donnington Advice Centre</u> Located in Rose Hill this advice centre aims to relieve poverty in Rose Hill, Donnington and the surrounding area by providing information, advice and assistance on all matters relating to welfare benefits & debt.</p> <p>Funding will contribute towards the centre's core running costs (including £3,000 rent payable to Oxford City Council) </p>	£90,478	£85,955	£85,955	£85,955
Previously reserved each year for priorities identified during the year, Now recommended as a funding pot to support service development identified in the review by Advice UK	£20,000	£44,918	£44,918	£44,918
Advice & Money Management Theme Total	£518,379	£518,379	£518,379	£518,379

APPENDIX 2

Inclusive Arts & Culture Commissioning Strategic Objective Strong and Active Communities

Organisation & project description	Grant awarded 2017/18	Recom'd for 2018/19
<p><u>Fusion Arts</u> A project that fosters and promotes the improvement and development of knowledge, understanding and appreciation of the arts for the benefit of the public and in particular community groups, young people, older people and people with special needs.</p> <p>Their aim is to deliver inclusive projects with outcomes that bring people together in established cultural venues and events. The funding will be used to deliver community focused projects.</p> <p>Funding will be used to deliver this work (including £8,837 to pay rent payable to Oxford City Council)</p>	£28,128	£28,128
<p><u>Modern Art Oxford</u> This organisation, located in Pembroke Street, was established to promote modern visual arts to the public. Working with artists they deliver a community & education programme aiming to increase the enjoyment and understanding of contemporary art.</p> <p>This funding will be used to pay rent charges payable to Oxford City Council which in turn releases funds generated by the organisation to contribute to the programme delivery, especially around their community and local artist engagement.</p>	£70,000	£70,000
<p><u>Oxford Contemporary Music</u> A project working with artists and musicians to promote high quality new music to the public through the delivery of community focused projects.</p> <p>The organisation is core funded by the Arts Council and any funding awarded will be used to lever in other sources of funding. .</p>	£10,000	£10,000
<p><u>Film Oxford</u> A project making film and digital media more accessible. Delivering training to increase opportunities for individuals into this industry.</p> <p>Funding will be used to deliver this work (including £5k to pay rent payable to Oxford City Council).</p>	£25,000	£25,000
<p><u>Experience Oxfordshire</u> Our funding traditionally contributes towards the core running costs of the organisation rather than the delivery of public-facing work. This can no longer be prioritised. Remaining funding focuses on supporting marketing of cultural organisations and key city events to a tourist audience.</p>	£2,000	£2,000

APPENDIX 2

Organisation & project description	Grant awarded 2016/17	Recom'd for 2017/18
<p><u>Oxford International Link (OIL)</u> An umbrella organisation co-ordinating twinning links and events throughout the year, providing good partnership working and brings a lot into the city in both funding and culture.</p> <p>The funding will be used to contribute towards the running costs of these events and to allocate grants to the twinning links for their community activity.</p>	£6,000	£6,000
<p><u>Oxford Playhouse</u> An organisation aiming to raise public awareness and appreciation of the arts through theatre, dance and music. It boasts a good national and international reputation and delivers a range of participatory opportunities for the community including youth theatre, access performances for people who are hard of hearing, deaf, blind and partially sighted and support for local artists and family friendly initiatives.</p> <p>The funding will contribute towards community based/focused projects.</p>	£24,000	£24,000
<p><u>Arts at the Old Fire Station</u> The Arts at the Old Fire Station is a charity and social enterprise offering support for emerging artists and a gallery with a wide range of exhibitions, a theatre offering music and drama and a studio for all kinds of dance and workshops for artists.</p> <p>The funding will contribute to the delivery of this work.</p>	£32,134	£32,134
<p><u>Pegasus Theatre</u> An organisation promoting the appreciation of the arts in particular for the benefit of children and young people. The organisation boasts a strong reputation, good partnership working and good track record delivering high quality accessible arts. It delivers projects with children and young people targeting socially excluded groups.</p> <p>The funding will be used to contribute to the delivery of their work with children and young people.</p>	£25,000	£25,000

APPENDIX 2

<u>Organisation & project description</u>	Grant awarded 2016/17	Recom'd for 2017/18
<p><u>OVADA</u> OVADA provide opportunities for artists to create new work, support the transfer of skills, knowledge & experience, encourage collaborations between artists, develops partnerships, exhibits work and builds new audiences for contemporary art.</p> <p>OVADA has strong links to local schools and to further and higher education providers in Oxford and have developed a workshop programme with City of Oxford College. Their wider programme includes opportunities for students to work in the space, alongside professional artists and practitioners. OVADA will offer day courses and workshops to these young people.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000
<p><u>Ark T Centre</u> The Ark T Centre delivers art exhibitions, creative workshops, dance and music. There's a recording studio for young musicians, a rehearsal space for theatre and dance, a performance and concert area and studios for a group of resident artists.</p> <p>Around 900 people come into the Centre each week, some sharing in projects that are open to the public and others in programmes that are run for specific groups.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000
<p><u>Oxford Philharmonic</u> Funding is specifically to enable Oxford Philharmonic to increase the number of free family concerts they deliver from 2 to 3 each year, to continue to offer discounted tickets for young people for concerts (with at least 100 free tickets per year to be distributed through the Communities team), continue to deliver work in hospitals and primary schools, and contribute at least one event / activity to the city's Light Festival in November each year.</p>	£3,000	£3,000
<u>Arts & Culture Theme Total</u>	£235,262	£235,262

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APPENDIX 3

CEB Report Risk Register

Risk Score Impact Score: 1=Insignificant; 2=Minor; 3=Moderate; 4= Major; 5=Catastrophic
5=Almost Certain

Probability Score: 1=Rare; 2=Unlikely; 3=Possible; 4=Likely;

No.	Risk Description Link to Corporate Obj.	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Current Risk	
1	Grant funding awarded is not spent on the activity or items it was awarded for. (Strong, Active Communities)	I 2	P 1	Terms & conditions for grant awarded not clear.	Mitigating Control: Award letter & terms & conditions are clear and where necessary itemised. Monitoring forms Level of Effectiveness: Medium because information may not be returned	I 1	P 2	Action: Reduce Action Owner: Julia Tomkins Mitigating Control: Keep check list and close monitoring Report through Community & Partnership Scrutiny Control Owner: Julia Tomkins	Outcome Required: Clear and detailed terms and conditions signed by each organisation or group awarded a grant. All monitoring forms returned Milestone Date: on going	I	P
2.	Risk to reputation (Strong, Active Communities)	3	3	Declined applicants unhappy with decision	Give clear reasoning as to why application was declined.	3	2	Action: Fair and transparent grants process evaluating each application against set criteria Action Owner: Julia Tomkins Mitigating Control: Work closing with media & communications team.- Jan to Mar 2018 Control owner:	Lessen impact of risk to reputation.		

								Julia Tomkins			
3.	Commissioned organisations unable to deliver service or project they have been funded to deliver	3	3	Loss of other funding to continue delivery	Maintain good working relationship and be aware of funding cuts within the relevant sectors	3	2	<p>Action: Reduce Provide support to source other funding</p> <p>Action owner Julia Tomkins & other commissioning officers</p> <p>Mitigating Control Maintain good working relationship</p>	Continued delivery of services		

To: City Executive Board
Date: 23 January 2018
Report of: Executive Director Sustainable City
Title of Report: CPN Review

Summary and recommendations	
Purpose of report:	To review the application of antisocial behaviour enforcement, with particular reference to people thought to be rough sleeping, and to review the Council's underpinning enforcement policies.
Key decision:	Yes
Executive Board Member:	Councillor Tom Hayes Lead member for Community Safety
Corporate Priority:	Strong and Active Communities
Policy Framework:	Oxford City Council Corporate Plan
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Endorse the report, including the findings of the CPN Review and Cross-Party Panel; and 2. Authorise the Head of Community Services, in consultation with the Board Member for Community Safety, to update the Antisocial Behaviour Policy and Antisocial Behaviour Procedures in line with the recommendations made. 	
Appendices	
Appendix 1	Overview of Oxford City Council approach to tackling antisocial behaviour
Appendix 2	Overview of Oxford City Council approach to tackling homelessness and rough sleeping
Appendix 3	Council Motion (2 October 2017)
Appendix 4	Community Protection Notice Use in Oxford
Appendix 5	Principles of enforcement

1.0 Introduction and background

1. In October 2017 Council approved a motion requesting that CEB review the processes for the issuing of Community Protection Notices. The Motion as approved is set out in Appendix 3.
2. The motion at Council arose from concerns expressed by some members of the Council about the appropriateness of using such powers in respect of vulnerable people, especially those sleeping rough in the city.
3. The Council carried out a review of the small number of cases that resulted in Community Protection Notices (CPNs) being issued on those sleeping rough.
4. In addition the Board Member initiated a cross-party review panel to examine the respective policy positions on enforcement against antisocial behaviour to ensure community protection.

2.0 Objectives

5. Oxford City Council is committed to both supporting homeless people, especially the roofless to be able to end their homelessness and tackling antisocial behaviour in a way that applies to everyone regardless of their housing status. The objectives of the report are to set out:
 - The Council's approach to resolving situations where it is believed that antisocial behaviour is having a detrimental effect, of a persistent and continuing nature, on the quality of life of those in the locality
 - The Council's duties, policies, and practice in respect of engagement and support for people sleeping rough in the city (see section 4.0 and Appendix 2)
 - The results of the review of Council's practice in tackling antisocial behaviour by people sleeping rough, and whether this is in line with agreed Council policy and strategy (see section 6.0)
 - The results of the audit of the small number of cases where CPNs have been served by the Council against antisocial behaviour engaged in by rough sleepers, and conclusions of this review. (This can be found in section 5.0 and most helpfully read alongside the profile of life on the street in Appendix 2 section 3.0.)
 - Consideration of whether any further safeguards, reinforcing the existing support and engagement undertaken by officers, should be adopted in the Council's practice for tackling antisocial behaviour by people sleeping rough (see section 6.0)

3.0 Overview of key findings

6. Oxford City Council is committed to reducing antisocial behaviour and building stronger cohesive communities. Working with partner agencies – including Thames Valley Police - and communities, the Council takes a stand against antisocial behaviour, moving away from the situation where people tolerate problems to one where everyone enjoys the highest quality of life and work together to tackle problems.
7. Oxford City Council is a compassionate and caring Council and is working with partners to end the need for anyone to sleep rough on the city's streets. We believe rough sleeping is harmful and dangerous to individuals and society. It is damaging to a person's physical and mental health and therefore assertive outreach should offer people all possible opportunities to move off the street.
8. CPNs and other enforcement measures may be used in response to behaviour that is antisocial – in that it is unreasonable, persistent, and has a detrimental effect on the quality of life of the locality. The Council categorically will not serve a CPN on somebody just because they are sleeping rough or are homeless.
9. A senior officer review of all five cases in 2016 and 2017 involving the issuing of CPNs against behaviour by rough sleepers was carried out by the Corporate Affairs Lead Officer and then reported to the Executive Director Sustainable City. The CPN Review found that in all cases the Council's policies in respect of these matters had been followed appropriately.
10. A Cross-Party Panel, led by The City Executive Board Member for Community Safety considered the CPN Review findings, and the policies underpinning the enforcement actions taken. The Panel agreed with the CPN Review and its conclusions. It also endorsed the current Corporate Enforcement Policy and Antisocial Behaviour Policy with their explicit requirement to act proportionately to the risk – with consideration of a person's support needs and safeguarding risks always being the priority.
11. The Panel also made a number of recommendations – some which reflect current practice – to ensure senior officer oversight when considering enforcement notices against people who are thought to be rough sleeping. It also recommended updating written procedures to enable them to have the confidence and give them safeguards to deal with a number of risks including unattended bags, items causing a hazard such as blocking a fire exit and antisocial behaviour. The existing Antisocial Behaviour Procedures will be revised to include these procedures.
12. The Panel did not support a new policy approach for addressing antisocial behaviour or community protection issues by homeless people.

4. 0 Background

13. There are two core elements which define the background to this report. The first is the Council's responsibility to all of Oxford's businesses, visitors and residents to provide a safer city; and the second is the growing homeless population in Oxford, which the Council has a moral and statutory duty to protect, support, and treat with dignity and without discrimination.

A protective Council: Building a safer Oxford

14. Oxford City Council is committed to reducing antisocial behaviour and building stronger cohesive communities. Working with partner agencies – including Thames Valley Police - and communities, the Council takes a stand against antisocial behaviour, moving away from the situation where people have to tolerate problems to one where everyone enjoys the highest quality of life and work together to tackle problems.
15. Antisocial behaviour is that which is detrimental to the quality of life of people in a locality and is persistent and unreasonable. This can include graffiti, fly tipping, verbal or racial abuse, drug dealing or misuse, vandalism, and behaviour that causes harassment, distress or alarm to others.
16. Oxford City Council tackles antisocial behaviour with several tools, and that can include the use of CPNs. Under the law CPNs can be issued to anyone aged 16 or over, a business, or organisation committing an action which presents a hazard or risk to the community or spoils its quality of life. A CPN can be issued by authorised Council officers, police officers, police community support officers (PCSOs) or social landlords, if designated by the Council.

A compassionate Council: Caring for homeless people sleeping rough

17. Levels of homelessness are rising across the country, with the housing charity Shelter estimating that 300,000 people wake up homeless. In the most extensive review of its kind, Shelter estimates that Britain's homeless population has grown by 13,000 in one year alone, with at least one family losing a home every ten minutes.
18. Rough sleeping is a visible manifestation of this homelessness crisis. Levels of street homelessness are rising across the country with the number of people rough sleeping in England more than doubling between 2010 and 2016.
19. Oxford and a number of other cities are experiencing both a sharp increase in homelessness and rough sleeping. In the street count conducted by Oxford City Council and homelessness organisations in November 2017, 61 people were found to be sleeping rough. This is nearly double the 33 people found to be

sleeping rough on the night of the count in 2016. In addition to the official street count, the Council and homeless organisations estimate that 89 people could be sleeping rough on any given night, up from 47 people in 2016.

20. The Council's approach to tackling homelessness and rough sleeping is focused on early intervention and prevention approaches; ensuring suitable accommodation and support for people in housing crisis; and assistance to move-on. The Council's Housing Team was awarded the 'Gold Standard' by the National Practitioner Support Service 'Gold Standard Challenge' in 2017. This puts the Council into the top 3% of all Local Authorities in England to have achieved this award.
21. The Council's commissioning strategy recognises the role of partnership working. Services are commissioned using the Council's Homelessness Prevention Funds. Currently funding stands at just under £1.4m per year, rising to £1.6m per year in 2019/20 (subject to consultation and approval of the Mid Term Financial Plan).
22. This includes an assertive outreach service [Oxford Street Population Outreach Team] which is commissioned by the Council and delivered by St Mungo's. The service makes regular ongoing contact with rough sleepers and assists them to access the services and support that will help them to escape from a life on the streets.
23. The Council also commissions a wide range of other 'wrap around' services aiming to prevent homelessness in the first place, tackle rough sleeping and assist individuals who are moving off the streets to sustain their accommodation and move on to live independent lives.
24. The Council recently launched a city-wide Conversation with a range of individuals and groups interested in helping to find solutions to the increase in rough sleeping in the city. Following the successful first meeting on 28/11/17, steps are being taken towards the formation of a city-wide partnership that can work together to deliver effective, long-term solutions to rough sleeping and homelessness.

Balancing the legal duty to ensure a safer Oxford and the duty to protect rough sleepers

25. In July 2017, CPNs were served on bags blocking fire escapes in Cornmarket Street because they posed a risk to those working inside. The CPNs advised the owner(s) of the bags to remove them on the basis that they were "causing an obstruction...that may constitute a hazard". The owners of the bags received two days' notice to remove the belongings from the specific fire escapes. After two

days the owners had removed everything blocking the fire escapes apart from a soiled duvet and cardboard, which the Council then removed.

26. The case generated significant media coverage and following this. In October 2017, Council debated the issue and unanimously adopted a motion (see Appendix 3) that recognised there are circumstances where issuing a CPN where the recipient is homeless is necessary and requested the City Executive Board to review the process in order to provide sufficient checks and balances.
27. The carried motion reflected the concerns of members of Council – echoing the concerns of some Oxford residents and beyond - about the appropriateness of using CPNs against antisocial behaviour engaged in by vulnerable people generally and homeless people sleeping rough in particular. The concerns about the use of CPNs reflect wider concerns about the extent to which homeless people sleeping rough on Oxford's streets are treated with dignity and without discrimination.
28. CPNs are issued in response to actions taken that present a hazard or risk to the community or antisocial behaviour that spoils its quality of life. The Council categorically will not serve a CPN on somebody just because they are sleeping rough or are homeless.
29. There have been individuals sleeping rough engaging in behaviour that meets the legal test for being antisocial (and consistent with the requirements of serving a CPN): because it is unreasonable, persistent, and has a detrimental effect on the quality of life of the locality. Nonetheless, the Council's position is clear in that we are intent on meeting our duties to support those sleeping rough to be able to get off the streets whatever their behaviour through the support and resources we provide.

