

# Agenda

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## Scrutiny Committee

Date: **Tuesday 5 November 2019**

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Time: **6.00 pm**

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Place: **St Aldate's Room - Oxford Town Hall**

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For any further information please contact:

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If you intend to record the meeting, it would be helpful if you speak to the Committee Services Officer before the start of the meeting.

# Scrutiny Committee

## Membership

**Chair** Councillor Andrew Gant

**Vice Chair** Councillor Dr Joe McManners

Councillor Mohammed Altaf-Khan

Councillor Lubna Arshad

Councillor Nadine Bely-Summers

Councillor Tiago Corais

Councillor Dr Hosnieh Djafari-Marbini

Councillor Alex Donnelly

Councillor James Fry

Councillor Richard Howlett

Councillor Ben Lloyd-Shogbesan

Councillor Craig Simmons

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

### **Copies of this agenda**

Reference copies are available to consult in the Town Hall Reception. Agendas are published 6 working days before the meeting and the draft minutes a few days after.

All agendas, reports and minutes are available online and can be:

- viewed on our website – [mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk)
- downloaded from our website
- viewed using the computers in the Customer Services, St Aldate's, or
- subscribed to electronically by registering online at [mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk)

# AGENDA

		Pages
1	<b>APOLOGIES FOR ABSENCE</b>	
2	<b>DECLARATIONS OF INTEREST</b>	
3	<b>CHAIR'S ANNOUNCEMENTS</b>	
4	<b>MINUTES</b>	7 - 14
	<b>Recommendation:</b> That the minutes of the meeting held on 01 October 2019 be APPROVED as a true and accurate record.	
5	<b>REPORT BACK ON RECOMMENDATIONS</b>	15 - 18
	At its meetings on 03 and 09 October, Cabinet considered the Committee's recommendations in relation to: Floyds Row; Air Quality Status Report; Integrated Performance Report for Q1; and Modernising Leisure Concessions. The Cabinet's response to all the Committee's recommendations is attached.	
6	<b>WORK PLAN AND FORWARD PLAN</b>	19 - 36
	The Scrutiny Committee operates within a work plan which is agreed at the start of the Council year. The Work Plan is reviewed at each meeting so that it can be adjusted to reflect the wishes of the Committee and take account of any changes to the latest <a href="#">Forward Plan</a> (which outlines decisions to be taken by the Cabinet or Council). The Committee is asked to review and note its work plan for the 2019/20 Council year.	
	The Committee is asked to adopt the proposed Climate Emergency Review Group scope (to follow as a supplement).	
7	<b>UNIVERSAL CREDIT</b>	37 - 50
	The Committee has asked for a report on the impact that the roll out of Universal Credit is having on the Council's finances, and on residents. The report will be presented by Councillor Marie Tidball, Cabinet Member for Supporting Local Communities; Councillor Nigel Chapman, Cabinet Member for Safer Communities & Customer Focused Services; Tanya Bandekar, Service Manager, Revenue & Benefits; and Laura Bessell, Benefits Manager.	

## **8 WORKFORCE EQUALITY REPORT & UPDATE ON THE EQUALITIES ACTION PLAN**

51 - 92

At its meeting on 13 November 2019, Cabinet will consider a report on the Workforce Equality Report & Update on the Equalities Action Plan. This item provides an opportunity for the Committee to comment on the report and make such recommendations to the Cabinet as it wishes. The report will be presented by Councillor Nigel Chapman, Cabinet Member for Safer Communities and Customer Focused Services; and Paul Adams, HR and Payroll Manager.

## **9 OXFORD'S WATERWAYS**

The Committee has asked for a report on the current condition of the waterways network, and plans or options for improving its offer. This includes facilities and plans for future mooring provision for permanent long-term dwellers. The report will be presented by Councillor Tom Hayes, Cabinet Member for Zero Oxford; and Tim Wiseman, Oxford Waterways Coordinator. This report will be published as a supplement.

## **10 DATES OF FUTURE MEETINGS**

Meetings are scheduled as followed:

### **Scrutiny Committee**

- 03 December
- 14 January
- 04 February
- 03 March
- 06 April

All meetings start at 6.00 pm.

### **Standing Panels**

- Housing Standing Panel: 07 November, 05 March, 08 April
- Finance Standing Panel: 05 December, 06 January
- Companies Panel: 14 November, 12 March

## **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 Tuesday 1 October 2019**

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### **Committee members:**

Councillor Gant (Chair)	Councillor McManners (Vice-Chair)
Councillor Altaf-Khan	Councillor Bely-Summers
Councillor Corais	Councillor Djafari-Marbini
Councillor Donnelly	Councillor Howlett
Councillor Tanner (for Councillor Fry)	Councillor Lygo (for Councillor Arshad)
Councillor Simmons	

### **Officers:**

Caroline Green, Assistant Chief Executive  
Bill Lewis, Financial Accounting Manager  
Dave Scholes, Housing Strategy & Needs Manager (Affordable Housing Supply Lead)  
Polly McKinlay, Senior Commissioning Officer  
David Hunt, Commercial Manager  
Tom Hudson, Scrutiny Officer  
James Baughan, Performance and Impact Officer  
John Mitchell, Committee and Member Services Officer

### **Also present:**

Councillor Linda Smith , Cabinet Member for Leisure and Housing

### **Apologies:**

Councillors Arshad, Fry and Lloyd-Shogbesan sent apologies.

### **33. Declarations of interest**

None.

### **34. Chair's Announcements**

The Committee agreed with the Chair's proposal to re-order the agenda for the benefit of the Committee's guests.

### **35. Performance Monitoring - 2019/20 Quarter 1**

Bill Lewis, Financial Accounting Manager, alerted the Committee to the headlines from the report which would normally have been considered by the Finance Panel but, because of its late consideration by Cabinet, had come to the Committee instead. He drew attention to the overall adverse variance of £0.270m against the Net Budget Requirement; the revised budgeted surplus of £1.205m for the Housing Revenue Account; and the fact that an exercise was underway to review all capital forecasting with results of that exercise to be reported in Quarter 2.

**The Committee noted the report**, having no questions to raise or comments to make about it.

### **36. Commissioning of services at Floyds Row**

The Cabinet Member for Leisure and Housing, Councillor Linda Smith, introduced the report. The Floyds Row initiative was part of the Council's commitment to doing all within its power to address the issues of homelessness and rough sleeping, driven by the ultimate ambition of no one having to sleep on the streets. Floyds row would, among other things, provide a new 'gateway' and significantly increase the amount of night shelter provision. The report drew attention to the increased costs of the project and made recommendations to the Cabinet about how best to respond to that increase. Despite the costs, she commended the project to the Committee given the contribution it would make to addressing one of the Council's priorities.

The Housing Strategy & Needs Manager, Dave Scholes said Floyds Row was innovative and set to be a transformative influence not just in the City but in the County. It built on national good practice and was of a significant scale, compared with facilities in other parts of the country, given the size of the City. The facility built, in part, of the outcome of the recent Scrutiny Committee No Local Connection review group and would provide a safe engagement space, 24 hours a day, 7 days a week.

In relation to the capital funding gap the Leader of the Council had written to the new Secretary of State at the MHCLG, outlining the costs of the scheme requesting a further contribution. While there could be no guarantees, early signs of further funding from this source were positive. The Chief Executive had also requested a funding contribution from the other local authorities and OCCG in Oxfordshire. Oxford Direct Services (ODS) are on-site constructing phase one of the project (working to end November 2019) and were well placed to deliver phase two with a target date for that of the end of March 2020. The new facility was being developed in close partnership with St Mungos and the architects, and other partners, including Turning Point, Crisis, Health, and Emmaus UK, seeking to create a homely rather than institutional feel.

The Committee was generally very supportive of this important project and went on to raise a number of detailed points. The project would doubtless have a positive effect on the demand for a number of other community services such as A&E, psychiatric and other support for those with mental health challenges. The significant increase in project costs over a relatively short time was a matter of great concern from a project management point of view and begged questions as to why these costs had not been



recognised and addressed earlier. Officers explained that the bid for the bulk of the project's original funding had had to be progressed in an atypically short time to meet a MHCLG deadline. This meant that some of the preparatory work was not as thorough as it might otherwise have been, notwithstanding that it had been through the Council's project 'gateway' process. It was also noted that the innovative nature of the project meant that some desirable improvements in the specification were being added as the project progressed.