Street Wise initiative

30. Thames Valley Police believe that there are significant links between begging and drug abuse and dealing in the City, some of it associated with so-called 'County Lines' activity. This involves organised crime gangs from the metropolitan cities targeting vulnerable people in provincial cities and supplying them with Class A drugs for use and for dealing.
31. This serious issue is compounded by increasing evidence of Child Drugs Exploitation (CDE) where the organised crime gangs target minors to help distribute the Class A drugs around the city.
32. As a high priority, Thames Valley Police and Oxford City Council have been working jointly through the Street Wise project to seek to disrupt this linkage between begging and drugs.

5.0 Review and monitoring of the cases where CPNs have been served against anti-social behaviour engaged in by rough sleepers

33. A senior officer review of all five cases in 2016 and 2017 involving the issuing of CPNs against behaviour by rough sleepers was carried out by the Corporate Affairs Lead Officer and then reported to the Executive Director Sustainable City.

In summary the review found:

- CPNs were very rarely used in council officers' interactions with street homeless people. Only five were issued over 2016-2017, while there would likely have been in excess of 30 people sleeping rough on any night during that period
- In all cases the individuals concerned were known to the housing service and were being engaged by the assertive outreach programmes aimed at ending the need to sleep rough
- There was a clear use of engagement both by the outreach services and community safety teams to resolve issues before enforcement was used
- Because of this approach, many other potentially risky situations during this period were resolved informally
- Where action was taken the speed and length of engagement was proportionate to the impact on "quality of life"
- Where formal action was taken this was preceded by informal approaches. In all cases there existed an element of risk in respect (at least one of the following)of:
 - Obstruction of pavements and passageways putting pedestrians at risk and impeding legitimate street cleansing activities
 - Obstruction of safe access and egress to premises including fire escapes and routes
 - Occupation and therefore denial of access to public services (e.g bus shelters)
 - In most cases the risk was exacerbated by the indiscriminate distribution of drug paraphernalia.

34. The Corporate Affairs Lead Officer concluded and the Executive Director concurred that in all cases the Council's policies in respect of these matters had been followed appropriately.

35. Five underlying themes were identified as being associated where enforcement action had been taken:

- "bedding down" in the working day ie between broadly 0800 and 2000
- The accumulation of belongings

- The dealing in and administration of Class A drugs in public places
- Indiscriminate discarding drug paraphernalia
- Failure to engage and comply with requests to mitigate impact on others

Officers will in drafting revised guidance, reflect on how these underlying issues may be addressed.

6.0 Review of Council Enforcement Policies

36. Having established that the Council's enforcement policies were correctly applied in the five specific cases examined in the CPN Review, the City Executive Board Member for Community Safety undertook a review of the policies underpinning the actions taken. In this he was assisted by members who formed a cross-party working group. That group also sought a view as to whether the Council's policies should be amended.

Member Panel Review meeting

37. The panel's findings are detailed below.

The Panel endorsed:

- The current Corporate Enforcement Policy which underpins the Council's approach to enforcement, with its explicit requirement to act proportionately to the risk, the consideration of a person's support needs and safeguarding risks are always the priority
- The current Antisocial Behaviour Enforcement Policy which mirrors the Corporate Enforcement Policy
- The findings of the CPN Review and its conclusions that officers acted in accordance with both of the above policies
- The policies are used to address problematic behaviour and are not used to resolve a person's housing needs or the act of sleeping rough. The policies recognise the overlap between behaviour and housing status in that officers are expected to consider whether support of a person's vulnerabilities would elicit behavioural change
- The use of enforcement powers to address behaviour in line with the policies, i.e. lowest level of intervention is used suitable to the case, following a process of engagement
- Enforcement on any person could result in fixed penalty notices issued by the Council, prosecution at court that could result in fines and the application for

further orders to address behaviour such as Criminal Behaviour Orders. However, it was clear that compliance was the driver not issuing fines.

The Panel recommended:

- A formal process of senior officer oversight when considering enforcement notices against people who are thought to be rough sleeping, for a period of six months. This reflects current practice. After six months this oversight will be reviewed to determine whether it is necessary.
- All CPNs are signed by a manager in the Community Safety Service, not by frontline officers. This is current practice.
- Procedures will be written for officers to enable them to have the confidence and give them safeguards to deal with:
 - Unattended items
 - Items causing a hazard such as blocking a fire exit route
 - Begging
 - Antisocial behaviour – this is already covered within the Antisocial Behaviour Policy
- The existing Antisocial Behaviour Procedures will be revised to include these procedures
- The existing Antisocial Behaviour Policy will be updated in line with the Council's Policy Review timetable – it is due for review
- The Council's policies could be amended to make it clear that enforcement activities shall not be used to harass or disrupt rough sleepers
- Refresher training on the Council's policies for enforcement officers
- Continuous Professional Development for all staff involved in enforcement to include welfare support resulting from staff facing difficulties in discharging their duties

The Panel did not support:

- A Senior Officer appeal process after the serving of a CPN.
- A further review of CPN use
- A new policy approach for addressing antisocial behaviour or community protection issues by homeless people

7.0 Additional Information

Financial implications

38. There are no financial implications arising from this report.

Legal issues

39. Anti-social behaviour is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that make many people's lives a misery. The Council's responsibilities in relation to ASB and nuisance are derived from The Crime and Disorder Act 1998. The act requires that the Council must work with the police and other agencies to reduce crime and disorder in its area. The Council plays a leading role in tackling ASB in Oxford. The Antisocial Behaviour, Crime and Policing Act 2014 provides the Council with a raft of powers to tackle ASB. These include civil injunctions, community protection notices, public space protection orders, closure powers and accelerated possession proceedings in cases where ASB has been proven by another court. The existence of these powers confers an expectation that the Council will use its powers to investigate and deal with issues in its area. This Council's response to this is set out in the Council's Antisocial Behaviour Policy. The Act also gives those suffering ASB the right to require a review of the actions of public bodies if they believe that effective action has not been taken.

Level of risk

40. There are reputation and legal risks associated with striking an appropriate balance in enforcement of anti-social behaviour and community protection issues. These are explored in the report.

Equalities impact

41. See attached assessment.

Report author	Tim Sadler
Job title	Executive Director
Service area or department	Sustainable City
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Background Papers:	
1	Anti-social behaviour policy
2	Enforcement Policy
3	Council activity in respect of anti-social behaviour

Overview of Oxford City Council approach to tackling antisocial behaviour

1.0 Antisocial Behaviour in the Public Realm

1. Antisocial behaviour is a broad term used to describe the day-to-day incidents of crime, nuisance and disorder that can impact an individual or the wider community.
2. Antisocial behaviour can include litter and vandalism, public drunkenness, aggressive dogs, and noisy or abusive neighbours. Such a range of behaviours means that responsibility for dealing with antisocial behaviour has historically been shared among agencies, particularly the police and the local authority.
3. Oxford City Council is committed to reducing antisocial behaviour and building stronger cohesive communities. Working with partner agencies and communities, the Council takes a stand against antisocial behaviour, moving away from the situation where people have to tolerate problems to one where everyone enjoys the highest quality of life and work together to tackle problems.
4. The Crime and Disorder Act 1998 imposed duties on local authorities to work with other agencies, most notably the police, to manage crime and disorder in their areas. The aim of the act was to better co-ordinate the efforts of agencies and to commence a process of transferring responsibility for dealing with low level, crime, nuisance and antisocial behaviour from the police to local authorities.
5. Since that time there has been legislation which has given new responsibilities, duties and powers to local authorities. There has also been a trend to bring together various duties and powers under disparate legislation under new powers commonly referred to antisocial behaviour controls. A current example is that the previous Orders regarding the control of alcohol in public places are now replaced with Public Space Protection Orders. A summary of the council's engagement on this work is set out in Appendix 4.

The Legal Framework for CPNs

6. The Government introduced the Antisocial Behaviour, Crime and Policing Act 2014 which brought new powers into force to enable the police, councils, social landlords and other agencies to tackle antisocial behaviour, and enable victims and communities to feel safe in their own homes and neighbourhoods.

7. These new powers replaced by-laws and powers that historically had been used to deal with relatively low level issues in communities. The overall objective was simpler, more effective powers to tackle antisocial behaviour.
8. The purpose of the 2014 legislation was to:
 - Focus the response to antisocial behaviour on the needs of victims
 - Ensure victims are at the heart of the local response, whereas they previously had been made to feel helpless and bounced from one agency to the next
 - Put in place a uniform, streamlined and quicker to implement set of controls
 - Empower communities to tackle antisocial behaviour by delegating decision-making about what is considered acceptable to the local level
9. The Act greatly expanded law enforcement powers in addressing antisocial behaviour. The stated aim was to put victims first by enabling frontline agencies to more rapidly implement powers that would give victims respite from anti-social behaviour faster.

Process for serving a CPN against antisocial behaviour

10. A community protection notice can be issued where responsible authorities have met the legal tests associated with the powers.

These include reasonable grounds to be satisfied that the conduct is:

- having a detrimental effect on the quality of life of those in the locality
 - persistent or continuing in nature
 - unreasonable
11. Before a CPN can be issued, the person, business or organisation suspected of causing the problem is given a written warning called a Community Protection Warning (CPW) that advises the intended recipient that the police or local authority requires them to cease antisocial behaviours. It can include positive requirements, such as keep an area tidy or attend a support group.

The notice will list the following requirements:

- to stop doing something specified and/or to do some specified action
 - to take reasonable steps to achieve a specified result - this will be aimed at either preventing the effect of the unacceptable conduct continuing, or preventing the likelihood of it recurring
12. The CPW states that a community protection notice will be issued unless their conduct changes and ceases to have a detrimental effect on the community. The warning must also detail that a breach of a CPN is a criminal offence.

13. Failure to comply with the warning can lead to the issue of a CPN. A breach of the CPN can result in a Fixed Penalty Notice and/or prosecution in the Magistrates Court, and gives the Council the power to take remedial action to resolve the problem.
14. Only the Magistrates Court can fine a person for breaching a CPN.
15. An appeal against a CPN or its terms can be made to the body responsible for fining a person—the Magistrates' Court—within 21 days of issue.

For information, the Council's Antisocial Behaviour Policy in paragraph 4.3 provides guidance to the approach to be taken in addressing antisocial behaviours. Further guidance is set out in the Corporate Enforcement Policy, and a relevant section is reproduced in Appendix 5 for convenience.

Process for serving a CPN against antisocial behaviour by street homeless people

16. Both of these policies stress the need for enforcement to be appropriate, proportionate and used as a last resort.
17. Both of these policies also stress that the Council must not shy from its responsibilities to maintain community safety and must treat all sections of the community, including those who are committing antisocial behaviour, equally. The policies rightly require that officers reflect on the vulnerabilities and needs of individuals when taking enforcement decisions.

2.0 Community safety concerns shared by residents and businesses

18. The Council's Antisocial Behaviour Service receives over 5,500 contacts a year via its generic email address, saferoxford@oxford.gov.uk
19. An increasing number of these are complaints relating to the public realm in the city centre and East Oxford. The types of community protection cases involved include discarded or unaccompanied items, obstruction and drug paraphernalia. Antisocial behaviour cases regularly include drug use and dealing, begging, alcohol-related disorder and rowdy behaviour.
20. All cases are dealt with in accordance with the Council's Corporate Enforcement Policy and, in cases involving rough sleepers, through liaison with homelessness and other services. In all cases, regardless of whether the person has secure housing or has been identified as homeless, officers try to ascertain whether a person has any vulnerability, including physical or mental health concerns,

whether children are affected by the case, the individual's housing status, and any risky behaviours.

21. It is in the best interests of the Council to understand these issues in order to find the right solution. This solution is often found in extra support, not exclusively enforcement, or a combination of both.

3.0 The most frequent issues encountered in the public realm and how those issues are resolved

22. The Council legally has a lead role in addressing anti-social behaviour such as public disorder, rowdy behaviour, drug use, and alcohol-fueled behaviour in a public place.
23. Council officers work with external partners to address behaviours, relying on enforcement powers such as City Centre PSPO, CPNs, and those provided by the Environmental Protection Act 1990.
24. At first, council officers follow established Council policies acting informally. Issues are often dealt with at this stage, meaning the Council is able to avoid the need for recourse to enforcement powers.

Community safety issues relating to begging

25. The police believe that there are significant links between begging and drug abuse and dealing in the City, some of it associated with so-called 'County Lines' gang activity. This involves organised crime gangs from the metropolitan cities targeting street homeless in provincial cities and supplying them with Class A drugs for use and for dealing.
26. The issue is compounded by increasing evidence of Child Drugs Exploitation (CDE) where the organised crime gangs target minors to help distribute the Class A drugs around the city.
27. As a high priority public protection issue, Thames Valley Police and Oxford City Council have been working jointly through the Street Wise project to seek to disrupt this linkage between begging and drugs.

The TVP/Oxford City Council Street Wise initiative

28. The Street Wise initiative uses a three-strike approach to begging offences, where the police believe there is a connection to drugs. On a first offence, the person is advised and referred to support agencies. On the second offence, a Community Protection Warning is given with support service advice. On the third offence, the nature of the offence determines whether the person will be prosecuted under the Vagrancy Act, Public Spaces Protection Order, or a Community Protection Notice issued. The latter would be used if there were

wider community protection concerns to address (for example, if the begging was associated with the inappropriate disposal of drug paraphernalia and the risks to public health that entails).

29. Such begging can also be associated with the visible taking of Class A drugs in public spaces which causes alarm to the public using those spaces. Sometimes, there have been reports of visible drug injection to particular parts of an individual's body involving indecent exposure and resulting in persons becoming unconscious in the public space, necessitating attendance by the ambulance services to protect the individual's health.

Discarded or unattended items

30. Between September and mid-October 2017 Thames Valley Police received 37 calls from the public concerning unattended items in Oxford. Due to security concerns these are treated with caution and absorb significant police time and cause disruption to life in the city.
31. The Council's Street Cleaning Team regularly deals with unattended items that have been discarded or left in the street. This is in accordance with our local authority duty to keep the streets clean and tidy. The Council's Street Cleaning Team makes judgements about whether discard items can be disposed of or are unattended but wanted belongings.
32. Where items are assessed as unattended personal belongings by Street Cleaning Team member, they are tidied up to facilitate street cleaning activities and subsequently monitored. If the items remain untouched in the same place for more than a few days, suggesting that they have been abandoned and are no longer needed or used, they are stored elsewhere, using powers under the Refuse Amenities Act or CPNs. These belongings can be retrieved by their owner(s) at any time shortly after the removal.

Obstruction causing a hazard or denial of a public service

33. During the past two years, there have been a small number of cases involving people sleeping rough or storing their possessions in places that cause a hazard or stop other members of society from exercising their rights.
34. These cases have involved the blockage of fire escape routes in occupied buildings, the repurposing of bus shelters as a place to sleep throughout daytime hours, and the storage of possessions on busy pavements with high footfalls that has created difficulties for the public, who have had to walk into the road of busy streets.

Anti-social behaviour relating to alcohol and substance abuse and misuse

- 35.** In a small number of cases, persons engaging in antisocial behaviour relating to alcohol and substance misuse ignore informal interventions. Where all other appropriate and informal approaches are exhausted a CPN is served.
- 36.** It is a requirement of the legislation that the person in receipt of the notice is made aware of the sanctions that may be applied by a magistrate's court if they do not comply with the terms of the notice.
- 37.** This requirement is sometimes misunderstood as the Council seeking to apply a financial penalty to the recipient of the notice. The Council's aim is reasonable compliance and the Council itself does not have the power to levy a penalty. That would be a matter for the courts in the event of their successful prosecution of persons. The courts would take into account relevant Home Office guidance on penalties, and this emphasises that they are supposed to exercise all due consideration for the reasonable likelihood of obtaining the levied amount from the individual based on their particular situation(s).

Appendix 2

Overview of Oxford City Council approach to tackling homelessness and rough sleeping

1.0 Services and assistance available to rough sleepers in Oxford

1. Oxford City Council believes that rough sleeping is harmful and dangerous to individuals and society. It is damaging to a person's physical and mental health and people should therefore be offered all possible opportunities to move off the street.
2. Life on the street is unhealthy and risky. We need to support people to escape the streets because anything else potentially leads to an early demise.
3. Oxford City Council has set a new strategy to tackle homelessness and rough sleeping in the city. The draft Housing and Homelessness Strategy (2017-22) addresses the city-wide impacts of what is a national issue and will see a net increase in the number of beds to be made available to support rough sleepers with a connection to Oxford.
4. The strategy is focused on early intervention and prevention approaches; ensuring suitable accommodation and support for people in housing crisis; and assistance to move-on. This includes a commissioning strategy that recognises the role of partnership working.
5. The Council recently launched a city-wide Conversation with a range of individuals and groups interested in helping to find solutions to the increase in rough sleeping in the city. Following the successful first meeting on 28/11/17, steps are being taken towards the formation of a city-wide partnership that can work together to deliver effective, long-term solutions to rough sleeping and homelessness.

Working in partnership with voluntary groups and charity partners, Oxford City Council already has developed the following principles to tackle rough sleeping:

- **No first night out** – working with partners to prevent people from ending up on the street.
- **No second night out** – a swift intervention to make sure that anyone we may have missed does not have to spend a second night sleeping rough.
- **No living on the streets** – personalised services so that every person routinely sleeping rough is treated as an individual and supported to get off the streets for good.

- **Provide an effective pathway** – so that there is accommodation and where necessary supported housing available to move people into for the long term after they've been temporarily in a hostel to get them immediately off the streets.
 - **No return to the streets** – to reduce evictions from supported housing, where those placements go wrong, by working even more closely with partners, particularly in mental health services.
 - **Crisis provision** – ensure we have enough crisis accommodation, including reviewing winter and severe weather provision.
 - **Reconnecting people with their home areas** – around 50% of people sleeping rough on our streets have no local connection. We will help them find the support they need in their own areas, rather than sleeping on Oxford's streets, or expecting a long-term solution in the city.
6. An assertive outreach service [Oxford Street Population Outreach Team] is commissioned by the Council and delivered by St Mungo's. The service makes contact with rough sleepers and assists them to access the services and support that will help them to escape from a life on the streets.
 7. The Council also commissions a wide range of other 'wrap around' services aiming to prevent homelessness in the first place, tackle rough sleeping and assist individuals who are moving off the streets to sustain their accommodation and move on to live independent lives.
 8. Services are commissioned using the Council's Homelessness Prevention Funds, currently at just under £1.4m per year, rising to £1.6m per year in 2019/20 (subject to consultation and approval of the Mid Term Financial Plan). All funded organisations are required to provide a service that fits within the strategic objectives of the Council's Homelessness Strategy.
 9. In March 2017, the Housing Team was awarded the 'Gold Standard' by the National Practitioner Support Service 'Gold Standard Challenge'. This puts the Council into the top 3% of all Local Authorities in England to have achieved this award.
 10. The Council also undertakes a considerable amount of other work to prevent and relieve homelessness across numerous teams. From April 2018, under the Homelessness Reduction Act 2017, statutory duties will also increase substantially, including giving the Council a greater duty to prevent and relieve homelessness for "non-priority" clients (including many single people that fall into this grouping).

2.0 Local Connection and the Adult Homeless Pathway

- 11.** In order to access supported accommodation for single homeless/rough sleepers in Oxford, an individual needs to have a local connection as set out in the City's Allocations Scheme. This reflects a national approach that recognises that - should a local authority do otherwise in this environment - there is a high risk that a large number of people from across the country, without a local connection to that local authority would go there, or be referred from other areas of the country (particularly those that offer fewer services). This would result in that local authority facing disproportionate burdens and cost – a burden that would fall on local tax-payers.
- 12.** If an individual does not have a local connection they may be able to access services by demonstrating that they have a 'pathway connection'. This is a less strict set of criteria that seeks to establish if the individual has a connection to Oxford, generally through having resided in (rough sleeping excluded) Oxford for a period of time, working in Oxford or having close family in Oxford. The pathway connection recognises that homeless and vulnerable people sometimes live chaotic and unsettled lives, but that this should not block access to the emergency housing that is provided through homeless accommodation.
- 13.** As outlined in the draft Housing & Homelessness Strategy 2018 to 2021, the Council intends to continue to apply a 'local connection' approach to all its commissioned services, and will operate [via the Oxford Street Population Outreach Team] a reconnection service for persons that have a local connection to another area, reconnecting clients to services in those areas for help and assistance.
- 14.** As the County Council continues to withdraw from commissioning and funding services for the rough sleepers and the City Council has to step up its activities some of this reconnection work will now also take place within Oxfordshire back to other districts, as well as beyond it. The Council is also committed to exploring what options are available to feasibly accommodate and/or support those who have no local connection to Oxford or anywhere, and who have no recourse to public funds but who are homeless and sleeping rough on Oxford's streets. In addition, at times of severe winter weather, the Severe Winter Emergency Procedure (SWEP) provides accommodation for rough sleepers regardless of whether or not they have a local connection.

3.0 Profiles of the homeless population and rough sleeping population

- 15.** Oxford has unfortunately seen high numbers of homeless people for many years, including high numbers of homeless people sleeping rough. This is due to a number of factors.
- 16.** The most common cause of homelessness in Britain is the loss of rented accommodation, where the main reason is the ending of a private short-hold tenancy. What's happening in London, Brighton, Manchester, and Birmingham has been happening in Oxford for exactly the same reasons.

Other factors can drive individuals into the homelessness trap:

- Losing accommodation because of a relationship breakdown
 - Losing accommodation because friends or relatives no longer provide support
 - Vulnerability, including physical and mental ill health, alcohol and substance misuse and addiction, experience of care, and experience of the criminal justice system
 - Structural factors such as poverty, inequality, unaffordability of housing, housing supply, unemployment and underemployment, and social security changes and spending cuts.
- 17.** The individual and structural factors frequently are interrelated. For example, individual vulnerability can arise from or be exacerbated by structural unfairness such as poverty. Similarly individual factors such as a relationship breakdown can be put under pressure by structural factors such as social security changes and spending cuts.
 - 18.** The “homeless community” is a misnomer. The people on the streets of Oxford have a wide variety of needs. There are people from European Accession countries who have worked in the city for many years; there are those who view it as a lifestyle choice. Some have very severe mental health issues and will not access accommodation available to them. Some have very high substance misuse dependencies that affect their engagement with support agencies.

Profile of people on the street

- 19.** As part of the Council's ambition to start a citywide conversation about homelessness, a number of steps have been taken, including the analysis of existing data and collection of additional or new types of data.
- 20.** It's important to establish and then share the facts on Oxford's homelessness crisis, although they may be difficult to digest for many.

Three types of data have been established or drawn on:

Oxford CHAIN

- 21.** The number of people rough sleeping in the city is primarily monitored by the Oxford CHAIN (Combined Homelessness and Information Network) database, with reports produced monthly and quarterly.
- A total of 518 different individuals were seen sleeping rough in the City during the period of April 2016 to March 2017. 325 people (62.7% of the total number) were seen sleeping rough for the first time.
 - Not every person seen begging on Oxford's streets will be sleeping rough. Of those that are sleeping rough, data from CHAIN tells us that the majority of rough sleepers in the city are male, white and British.

Street Count

- 22.** A street count undertaken on an annual basis for reporting the number of people seen bedding down to the Department for Communities and Local Government (DCLG). As required by DCLG, the count took place between 1 October and 30 November, and the figure uncovered reflects more or less the reality on Oxford's streets right now. All local authorities across the country follow the same guidelines.
- 33 people were seen bedded down during the street count that took place in 2016 but this has increased to 61 for 2017.
 - Of these, six had a connection to Oxford, 13 had a connection to other Oxfordshire districts, and 21 had no connection to any area of the county. A further 21 people were of unknown connection at the time of the count. The majority of people found on the count were UK nationals, and 11 were from other EU countries.
 - Only six people were new to rough sleeping or unknown to services, while 33 were already known to services and had spent between two nights and six months sleeping rough. A further 22 are known to have been rough sleeping for over six months.
 - In addition to the official street count, the Council and homeless organisations estimate that 89 people could be sleeping rough on any given night in Oxford, up from 47 in 2016.

Council engagement with rough sleepers

- 23.** Council officers and members of the Outreach team talk to rough sleepers in the city on a daily basis and are able to form a clear understanding of their needs. A very low percentage of people seen bedded down and assessed had no support needs.

- 68% of rough sleepers assessed by the Outreach team during the period January to March 2017 had mental ill health issues, often in addition to misusing alcohol and/or drugs.
- A snapshot of life on the streets over three days in March which was updated over a single day in October. The people identified in March were tracked in October to find out how the rough sleeping population was changing over a period of a few months.

March 2017: The needs of 82 people known to be involved in street culture in the city centre were identified. 13 were housed and 13 had no local connection to Oxford. Of those rough sleeping just under 50% did not engage with local services to support them back into the accommodation pathway or address their addictions. 58 people misused drug or alcohol, 19 of which were known to beg; no one else was identified begging.

October 2017: 45% of the people sleeping rough in March were still sleeping on Oxford streets. Three-quarters of those still on the streets had drug or alcohol misuse issues and 51% have mental health issues. Of those people who were not engaging with services in March, 42% are still sleeping rough, and 10 of these have a local or pathway connection. 14 people who were rough sleeping have been accommodated, six are in prison and tragically two of the original cohort have died.

Concluding Remarks on the profile of the rough sleeping population

24. These different types of data demonstrate that rough sleeping is not simply the result of a lack of affordable housing in Oxford and the wider county. It is a complex challenge and proposed solutions must address wider social issues (including drug and alcohol misuse along with complex mental health issues).
25. Above all, the scale and complexity of the challenge calls for a wide range of partners, ranging from the city and county statutory agencies, homelessness and third sector organisations, businesses, the universities and student groups, and the wider public, to work together towards the common purpose of ending rough sleeping in Oxford, giving support to vulnerable people affected by individual and wider social issues, and also maintaining community safety, including for vulnerable people sleeping rough.
26. Oxford City Council needs to encourage people sleeping rough to engage with support services. Just over half of the 67% rough sleeping with a local connection that entitles them to support services were in fact engaging those services. This is worrying because a large number of individuals identified in the snapshot exercises had entrenched addiction issues and approximately half experienced suspected mental ill health of various types.

27. If people choose not to engage with support services and get off the street, the Council has an extra responsibility to ensure that very vulnerable people are safe and free from intimidation and harm.

4.0 Provision of beds in the city

Homeless hostel provision

28. There are currently two homeless hostels in the city – O’Hanlon House and Simon House – with a total of 108 beds. From 1 April 2018 and until 31 March 2020, the following number of bed spaces will be funded for City Council use under the pooled budget arrangements:

- 27 in O’Hanlon House
- 22 in Simon House - the City Council has confirmed it will continue to fund around 22 beds at Simon House whilst a new 22-25 bed fit-for-purpose hostel (with 15 additional units of move-on housing) is built on a new site
- 31 in Connection Support dispersed housing
- 21 in Mayday Trust dispersed housing

Total 101 beds

29. In addition, the City Council provides beds from its own funds to meet demand in Oxford:

- 41 in dispersed housing Project 41
- 10 in Mayday Trust dispersed housing
- 5 in specialist housing adopting the ‘Housing First’ model
- 10 in Acacia Housing (also adopting the Housing First model)

Additional 66 beds

30. This total of 167 beds for rough sleepers with a connection to Oxford excludes a further 10 spaces in sit up services, as well as winter provision. The churches have also committed to provide 10 additional places for the latter from January to March.

31. The pooled budget also funds the following provision across the county for the District Councils:

- 29 in O’Hanlon House (beds proportioned between Districts for District use)
- 13 in Banbury for Cherwell District Council
- 6 in Chipping Norton for West Oxfordshire District Council

- 13 in Abingdon for South Oxfordshire and the Vale of White Horse District Councils
- 32.** Oxfordshire County Council decommissioned the Lucy Faithful House hostel in 2015 and its 61 beds have been re-provided through a dispersed housing service around the city run by Mayday Trust (31) and Connections (31). The building itself is in poor condition and no longer suitable as a modern hostel for the future. The City Council will be developing the site for much needed affordable housing. In October this year, the City Executive Board (CEB) considered a report requesting permission to demolish it and take forward the development via the Council's housing company.

Council Motion (2 October 2017)

Council resolved to adopt the following motion:

1. This Council believes that all Oxford residents, whether living in houses, in hostels or on our streets, have the right to be treated with dignity and without discrimination.
2. Council notes the good work done by Council officers and voluntary organisations to support homeless residents in this city.
3. Council takes note of the Petition signed by more than 1,800 people, calling for the reopening of Lucy Faithfull House and accepts that the Petition shows a powerful concern by Oxford citizens for community cohesion and for a better way of life for those on our streets.
4. Community Protection Notices (CPNs) are used to address unreasonable behaviour that is detrimental and persistent. Fire hazards in a central Oxford street with a high footfall are detrimental to everyone working in the building and people in the vicinity if there was an incident. In the case referred to in the petition, Council welcomes the judgement of officers that the fire safety of people working within the building should take precedence.”
5. Council acknowledges that all enforcement decisions are taken on a case by case basis, in accordance with the Council’s Corporate Enforcement Policy which places a requirement on council officers to resolve cases using the lowest possible intervention suitable to circumstances of the case. Contrary to recent publicity, only the court can fine a person for breaching a CPN. This Council is not taking anyone to court.
6. This Council recognises there may indeed be circumstances where issuing a CPN is necessary and in order to provide sufficient checks and balances, this Council requests that the City Executive Board review the process with a view to including appropriate checks such as:
 - No CPN should be issued by a Council employee (or contracted staff) without a dual sign-off, one from either the Chief Executive, Deputy Chief Executive or a Director, and the other from the Head of Law and Governance; and that
 - Before signing, the signatories must continue to satisfy themselves that the CPN is considered, appropriate, proportional, and humane and that all other reasonable courses of action have been explored, as already happens.

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Appendix 4

Community Protection Notice Use in Oxford

1. The Anti-Social Behaviour, Crime and Policing Act 2014 introduced a range of new powers to address anti-social behaviour. The guidance for the act can be found here: <https://www.gov.uk/government/publications/anti-social-behaviour-crime-and-policing-bill-anti-social-behaviour>
2. The guidance states that these powers are intended to put victims first by providing quicker and more flexible tools for the police and local authorities to respond to problems within their communities.

Community Protection Notice (CPN)

3. CPNs were introduced to address persistent, unreasonable behaviour detrimental to the quality of life of those in the area. A Notice is preceded by a Community Protection Warning (CPW) that advises the recipient that the police or local authority require the person to cease certain behaviours. It can include positive requirements, such as keep an area tidy or attend a support group.
4. A breach of the CPW results in the serving of a CPN, often but not always identical in its requirements. A breach of the CPN is a criminal offence and can result in a Fixed Penalty Notice and/or prosecution in the Magistrates Court, and gives the Council the power to take remedial action to resolve the problem. Contrary to recent publicity surrounding the use of CPNs in Oxford, only the court can fine a person for breaching a CPN. Fines are up to a maximum of £2500 for a person, or unlimited for a business.

Use of CPNs and PSPO in Oxford

Since April 2017 Oxford City Council has issued:

	April 2015-16	April 2016-17	April – October 2017
CPW	156	140	109
CPN	38	24	24
FPN	0	1	4

5. The most common reasons for using CPNs are waste, other environmental problems and noise complaints.
6. CPN usage can be compared to Newham BC whose statistics for October 2014 to October 2015 are illustrated in the table below. The most common use of CPNs was noise, street drinking, rough sleeping and waste in gardens.

CPW	9,109
CPN	1,486
FPN	37
Prosecution	N/A

7. In 2015, Slough Borough Council issued 200 CPWs and 50 CPNs mainly for street drinking, aggressive begging, nuisance neighbours and noise complaints.
8. Our Antisocial Behaviour Service deal with around 1,500 cases per year; CPNs are used in relatively few cases. We find that giving advice and intervening at the earliest opportunity often avoids formal sanctions. Similar to Newham, about 1 in 5 CPWs are breached and lead to a CPN. This ratio is repeated from CPN to FPN.
9. The Council's approach to challenging behaviours restricted by the PSPO adheres to the Corporate Enforcement Policy which requires officers to take the lowest form of intervention suitable to the case. To support this approach a Frequently Asked Questions slip was created and issued to people who are in breach of the PSPO restrictions. The FAQ answers a number of questions and contains the full Order on the rear of the sheet. Since the introduction of the Order on 1st February 2016, the compliance rate on first engagement is extremely high as illustrated in the table below. There have been no prosecutions at court.

Type of restriction	FAQs issued	FPNs issued
Alcohol disorder	9	0
Aggressive begging	38	0
Cycling in a restricted area	308	0
Dog control	9	0
Pedlar restrictions	92	4
Street entertainment restrictions	15	0
Remaining in a toilet restriction	0	0
Urination or defecation	0	0

10. The numbers of FAQs for cycling do not reflect the number of requests by Council officers for people to stop cycling in the restricted area.
11. Although there has been no FAQs issued for toilet restrictions there is a serious and growing problem regarding drug misuse and discarded paraphernalia in public toilets in the city centre.

Principles of Enforcement

1. Oxford City Council operates under various statutory and non-statutory codes of practice in respect of its enforcement activities:
2. The Council will have regard to the Regulators Code and statutory principles of good regulation. The Council's position is that the responsibility for compliance with the law clearly rests with duty holders, i.e. individuals and businesses.
3. Subject to any other legal requirements, we will ensure that we exercise our regulatory activities in a way which is:
 - i) Proportionate – our core duty is to protect the public and safeguard children and vulnerable adults from harm. Our enforcement activities will reflect the level of risk to the public and enforcement action taken will correspond to the seriousness of the offence. We will seek to resolve cases at the lowest level of intervention appropriate to the case.
 - ii) Accountable – the way we carry out enforcement activities will be open to public scrutiny, with clear and accessible policies, and fair and efficient complaints procedures. We will use enforcement activity to assist businesses and others in meeting their legal obligations without unnecessary expense and to support economic growth.
 - iii) Consistent – we will enforce the law in a fair, equitable and consistent manner with a view to maintaining public support for the Council's regulatory role. We will have regard to any action being taken by other bodies.
 - iv) Transparent – we will ensure that our advice to those we regulate is clear and reliable to help them understand their legal obligations and we will seek to raise awareness about what is expected of them and the need to comply. We will consider what action is appropriate for each regulatory matter and offender.
 - v) Targeted – We will seek to change the behaviour of the offender and eliminate any financial gain or benefit from non-compliance where practicable. Our resources will be focussed on higher risk enterprises and activities, reflecting local need and national and corporate priorities. We will seek to restore the harm caused by regulatory non-compliance where appropriate and expedient, and deter future non-compliance.