St Mungos was evidently a key partner in the project but concerns had been raised about some aspects of their provision, notably the absence of measurable outcomes as a result of their input, a disinclination by some to make use of the service as they felt "safer on the street" and high staff turnover. Reassurance was needed that St Mungos involvement would lead to improved outcomes and that those who needed the provision would take advantage of it. Floyds Row was serving as a "catalyst for change" in St Mungo's provision and the nature of its relationship with the Council which was now seen as a strategic partnership.

The current contract with St Mungos is to be extended until March 2020 after which it was proposed that there would be a trial period of a further year for the revised operation before going to full tender. The trial period was considered necessary given that the new service will be different from anything delivered previously and lessons will need to be learnt to inform preparation of a full and evidenced specification. While St Mungos would be a key partner for the foreseeable future, the new provision would be multi-disciplinary and would involve other services too.

Why could the necessary provision not be made in-house? In-house provision would bring with it some additional complexities to do with using licenses for the residential element. It was noted that no other authorities made comparable provision in-house. Furthermore, funding uncertainty mitigated against bringing the provision in house at this stage.

An interim winter night shelter and 'somewhere safe to stay' would be opened in late October 2019 as an interim service from Simon House. This will close as Floyds Row opens the first wing (early January 2020).

It was recognised that there were many and various reasons why people would not engage and therefore no simple means of ensuring that those who could benefit would. The new provision was intended, among other things, to provide a safe and appropriate environment which would at least make the offer as attractive as possible with a view to getting people off the street as swiftly as possible.

The importance of "move on" was recognised by the Committee and officers alike and the new provision would be geared to expediting that as much as possible.

In conclusion the Committee repeated its warm support for this important project and endorsed the proposed recommendations being made to Cabinet but added the following recommendations of its own:

1. That the contract with St Mungos be extended to require that outcomes from its involvement be better recorded to include, for example, reasons for clients'

engagement or failure to engage; number of client contacts; and staff turnover. Data to also be collected about how rough sleepers support their lifestyle (eg bicycle theft) which will in turn inform how best to address their needs;

2. Not to exclude the possibility of in-house provision when it comes to market testing;
3. While recognising the great pressures of tight government deadlines for submission of bids, that any project management lessons are learned and the project gateway process be streamlined and improved to lessen the likelihood of similar cost overruns in the future, especially for funding bids that require a fast response;
4. To congratulate officers for progressing the scheme at pace and making the progress to date towards opening the service this winter; and
5. To recommend Option A

### **37. Modernising Leisure Concessions**

The Cabinet Member for Leisure and Housing, Councillor Linda Smith, introduced the report. Recent changes to the benefits scheme necessitated a redesign of the concessions scheme. The simple expedient of, for example, offering concessions to those in receipt of Universal Credit (UC) was too blunt an instrument which would not target those who should benefit with sufficient accuracy. The housing element of UC was however proposed as an appropriate criterion which, in parallel with entitlement to the Council Tax Reduction scheme would serve as the two primary criteria for concessions. Many options had been considered before settling on those proposed in the report going to Cabinet.

The Committee was broadly supportive of the report given the widespread recognition of the health and therapeutic value of exercise for everyone. Given this value the Committee expressed some unease at the proposal to raise the threshold for entitlement to the older person concession from 60 to 65 and the consequent jump in cost for that group. This should not be taken as an indication that older people would not still be encouraged to take exercise. It was held that cost of provision was not a disincentive to the majority of older users. There were limited data about some aspects of current concessionary memberships and it was hard to say with confidence how many current beneficiaries would lose out under the new proposals, however it was felt that numbers would be low.

It was noted that the number of those with Personal Independence Payments (PIP) with current membership was very low (just 7 or 1% of the possible number) and it was agreed that more should be done by Fusion Lifestyle to encourage participation by this group, among others. Social prescribing by GPs accounted for very small numbers of users, the costs of which Fusion Lifestyle would be expected to pick up.

It would be desirable, with the help of other data which should be held by the Council, to reach out to those families and individuals in receipt of benefits who do not take advantage of the facilities on offer.

The report included a reference to Fusion Lifestyle's agreement to consider recognising an existing MOD discount scheme for UK armed forces and veterans which was recognised elsewhere and therefore distinct from the other concessions being proposed. It was noted that this was often a very vulnerable group, which would benefit greatly from access to affordable exercise opportunities. There were contrasting views about the desirability of this proposal in parallel with discussion about the desirability of such arrangements for other groups of public servants such as those in the NHS.

In conclusion, while the Committee generally agreed with the proposed changes, it recommended that the impact of raising the older person concession from 60 to 67 should be looked at, with a view to ameliorating its consequence by phasing the increase.

## **38. Work Plan and Forward Plan**

### **Work Plan**

The Scrutiny Officer brought the Committee up to date with proposals for the Work Plan:

Community Wealth Building: The Economic Strategy was being worked up over the next few months and would not be available until May/June 2020. It was agreed that the earlier version should come to the Committee.

Apprentices and NEETS: To the January meeting

Public Participation: A report to the December meeting (see also subsequent review group decision below). The Committee noted that this should build on a useful report on the same theme which came to the Committee a few years previously.

Cycling: Drop from Committee's programme given the existence of a Council "Cycling Review Group."

Annual Workplace Equality Report & Gender Pay Gap Report: The Annual Workplace Equality report will still go to the November meeting but the Gender Pay Gap report will go to the January meeting.

Tourism Management: Follow up from the review group will go to the April not the May meeting.

### **Review Groups**

The Scrutiny Officer had tabled an indicative timetable for review groups. The Chair drew attention to the firm officer advice it would be prudent to have just one full review. This was principally because of the limited time available in the present Council year

(due to an unavoidable late start for review work and pre-election purdah at the end of the year).

Two proposals had come forward and scoping documents tabled: one for a review group on the Climate Emergency and one for a group on strengthening citizen engagement.

Both proposals were recognised as being important but it was agreed that, on balance, the proposal for a review group on the Climate Emergency was the greater priority and, on being put to a vote agreed that it should be chosen. In relation to citizen engagement, that could be dealt with in the short term by a report to the Committee in December.

Councillor Simmons noted that a motion to be proposed at the Council meeting on 7 October would ask for proper resources to fund a standing panel on the Climate Emergency for this and future years. The outcome of that debate would inform the final scope of the review group.

The Committee agreed that Councillor Howlett should Chair the review group with Councillor Simmons as Vice Chair, and for the Chair and Vice Chair to develop a detailed scope, agree membership numbers and plan an indicative timetable.

### **39. Report back on recommendations**

Cabinet had, at its meeting on 11 September, agreed the Committee's recommendations in relation to the report on Monitoring the Community Grants Programme 2018/19.

The request for the number of children getting safeguarding training had not been provided as the County Council did not hold that information.

### **40. Reports for approval**

The Committee had before it three reports:

- 1) Draft Scrutiny Annual Report 2018/19;
- 2) Report to Cabinet on the Annual Air Quality Status Report 2018; and
- 3) Report to Cabinet on Performance Monitoring Quarter 1

all of which were agreed without comment.

### **41. Minutes**

The Committee resolved to **approve** the minutes of the meeting held on 11 September 2019 as a true and accurate record.

## **42. Dates of future meetings**

Meetings are scheduled as followed:

### **Scrutiny Committee**

- 05 November
- 03 December
- 14 January
- 04 February
- 03 March
- 06 April
- 

All meetings start at 6.00 pm.