Version 1.0 Adopted December 2015

Decisions on enforcement action

4. We will take a graduated approach to enforcement, unless there are circumstances where more formal enforcement action is necessary.

5. We will have regard to statutory guidance and national codes of practice when considering enforcement action.
6. When deciding whether to prosecute The Council will have regard to the provisions of The Code for Crown Prosecutors, in particular the need for a realistic prospect of conviction and whether prosecution is in the public interest.
7. Individual regulatory services may supplement this policy by developing more specific and detailed service procedures based on statutory provisions.

To: City Executive Board
Date: 13 February 2018
Report of: Head of Community Services
Title of Report: Pre-consultation draft of the Children & Young Persons Strategy (2018-2023)

Summary and recommendations	
Purpose of report:	To ask the City's Executive Board to agree to the commencement of the consultation process for the draft Children & Young People's Strategy 2018-2023
Key decision:	Yes
Executive Board Member:	Councillor Marie Tidball
Corporate Priority:	Strong, Active Communities
Policy Framework:	Oxford City Council's Corporate Plan
Recommendation: That the City Executive Board resolves to:	
1) Agree the pre consultation version of the Children & Young People's Strategy; and 2) Commence the consultation process on the draft Children & Young People's Strategy.	

Appendices	
Appendix 1	The draft Children & Young People's Strategy
Appendix 2	Risk Register
Appendix 3	Equality Impact Assessment

Introduction and background

1. Our vision is that every child and young person can fulfil their potential and become happy, safe, successful, healthy and active citizens¹.
2. The draft strategy shows how we will use our resources and work with our partners to achieve this.
3. We have developed three principles that underpin our vision for the Children and Young People's Strategy which will guide our service development and delivery, these are:
 - a) Preventative-led provision;
 - b) Equality, inclusion and engagement of young people;
 - c) Facilitating effective partnership working.
4. To deliver these principles we will pilot a new way of working that builds on the strong partnerships that we have developed. We will implement a framework called Ready by 21 that enables the structured collaboration of all the groups that support a young person's journey into adulthood such as schools, community groups, health providers, local authorities, families and young people themselves.
5. Using the Ready by 21 Framework we will share and scrutinise data about young people and work with our partners to gain a collective insight into the root causes of the societal problems facing young people and agree how we can work better together to have the greatest long-term impact.
6. We will trial this approach alongside a zoning methodology where we will focus on certain areas of the city – this will help our learning and enable local differences to be understood.
7. Once finalised the strategy will influence the Council's policy framework to ensure all our services reflect the needs of young people.

Developing the draft strategy

8. The development of the draft strategy has been highly participative and has used up to date local and national data.
9. We have used the information from our annual review of the needs of the city's young people, which includes the views of young people which we obtain through our Youth Voice Programme.
10. Using this data, we drafted a short scoping document that showed the areas that the strategy would cover. This was then fleshed out in a series of meetings with senior council officers and councillors.
11. The scoping document was then sent to some of the city's secondary head teachers for their feedback; it was also discussed in a partnership meeting with the County Council and with a focus group of young people.

¹ This aligns with the strategic aims of the County Council's Children and Young People's Plan (2018; forthcoming)

12. The principles we developed were then tested and supported by a range of partners in the 2017 Working Together Event which has now enabled the strategy to be drafted ready for consultation.

The consultation process

13. We will launch the consultation in the local media, put the strategy on our website site and promote the consultation through social media.

14. We will hold focus groups with young people and ask them how we can best obtain the views of other young people who may be less likely to attend a focus group.

15. The draft will also be sent to all the city's secondary schools and to all other key partners.

16. The consultation process will run until the end of April 2018. We will then update the strategy and bring it back to the CEB for confirmation.

Level of Risk

17. The risk register is shown in appendix two.

Environmental

18. There are minimal environmental impacts.

Equalities Impact

19. The initial Equalities Impact Assessment is shown in appendix three.

Financial Implications

20. The strategy action plan shows the financial position for the strategy.

Legal Implications

21. There are minimal legal implications.

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Appendix 1

Oxford City Council Children & Young People's Strategy

***“Working together to help every child &
young person fulfil their potential”***

2018-2023

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Foreword

Our City and the wider County have international significance as a result of our high concentration of human capital, knowledge and innovation. These factors drive growth in our region and mean we have an important role to play in the country's knowledge-economy – attracting investment in new industry and facilitating trade. However, this growth must be matched by services, housing and infrastructure which meet our population's needs and aspirations. Oxford's children and young people are the future of our city. This strategy is designed to help meet their needs and to work with them to fulfil their ambitions and to achieve the best outcomes for them.

The new Children and Young People's Strategy builds on the earlier Youth Ambition Strategy by setting out what else we do across our services, to work with and support young people, and how we support partners and young people to achieve the best outcomes for them. Ready by 21 is an innovative framework, about education, families, communities and partners working together to make sure young people succeed, in order to ensure that all children and young people will be ready for college, work and life¹. Preventative-led provision is central to our strategy, which focuses on using our services to achieve place-based interventions and overcome siloed practices by facilitating excellent partnership working.

Oxford is a vibrant city but young people from disadvantaged circumstances are still more likely to experience fractured transitions from education to employment. That's why we want to ensure this is a cross-cutting strategy which enables all our services to consider the outcomes to empower children and young people in our city to thrive. Listening to the voices of a diverse range of young people, and taking your views into account, will be an essential part in helping us to achieve this.

This strategy is an exciting opportunity to respond to the many challenges faced by children and young people in Oxford and to make our city an even better place to live so that every child and young person can fulfil their potential and become happy, safe, successful, healthy and active citizens.

Councillor Marie Tidball

City Executive Board Member for Young People, Schools and Public Health

¹ The Forum for Youth Investment: forumfyi.org?readyby21/home

Executive Summary

Our *Children and Young People's Strategy* shows how we will use our services and resources to support young people growing up in Oxford over the next five years. The strategy will influence the Council's policy framework to ensure all our services reflect the needs of young people.

We have developed three principles that underpin our vision for the Children and Young People's Strategy which will guide our service development and delivery, these are:

1. Preventative-led provision;
2. Equality, inclusion and engagement of young people;
3. Facilitating effective partnership working.

To deliver these principles we will pilot a new way of working that builds on the strong partnerships that we have developed. We will implement a framework called Ready by 21 that enables the structured collaboration of all the groups that support a young person's journey into adulthood such as schools, community groups, health providers, local authorities, families and young people themselves. This approach recognises our limitations and how we need to work effectively with partners and encourage them to effectively play their roles.

Using the Ready by 21 Framework we will share and scrutinise data about young people and work with our partners to gain a collective insight into the root causes of the societal problems facing young people and agree how we can work better together to have the greatest long-term impact. This is an ambitious step which is likely to require our resources to be refocused on a small number of priority issues that our needs assessment shows will have the greatest impact.

We will trial this approach alongside a zoning methodology where we will focus on certain areas of the city – this will help our learning and enable local differences to be understood.

The actions we will undertake to achieve our vision and support young people to fulfil their potential are shown in Appendix One.

Introduction

Our vision is that every child and young person can fulfil their potential and become happy, safe, successful, healthy and active citizens². This strategy shows how we will use our resources and work with our partners to achieve this.

The Council's Corporate Plan explains our priorities in tackling the challenges children and young people face and our commitment to ensuring this vision is fulfilled for Oxford's young people. The strategy is the Council's primary policy for children and young people. The delivery of the strategy will be monitored by the City's Youth Partnership Board and the Oxford Strategic Partnership³.

In 2013, Oxford's 'usual resident population' was 155,000. The city's population grew by 12% over the decade 2003-2013; the 2016 population is estimated to be 161,000, and is projected to continue to grow rapidly. In common with many other cities in the UK, Oxford has major social inequalities. The 2015 Index of Deprivation ranked Oxford 166 out of 326, which is just within the bottom half of the deprivation rankings for local authorities in England. The situation for young people in Oxford across health, housing, educational attainment and employment is explained in section B of the strategy.

We need a Children and Young People's Strategy because young people in Oxford face numerous pressures and challenges in various aspects of their lives. Young people face significant challenges to achieving economic independence, wellbeing, and finding support to deal with these challenges are disproportionately experienced by their age group compared to the population as a whole⁴ (see section B). Consequently, our strategy covers young people living in Oxford, aged 0-25 for the period 2018 to 2023.⁵

We have learnt a lot since we launched the Youth Ambition Programme in 2013; such as, the importance of using positive language, to reinforce their involvement in activities, and that we need to be constantly learning about young people and the services they need from their engagement and feedback. The focus of Youth Ambition was prevention, this strategy builds on our preventative work and sets out what else we do across our services, to work with and support young people, and how we support partners and young people to achieve the best outcomes for them.

There is a shift in focus by the Department for Communities and Local Government (DCLG) from *Troubled Families* to more preventative work and *Thriving Families*. This has influenced our approach to continue to focus on preventative-led provision. The *Ready by 21* Framework provides a collective impact methodology of structured collaboration with our partners. This framework will enable us to achieve population level impact on three key outcomes for children and young people: *healthy and*

² This aligns with the strategic aims of the County Council's Children and Young People's Plan (2018; forthcoming)

³ The Oxford Strategic Partnership is body that brings key individuals from the public, business, community and voluntary sectors to share a clear and ambitious vision for the city.

⁴ See *A World of Good, the Challenge of Being Young in Modern Britain* (YMCA, 2016)

⁵ See also our Oxford City Council report *Early Years: A Framework for Provision and Support Priorities in Oxford City* (2017; unpublished)

safe; connected; and productive. Using this framework, we will play our part to help young people reach adulthood equipped for further education, work and life.

By providing high quality affordable housing, safe and inspiring parks and clean streets, we can create the best possible environment for young people to grow up in. While our services are available to everyone, we focus our grants and Youth Ambition activities on the areas of the city that have the greatest need so we can address social inequalities. That is why we are going to use a 'zoning' methodology, to increase the focus and impact of our work. 'Zoning' means we will work with partners to focus on certain areas of the city to achieve improvements in the Ready by 21 outcomes most needed by that particular area of Oxford.

All too often, when young people say there is nothing to do, the reality is that they often do not know what is available, how to access it, or have the confidence to take part. Oxford's rapidly changing and diverse population means that we have to work even harder to understand the needs of young people and to effectively communicate to them what is available for their age group. That is why our second principle focuses on equality, inclusion and engagement of young people. We will continue to improve the inclusivity of our services and ensure they are accessible to all young people.

The County Council have a statutory role in providing positive activities and provide a range of targeted activities for young people. The City Council's role in providing services for young people is relatively small, nevertheless, we will ensure our services provide well-coordinated pathways for young people and encourage our partners to do the same. This recognises that through better aligning our activities across the public and voluntary sectors we will have a greater impact. The city has a dynamic Youth Partnership Board; it is chaired by a secondary school head teacher and attended by public, private and charitable sector organisations alongside young people themselves. The strategy shows how we will establish common goals with our partners, support the work of the Children's Trust, integrating safeguarding into everything we do and use our services to support schools.

Our Youth Ambition team undertakes an annual assessment of the needs of young people. The 2017 assessment identified young people's needs across the following areas: physical, mental and sexual health and wellbeing; crime and anti-social behaviour and employment, education and training. Part B) of the strategy summarises the problems and the causes for each of these areas and sets out our plans to address them, using the Ready by 21 Framework, to enable Oxford's children and young people to be healthy and safe, connected and productive. Part C) of this strategy describes the governance and the measures of success by which we will hold ourselves to account for the plans outlined in this strategy.

Oxford's children and young people are the future of our city; this strategy is designed to help meet their needs and to work with them to fulfil their ambitions. Our 2017 Working Together event provided the opportunity to discuss the principles underpinning this strategy with partners, as well as the Ready by 21 Framework and zoning. Their feedback has been used to shape this strategy. We would like to thank everyone who has helped to create this strategy, in particular the young people who have given us their views and our partners.

A. Our Vision - *every child & young person young person is able to fulfil their potential*

The following strategic principles show how we will play our role in achieving this vision

Principle 1 - Preventative-led provision

Research shows sport and culture positively benefit young people's physical and mental wellbeing and helps them to grow into happy and resilient adults⁶. Our cultural and sports services present opportunities to inspire young people. The Council often goes above and beyond what most councils offer to improve the lives of young people. Our fee concessions ensure that our services are accessible to everyone such as our free swimming for under 17 year olds. We provide world class play areas and our community and leisure centres provide a wide range of activities for people of all ages. For eight year olds and above, we also provide holiday activities, and our Youth Ambition Programme engages 11-19 year olds in positive activities. Youth Ambition grants also fund activities to support young adults aged 20-25 who have complex needs. A full list of our services for young people is shown in Appendix Two.

Oxford City Council is best placed to support the provision of universal positive activities that help children and young people to thrive in life. Our services help to prevent young people becoming vulnerable and needing specialist support. This is complementary to the statutory services provided by Oxfordshire County Council. At the heart of all our preventative work is the need to ensure that our services and the employees delivering them are meeting the required safeguarding standards as shown in our Oxfordshire Safeguarding self-assessment audit 2017.

The diagram below shows a dashboard of need. The City Council services operate in the universal section, although as shown by the arrows, the circumstances and needs of young people are constantly changing. This means universal providers need to become better aware of how to identify young people when they become vulnerable and their needs become more complex and make appropriate referrals to statutory services such as the MASH (the Multi-Agency Safeguarding Hub).

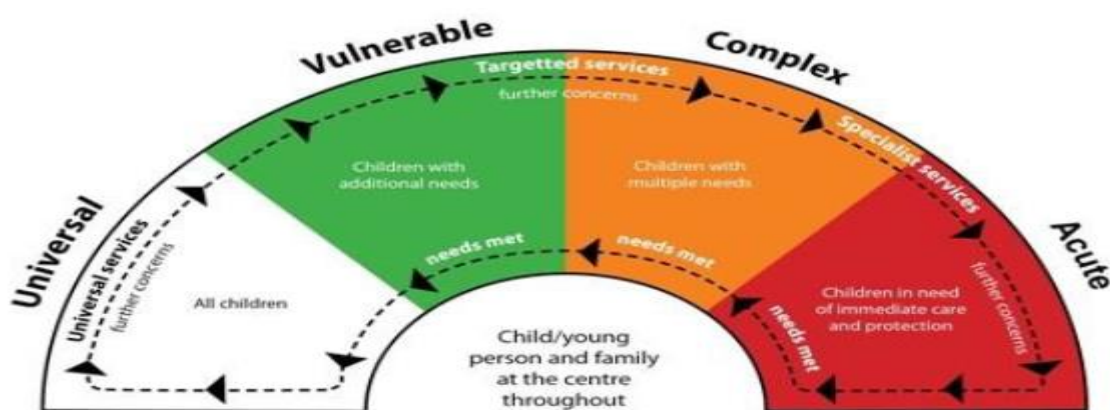


Figure 1 – the dashboard of need

⁶ Department of Culture Media and Sports CASE programme (2012) <https://www.gov.uk/guidance/case-programme#case-programme-the-resources>

Oxford City Council's Plans

We are motivated by the need to close the gap in social inequality and attainment faced by children and young people in our city. Research shows that the positive outcomes experienced by children and young people can be more reliably predicted by counting the number of positive and negative factors in a young person's life. The likelihood that a young person will achieve the best outcome for them is reduced when they experience a higher number of negative influences ("risk factors"), whereas they are more likely to achieve the best outcome for them as the number of positive influences in their life ("protective factors") increases.

Oxford City Council will focus on supporting interventions that increase protective factors, and therefore over time result in better outcomes for young people. Thus there is an opportunity to further integrate our Youth Ambition work with our related services such as housing, leisure, culture, community centres and our parks and outdoor spaces.

The Department of Culture Media and Sports CASE⁷ website contains 12,000 case studies and data that show the value sport and culture have on our lives. The city is fortunate to have some great sport clubs and cultural organisations. The sports clubs are a huge part of Oxford and deliver a raft of social, physical and mental health benefits and are in the main delivered by volunteers. We will continue to work closely with the clubs and groups to offer them support when needed and help them to be sustainable and flourish. Our approach is detailed within our [Leisure & Wellbeing](#) and [Culture](#) Strategies.

Principle 2 - Equality, Inclusion & Engagement of Young People

The Equality Act 2010 replaced previous equalities legislation, streamlining all legal requirements on equality that the public, private and voluntary sectors need to follow, and sets out protection against discrimination on the basis of eight protected characteristics for people who use these services: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation. Oxford City Council has a duty and is committed to applying the Equality Act in all our work and we are committed to eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by this Act. In doing so, this enables us to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and fostering good relations between persons who share a relevant protected characteristic and persons who do not share it. We are committed to fulfilling these requirements and celebrating the vibrant diversity of our city.