### **Standing Panels**

- Housing Standing Panel: 07 November, 05 March, 08 April
- Finance Standing Panel: 05 September, 05 December, 06 January
- Companies Panel: 14 November, 12 March

**The meeting started at 6.00 pm and ended at 8.40 pm**

**Chair .....**

**Date: Tuesday 5 November 2019**

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## Cabinet Responses to Scrutiny recommendations

**03 October CABINET**

**Floyds Row**

<b>Recommendation</b>	<b>Agree?</b>	<b>Comment</b>
1) That Cabinet consider ways to streamline the project gateway process in cases where grant funding deadlines require the truncation of regular project planning timescales to enable successful bids to be made without the risk of similar cost escalations in the future.	Yes	That officers will be asked to consider lessons learnt from the project in the Project Management Office, including approaches to streamline the Gateway process, especially for grant funding applications that require processing in often very compressed timescales.
<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); margin-right: 10px;">15</div> <div>           2) That under the contract St Mungo's be required to provide additional information to the Council, for example:           <ul style="list-style-type: none"> <li>- Reasons for clients' engagement or failure to engage</li> <li>- Number of engagements per client</li> <li>- Staff turnover</li> <li>- Data be collected, anonymised and shared about how homeless people support their lifestyles, which will in turn inform how best to address their needs and provide information on the wider benefits of reducing the number sleeping on the streets.</li> </ul> </div> </div>	Yes	<p>These can be incorporated into new commissioning arrangements.</p> <p>Officers will review data issues in relation to assessing how homeless persons may financially support a street lifestyle with partner organisations. It should be noted though that OxSPOT staff do report illegal activity which they are made aware of to the police – whether someone is street homeless or otherwise. However the primary aim of the service is to support clients into accommodation and improve their welfare, which involves building and maintaining trust with vulnerable people. Therefore it would not be in line with the purpose of the service, to place a requirement on OxSPOT to seek information on illegal activities and to pass this information on.</p>
3) That Cabinet consider the possibility of in-house provision when it comes to market testing.	Yes	This can be considered as an option in future commissioning and procurement, notwithstanding any issues that this option may present, as identified in the report and Scrutiny meeting

## 10 October CABINET

### Modernising Leisure Concessions

Recommendation	Agree?	Comment
<p>1) That Cabinet i) identify the precise number of current over 60 members who will be due to lose their existing discount by the proposed rise in age-related concessions and will not qualify for an alternative concession, ii) to give careful consideration to whether it wishes to implement this change, and if so, iii) to consider ways of mitigating the impact, such as phasing the increases or exploring whether Fusion would honour existing age-related concessions.</p>	Partially	<p>Following discussion with Fusion, current 60-65 year old members paying via direct debit will be eligible to retain their existing rate, subject to annual indexation. Further, new members of the Hinksey-only membership between the ages of 60 and 65 will be eligible to join for one season at the lower rate up until April 2020.</p>
<p>16 2) That Cabinet i) ascertain whether Employment Support Allowance is a category grouped by Fusion into another category, and if not, to identify the number by alternative means ii) estimate the number of current concessionary members on Employment Support Allowance, Job Seekers Allowance or Income Support who are liable to lose their eligibility for concessionary rates under the proposed changes, and iii) pending other factors, consider whether to remove these categories as eligibility criteria, or alternatively, to delay their removal so as to enable the transition to alternative qualifying benefits to be more advanced.</p>	Partially	<p>Employment Support Allowance will remain a qualifying benefit for concessions. There will be further opportunity to consult on concessionary eligibility within the fees and charges as part of the budget setting process for 2020/2021.</p>



## Performance Monitoring Q1

<b>Recommendation</b>	<b>Agree?</b>	<b>Comment</b>
1) There should be clarification about which, if any, of the corporate performance indicators include data from Oxford Direct Services or Oxford City Housing Limited and the way in which these were used, particularly in reference to whether under measure BI001 (percentage of Council spend with local businesses) Oxford Direct Services is recorded as a recipient of Council spend, a contributor to Council spend or both?	Yes	
2) That the wording of measure ED002 (Implementation of measures to reduce the City Council's carbon footprint by 5% each year) should be reviewed and that information on the methodology for calculating the Council's anticipated carbon footprint be made available to members of the Scrutiny Committee.	Yes	
3) That indicator LP220 (The number of people from the Council's target groups using its leisure facilities) be supplemented with two further measures: i) revenue vs previous periods, and ii) progress against maintenance targets.	Yes	
4) That measure CoS031 (Effective delivery of the capital programme) be changed to either i) disbursements, or ii) contractual commitments as a percentage of budgetary targets.	Yes	
5) That in light of the challenges facing the Welfare Reform team, WR001 (Number of people moved into work by the Welfare Reform Programme) is no longer realistic and that a revised target be agreed.	Yes	
6) That in light of the growth of Universal Credit and the increasing influence factors external to the Council have on the delivery of this criterion that Cabinet considers whether indicator CS054 (Time taken to determine DHP applications) remains fit for purpose.	Yes	

## Air Quality Monitoring Report 2018

<b>Recommendation</b>	<b>Agree?</b>	<b>Comment</b>
1) Further consideration be given to measures to control emissions arising from the exemption of trains and canal boats from the Clean Air Act, particularly with regard to boats at non-permanent moorings close to residential areas.	Yes	Cabinet Member for Zero Carbon Oxford will continue to lobby central government on the need for comprehensive Clean Air legislation. As has been highlighted rail and waterways are currently exempt from any local authority ability to take action.
2) The County Council be encouraged to consider implementing parking exclusion zones close to schools in the city	Yes	This will be suggested to relevant colleagues and officers at County Council
<div data-bbox="98 815 136 858" data-label="Page-Footer">18</div> 3) The Council seeks in every way to ensure that it is empowered in the forthcoming Environment Act to take enforcement action against idling vehicles.	Yes	<p>Central Government recognise that current legislation is not working. As such, in June 2019, <a href="#">a bill</a> to increase penalties for stationary vehicle idling offences; to grant local authorities increased powers to issue such penalties was submitted to the House of Commons.</p> <p>In July 2019, Transport Secretary Chris Grayling made the commitment to launch a public consultation in 2019, looking at increasing local authorities' powers and guidance to local authorities on their anti-idling powers, enabling them to enforce the law more effectively.</p> <p>Oxford City Council is waiting for the outcomes of the public consultation and for a future anti-idling bill to become an Act of Parliament. In addition, the Cabinet Member for Zero Carbon Oxford has met with DEFRA civil servants in a meeting organised by UK100 to explicitly lobby on this issue.</p>

## SCRUTINY WORK PLAN

### November 2019 - May 2020

**Published on: 29/10/19**

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 Cabinet. This document represents the work of scrutiny for the 2019-20 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 TOPIC criteria will be used by the Scrutiny Committee to evaluate and prioritise suggested topics:

- T**imely – is it timely to consider the issue?
- O**xford priority – is it a council priority?
- P**ublic interest – is it of significant public interest?
- I**nfluence – can Scrutiny have a meaningful influence?
- C**ost – is there a significant financial impact?

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 Cabinet to be reviewed by the Scrutiny Committee before they are implemented.

### Scrutiny Committee and Standing Panel responsibility and membership

Committee / Panel	Remit	Membership
Scrutiny Committee	Overall management of the Council's scrutiny function	Councillors; Andrew Gant (Chair), Mohammed Altaf-Khan, Lubna Arshad, Nadine Bely-Summers, Tiago Corais, Hosnieh Djafari-Marbini, Alex Donnelly, James Fry, Richard Howlett, Ben Lloyd-Shogbesan, Joe McManners (Vice Chair), Craig Simmons.
Finance Panel	Finance and budgetary issues and decisions	Councillors; James Fry (Chair), Chewe Munkonge, Craig Simmons, Roz Smith.
Housing Panel	Strategic housing and landlord issues and decisions	Councillors; Nadine Bely-Summers (Chair), Mike Gotch, Richard Howlett Sian Taylor, Elizabeth Wade, Dick Wolff and a tenant co-optee.
Companies Panel	Shareholder function for companies and joint ventures	Councillors; James Fry (Chair), Tom Landell Mills, Chewe Munkonge, Craig Simmons.