In 2017, a third of all students in Oxford city (5,640 pupils) had a first language other than English, with Urdu being the second most commonly spoken language (3.2% of students). Saint Gregory the Great Secondary School in East Oxford, for example, now has over 100 different languages spoken.

⁷ Department of Culture Media and Sports CASE programme (2012) <https://www.gov.uk/guidance/case-programme#case-programme-the-resources>

While this diversity enhances the culture of the schools, it brings with it the need for extra resources and a renewed commitment to inclusive teaching and learning approaches and a diverse range of role models which effectively represent local communities. In 2017 there were 2,585 pupils known to be eligible for free school meals in Oxford, research shows that young people from disadvantaged circumstances are more likely to experience fractured transitions from education to employment.⁸

All young people have identities and life experiences shaped by several different factors. Real inclusion involves removing barriers to accessing opportunities, through iterative and adaptive processes which harness external relationships, skills and events to implement a programme of change.⁹ That's why engaging directly with a diverse range of young people to shape our services, and other partners in the sector, is so important.

Communication is central to working with all young people. It helps build trust and maintain relationships. Effective communication extends to involving children in the design and delivery of services and in decisions that impact them. While Oxford offers a huge range of opportunities for young people, our research shows that many young people do not know what is available, how to access it, or in some cases, lack the confidence to take the first step in getting involved in the services on offer.

Oxford City Council's Plans

Achieving real inclusion starts with what an organisation is good at, that's why we will continue to improve the inclusivity of our services and ensure they are accessible to all young people irrespective of their gender, ethnicity, sexual orientation, ability or beliefs. Professionals need a broader understanding of the cultural differences across our young people if they are to keep them safe and positively engaged. Our communications with young people must also reflect the vibrant diversity of our city. In addition, continuing to improve the inclusion of diversity groups in our mainstream services, we will develop our sessions and services so they are fully accessible by producing ongoing audits that are supported by young people from underrepresented groups.

We will ensure our decisions take account of the views of young people through effective engagement and consultation and we will involve young people in relevant meetings. In 2016, the Youth Partnership Board held its first Working Together conference; the event was attended by the majority of organisations working with children and young people in the city. Attendees felt communication between partners and the promotion of services to young people needed to be more effective and joined up. Our zoning methodology will support this joined up communication and the Youth Partnership Board will develop an easily accessible activity offering that promotes shared messages to young people. To stay up-to-date with communication methods we need to increase our resource in the area of social media if we are to effectively communicate our messages. These messages need to be appropriately targeted and positive if they are to be understood and acted upon by young people. Therefore, we will expand the use of the Bungee App (an app that promotes positive activities for young people in Oxford, as well as key information on issues affecting them) so

⁸ Yates, S., Harris, A., Sabates, R. and Staff, J (2010 pp 1-22) Early occupational aspirations and fractured transitions in Journal of Social Policy

⁹ S.Frost, (2014), *The Inclusion Imperative*, Kogan: London, United Kingdom

it is open for use by partners and young people. We will change our social media page to one page called 'Youth Activities' which will be open to all partners to use to promote activities across Oxford. The County Council have a statutory requirement to promote positive activities and we will work closely with them to ensure we create complementary services.

Principle 3 - Facilitating Excellent Partnership Working

During the development of this strategy we looked to see what best practice we could learn from other local authorities. While we obtained some useful learning, it was clear that within the resources we have, we are already achieving significant outcomes. For example, the social value from our Youth Ambition Programme is £12 million each year (see Appendix 3). These outcomes have been achieved in the main through the productive partnerships we have established.

While the City's Youth Ambition Programme has proved very successful, we must remember its limitations and that the total budget for the programme is just £240,000 per annum. To ensure this investment has the maximum impact, we will work with the County Council and other partners to implement a shared approach to our work with children and young people.

Effective partnership working requires a good understanding of partners and their future plans. The following section describes the main partners and their responsibilities. Section B of this strategy explains how we work with them to enable young people in our city to fulfil their ambitions and to achieve the best outcomes for them.

Oxfordshire County Council and County-wide Strategic Groups

The Government places statutory duties upon the local authorities who have the responsibility for Children's Services to secure sufficient provision of leisure-time activities for young people's well-being, including youth work. Oxfordshire County Council is the local authority which has the legal obligation to fulfil this role. In recent years the County's work has shifted its focus to supporting acute need.

Over the last year, the County Council has made budget cuts of £8 million to children's services; this has been achieved by reducing their support to children's centres and early intervention hubs. They now provide four 0-19 Children and Family Centres in the city (Rose Hill, Barton, Blackbird Leys and East Oxford). The other children's centres are now community led and are seeking to find ways to become sustainable in the difficult financial climate.

The Children's Trust¹⁰ endeavours to enable multi-agency strategic planning across the county for children and young people; the trusts priorities are:

Priority 1: Early help and early intervention

Priority 2: Educational attainment for vulnerable groups of children

Priority 3: Managing transitions into adulthood

¹⁰ See *Partnership Report on the Oxfordshire Children's Trust*, (Oxford City Council, July 2017)

The City Council is represented on the Children's Safeguarding Board and Children's Trust which enables the effective sharing of information to protect the safety of vulnerable children and young people. The City Council's Children and Young People's strategy shows how we will support the delivery of these priorities.

Schools

Many of the city's schools are now part of academies, or multi academy trusts (MATs). There is no 'one size fits all' approach to academies and, as the programme has evolved, alternative models and structures have emerged. In a single academy trust, one school becomes an academy, or two schools combine to form a single academy. A multi-academy trust is where a group of schools is governed through a single set of members and directors.

The largest MAT in the city is Dominic Barberi which is a company set up to lead seven Catholic Academies in Oxfordshire. St Gregory the Great (the only 4-19 year all through Academy in Oxfordshire) is the lead secondary school and the trust includes two city primaries and a further five primaries from Oxfordshire.

The Cherwell School heads up with River Learning Trust, which contains two of the city's primaries and a primary school in Witney. Oxford Spires Academy is sponsored by the CfBT Education Trust. The Oxford Academy sponsors are Beecroft Trust (a charitable initiative of venture capitalist Adrian Beecroft), the Diocese of Oxford, and Oxford Brookes University. Some of the primary schools are in separate trusts, and are not directly linked to a secondary school, or remain as local authority governed schools.

Oxfordshire County Council has a far reduced role with schools though it coordinates strategic responses to issues including Special Education Needs and Disability (SEND) and High Needs. So our work needs to dovetail with the County Council and link directly with the schools themselves. Many schools in the city have a high proportion of High Needs and SEND students. Oxford City Council is represented on the Oxfordshire Strategic Schools Partnership and the High Needs Steering Group. We are also piloting a partnership with an individual secondary school to provide additional targeted assistance.

Voluntary and community groups

There are numerous groups working with young people in the city; the main ones are shown in appendix four. The Council's Community Centres Strategy highlights their importance and the how much the Council values their contribution to our city. The Council invests £1.4 million each year in grants and commissioning services that support the delivery of the Council's Corporate Plan. Many of these services support young people and we are also continuing to provide Youth Ambition grants.

In 2016, we worked with Oxfordshire Youth and the Student Hub to undertake an in-depth study into challenges facing voluntary groups working with young people. This study found that the main issues they were facing were finding on-going funding, effectively demonstrating their impact and finding new volunteers. Working with voluntary and community groups will be essential for our work to achieve collective impact.

Using the Ready by 21 Framework to improve our partnership working

One of the objectives of the 2013 Youth Ambition Strategy was to establish an in-depth understanding of the needs of young people to ensure we were effectively targeting our resources. We have repeated this assessment every year using extensive primary and secondary research. Over the past four years, this information has been used to shape Council policy, target our grants, and has been shared with other organisations working with young people in the city.

These findings and learning will be integrated into the holistic Ready by 21 Framework, tailored for the needs and ambitions of children and young people in Oxford City. Ready by 21 is an innovative framework for structured collaboration, about education, families, communities and partners working together to make sure young people succeed, in order to ensure that all children and young people will be ready for college, work and life. We have worked with the County Council to develop a collaborative methodology, using Ready by 21 to ensure we achieve joined-up service delivery.

In order to implement Ready by 21, we will focus on the three key outcomes for children and young people: healthy and safe; connected; and productive (see Fig. 2 below).



Fig. 2 Ready by 21 Outcomes Framework

These three key outcomes map directly to the Department for Digital, Culture, Media and Sport (DCMS) outcomes for children and young people:



Fig. 3 DCMS - outcomes for children and young people

Ready by 21 provides clear standards to achieve collective impact, tools and solutions to help leaders make progress, and ways to measure and track success along the way.¹¹ It will be supported by our zoning methodology.

Using a Zoning Methodology to achieve Ready by 21 Outcomes

The zoning methodology reinforces the Ready by 21 Framework's approach of structured collaboration by focusing on partners working together on shared outcomes across a locality area. This approach is place-based, with a focus on change and improved outcomes for children and young people where many different stakeholders, people and organisations work together across the public, private, and charitable sector in a given locality area.¹² The partners working together in each zone will be dependent upon the issues that the data shows we need to focus on. We will focus on priority areas within the City and facilitate partnership working in these zones, bringing different sectors together, and helping partners focus on key issues. The findings from the social inequalities data from the particular locality zone may mean that we need to change how we prioritise our resources within these zones as we better understand the root causes of problems.

This zoning approach will deliver two key objectives:

- i) **Support those communities who need it most:** this will begin to address the high levels of inequality found across Oxford City. 10 of Oxford's 83 'Super Output Areas'¹³ are amongst the 20% most deprived areas in England. These areas, which are located in the Leys, Littlemore, Rose Hill and Barton, experience multiple levels of deprivation – with low skills, low incomes and poorer levels of health. Other areas of the city also have different challenges and may benefit from this approach. Around 23% of Oxford's under 16s live in low-income households and eight neighbourhoods are within the 10% worst affected in England for child poverty.
- ii) **Deliver solutions which respond to the specific needs of the community:** different areas in the City face different challenges and have different resources and provision. A zoning approach will enable us to better target our support. Our use of zones does not need to be tied to traditional ward boundaries and likely to work better if they are wrapped around issues that transcend geographic areas.

Oxfordshire County Council is piloting a community impact zone in Banbury. We will work with the County and local schools to set up a pilot impact zone in Oxford to focus on improving the outcomes for children and young people in that locality. At the 2017 Working Together event partners agreed that where possible we should define our zones around thematic issues such as child drug exploitation, rather than tied to specific ward boundaries. There was consensus that there should be a place-based zone in a triangular area that encapsulated part of East Oxford, Cowley and Blackbird Ley's. This area better reflects the movement of children and young people around the city to access school and other services.

¹¹ <http://www.readyby21.org/>

¹² For further information on this approach, see *Building impact movements Place-based systems change for children and young people in North Camden* (North Camden Zone, Winch et al, 2017)

¹³ These are geographic areas used for statistical reporting www.ons.gov.uk

This place-based multi-actor “systems change” requires effective partnership working, both across our City Council services and with other partners in a locality, to support this zoning approach.

Oxford City Council’s Plans

Effective partnership working underpins this strategy. We have made good progress over recent years and have a well-established Youth Partnership Board. The Board has a clear plan and tries to ‘think big’ – using the wide-ranging skills of our partner organisations to produce innovative solutions and initiatives. The Board is of strategic importance to the city as it reports into the Oxford Strategic Partnership.

Partnership working can be described in many ways. Put simply, we need a common understanding of the needs of young people and to coordinate our resources to achieve shared objectives. It is helpful to view the life journey of a young person through the lens of a system. Creating positive change in complex systems is a ‘wicked’ challenge that is beyond the ability of individual organisations acting in isolation.

The Lankelly Chase Foundation emphasises the need to move beyond interventions that paper over the cracks and layer yet more complexity onto an already complicated and confused system. *Systems change* describes an approach towards improving outcomes that recognises the need to engage with the whole system, instead of attempting to move small parts of the system individually. Therefore, systems change requires many stakeholders operating in concert.¹⁴

A large body of practice has now developed under the banner of *collective impact*; this is the commitment of partners from different sectors to a common agenda. In *collective impact*, stakeholders develop a shared vision and joint approach around an ambitious but clearly defined goal, coordinate their activities and measurement approach, maintain communication, and share a common enabling infrastructure or ‘backbone’.

To achieve this change, the research shows two cross-cutting conditions for success emerge -

- Enabling systems change capacity and
- Continuous research and development

This strategy covers all the Council’s services that support young people. As such, there are numerous interconnections. Over the first year of the strategy we will undertake a full systems review.

In order to ensure we provide excellent coordination of City Council services for young people and that children young people are integral to our city’s 2050 Vision, we will set up strategy steering group made up from all service areas working with young people. We will ensure we work with relevant partners to carry out the actions to implement this strategy work by playing an effective role on county-wide strategic boards and in our support of the Youth Partnership Board (see Appendix 1 - Action plan on Excellent Partnership Working).

¹⁴ Lankelly Chase Foundation (2015)

Oxford City Council is working with agencies at a local level to ensure that there is effective joint working within the Youth Ambition Programme, with the Children's Centres to support early intervention services and directly with schools to see what help and support we can provide to them. Whilst the City Council cannot replace these services, Oxford City Council has been actively looking to support those Children's Centres that are based in the city. To that end we have invested £50,000 into supporting the network of Children's Centres. This money has been used in a way that it will have a long-lasting effect, add capacity to the City's Community-led Children's Centres and to develop Oxford City Council's vision for children 0-5. Our shared impact framework for 0-5 can be found in our report Early Years (2018; forthcoming).

All of our partnership working will be informed by the *Ready by 21* Framework to fulfil our vision that every child and young person in our city can fulfil their potential and become happy, safe, successful, healthy and active citizens. To avoid any duplication and to ensure this investment has the maximum impact, we will work with the County Council and other partners to implement a shared delivery framework. Using the zoning approach in the proposed pilot zone (see above) one of our priority areas will enhance the collective impact of our partnership working and we will work with the voluntary and charity sector to effectively target the Youth Ambition Grants towards the areas outlined in our needs assessment (see above).

We will increasingly use our youth provision to help enhance young people's life skills. To deliver this approach we will review the youth partnership meetings we have in some of our priority areas and see how they can use the zoning and Ready by 21 philosophy in these specific localities. If this is successful, then over the course of the strategy we will expand the approach.

B. Identifying children and young people's needs and achieving the best outcomes for them

In 2016 the YMCA report, *A World of Good, the Challenge of Being Young in Modern Britain*, identified ten challenges facing young people in Britain following their survey of 1,600 young people aged between 16 and 25. It found many young people did not have opportunities to fulfil their potential in the education system and lacked adequate access to training and employment, affordable housing, long term financial security and technology.

Young people also said they faced issues related to body image, family problems, and negative stereotyping associated with their background and protected characteristics. Additionally, they identified the pressures of materialism, 24/7 social networking, substance abuse and crime. Of these ten challenges, the research found that the emerging trends of lack of affordable housing and the stresses created by 24/7 social networking were the challenges young people felt were getting worse the quickest¹⁵.

With the needs of young people changing quicker than ever we must evolve our services so they can best meet these needs. We must have an up-to-date understanding of the vulnerabilities and risks that young people face so we can help to keep them safe. To achieve this, we will continue to undertake a systematic assessment and analysis of young people's needs and create and publish an annual needs assessment.

A core theme of the Youth Ambition Programme was based on the National Youth Agency's publication - *Valuing young voices, strengthening democracy* (2010), which outlines the benefits of giving young people a voice.¹⁶ We have worked with thirteen young people to write a participation plan that outlines how young people are involved within the programme. We will continue to find ways to enable young people to influence decisions that impact them and help develop them to have the confidence and capability to do so. We will also involve young people in assessing how well our services meet their needs.

The needs and interests of young people will be the starting point for all youth work delivered by Youth Ambition. Differences in need can be the result of many factors, including gender, race, disability, socio economic circumstances and locality in which they live. Therefore, research and planning necessarily take place at a number of levels. Young people are central to the process of research, analysis and planning that leads to an effective youth work offer and we will work hard to ensure they are involved in a very real way.

Our work identifying young people's needs reflects national data. Nevertheless, going forward we need to increase our understanding of the impact of 24/7 social media, increasing our support for young people suffering from mental health problems and continue to make our activity sessions more inclusive.

¹⁵ YMCA, (2016), *A World of Good, the Challenge of Being Young in Modern Britain*.

¹⁶ *Valuing young voices, strengthening democracy* (2010) *The contribution made by youth engagement*

The Prince's Trust youth index, the largest survey of its kind, found that young people without a positive role model of the same gender are 67% more likely to be unemployed than their counterparts who do have such a figure in their lives. Setting a good example is possibly the most valuable gift to a young person; we will continue to identify a range of diverse role models and provide opportunities for young people to be inspired by them.

Our Youth Ambition team have a workforce development plan to ensure that management, employees and volunteers have the necessary knowledge, skills, capabilities and values to effectively deliver and improve services to children and young people. We will improve the training for our workforce so they are better able to support young people suffering from mental health problems (and other issues identified within the needs analysis) and encourage other service providers to do the same. We will undertake further training on social media so we can use it more effectively to communicate with young people, alongside improving our understanding of the pressures it places on young people.