### Current and planned review groups

Topic	Remit	Membership
Review 1 Climate Emergency	TBC	TBC
Budget Review 2020/21	To review the 2020/21 budget proposals.	Finance Panel Membership

### Indicative timings of review groups

	Sept	Oct	Nov	Dec	Jan	Feb	March	April
<b>Review 1 TBC</b>	Scope agreed	Evidence gathering		Paused for Budget Review		Evidence gathering	Reporting	
<b>Budget review</b>			Scoping	Evidence gathering		Reporting		

## SCRUTINY COMMITTEE

### 5 NOVEMBER 2019 - REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Universal Credit	Yes	To consider the impact that the roll out of Universal Credit is having on the Council's finances, and on residents.	Safer Communities and Customer Focused Services, Supporting Local Communities	Tanya Bandekar, Service Manager Revenue & Benefits
Annual Workplace Equality Report and update on Equalities Action Plan	Yes	A legal requirement to publish equality performance data relating to the demographics of the workforce.	Safer Communities and Customer Focused Services	Paul Adams, HR & Payroll Manager
The Oxford Waterways Project	Yes	To consider the current condition of the waterways network, and plans or options for improving its offer. This includes facilities and plans for future mooring provision for permanent long-term dwellers.	Zero Carbon Oxford	Tim Wiseman, Oxford Waterways Coordinator

### 3 DECEMBER 2019 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Draft Corporate Strategy 20-24 - For consultation	Yes	Approval to externally consult on draft new Corporate Strategy to replace current Corporate Plan 16-20	Leader, Economic Development and Partnerships	Shelley Ghazi, Policy and Partnerships Officer
Annual Monitoring Report 2018/19	Yes	The AMR report is a statutory requirement providing information as to the extent to which the policies set out in the Local Plan are being achieved and the implementation of the Local Development Scheme.	Planning and Sustainable Transport	Keerpa Patel, Senior Planner
Public participation in decision making and citizen involvement	Yes	To consider how the public could be better engaged with council decision making, such as through public meetings, consultations and other public forums, for example. A draft scoping document has been prepared for a possible scrutiny review.	Leader, Economic Development and Partnerships, Zero Carbon Oxford	Mish Tullar, Corporate Policy, Partnership and Communications Manager
Citizen's Assembly on Climate Change: Outcomes	Yes	Outcomes of the Citizen's Assembly on Climate Change 2019	Leader, Economic Development and Partnerships, Councillor Tom	Mish Tullar, Corporate Policy, Partnership and Communications Manager

			Hayes Councillor Tom Hayes, Leader, Economic Development and Partnerships	
Performance Monitoring - 2019/20 Quarter 2	Yes	For the Committee to consider Council performance against a set of corporate and service measures.	Deputy Leader - Finance and Asset Management	Helen Bishop, Head of Business Improvement

#### 14 JANUARY 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
East Oxford Community Centre - Improvement Scheme	Yes	To present an improvement scheme for the East Oxford Community Centre following public consultation.	Supporting Local Communities	Hagan Lewisman, Active Communities Manager
Oxpens Lane Redevelopment Update	Yes	The report is an update position on the redevelopment of the Oxpens Lane key City Centre site; the required delivery structure to take the project forward; and the Heads of Terms discussions. The City Council has formed a joint venture company, OxWED, with Nuffield College to progress the delivery of this scheme	Leader, Economic Development and Partnerships	Tom Bridgman, Executive Director (Development)
Go Ultra Low Pilot	Yes	To consider the outcome of the Go Ultra Low Pilot and any next steps.	Zero Carbon Oxford	Jo Colwell, Service Manager Environmental Sustainability, Stefan Robinson, Scrutiny Officer
Planning for the 2020 Zero Emission Zone	Yes	To consider what work is underway in conjunction with the County Council to prepare for the introduction of the 2020 Zero Emission Zone in the City Centre.	Zero Carbon Oxford, Planning and Sustainable Transport	Jo Colwell, Service Manager Environmental Sustainability
Annual Report on Gender Pay Gap	Yes	A report to fulfil a requirement to report annually on the gender pay gap.	Safer Communities and Customer Focused Services	Paul Adams, HR & Payroll Manager
Oxford City Council Business Plan 2020- 21	Yes	One year business plan setting out outcomes for the 20-21 financial year. This document will expand on the ambitions set out in Corporate Strategy 20-24	Leader, Economic Development and Partnerships	Shelley Ghazi, Policy and Partnerships Officer

Apprentices and NEETs	Yes	To consider the Council's and Oxford Direct Service's future plans for employing apprentices. This may include inviting the County Council to set out their work to support people not in education, employment or training (NEET).	Supporting Local Communities	Paul Adams, HR & Payroll Manager
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#### 4 FEBRUARY 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Update of the 2016-2020 Corporate Plan (2020)	Yes	Annual update to the Corporate Plan detailing key achievements and future plans	Leader, Economic Development and Partnerships	Mish Tullar, Corporate Policy, Partnership and Communications Manager
Corporate Strategy 20-24 - final draft for approval	Yes	Following external consultation this is submission of a final draft for approval	Leader, Economic Development and Partnerships	Shelley Ghazi, Policy and Partnerships Officer

#### 3 MARCH 2020 - PROVISIONAL REPORTS

23

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Climate Emergency Review Group report	Yes	To consider the proposed report of the Climate Emergency Review Group	Councillor Richard Howlett	Tom Hudson, Scrutiny Officer
Performance Monitoring - 2019/20 Quarter 3	Yes	For the Committee to consider Council performance against a set of corporate and service measures.	Deputy Leader - Finance and Asset Management	Helen Bishop, Head of Business Improvement

#### 6 APRIL 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Council engagement with Oxford's diverse communities (Equalities Strategy)	Yes	To consider the outcome of the assessment of the Council's key services against the LGA's equalities framework.	Supporting Local Communities	Mish Tullar, Corporate Policy, Partnership and Communications Manager
Tourism Management Review Group Report - 12 month update	Yes	To consider a 12 month update on the implementation of the recommendations of the Tourism Management Review Group that were agreed by Cabinet.	Culture and City Centre	Matthew Peachey, Economic Development Manager

Economic and City Centre Strategies	Yes	New city-level and city centre strategies and actions are being developed from Sept 2019 to May 2019 with focus on triple bottom line actions: economic growth, social/equity, and environment.	Leader, Economic Development and Partnerships	Matthew Peachey, Economic Development Manager, Dan Hodge, Principal Regeneration & Economic Development Officer
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## FINANCE PANEL

### 5 DECEMBER 2019 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Integrated Performance Report for Quarter 2 2019/20	Yes	Financial and Performance data for Q2 2019/20	Deputy Leader - Finance and Asset Management	Anna Winship, Management Accountancy Manager
Budget Review 2019/20 - recommendations update	Yes	To monitor progress on the implementation of the recommendations made in regard to the Budget Review 2019/20.	Deputy Leader - Finance and Asset Management	Nigel Kennedy, Head of Financial Services
Property Investment Portfolio Analysis and Strategy Report	Yes	The report contains an overview of the council's existing commercial property portfolio and presents a number of recommendations. This includes options for re-balancing the portfolio, raising finance and capital deployment to support the objective of providing the council with a secure source of income.	Deputy Leader - Finance and Asset Management	Nick Twigg, Major Projects & Development Manager

### 6, 8 & 20 JANUARY 2020 - ANNUAL BUDGET REVIEW

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Consultation Budget 2020-21 and Medium Term Financial Plan 2021-22 to 2023-24	Yes	Draft Consultation Budget 2020-21 and Medium Term Financial Plan 2021-22 to 2023-24	Deputy Leader - Finance and Asset Management	Anna Winship, Management Accountancy Manager



## 20 JANUARY 2020

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Treasury Mid-Year Report 2019/20	Yes	To report on the performance of the Treasury Management function for the 6 months to 30th September 2019	Deputy Leader - Finance and Asset Management	Bill Lewis, Financial Accounting Manager

## 29 JANUARY 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Treasury Management Strategy 2020/21	Yes	To present the Council's Treasury Management Strategy for 2020/21 together with the Prudential Indicators for 2020/21 to 2023/24	Deputy Leader - Finance and Asset Management	Bill Lewis, Financial Accounting Manager
Capital Strategy 2020/21 – 2024/25	Yes	To present the Capital Strategy for approval	Deputy Leader - Finance and Asset Management	Bill Lewis, Financial Accounting Manager
Monitoring social value	Yes	To review the Council's current social value weighing in procurement of 5%.	Deputy Leader - Finance and Asset Management	Nigel Kennedy, Head of Financial Services

## TBC MARCH 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Integrated Performance Report for Quarter 3 2019/20	Yes	Financial and Performance data for Q3 2019/20	Deputy Leader - Finance and Asset Management	Anna Winship, Management Accountancy Manager

## HOUSING PANEL

### NO MEETING ALLOCATED

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Tenant Satisfaction	Yes	To consider the outcome of the Tenant Satisfaction Survey for council tenants.	Affordable Housing	Bill Graves, Landlord Services Manager
Building Control - outcomes of the Hackitt Review of	Yes	To consider the outcomes of the Hackitt Review of Building Regulations and Fire Safety.	Planning and Sustainable Transport	Ian Wright, Head of Regulatory Services and Community Safety,

Building Regulations and Fire Safety				Paul Smith, Building Control Team Leader
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## 7 NOVEMBER 2019 - REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Housing and Homelessness Strategy mid-point update	Yes	To consider a mid-point review of the current Housing and Homelessness Strategy 2018-21.	Affordable Housing	Nerys Parry, Housing Strategy & Needs Manager
Outcome of the Homelessness Trailblazer and early intervention analysis	Yes	To review the outcome and lessons learnt from the Homelessness Trailblazer Project, which ends in 2019. Further, to consider a cost benefit analysis of early homelessness intervention to the Council and wider public services and systems.	Deputy Leader (Statutory) - Leisure and Housing	Paul Wilding, System Change Manager - Homelessness Prevention
No local connection review	Yes	To consider the report of the No Local Connection Review Group.	Deputy Leader (Statutory) - Leisure and Housing	Nerys Parry, Housing Strategy & Needs Manager
Community Land Trusts	Yes	To consider the benefits of community land trusts, and how they might help the Council deliver its Local Plan.	Affordable Housing, Planning and Sustainable Transport	Dave Scholes, Housing Strategy & Needs Manager (Affordable Housing Supply Lead)

## 5 MARCH 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Housing Performance - 2019/20 Quarter 3	Yes	For the Panel to consider performance against a set of housing measures.	Deputy Leader (Statutory) - Leisure and Housing, Affordable Housing	Stephen Clarke, Head of Housing Services / Director Housing Companies
Private rented sector housing	Yes	To be scoped: consideration of housing issues in the private rented sector and the Council's response. Could include regulatory changes concerning no fault and revenge evictions and engagement with the tenants' union.	Deputy Leader (Statutory) - Leisure and Housing	Head of Regulatory Services & Community Safety

## 8 APRIL 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Tenancy Management Standards	Yes	To consider performance and good practice in tenancy management standards with representatives from housing associations	Affordable Housing	Stephen Clarke, Head of Housing Services / Director Housing Companies

## COMPANIES PANEL

### 14 NOVEMBER 2019 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
As per Shareholder Meeting agenda		As per Shareholder Meeting agenda	Leader, Economic Development and Partnerships	Anita Bradley, Monitoring Officer, Nigel Kennedy, Head of Financial Services

### 12 MARCH 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
As per Shareholder Meeting agenda		As per Shareholder Meeting agenda	Leader, Economic Development and Partnerships	Anita Bradley, Monitoring Officer, Nigel Kennedy, Head of Financial Services

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# FORWARD PLAN

## November 2019 - April 2020

### REPORTS TO CABINET AND COUNCIL

#### CABINET : 13 NOVEMBER 2019

CABINET 11 NOVEMBER 2016

<b>ITEM 7:</b> <b>ID: I022658</b>	<b>OXFORD STADIUM</b> <b>Report Status: Provisional</b>
To put in place a mechanism for the City Council to assist in bringing forward the Local Plan proposals for Oxford Stadium if the policy approach to retain the stadium is supported by the Planning Inspector examining the Oxford Local Plan 2036.	
<b>ITEM 8:</b> <b>ID: I021449</b>	<b>COMMUNITY-LED HOUSING DELIVERY AND APPROVAL TO DISPOSE OF HRA LAND FOR HOUSING</b> <b>Report Status: Provisional: Awaiting further information, advice or input.</b>
A report to consider approaches to assisting the development of more Community-Led Housing, and to help enable this on one site through the disposal of HRA land for Community-Led Housing.	
<b>ITEM 9:</b> <b>ID: I022333</b>	<b>ANNUAL WORKPLACE EQUALITY REPORT AND UPDATE ON EQUALITIES ACTION PLAN</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
A legal requirement to publish equality performance data relating to the demographics of the workforce.	
<b>ITEM 10:</b> <b>ID: I022879</b>	<b>LOCAL DEVELOPMENT SCHEME</b> <b>Report Status: Confirmed for this meeting</b>
This Local Development Scheme (LDS) is a three year project plan for preparing documents and provides the starting point for the local community, businesses, developers and other interested parties to find out what the City Council's current planning policies are for the area. It includes 'milestones' to inform the public about opportunities to get involved with the plan making process and to let them know the likely dates for involvement.	

#### COUNCIL: 25 NOVEMBER

<b>ITEM 11:</b> <b>ID: I022537</b>	<b>COUNCIL AND COMMITTEE MEETINGS PROGRAMME MAY 2020 - MAY 2022</b> <b>Report Status:</b>
<p>To agree the programme of Council and Committee meetings from Annual Council in May 2020 to Annual Council in May 2021</p>	
<p>To agree an indicative programme from Annual Council in May 2021 to June 2022</p>	

<b>ITEM 12: ID: I022364</b>	<b>CONSTITUTION ANNUAL REVIEW 2019</b> <b>Report Status:</b>
Council will be recommended to amend the Constitution to reflect changes in regulations and governance practices.	

<b>ITEM 13: ID: I023195</b>	<b>OUTSIDE ORGANISATION REPORT - OXFORDSHIRE HEALTH AND WELLBEING BOARD AND HEALTH IMPROVEMENT BOARD</b> <b>Report Status:</b>
Purpose: for Council to consider update reports on these organisations.	

<b>ITEM 14: ID: I022058</b>	<b>APPOINTMENT OF INDEPENDENT PERSONS 2019</b> <b>Report Status:</b>
<p>The Localism Act 2011 requires Oxford City Council to appoint one or more Independent Persons to assist the Monitoring Officer in dealing with complaints about councillors' standards of behaviour and alleged breaches of the Members' Code of Conduct.</p> <p>Council will be asked to approve the appointment of up to four Independent Persons for a period of five years to July 2024.</p>	

## **CABINET: 11 DECEMBER 2019**

<b>ITEM 15: ID: I022694</b>	<b>BULLINGDON COMMUNITY CENTRE - PROJECT APPROVAL AND AWARD OF CONTRACT</b> <b>Report Status: Provisional: Awaiting further information, advice or input.</b>
<p>To seek project approval for the new build replacement of the existing Bullingdon Community Centre that is in poor condition and beyond its lifespan.</p> <p>The report also seeks approval for delegated authority for the Executive Director Communities in consultation with the Head of Finance to award the construction contract subject to it being within approved budgets.</p>	
<b>ITEM 16: ID: I022533</b>	<b>DRAFT CORPORATE STRATEGY 20-24 - FOR CONSULTATION</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
Approval to externally consult on draft new Corporate Strategy to replace current Corporate Plan 16-20	

<b>ITEM 17: ID: I022287</b>	<b>CONSULTATION BUDGET 2020-21 AND MEDIUM TERM FINANCIAL PLAN 2021-22 TO 2023-24</b> <b>Report Status: Confirmed for this meeting</b>
Draft Consultation Budget 2020-21 and Medium Term Financial Plan 2021-22 to 2023-24	

<b>ITEM 18: ID: I020878</b>	<b>ANNUAL MONITORING REPORT 2018/19</b> <b>Report Status: Confirmed for this meeting</b>
The AMR report is a statutory requirement providing information as to the extent to which the policies set out in the Local Plan are being achieved and the implementation of the Local Development Scheme.	