Youth Ambition is committed to providing the highest levels of service possible to young people. To continually improve the quality of our services, we will use a quality assurance process that involves young people. We will obtain the National Youth Agencies quality assurance mark 'Better Outcomes for Young People' for our Youth Ambition Programme. The quality mark will result in tangible evidence of the impact of the organisation in improving outcomes for young people. At a time of reducing resources and a sharp focus on value for money, evidence of impact is increasingly important.

As young people's needs and circumstances change they move in and out of specialist provision, such as that provided by the County Council. This means we need to be able to identify young people with greater needs so we can ensure their broader needs are also being met, this requires effective communication with our partners. As specialist provision continues to reduce, and the needs of young people increase, universal providers will continue to be placed under greater strain. This strategy encourages partners to work closer together around common goals to try to mitigate the impact of this.

HEALTHY - Section 1 of Ready by 21

a) Mental Health & Wellbeing

One of the greatest health concerns facing young people in our city is the sharp rise in mental health issues; referrals to the Child and Adolescence Mental Health Service increased by 34% in 2016.

Personal and social factors such as stressful life events, bullying and physical illness alongside the relentless barrage of pressure from social media are all contributing to this increase. This leads to low self-esteem and lack of confidence, anxiety, depression and eating disorders. More positively though, there is less stigma attached to mental health which contributes to increased reporting by young people.

A study by Demos (Mind over Matter, 2015) suggests that schools are failing to support the mental wellbeing of the children in their care. The study concluded that final year secondary students are half as likely to be happy with their lives as 14 year olds and considerably less likely to think their parents and teachers believe in them.

b) Physical Health

A range of health inequalities are prevalent in Oxford's population; life expectancy is 7.7 years lower for men in the most deprived areas of the city compared to the least deprived areas.¹⁷ Research has found that 19% of children in their last year of Primary School, Year 6, are classified as obese. Whilst this is similar to the national average of children living in urban areas, these figures are concerning as 79% of children who are obese in their teens are likely to remain obese as adults, leading to health problems including type 2 diabetes and heart disease.¹⁸ Alcohol-specific hospital stays are much higher than the England average, with a rate of 74.7 per 100,000 in Oxford compared to 36.6 per 100,000 in England.

There have been significant changes in young people's lifestyles over recent decades; one notable shift is the reduction in the time children are spending outdoors. In the UK the likelihood of children visiting any green space at all has halved in a generation, which leads to a range of negative health consequences on their physical, social and emotional development.¹⁹

c) Sexual health & relationships

In Oxford in the early 2000's there was a high rate of conception amongst young people aged under-18, the rate has now dropped to levels similar to, or below, the England average. However, there are still high rates in some areas of the city. There is no doubt that children are now exposed to sexual images at a far younger age, across a wider range of media than ever before, including music videos, website and social media.

¹⁷ Department of Health, Public Health Observatories (2014) Oxford Health Profile
<http://www.apho.org.uk/resource/view.aspx?RID=50215&SEARCH=oxford&SPEAR>

¹⁸ NICE, *Obesity in children and young people: prevention and lifestyle weight management programmes* (2017)

¹⁹ Natural England. (2010) *Wild Adventure Space: its role in teenagers lives*

Therefore, it is more important than ever that young people are able to access advice and information so they are able to have happy and healthy relationships and make informed choices about protecting their sexual health.

In 2015, *The Guardian* reported child sexual abuse had risen by 60% in the last four years. At the same time the number of arrests for child sexual abuse offences in England and Wales has fallen by 9%. Vulnerable young people are at a far greater risk of being groomed and we must continue to strengthen our safeguarding practises and increase awareness of warning signs that a young person is being exploited, or at risk of exploitation.

Oxford City Council's Plans

We will work with partners such as Good Food Oxford to help tackle obesity. We will promote Oxford as a Sugar Smart City and we have signed a declaration to show our commitment. This includes healthy vending machines, responsible advertising and encouraging people to drink water in our facilities and at events and encourage our partners to do the same. We will also continue to support food banks and introduce more healthy food options at our youth activities. We will continue to monitor the number of fast food premises near schools and encourage them to provide healthy options.

Over the past decade, the City Council has invested heavily into improving the lives of the city's residents and has transformed many of our services. A good example can be seen with our leisure centres, which now receive 53% more visits than in 2008.

An all Party Parliamentary Group on a Fit and Healthy Childhood recommends accessible, sustainable and informative programmes of physical activity as essential components of child health and wellbeing²⁰. Our parks are now vibrant and active places with modernised play areas, pavilions, tennis courts and fitness trails, offering far more opportunities that encourage young people to take part in positive activities. These opportunities provide young people with far more choice on how they spend their leisure time.

When we combine this increased choice of activities with the significant increases in usage we have already achieved in our leisure centres, it is challenging to find new ways to continue to increase usage. Thus, in order to do so, we will need to continue to improve our services to encourage young people to choose to use our facilities. We will also have to work more with young people to develop new activities for us to provide to ensure our services meet their needs. We will continue to work with Fusion Lifestyle (our leisure centre operator) to ensure the activities in our leisure centres are appealing and involve young people in helping to develop what's on offer and the times we run sessions. We will work to explore innovative funding models to try to draw investment to the City such as social impact bonds²¹ in order to improve young people's life chances.

We need to ensure our fantastic parks and green spaces remain safe and well maintained, and continue to improve them so they offer something for everyone. In practice, this means providing a

²⁰ All Party Parliamentary Group on a Fit and Healthy Childhood (September 2017)

²¹ A social impact bond is a contract with the public sector in which a commitment is made by an investor/funder to pay for improved social outcomes that result in public sector savings

range of exciting events, diverse and inclusive activities, well run sports clubs and encouraging young people to connect with nature.

New challenges have emerged where vulnerable young people are being sexually, physically and mentally exploited, there also seems to be an increase in young people being groomed to sell drugs. Local feedback echoes the problems that the Casey Review (2016) found to be a factor in the exploitation of young people, where there is a total disconnect between generations. Safeguarding young people must be everyone's responsibility. We will work with the County Council's public health team to see how we can better support their work with mental and sexual health, and look at opportunities to support this through our forthcoming Big Lottery bid and work with the Oxfordshire Clinical Commissioning Group on Health Inequalities.

"We will help to improve the physical and mental health of children and young people, increasing their resilience to overcome life's challenges"

CONNECTED - Section 2 of Ready by 21

a) Access to Housing

Young people have been hit hard by the housing crisis, the rate of homeownership has halved for 25 year olds in the last 20 years²² and more than 150,000 young people ask for help with homelessness every year. In 2013, 49% of 20 to 24-year-olds in the UK lived with their parents. This is an increase from 2008 when 42% of 20 to 24-year-olds lived with their parents. There are many obstacles for young people trying to find accommodation, especially as they often have low incomes. Buying a home is too often not an option with high house prices and difficulties obtaining a mortgage. Whilst we have over 7,500 homes as Oxford's local housing authority, and are working with Oxfordshire Growth Board to secure funding to build more, demand for housing in Oxford continues to grow, with over 3,300 households on the [Housing Register for affordable housing](#). This means there's still not enough social rented housing for young people. Accessing private rented housing is often difficult, with high rents and deposits and many landlords unwilling to let to young people who they perceive as a higher risk.

Oxfordshire's Young People's Supported Housing Pathway is commissioned by Oxfordshire County Council in partnership with Oxfordshire's five District Councils. A Joint Housing Steering Group oversees the strategic operation of the Pathway and related work.

In partnership with the five District Councils in Oxfordshire, the County Council commissioned housing related support services which support the authority to both collectively meet its statutory duties and to help other vulnerable young people, as agreed by the partnership, to avoid homelessness and to achieve and sustain their independence. This includes single young people and parents aged 16 to 24 years. From 18 years old, young people can also access The Single Homeless

²² Local Government Association (2016)

Pathway which provides supported housing for adults in Oxfordshire. Allocation and access between the two pathways is decided on a case by case basis.

b) Reducing crime & anti-social behaviour

Children under 10 years old, who display aggressive or very disobedient behaviour, may be referred to their doctor and to Child and Adolescent Mental Health Services (CAMHS), or they may be referred to behaviour management specialists within education. In some situations children's social care services may become involved and provide Family Support Workers to help parents manage behaviour.

There are also a number of government initiatives which do focused work with the families of children with behaviour problems. The 'Troubled Families' initiative is the most recent example to be funded and coordinated by the Department for Communities and Local Government (DCLG). A worker, or team, is assigned to co-ordinate services for a family with multiple difficulties including: children or adults who are involved in anti-social behaviour or crime, children who are truanting or absent from school, adults who are unemployed, and adults who are suffering from mental health problems. Local authorities receive a government contribution of up to £4,000 per family for getting children back into school, reducing youth crime, or getting adults into work or training. In Oxfordshire, this scheme is implemented by the County Council.

There are a number of factors that increase the likelihood young people being involved crime or antisocial behaviour. Our research shows peer pressure, a lack of positive role models, division between generations and drug dealing culture around some schools are the most prevalent.

Secondary school children in England are now more likely to have tried drugs than cigarettes, according to a national survey. The 2016 statistics, from NHS Digital, found 21% of 11-15-year-olds saying they had tried recreational drugs at least once in their lives, a six percentage point rise on the 2014 survey results. In Oxford, as in many other parts of the country, there is an increase in the number of young people being targeted by organised crime gangs to participate in the use and distribution of Class A drugs, often within schools themselves. This Child Drugs Exploitation (CDE) issue is prevalent across some schools serving less deprived communities as well as those in the more deprived areas of the city.

In 2017 the NSPCC reported there were over 24,000 Childline counselling sessions with children about bullying, over half of lesbian, gay and bisexual young people experience homophobic bullying at school and more than 16,000 young people were absent from school due to bullying. This shows the need to not only address the issues, but to have a more diverse range of role models visible to young people.

Oxford City Council's Plans

The Housing and Homelessness Strategy includes a focus on early intervention and preventing homelessness. The Housing and Communities Teams are in the process of developing new and improved ways of communicating with young people to raise their awareness of homelessness and the associated issues of anti-social behaviour, poor education, and poor employment opportunities.

This includes increasing young people's awareness of housing issues by establishing Homeless Prevention work into the curriculum for 15/16 year olds at Oxford's Schools.

Oxford City Council is a Trailblazer authority and part of a national two year programme which is focussed on upstream prevention. The team are working on identifying early intervention and systemic change to prevent households from becoming homeless, including joint work with partners including health and the criminal justice system, using both current data and predictive modelling. The initial primary target group has been identified as single people under 35 years old. We will also continue to work hard with our partners, through the Growth Board, to increase the housing supply and continue to use our licencing scheme to raise standards in private rented housing, benefiting the quality of housing for young people in the city.

Our Community safety team are working with partners to protect vulnerable young people from being exploited. We use a raft of powers to protect these young people such as closure notices to protect them from being exploited in their own homes.

Our Streetwise partnership with Thames Valley Police is designed to protect vulnerable people, both those who are homeless and also from being exploited through the crime that can result from begging, such as children and young people being involved in selling and using drugs.

Some of our most successful work has been when our anti-social behaviour team have worked with our Youth Ambition Team to support young people to make positive changes to their behaviour. This is an approach we will build on within our restorative justice work, using mediation to resolve and prevent issues escalating and we will also explore how we can use positive role models within this work.

“We will support the cultural and emotional development of children and young people so they are able to become happy, well rounded citizens”

PRODUCTIVE - Section 3 of Ready by 21

a) Education and training

Oxford has some of the best private schools and one of the best universities in the world. This makes the widening attainment gap in our city, especially for disadvantaged students, at some of the city's schools, even more unacceptable.

The number of school-aged children in Oxford has increased by 13% in the last six years, from 14,505 in 2011 to 16,400 in 2017. Within this, there was a 17% increase across the city's 31 primary schools; we are therefore due to see further strain on secondary school class sizes. These larger class sizes and reduced funding will place further pressure on our schools. Schools are also managing absenteeism - in 2016, 855 pupils were classed as persistently absent from Oxford's secondary and 975 from primary schools.

New secondary school accountability measures were introduced in 2016. The attainment of pupils living in Oxford City is 48 (called Attainment 8), which is below the national average of 50.1. These School attendance levels and Key Stage One writing attainment are areas of major concern, as is school funding, curriculum changes and the recruitment and retention of outstanding teachers. Progress from key stage two to key stage four was +0.05 which is above the national average.

In 2017, three schools require improvement and four are rated as inadequate.²³

Poor attainment is directly linked to low income. People living in Oxford who are in their 20s are now 18% worse off financially than 20 year olds just five years ago.²⁴ A study by the Sutton Trust found, for example, that over a third of boys on free school meals, who are in the top 10% of performers at the age of 11, have fallen outside the top 25% of pupils by the age of 16.²⁵

Teacher retention rates are undermined by Oxford having the greatest gap between household income and house prices in the UK, with houses costing 16.7 times the average annual wage in 2017.

The Joseph Rowntree Foundation Report Counting the cost of UK poverty (2016) shows that schools spend an additional £10 billion each year in seeking to counterbalance the negative impacts of poverty, through initiatives such as free school meals and Pupil Premium funds. This is nearly 20% of the total schools' budget.²⁶

National changes in education have led to the arts and sport being reduced from the curriculum to enable an increased emphasis on subjects such as English and mathematics. However, the CASE evidence shows that the arts and sport subjects have far reaching benefits and are essential ingredients in helping young people reach their potential.

A survey in 2017 by the Chartered Institute of Management Accountants (CIMA) found eight out of 10 British school-leavers 'lack essential business skills' such as numeracy. More than 80% of young people require "significant training" before being put to work, according to the 4,000 finance professionals questioned. The figure is worse than last year, when 75% of school-leavers were said to need this level of help after being hired. The top areas of weakness for new recruits are people skills and business skills, followed by technical skills.

Transition to work and employment

Although Oxford has high levels of employment and employment opportunities, parts of the city are disconnected from these opportunities and unemployment rates are three times higher for 16-25 year olds when compared with the rest of the UK population²⁷. The world of work is changing rapidly

²³ The Department for Education (2017) Schools census

²⁴ London School of Economics (May 2015)

²⁵ The Sutton Trust (2015) *Missing Talent*

²⁶ Heriot Watt and Loughborough Universities (2016) *Counting the cost of UK poverty*

²⁷ Office for National Statistics (2016)

with digitisation and automation and our young people need the skills to be able to flourish in a fast changing environment.

In January 2013, the Prince's Trust undertook a major survey of young people and found that NEET young people reported that they were depressed 'often or most of the time'.²⁸ Unemployment has been found in a number of studies to have a long term 'scarring' effect on young people, impacting upon their future health and economic well-being.²⁹³⁰ Once in employment, 72% of 18-21 year olds are reported to be earning less than the living wage³¹.

The removal of the Connexions Service has resulted in patchy careers advice in schools and colleges. This reduces the chances of young people knowing what careers exist and has resulted in young people not having the job search skills, such as knowing where to look for vacancies and how to make applications. It is hoped that the Government's new careers strategy may provide opportunities to address the issue of patchy careers advice and improve employer engagement.

The strict curriculum and heavy scrutiny placed on schools reduces the opportunities for young people to develop the soft skills and employability skills employers require, such as confidence, resilience, adaptability and an understanding of specific roles and the employment environment.

Oxford City Council's Plans

A key focus of the Council's work with partners to break the cycle of deprivation is ensuring that young people have the skills they need to gain employment. Central to achieving this ambition is having high quality schools in the city. While there are fundamental challenges within our schools, we have shown that by working in partnership we can make a valuable difference.

In addition to our improved services, and in recognition of increasing need, we introduced Youth Ambition and Education Attainment Programmes in 2013. Youth Ambition now provides activities and services to over 6,000 less advantaged young people and delivers £12 million of social value every year. The programme is seen as best practice and has won national awards. The Council has achieved these successes by understanding local needs and effective partnership work.

While the City Council's role in improving educational attainment within schools is very limited, we believe the best way we can support schools is to use the services we provide to make their lives easier, allowing schools to spend more time focusing on attainment. Where we have started to use this approach it has worked well, and we have developed trusting and productive relationships.

To create our School Partnerships we, therefore, have worked with a number of the city's head teachers to create a menu of services (Appendix 5), under the following headings:

- 1) *Strategic support*
- 2) *Readiness for work*
- 3) *Sport, Recreation, Arts & Culture*

²⁸ The Princes Trust Youth Index (2013)

²⁹ TUC (2012) *Generation Lost: Youth unemployment and the Labour Market*

³⁰ Centrepont (2017)

³¹ KPMG (2015) *Six Million Brits are earning less than a living wage*

We will pilot a more formal partnership approach with schools and create a partnership plan and allocate a senior officer to a secondary school to support them with strategic issues. During the pilot we will assess the effectiveness of the approach and obtain a better understanding of the resources that are needed if we were to expand the approach to the city's other secondary schools.

All of the city's cultural organisations have outreach programmes in places targeted at young people. In addition to this we have established a Cultural Education Partnership. The partnership enables art and cultural organisations, educational institutions and the council to come together to create a joined-up art and cultural offer, to share resources and bring about a more coherent and visible delivery of cultural education. The Cultural Education Partnership reports directly into the Youth Partnership Board. This complements the governance structure and impact of the Youth Partnership, which is chaired by a secondary head teacher and has representatives from business and Local Enterprise Partnership representatives.