<b>ITEM 19: ID: I021772</b>	<b>INTEGRATED PERFORMANCE REPORT FOR QUARTER 2 2019/20</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
Financial and Performance data for Q2 2019/20	

<b>ITEM 20: ID: I022770</b>	<b>ENFORCEMENT OF THE REGULATIONS IN RELATION TO ENERGY EFFICIENCY IN DOMESTIC AND NON-DOMESTIC PROPERTIES FOLLOWING DELEGATION OF POWERS BY OXFORDSHIRE COUNTY COUNCIL</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
Report to ask for formal approval to enforce legislation applicable to: a) Domestic Private Rented Energy Performance Certificates (EPCs) b) Commercial Minimum Energy Efficiency Standards (MEES).	

<b>ITEM 21: ID: I022798</b>	<b>PROPERTY INVESTMENT PORTFOLIO ANALYSIS AND STRATEGY REPORT</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
The report contains an overview of the council's existing commercial property portfolio and presents a number of recommendations. This includes options for re-balancing the portfolio, raising finance and capital deployment to support the objective of providing the council with a secure source of income.	
<b>ITEM 22: ID: I022908</b>	<b>TRANSFORMATION FUNDING FOR OXFORD DIRECT SERVICES LIMITED</b> <b>Report Status: Provisional: Awaiting further information, advice or input.</b>
To present the funding and budget requirements of the Oxford Direct Services Transformation Project for approval and for recommendation on to Council.	

<b>ITEM 23: ID: I023177</b>	<b>HEADINGTON NEIGHBOURHOOD FORUM (RE) DESIGNATION</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
Neighbourhood Forums are required to designate their status every five years. The Headington Neighbourhood Forum designation expired in September 2019. This application is to (re) designate the Neighbourhood Forum.	

<b>ITEM 24: ID: I019542</b>	<b>CUSTOMER SERVICES, DIGITAL AND ICT STRATEGY</b> <b>Report Status: Provisional: Awaiting further information, advice or input.</b>
The Customer Experience Strategy is a core component of New Ways of Working. It brings together the Customer, Digital and ICT strategies and is designed to make a difference in the places where it matters the most, putting customers at the heart of everything we do. The action plan reflects how we intend to use digital technology to support New Ways of Working, as well as highlighting those initiatives that will help deliver an improved customer experience.	

## **CABINET : 22 JANUARY 2020**

<b>ITEM 25: ID: I015275</b>	<b>EAST OXFORD COMMUNITY CENTRE - IMPROVEMENT SCHEME</b> <b>Report Status: Provisional :</b>
To present an improvement scheme for the East Oxford Community Centre following public consultation.	

<b>ITEM 26:</b> <b>ID: I022531</b>	<b>OXFORD DIRECT SERVICES - NEW DEPOT ARRANGEMENTS</b> <b>Report Status: Provisional: Decision needs further consideration or information</b>
To seek project approval to commence work on the single depot proposition for oxford Direct Services at Redbridge	
<b>ITEM 27:</b> <b>ID: I019467</b>	<b>OXPENS LANE REDEVELOPMENT UPDATE</b> <b>Report Status: Provisional</b>
The report is an update position on the redevelopment of the Oxpens Lane key City Centre site; the required delivery structure to take the project forward; and the Heads of Terms discussions. The City Council has formed a joint venture company, OxWED, with Nuffield College to progress the delivery of this scheme	
<b>ITEM 28:</b> <b>ID: I022356</b>	<b>BLACKBIRD LEYS DEVELOPMENT PROJECT DETAILED DESIGN</b> <b>Report Status: Confirmed for this meeting</b>
To provide an update on the Blackbird Leys Development Project and seek approval to proceed to the detailed design phase.	
<b>ITEM 29:</b> <b>ID: I021700</b>	<b>TREASURY MID-YEAR REPORT 2019/20</b> <b>Report Status: Confirmed for this meeting</b>
To report on the performance of the Treasury Management function for the 6 months to 30th September 2019	
<b>ITEM 30:</b> <b>ID: I022534</b>	<b>OXFORD CITY COUNCIL BUSINESS PLAN 2020-21</b> <b>Report Status: Provisional: Awaiting further information, advice or input.</b>
One year business plan setting out outcomes for the 20-21 financial year. This document will expand on the ambitions set out in Corporate Strategy 20-24	
<b>ITEM 31:</b> <b>ID: I022878</b>	<b>ANNUAL REPORT ON GENDER PAY GAP</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
A report to fulfil a requirement to report annually on the gender pay gap.	
<b>ITEM 32:</b> <b>ID: I023006</b>	<b>FLAG FLYING ON WORLD REFUGEE DAY</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
To seek authority to fly the "City of Sanctuary" flag annually on 20 June for World Refugee Day, following a cross-party motion passed by Council on 22 July 2019.	
<b>ITEM 33:</b> <b>ID: I022249</b>	<b>COUNCIL TAX REDUCTION SCHEME 2020/21</b> <b>Report Status: Provisional: Awaiting further information, advice or input.</b>
To agree proposals for the 2020/21 scheme following public consultation.	



## COUNCIL 27 JANUARY

<b>ITEM 34:</b> <b>ID: I023196</b>	<b>OUTSIDE ORGANISATION REPORT - OXFORDSHIRE PARTNERSHIPS NOT REPORTED THIS YEAR</b> <b>Report Status:</b>
Purpose: to provide Council with an update on the work of the smaller partnerships and those not reported separately in this Council year	

## CABINET: 12 FEBRUARY 2020

<b>ITEM 35:</b> <b>ID: I021433</b>	<b>ENERGY &amp; WATER SUPPLY PROCUREMENT 2020 – 2024</b> <b>Report Status: Provisional: Decision needs further consideration or information</b>
To seek approval for the approach to the procurement of the Council's energy and water for the period 1 October 2020 to 30 September 2024	

<b>ITEM 36:</b> <b>ID: I022288</b>	<b>BUDGET 2020-21 AND MEDIUM TERM FINANCIAL PLAN 2021-22 TO 2023-24</b> <b>Report Status: Confirmed for this meeting</b>
Budget 2020-21 and Medium Term Financial Plan 2021-22 to 2023-24	

<b>ITEM 37:</b> <b>ID: I021702</b>	<b>CAPITAL STRATEGY 2020/21 – 2024/25</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
To present the Capital Strategy for approval	

<b>ITEM 38:</b> <b>ID: I021701</b>	<b>TREASURY MANAGEMENT STRATEGY 2020/21</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
To present the Council's Treasury Management Strategy for 2020/21 together with the Prudential Indicators for 2020/21 to 2023/24	

<b>ITEM 39:</b> <b>ID: I022535</b>	<b>CORPORATE STRATEGY 20-24 - FINAL DRAFT FOR APPROVAL</b> <b>Report Status: Provisional: Awaiting further information, advice or input.</b>
Following external consultation this is submission of a final draft for approval	

## COUNCIL 13 FEBRUARY COUNCIL 24 FEBRUARY - IF REQUIRED

## CABINET: 11 MARCH 2020

<b>ITEM 40:</b> <b>ID: I021773</b>	<b>INTEGRATED PERFORMANCE REPORT FOR QUARTER 3 2019/20</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
Financial and Performance data for Q3 2019/20	

## COUNCIL 30 MARCH

<b>ITEM 41:</b> <b>ID: I022334</b>	<b>PAY POLICY STATEMENT</b> <b>Report Status: Provisional: Decision reliant on another action or process</b>
Annual review of the pay policy statement The current policy statement came into effect on 1st April 2019, superseding the 2017/18 statement and will continue to be reviewed on an annual basis.	

<b>ITEM 42:</b> <b>ID: I023197</b>	<b>OUTSIDE ORGANISATION REPORT - OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP (LEP)</b> <b>Report Status:</b>
Purpose: to update Council on the work of this outside organisation.	

## CABINET 15 APRIL

<b>ITEM 43:</b> <b>ID: I022312</b>	<b>ECONOMIC AND CITY CENTRE STRATEGIES</b> <b>Report Status: Provisional: Awaiting further information, advice or input.</b>
New city-level and city centre strategies and actions are being developed from Sept 2019 to May 2019 with focus on triple bottom line actions: economic growth, social/equity, and environment.	