There is a growing need to match skills training to the needs of local employers. In turn, this can help to reduce poverty and the fractured transition from education to employment. In order to facilitate this pathway into work for young people in the city from our local schools, our Schools Partnership will support the Oxfordshire Local Enterprise Partnership (OXLEP) to connect secondary schools with business.

A good example where we are working in partnership to support young people not in education, employment or training (NEET) is the Unlocking Potential project. It is a countywide project to support young people to quickly develop self-confidence, self-esteem, work readiness and employability. The project is led by Oxford City Council, working with a delivery partnership led by Aspire, and including a range of voluntary organisations and the County Council. It is funded by the Lottery and European Social Fund money. The project was commissioned by OxLEP and runs from January 2017 to December 2019. The project aims to support 220 young people aged 17-19 who have been unemployed for six months or more by engaging them in activities which lead to training and employment pathways.

We will take a leadership role with apprenticeships and build on the positive progress we have already made across the council recruiting local apprentices. We will continue to build on the future leaders programme in Youth Ambition so young people are able to enter the workforce in development roles.

We will work with partners on the Youth Partnership Board to improve and expand the work experience placements we offer and encourage partners to the same. We will explore an Oxford City Award for schools for the greatest preparation for work and for students engaged in highly successful work experience.

“As an employer we will act a model of good practice providing meaningful opportunities for young people and use our services to support and enrich learning experiences for less advantaged young people”

C. Impact: Collecting Data, Measuring Quality and Sustaining Success

We are very aware that our vision need a long term focus and that there are a vast range of ever changing variables that impact how a young person develops. As such, we are very careful in our how we use data and how we link the work we undertake to improved outcomes for young people.

We will use performance indicators, case studies and our social impact methodology to demonstrate progress.

Our zoning approach will help us to continue to improve how we demonstrate the life chances of children and young people.

We will also quality assure our Youth Ambition Programme using the National Youth Agencies assurance framework. This is a detailed assessment against a range of criteria such as the governance and safeguarding of our work with young people through to how well we involve them in decisions that impact.

We have built up a range of sessions in our Youth Ambition Programme and a high level of participation, while this is very positive, we need to focus more on quality and inclusion and therefore the impact of what we do, and this is why we are targeting maintaining the same level of usage.

Alongside this, we have also developed two sets of measures to monitor the effectiveness of this strategy. The first set (C&YP 1-4) looks at the numbers and engagement of young people and the second set (C&YP 5-9) looks to show the impact and value we are making to the lives of young people living in Oxford.

What we will achieve

Ref	Measure	2018 target	2022 target
C&YP1	Numbers of young people engaged in the Youth Ambition Programme and a representative balance of users	6,000	6,000
C&YP2	Satisfaction with the activities we provide for young people.	> 90% satisfied	> 90% satisfied > 50% excellent
C&YP3	Young people's voice and influence	> 80% of grant and recruitment decisions within Youth Ambition impacting young people are made with the active involvement of young people.	> 100% of grant decisions impacting young people are made with the active involvement of young people.
C&YP4	Evidence of impact for increased participation of young people in decision making.	Six examples per year.	Ten examples per year.
C&YP5	Health & Wellbeing	Stabilise the under 17s usage at our leisure centres.	Increase the under 17s usage at our leisure centres by 10% from the 2018 figure
C&YP6	Satisfaction with the support we give to schools	Set baseline	The schools we partner with say our support is outstanding.

Results - long term, what's changed?

Ref.	Measure	2018 Target	2022 Target
C&YP7	Social value of the Youth Ambition Programme	>£12 million per year	>£12.2 million per year
C&YP8	Housing	To be developed during the consultation	To be developed during the consultation
C&YP9	Safety	To be developed during the consultation	To be developed during the consultation
C&YP10	Improved opportunities at the schools where we have a partnership in place	To be developed during the consultation	To be developed during the consultation

Fig. 4 Achieving Positive Experiences for Young People's using our services

D. Conclusion

Across the County, children's services are in a state of change and the new structures and ways of delivering services have not yet been embedded. Oxford City Council is actively engaging with the Children's Trust and within key working groups to ensure that the needs of the city are considered at a strategic level and to monitor the impact of outcomes for children in the city.³²

The City Council has made positive progress with its work with young people. This strategy shows how we will continue to do so and build on the process we have made with our partners to improve the life chances of young people, and especially those in greatest need. We have developed measures where we can demonstrate the impact of our role, rather than trying to measure things where we have a limited involvement.

By taking a genuine partnership approach, trying new ways of working and ensuring we have an up to date undertaking of the issues facing young people we are well placed to play our part in making Oxford a great place for all children and young people to grow up in and have the opportunities to fulfil their potential.

Appendix 1 – What we will achieve

EXCELLENT PREVENTATIVE PROVISION

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Develop our sessions and services so they are fully accessible	Audit our community facilities Develop ongoing audits that are supported by young people from underrepresented groups	Audits start 2018 Involve young people 2019	2022 2022	Youth Ambition Manager	Officer time Officer time
Maximise the benefits for young people at our leisure centre	Review the leisure contract to ensure it is effectively meeting the needs of young people	Commence the review Add new activities into the programme	2018 2019	Leisure & Performance Manager	Officer time
Increased usage by young people at community centres	Improved activities and promotion of these activities	Develop a young person led audit programme Implement the findings	2018 2019	Community centres Manager / Young people	Officer time
Reduce childhood obesity	Become a Sugar Smart City Targeted sessions within community facilities	Launch 2018 Review current sessions programmes Launch new sessions	Continuous 2018 2018	Sport and Physical Activity Manager	Officer time
Improve how we use our cultural services support the needs of young people	Improve the current offering	Review the current offering Launch as part of the new Culture Strategy	2018 2019	Cultural Development Manager	Officer time
A productive Cultural Education Partnership	The partnership enables art and cultural organisations, educational institutions and the council to come together to create a joined-up art and cultural offer.	Start our delivery programme	2018	Cultural Development Manager	£15,000 (external funding)
Improved mental and sexual health	Work with public health to see how we can better support their work with mental and sexual health	Review the inclusion of these areas into a lottery bid Identified and implemented ways how we can support these agendas using our preventative services	2018 2018	Head of Service Head of Service	Officer time Officer time

EXCELLENT PARTNERSHIP WORKING

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Excellent coordination of City Council services for young people	Set up strategy steering group made up from all service areas working with young people	First meeting	2022	Head of Service	Officer time
Young people are safe and secure	All council staff have undertaken relevant levels of safeguarding training A joined up approach to safeguarding	Annually review and continue to provide role specific training Active participation on the county safeguarding boards	Rolling programme Continuous	Safeguarding co-ordinator Assistant Chief Executive	Officer time Officer time
A well-coordinated, sustainable offer for under 5s	Support the city's children's centres Continued programme of play area improvements	Implement a programme of support to foster sustainability Programme agreed and reviewed annually	2020 Rolling programme	Head of Service Green Spaces Manager	£50,000 £100,000 a year
Maximise the benefits for young people at our leisure centre	Review the leisure contract to ensure it is effectively meeting the needs of young people	Commence the review	2018	Leisure & Performance Manager / Young people	Officer time
Effectively targeted grants	Target the Youth Ambition Grants towards the four areas in the needs assessment Make sure our broader grants and commissioning programme has the areas in the needs assessment at its heart	Review grants Improved criteria Review grants	Summer 2018 2019 2018	Grants officer Youth Ambition Manager Grants officer	£50,000 £1.45 million
Improved co-ordination of young people's activities	Develop youth partnerships (or the most suitable model) in each target area that feed into the Youth Partnership Board Annual Working Together event Joined up funding bids	Review meetings already in place Pilot using the Ready by 21 Framework Event held Submit a bid every two years	2018 2019 Every November First bid from the Youth Partnership Board 2018	Youth Ambition Manager Youth Ambition Manager Youth Ambition Manager Chair of the Youth Partners Board	Officer time £500 a year for each group £500 Officer time
Ensure high quality delivery of activities	Implement quality assurance process for programmes we deliver and commission and encourage other to take it up	National Youth Agency Assessment	2020	Youth Ambition Manager	Officer time

Increased usage by young people at leisure and community centres	Improved activities and promotion of these activities	Develop a young person led audit programme Implement the findings	2018 2019	Leisure & Performance Manager / Young people Active Communities Manager	Officer time
Improve schools capacity to increase attainment by offering partnership support	Pilot a more formal partnership approach with schools and create a partnership plan. During the pilot we will assess the effectiveness of the approach and obtain a better understanding of the resources that are needed if we were to expand the approach to the city's other secondary schools.	Partnership plan in place at Saint Gregory the Great Evaluate the pilot Start working with a second school Have a partnership plan with all five secondary schools	2018 2019 2020 2023	Head of Service Head of Service Head of Service Head of Service	Officer time
Help to connect schools with supportive networks	Within the schools partnership pilot include improving enterprise links	Include within the St Gregory the Great pilot	2018	OXLEP representative	Officer time
More apprenticeships	Continue our programme	Review apprentice opportunities	2023	Economic development manger	Officer time
Improved work experience	Develop more structured placements and share good practice	Review current practices	2019	Economic development manger	Officer time

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Implementing the Ready by 21 framework to support our partnership working

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
A shared framework of delivery that is shared across different partners in different sectors	Using the shared delivery framework to guide our strategic plan. Raising awareness of the framework with our partners through the Youth Partnership Board and the Youth Ambition Grants.	Communications strategy for internal and external partners	2019	Partnerships and Policy Head of Service	Officer time
Improved co-ordination of young people's activities	Develop youth partnerships using the Ready by 21 framework in each target area that feed into the Youth Partnership Board	Pilot using the Ready by 21 Framework	2019	Youth Ambition Manager	£500 a year for each group
Pilot the zoning approach in a local area in the City	Developing a partnership with Oxfordshire County Council and other local partners to focus on specific issues	2018 Setting up pilot zone in the City using Ready By 21 Framework	2020	Youth Ambition Manager	Officer time

Using Social Impact Zones to support our partnership working

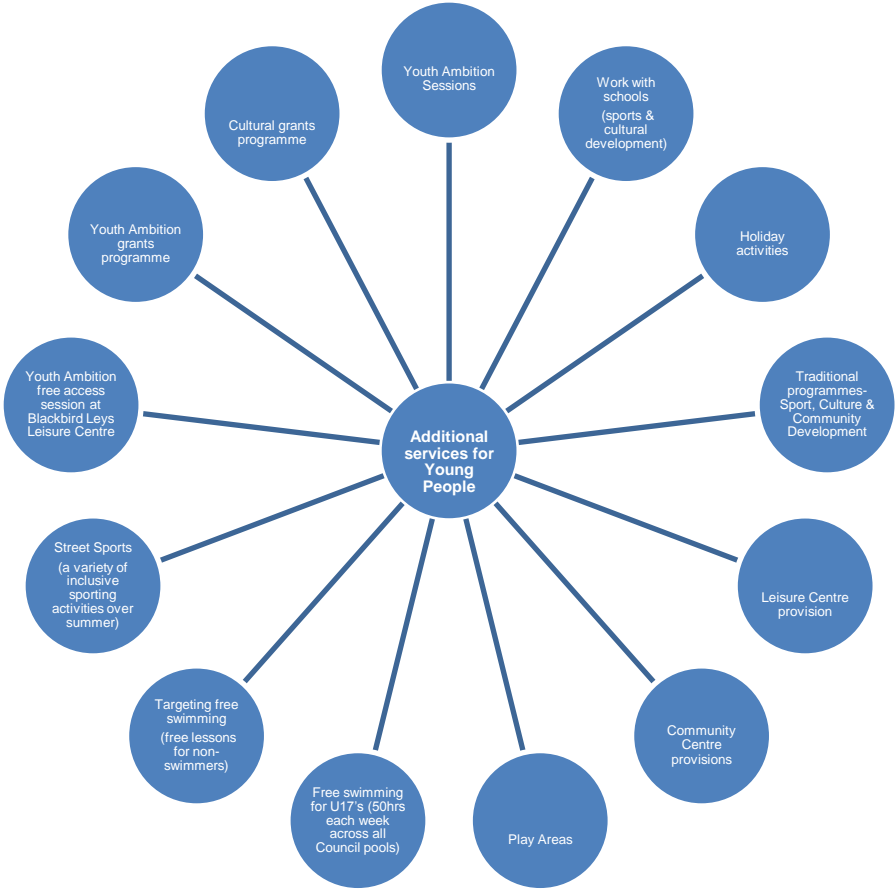
What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Pilot the zoning approach in a local area in the City	Developing a partnership with Oxfordshire County Council to focus on specific issues	2018 Setting up pilot zone in the City	2020	Youth Ambition Manager	Officer time
	Setting up a local youth partnership with clear goals and resources	2020 evaluation of pilot zone to date	2020		
Improve how we use data and information	Undertake a data collection and review exercise to continue to drive our priorities.	Coordinate Population level data mapping of Children and Young People in Oxford.	2019	Data Analyst	Officer time
	Ensure an annual review carries out a feedback process which responds to this data to drive the impact and outcomes of this strategy.	Working with partners to continually review and update our work plan	2020	Youth Ambition Manager	

EQUALITY, INCLUSION & ENGAGEMENT OF YOUNG PEOPLE

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Develop our sessions and services so they are fully accessible	Audit our community facilities	Audits start 2018	2023	Youth Ambition Manager	Officer time
	Develop on-going audits that are supported by young people from underrepresented groups	Involve young people 2019	2023		Officer time
Our decisions take account of the views of young people	Effective engagement, consultation and involve young people in relevant meetings	Develop a young person's committee.	2019	Youth Engagement Officer	Officer time
		Develop 10 young people every year so they can effectively participate	2020		
Improve our communicators to young people	Undertake a council wide review	Review undertaken	2019	Council comms lead and the Youth Participation Officer	Officer time
		Implement a new cross council approach to our communications with young people	2020		
Effective use of social media	Review and improve how we use social media to communicate with young people	Social media review	2019	Council comms lead and the Youth	Budget bid in 2018

		Implement new social media plan Review progress	2020 2021 & 2023	Participation Officer	
A well-used App	Continue to improve our activity app	An annual review	2023	Youth Ambition Manager	Officer time
Relevant messages for young people	Involve young people in our communications to them	Pilot a young person led communications panel	2018	Council comms lead and the Youth Participation Officer	Existing resources
Clear messages to address the major issues	Joined up messages with partners to tackle key issues	A shared communications plan with partners	2022	Youth Participation Officer and leads from partners	Officer time
Effective communication to all young people	Review how we communicate with new and emerging communities	Review complete Implement new plan	2019 2020	Youth Participation Officer and Communities Officer	Existing resources

Appendix 2 – Oxford City Council Services for Young People (hyperlink each one)

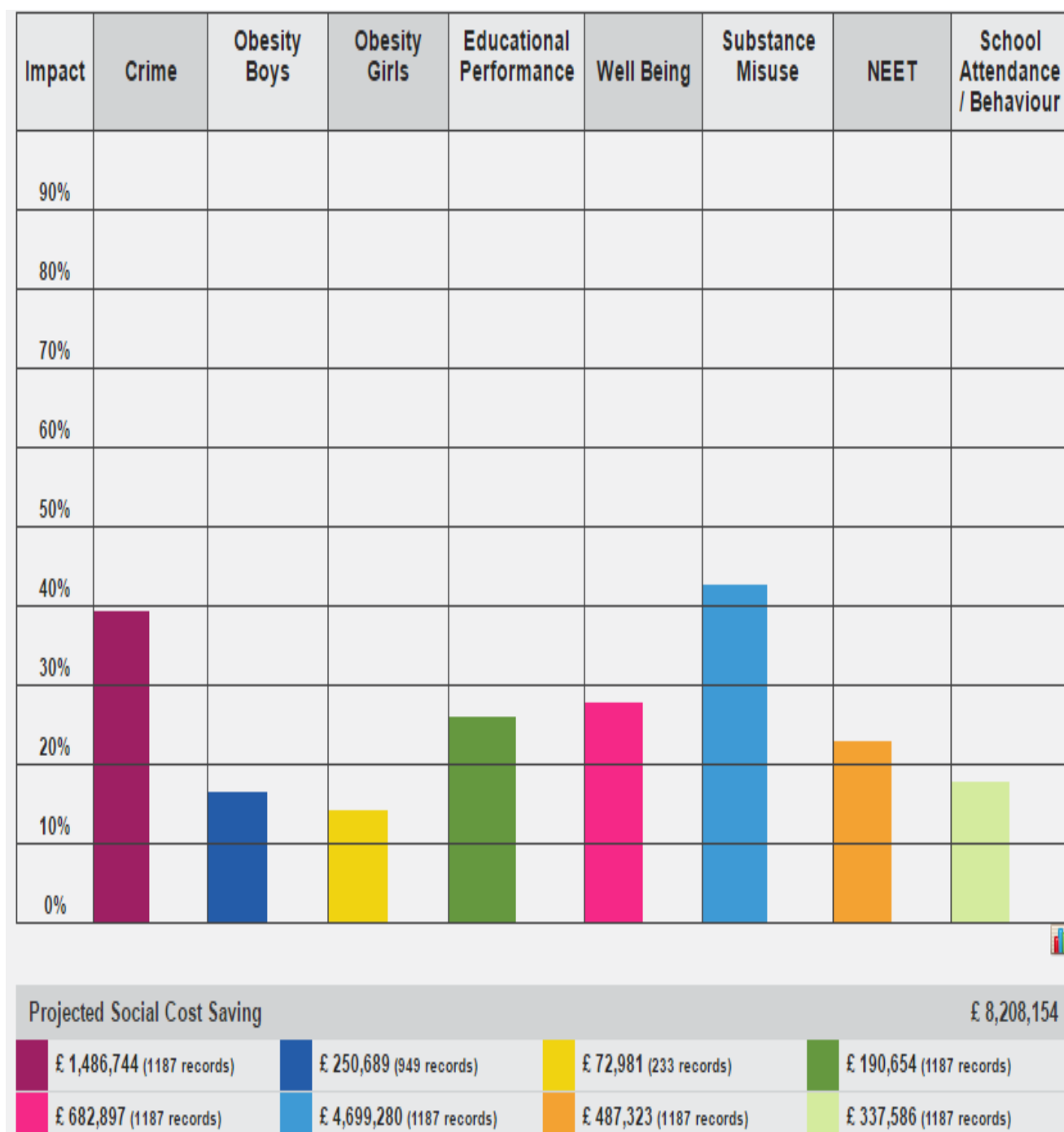


Core council services that impact a young person's quality of life

HOUSING / ENVIRONMENT / STREETS / PARKS / PLANNING

SAFEGUARDING UNDERPINS EVERYTHING WE DO

Appendix 3 - How our Youth Ambition Programme improves the lives of disadvantaged young people