Extract as at 25/10/19

**To:** Scrutiny Committee  
**Date:** 5 November 2019  
**Report of:** Head of Financial Services  
**Title of Report:** Update on the impact of Universal Credit

Summary and recommendations	
<b>Purpose of report:</b>	To provide detail on the impact that the roll out of Universal Credit is having on the Council's finances and on residents since it was implemented in October 2017.
<b>Corporate Priority</b>	None
<b>Policy Framework</b>	None
<b>Recommendation:</b> That Scrutiny Committee resolves to	
1. Note the impact that Universal Credit has had as set out in the report	

Appendices	
Appendix 1	Reduction in Benefit Caseload and UC notifications.
Appendix 2	Migration to Universal Credit
Appendix 3	Letter to then Secretary of State for Work and Pensions

## Introduction and background

1. Universal Credit (UC) was introduced into the welfare agenda as part of the Welfare Reform Act 2012. This benefit amalgamates the legacy benefits of Income Support (IS), Job Seekers Allowance (JSA), Employment Support Allowance (ESA), Tax Credits (TC) and Housing Benefit (HB) into one benefit. UC is administered by the Department for Work and Pensions (DWP) and is paid on a monthly basis, 1 month in arrears. This benefit only applies to people of working age. People who are of pensionable age currently remain on Pension Credit and receive HB to meet their rental liability. At present there is no date for migrating pensioners onto UC.
2. Since the introduction of UC, claimants have been migrating from Housing Benefit to Universal Credit. Oxford City Council (OCC) migrated to full service from 18<sup>th</sup> October 2017. Other Oxfordshire Councils migrated in November 2017. Since migration, OCC has not been able to pay Housing Benefit for working age people unless the person claiming resided in temporary accommodation or supported accommodation.
3. People who wish to make a new claim for financial support to help pay rent have to claim UC with a Housing Element. With the whole of England and Wales on UC, the Government intended for a 'managed migration' to commence this year. This has now been delayed with an expected commencement date of 2023, whilst a pilot scheme in Harrogate is tested.
4. The current Secretary of State for Work and Pensions made her first appearance before the Work and Pensions Committee on the 16<sup>th</sup> October 2019 and set out her

position on a number of issues. Currently managed migration is on hold whilst a pilot is carried out in Harrogate. Her view is that this is not moving fast enough and she is encouraging the DWP to extend this across the country. Early indications from Harrogate show that the people eligible are people moving from tax credits, rather than people on the other kinds of legacy benefits such as HB.

5. Current Housing Benefit claimants that have a 'significant change' in circumstances (such as moving outside of an area or a change in legacy benefits, for example, where IS/JSA/ESA/Tax Credits are no longer in payment) will have their claim cancelled at the point of the significant change and will have to claim UC. As soon as the customer claims UC, the service will receive a 'stop notice', which requires the Council to cancel the HB, as a customer is not entitled to both UC and HB. On average the service receives 85 stop notices each month and this number is lower than where both the DWP and the Council predicted we would be during the natural migration process, which has been happening for 2 years.
6. The roll out of UC has not been smooth for the DWP as a result of:
  - Computer issues meaning that certain types of claims were not able to be paid.
  - Initial 8 week delays in claimants receiving their first payment. Often those first payments were not be for the total award, but had deductions because of an overpayment of a DWP benefit or an advance payment of UC which would be recovered in one instalment.
  - Delay in availability of the Landlord Portal to all social sector landlords, affecting the ability for a landlord to apply for Alternative Payment Arrangements (APA), to verify the amount of rent due or rent increases for the UC Service Centre, or to allow a landlord to see when the next UC payment is due.
  - Discrimination of people with disabilities who were adversely affected when changing benefit from ESA to UC, as the amount of benefit was lower.
  - Temporary accommodation was initially paid within the housing element of UC, however after the first year Central Government established that this was unsustainable and this has reverted back to Housing Benefit.
  - The Court of Appeal found that there was discrimination in how earnings were treated in the calculation of entitlement to UC. Single mothers were found to be adversely affected as often their wages are paid weekly and UC is paid monthly, so in those months where there is a 5-week pay period, they would receive less benefit (Regulations are not yet available).

Neither the Council nor the DWP can quantify the numbers in these cases as we weren't keeping records in such detail.

### **Implications for the Benefit Service**

7. At the start of the managed migration to UC, the Council's Benefit Service had a working caseload figure of 4,500 to be migrated to UC within 3 years. A drop in processing was expected as fewer changes would be applied to the existing claim data. However this has not been the case as a result of the DWP data exchange. Many changes reported to the Council by the DWP were not for claimants within the Council's area and data in relation to claimants within Oxford has been missing.

8. This has mainly been because the DWP held incorrect data postcode data which affected the communication of changes. This cost the Council staff processing time. Each change had to be looked at and for those which were not relevant to the Council a form had to be completed manually and returned to the DWP to explain that the change was for a claimant outside of the Oxford City area.
9. The wider impact of this was that other claims which required an assessment were waiting longer in order to have their claim re-assessed. In some cases this created hardship as underpayments and overpayments were created to their HB entitlement. This issue has now been resolved, some 18 months after the start of migration.

**10. Table 1- current caseload figures**

	<b>At 2<sup>nd</sup> October 2019</b>
<b>Total Caseload</b>	9,660
<b>Total working age Housing Benefit (HB) and Council Tax Reduction (CTR)</b>	6,465
<b>Total working age UC customers</b>	1,895
<b>% of working age caseload on UC (HB and CTR)</b>	29.31%
<b>% of total caseload on UC</b>	19.62%

11. The Council's Benefits Team is working closely with the DWP to promote the use of automation of UC documents sent to the Council. In 2018/19 the Council received notification of approximately 2,000 additional changes and this has had a great impact on how quickly staff can process any changes and has stretched resources. The Council has always given new claims high priority so that HB claimants can get their payments quickly. The Council already had a resilience contract with an external company to tide us over during busy periods, and this has been utilised again to deal with the volumes of work that have been received. The additional cost to the council is estimated to be £50k pa with no funding from the DWP.
12. The scheme is administered alongside payment of Housing Benefit by 31fte staff at a gross cost of £1.016m per annum for 2019-20. Central Government issues a grant to compensate local authorities for the cost of administering CTR and HB. For 2019/20 OCC will receive £145,253 for CTR administration, and £420,426 for HB Administration. With some other smaller grants for increased workloads this results in a net annual cost for administration of both HB and CTR of £353,167. Funding for HB administration from Central Government is reducing by roughly 10% annually to reflect the gradual change from HB to UC as shown below:

**Table 2: HB Administration Grant figures**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
HB Admin Grant (DWP)	639,667	584,424	515,988	465,233	420,426

13. The Council had assumed that there would be a reduction in its administration costs once full roll out of UC was implemented given the reduced caseload that it would

be dealing with. However the reality is that work is increasing. Whether this disparity in workload continues remains to be seen.

14. If the managed migration to UC is delayed further, assuming administration grant reductions continue the funding gap for administration will increase and lead to additional budget pressures for the service
15. The Council has done some powerful campaigning work in this area, including holding a conference in 2018 on Child Poverty. At the Full Council meeting on 23 July 2018, the Council passed a motion calling on the government to stop the rollout of Universal Credit and urgently work to fix its impact on vulnerable people. A copy of the letter subsequently sent to the then Secretary of State for Work and Pensions by the Leader of the Council and the Supporting Communities Portfolio Holder is attached at Appendix 3. The letter raised urgent concerns regarding UC and its impact on claimants.
16. Housing Benefit Overpayments have ordinarily been recovered via instalments from ongoing Housing Benefit as this is the cheapest and most effective way of recovering overpayments. Once a claimant moves on to UC this is no longer an option as entitlement to HB will cease. At this point the debt will become a Sundry Debt and the Council would seek to recover it through the relevant legal process. Recovery of these amounts will be more challenging as UC claimants are learning about budgeting with a single monthly payment and having to pay bills which are due.
17. The figures below are for customers now in receipt of UC where the Council can no longer recover debt from ongoing HB.