Appendix 4 - The system using Ready by 21

Healthy and safe	Connected	Productive	Leading	Working
Parks	Culture	Schools	National Citizens Service	Training providers
Sports development	Youth Ambition	Colleges	Princes Trust	Employers
Housing	Community Centre	Universities	Oxfordshire Youth	Oxfordshire Skills Board
Regeneration team	Play	Children centres		Employment, education and training teams
Community Safety	Community Associations	Behaviour, inclusion and attendance		Job Centre Plus
Social care	Voluntary youth organisations	Sports clubs		
Youth Offending Service				
CAMHS				
Doctors				
Police				

Appendix 5 - Oxford City Council's schools offer

Strategic Support

Opportunity	Detail
City Council senior manager liaison	A member of the council's senior management team will be the school's key point of contact to provide support on all council related issues
City Council / Schools Partnership	A partnership meeting a few times a year with the council's senior manager, the Locality Officers and Local Councillors with a focus on supporting the school
Advice on external funding	Support to obtain external funding for aspects such as play areas and sports facilities
Financial reviews	A team of senior managers will take a fresh look at the school's financial positions and make recommendations on what changes could be made to improve it
Improve schools facilities and grounds	A range of high quality traded grounds and building service – we save schools money and the quality of services they receive

Sport, Recreation, Arts & Culture

Opportunity	Detail
Cultural education partnership	Link into cultural partners who want to use the arts to support schools
Forest Schools	Outdoor education at sites such as Rock Edge in Headington
Youth Voice	Students can get involved in Bungee Radio and participate in Council meetings, so their views influence decisions that affect young people e.g. grant funding panels
Create Development	A programme of positive activities that covers seven areas such as emotional and cognitive development
Sports projects	Such as skater hockey and cycling projects
Free use of the Town Hall	Schools can use this inspirational historic venue free of charge on Tuesdays

Readiness for work

Opportunity	Detail
Work Experience	We have numerous different roles and are well set up to take placements. We will look to assist those students in the greatest need wherever possible
Apprenticeships	We have excellent apprenticeships in areas such as youth work, trades or business administration. We expect Council Apprentice Ambassadors to go back into schools to deliver awareness workshops, have conversations about their experiences and develop interest in apprenticeships which could lead to work experience or support with making applications

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Appendix 3

Form to be used for the Full Equalities Impact Assessment

Service Area: Community Services		Section:	Date of Initial assessment: 5 th October 2017	Key Person responsible for assessment: Ian Brooke	Date assessment commenced: 5 th October 2017
Name of Policy to be assessed:			Children and Young People's Strategy		
1. In what area are there concerns that the policy could have a differential impact			<i>Race</i>	<i>Disability</i>	<i>Age</i>
			<i>Gender reassignment</i>	<i>Religion or Belief</i>	<i>Sexual Orientation</i>
			<i>Sex</i>	<i>Pregnancy and Maternity</i>	<i>Marriage & Civil Partnership</i>
Other strategic/ equalities considerations			<i>Safeguarding/ Welfare of Children and vulnerable adults</i>	<i>Mental Wellbeing/ Community Resilience</i>	
2. Background: Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.			<p>Oxford City Council previously had two key documents relating to its work with children and young people. These were the Children and Young People's Plan that ran from 2014 until 2017 and the Youth Ambition Strategy that ran from 2013-2017. It was decided that rather than renewing the two documents, the Council would develop one strategy, the Children and Young People's Strategy.</p> <p>Oxford City Council works with children and young people (CYP) through many different services, including:</p>		

	<p>youth work, grants, sports and physical activity, events, housing, community safety, culture, leisure and many more.</p> <p>We want to ensure that we take positive and proactive steps to ensure that we provide safe and caring environments, free from discrimination. Equality is about ensuring individuals or groups are not treated differently or less favourably, on the basis of their specific protected characteristic.</p> <p>Diversity aims to recognise, respect and value people's differences and to contribute and realise their full potential by promoting an inclusive culture for all. We want to go further than 'not discriminating' and ensure that we work to actively promote the equal rights of all members of society within our services. Our service should be a place where CYP are valued as equal partners; and individual staff and the whole organisation see themselves as part of a wider set of services for CYP.</p> <p>Our experience tells us that although all nine characteristics are important, children and young people are more likely to face discrimination relating to their gender, race, disability and sexual orientation. The purpose of this assessment is to review the potential negative impact this strategy could have on children and young people and make recommendations to ensure this doesn't happen.</p>
<p>3. Methodology and Sources of Data:</p> <p>The methods used to collect data and what sources of data</p>	<p>Face to face</p> <ul style="list-style-type: none"> • Youth Ambition Manager and Team • Active Communities Manager <p>Literature review</p> <ul style="list-style-type: none"> • Equalities Act 2010 • Youth Ambition: Equality and Diversity Statement • Arts Council England: Equality and diversity in arts and culture with, by and for children and young people • University College London: Children and young people's perception of gender discrimination • Young Equals: Making the case – why children should be protected from age discrimination and how it can be done

	<ul style="list-style-type: none"> • Un Convention on the rights of the child
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • Why you carried out the consultation. • Details about how you went about it. • A summary of the replies you received from people you consulted. • An assessment of your proposed policy (or policy options) in the light of the responses you received. • A statement of what you plan to do next 	<p>Oxford City Council involves CYP in the key decisions that affect them through its Youth Voice Service, which is co-ordinated by the Youth Ambition Team, but serves the entire organisation. In 2017 they worked alongside an associate of the National Youth Agency and a team of eight children and young people to co-create an equality and diversity statement and anti-discriminatory practice guidelines. Much of the consultation conducted throughout that process has been used to write this assessment.</p> <p>For the purpose of writing the assessment we also undertook a thorough literature review, reading reports, essays and articles. This ensured that we have the most relevant and up to date research on equality and diversity and best practice. As yet, we have not consulted with partners on the impact assessment, and therefore, cannot include a summary of the replies we received. However, we have identified key partners to undertake this work with, during in the consultation phase.</p> <p>Our plan, once the full equalities impact assessment is complete, is that we will use the information to cross reference our strategy, policies and team plans. Where potential for discrimination is identified we will adjust our strategy, policies and plans to include measure that will mitigate against such discrimination ever taking place. The impact of our work on equality and diversity is monitored and evaluated in meetings that take place every six week, chaired by the Youth Ambition Manager.</p>

5. Assessment of Impact:

Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults

Race	Disability	Age
Neutral	Neutral	Neutral
Gender reassignment	Religion or Belief	Sexual Orientation
Neutral	Neutral	Neutral
Sex	Pregnancy and Maternity	Marriage & Civil Partnership
Neutral	Neutral	Neutral

Safeguarding

Oxford City Council's ethos is to target its resources on its most disadvantaged and vulnerable residents. In some cases, such as the Youth Ambition Programme, we target young people experiencing complex needs. Therefore, in order to protect and safeguard these CYP we:

- Ensure all staff have safeguarding training at the appropriate level and that there is a system for updating training once it expires
- That staff have read, understand and have access to key policies and procedures
- That safeguarding issues are discussed in 1-1's and team meetings, and that a record of these discussions is kept
- That services have safeguarding champions who support staff with safeguarding issues and who report concerns

Children and Young with disabilities

Oxford City Council wants CYP with disabilities to be enabled and encouraged to participate fully in the whole

	<p>range of services we offer. Children and young people with disabilities may face a range of barriers and discrimination in accessing our services, such as: being less involved in local networks that encourage their participation, facing abuse from other CYP and not being able to access facilities Therefore, services need to make special efforts to enable and encourage disabled CYP to participate. Measures we will take include:</p> <ul style="list-style-type: none"> • Contacting local specialist schools and clubs to give them information about what is on offer. • Including positive images of people with disabilities in our promotional material. Posters or DVDs are helpful but the most powerful image is young people with disabilities playing an active and full role within services. • Staff and volunteers who have been training and have access to guidelines in order to challenge, and work to address, these negative attitudes and behaviours. • Training and providing additional support to CYP who don't have experience of inter-acting with CYP. • Providing specialist provision if necessary, but supporting and preparing CYP to make the transition into universal services. • All staff will be encouraged to undertake any available disability awareness training. <p>Gender</p> <p>Gender stereotypes can have a significant effect of how CYP think, feel and act. Boys can be seen as strong and independent and girls as vulnerable and needing to be protected. Sport, educational excellence and leadership can all be viewed as male domains and being supportive, talking about emotions can be seen as feminine which has led to a disproportionate amount of males committing suicide. All of Oxford City Council's work with CYP must be anti-sexist, and provide all CYP with positive perceptions of both men and women. The measures that we will put in place in order to ensure this are:</p> <ul style="list-style-type: none"> • The imagery in buildings, such as posters, films and magazines should provide positive gender messages for all CYP. • Services must consider the needs of both young women and young men, involving both in decision-making processes.
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- It is important that all staff understand the way in which power is given to, or taken by, particular groups of young people in order to meet their demands, possibly to the detriment of other less dominant individuals or groups.
- Being mindful of the roles CYP are encouraged to take on in groups and the behaviour patterns that are accepted/encouraged and to understand that many societal 'norms' can work against gender equality and we must therefore actively work to demonstrate equality by our actions.
- Provide opportunities to enable young men and young women to examine gender issues. For many young women and young men it may be most appropriate to explore their role in society and the way in which their gender affects this within a single sex group. The opportunity to be part of a single sex group may enable personal issues to be discussed at greater depth and may provide a more comfortable environment in which to explore issues.

Race

Oxford has a large proportion of people from black and minority ethnic groups and has a wonderful diversity of cultures, religious belief and social life styles. However, CYP from BME groups can face a range of barriers to leading successful lives, including a higher than average representation in the criminal justice system, being less likely to access mental health services and being underrepresented in leadership positions within society. In order to ensure that racial discrimination does not take place we will:

- Seek to celebrate that rich diversity and encourage the CYP we work with to understand, acknowledge and appreciate people of all races, creeds and cultures.
- Our practice will be anti-racist and promote anti-racist practice amongst our client groups.
- Trained staff to address the needs of a changing society and that our policies and guidance keeps up with that change. For example, the current rise in racist behaviour towards Muslims needs to be discussed with teams so that they have a positive plan of action about how to address any such issues with local young people.
- Staff must remain vigilant and immediately report possible approaches from adults/older young people seeking to radicalise local CYP.
- Social and political education programmes concerned with anti-racist practice must be promoted

	<p>within all work with young people.</p> <ul style="list-style-type: none"> • Any racist graffiti found must be erased as soon as possible. Any racist remarks, including jokes, must be addressed appropriately. • Services should encourage positive links between groups of CYP from different cultural, racial and/or religious backgrounds incorporating education to support this work into programmes. • At every opportunity, positive images of different ethnicities should be promoted through stimulus material such as menus, videos, magazines/books, general décor of buildings, programmes of activities etc. • All staff should be encouraged to seek out and undertake training on antiracist practice. <p>Sexual orientation</p> <p>CYP who are lesbian, gay, bi-sexual, transgender or queer can face discrimination on many fronts. LGBTQ CYP self-harm more, are more likely to be subjected to hate crime and bullying, are looked down upon in certain cultures. Therefore it is vital that our services are tolerant, accepting and caring and that homophobia is challenged. We will:</p> <ul style="list-style-type: none"> • Youth Ambition to supporting work around sexual identity and sexuality with young people as an integral part of its curriculum. • Not make assumptions about the sexual orientation of any CYP, parent/carer or colleague. It is essential to start any relationship with a CYP from an understanding that they may not be heterosexual and may be struggling to work out their sexual identity. • Promotional material should use non-heterosexual images portraying other types of relationships • Services should not refer only to boyfriend/girlfriend relationships. • Facilities and activities should provide information, access to helplines to support CYP being discriminated against because of their sexual orientation. • Homophobic bullying will be challenged immediately and dealt with according to the Council's anti-bullying guidelines. • Ensuring managers play a key role in supporting good practice and developing appropriate strategies
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	<p>with the staff team to encourage and support effective practice.</p> <ul style="list-style-type: none"> • Staff should be encouraged to attend sexual orientation training. <p>All instances of discriminative behaviour must be recorded and reported – using the incident report form. Any child, young person or parent/carer who reports a hate crime should immediately be referred to the local reporting centre or Police.</p> <p>Age</p> <p>Oxford City Council delivers services for CYP that cover a wide age range from 0-24, which can cause problems and barriers to participation. Evidence suggests that CYP, typically, don't have equal access to services, including health, public leisure services and justice. CYP also often don't have a say in decisions that affect them. Therefore to mitigate against this we will:</p> <ul style="list-style-type: none"> • Continue our youth voice service to ensure that CYP have a voice on key decisions that affect them such as recruitment, provision of services and grant decisions. • Our grants programme will target a wide range of age ranges within the 0-24 bracket, for example the holiday activities grant is targeted at 8-19, but the Youth Ambition fun at 19-24. • Involve CYP in the planning, delivery and evaluation of services. • Where appropriate we will deliver services for specific age range, for example it may not be appropriate for 8 years to play football with 21 year olds.
6. Consideration of Measures:	<p>In the previous section we identified the discrimination that CYP from protected characteristics may face accessing our services. I will now identify a range of measures that services will adopt in order to ensure CYP</p>

<p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>feel safe, cared for and involved:</p> <ul style="list-style-type: none"> • Robust quality assurance systems that use a range of methods to obtain information such as observations of practice and interviews with staff, CYP and partners. This information will be collected, analysed and used to inform continuous improvement. • Collecting and using management information on CYP participating from protective characteristics and analysing that information to ensure there is adequate representation from them and action planning to include underrepresented groups. • Maintain partnerships with statutory bodies, such as the police and county council and the voluntary and charity sector and influencing partners to work together to meet the needs of CYP. • Collecting feedback from CYP through an annual satisfaction survey that will be used to continuously improve. • Developing the workforce so they have support and the adequate training and development to meet the needs of the CYP they work with. • Doing an audit of the premises we use for work with CYP and ensuring it doesn't exclude groups with protective characteristics. • Ensuring effective data sharing and communication systems are in place.
<p>6a. Monitoring Arrangements:</p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of</p>	<p>The measures identified in the equalities impact assessment will be included in the services equality and diversity statement, where they are not included already. In order to progress the actions key performance indicators will be developed.</p> <p>The impact of the assessment; the equality and diversity statement and procedures will be monitored and evaluated in the equality and diversity meetings that take place every six weeks and are chaired by the Youth Ambition Manager. Every six months the service reviews its work on equality and diversity and creates a report.</p>

discrimination.					
7. Date reported and signed off by City Executive Board:					
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		The council has many services that work with CYP, including Youth Ambition, Sports and Physical Activity, Culture and Events and many more. Over the last four years these services have improved their ability to meet the needs of CYP immeasurably and are now regarded as best practice in many areas. That being said, it is important that work to ensure CYP with protected characteristics are free from discrimination and that we have a positive and proactive approach to reducing inequality, remains a focus point. This equalities impact assessment includes a range of recommendations to implement to ensure this is the case, along with effective monitoring systems.			
9. Are there implications for the Service Plans?	YES/NO	10. Date the Service Plans will be updated		11. Date copy sent to Equalities Lead Officer	
.13. Date reported to Scrutiny and Executive Board:		14. Date reported to City Executive Board:		12. The date the report on EqIA will be published	

Craig Morbey
Signed (completing officer)

Ian Brooke
Signed (Lead Officer)

Please list the team members and service areas that were involved in this process:

Equalities Lead Officer
Service Manager
Lindsey Cane, Legal Services Manager