**Table 3: Customers where the Council can longer recover from ongoing HB**

No of Invoices	No of Customers	Total Value of Debt	Debt with a new payment arrangement or deduction from earnings
396	194	£385,275.60	£102,306.36 for 81 invoices and 35 Customers

18. As the Council cannot recover a debt from ongoing HB, other options for recovery will be considered. These are:
  - Requesting deductions from ongoing UC (the council is no's 26-28 out of 30 on the list of DWP priority deductions therefore this method of collection is unlikely to be successful).
  - Deduction from earnings. If the claimant is now in work the Council can request the employer deducts an amount from their wages and sends this to the Council.
  - Using Enforcement Agents. We will always try to reach an agreement with the claimant first so will use this as a method of last resort.
19. Officers make reference to the Financial Inclusion Policy and Corporate Debt Recovery Policy when looking to recover HB overpayments.

Before making contact with the claimant to discuss a repayment arrangement, an officer will check to see if there are other arrears owed to the Council such as Rent or Council Tax. This is one of the reasons not all invoices are yet on a payment arrangement or deduction from earnings, as an officer will delay recovery of HB overpayments until the other priority debts are cleared.

20. Historically these HB Overpayment debts may have a number of invoices that span many years. The Council has to give 28 days from the date of the cancelled Housing Benefit before taking any action, to give the claimant the opportunity to make a single payment to clear the invoice or to make contact to agree a repayment plan. With the number of HB claims being cancelled each month, the numbers are likely to increase as the Council takes a holistic approach to debt management within our services.
21. All Council staff receive training on Safeguarding as it is often financial hardship that leads to other concerns. Staff actively use the Council 'My Concern' reporting function when alerted to the possibility of issues.
22. The Council has a bad debt provision and the service will write-off debts when reasonable to do so. Last year £900k was written off as irrecoverable, for example where there is no estate, uneconomical to collect etc.
23. Benefits staff also meet regularly with the Voluntary Sector to discuss issues with debtors and debt recovery options.

### **Council Tax Collection**

24. Council Tax arrears have not been significantly affected by the migration to UC as the Council offers a reduction of up to 100% through its Council Tax Reduction Scheme (CTR). There are 1,714 Council Tax accounts which have UC as an income source and of these 704 (41%) are subject to a liability order, which once obtained allows the Council to take appropriate recovery action, such as Attachment of Earnings, or the use of Enforcement Agents. The data below was correct at 1<sup>st</sup> September 2019.

**Table 4: UC claimants at Liability Order stage with a recovery method in place**

Recovery Method	Number of cases	Value of outstanding arrears
Arrangement	203	£ 83,104.84
Attachment of Benefit (UC Deductions)	138	£ 53,616.79
Attachment of Earnings	36	£ 11,775.35
Enforcement Agents	213	£ 119,176.04
With Officers for other recovery	114	£ 61,076.79
<b>Total</b>	<b>704</b>	<b>£ 328,749.81</b>

25. The Council's Benefit and Revenues Teams take a pro-active approach to ensuring customers claim Council Tax Reduction (CTR). Where there is a notification of a UC claim or where there are recovery proceedings due to start on an account, the

teams will make contact with the customer to ensure that the maximum help is provided to maximise income.

### **Rent Arrears**

26. The Council's Incomes Team has seen a significant impact on rent collection from council tenants since the introduction of UC. An additional Income Recovery Officer has been recruited to support UC claimants to maintain their rent at a cost of c£40k. This UC officer provides a direct contact with the local Job Centre to assist with rent collection and to help with UC payments for the tenants.
27. Alternative Payment Arrangements (APA) is a scheme within UC which allows a social landlord to ask the DWP to have the Housing Element of the UC award to be paid directly to the rent account once the tenant is 8 weeks or more in arrears. The award of an APA is at the discretion of the DWP and can be removed at any time.
28. Where possible members of the Incomes Team try to encourage tenants to manage their Universal Credit Payment. The council was a Direct Payment Project Pilot back in 2012, where tenants were encouraged to manage their rent payment by having any Housing Benefit paid directly to them rather than to their rent account.
29. The number of tenants on Direct Payments is falling as a consequence of the move onto Universal Credit. At the beginning of the Financial Year 2019/20 the Council had 456 Tenants on Direct Payments; this has now reduced to 424.
30. If an Income Recovery Officer recognises that a tenant is vulnerable or has a risk of becoming homeless due to service of a Notice Seeking Possession (NSP), then an APA will be applied for straight away. APA's are taking on average 5 to 6 weeks to be confirmed. The payment is then received by directly by the Council a further 6 weeks from when the decision is made.
31. This has a considerable impact on rent collection by the Council as a rent account could fall into over 14 weeks-worth of rent arrears before payments are made by the DWP (8 weeks of arrears and a further 6 weeks to process the request).

As at 30<sup>th</sup> September 2019:

**Table 5: UC and arrears**

Total number of rent accounts where tenants are on UC	848
Amount of tenants arrears, where the tenant was not in arrears prior to UC entitlement	£290k
Total value of arrears for tenants who are on UC	£634k
Number of accounts with Alternative Payment Arrangements	201
UC arrears as a % of all arrears (£1.1m)	26.22%
Number of evictions due to UC arrears April 2019 to date	2
April 2018-2019	6

### **Performance Figures- current year and previous year comparison**

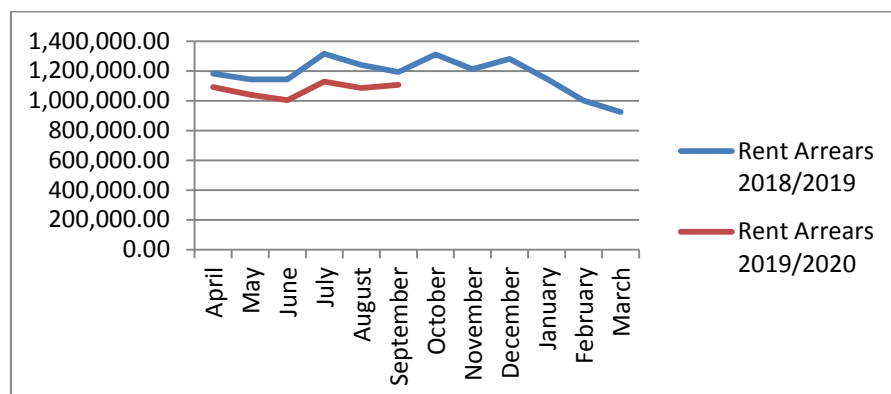
32. The rent arrears figure at the end of September 2019, (which does not take into account any Direct Debit Payments, Direct Payments or any calculated regular



payments to be made by tenants), is currently £1,105,719.08. This compares to the figures at the end of August 2019 of £1,085,100.70, an increase of £20,618.38.

In comparison with the figures for the last financial year, in September 2018 arrears were £1,193,309.64 which means that there has been a decrease from last year of £87,590.56.

### Rent Arrears Graph – 2018/2019 and 2019/2020



There are only 4 accounts that have been in arrears for 52 weeks or more. £428k of the total arrears is between 0-4 weeks old.

### Discretionary Housing Payments

33. Discretionary Housing Payments (DHP's) are funded through an annual allocation of money by the DWP to Local Authority's to help tenants with a shortfall in benefits to meet their rental liability. With UC having a greater impact on financial budgeting by claimants, there is an increase in the number of applications for this assistance. Despite the need for DHP exceeding the funding provided by the DWP last year, the DWP reduced the funding provided to the Council.

34. This matches the national picture of reduced DHP. This puts pressure on OCC to fund any shortfall. OCC can increase spend on DHP's up to a 'permitted total'. Additional funding from OCC is made available from other grants as required.

35. The demand on DHP's has fluctuated since UC has been introduced. Only 3 applications were made in the first 6 months of UC roll out which would suggest that claimants were applying for an advance payment of UC from the DWP instead of a DHP.

36. In comparison, in the first half of this financial year the Council has seen an increase of 30% as a proportion of applications where there is a UC award.

**37. Table 6: Discretionary Housing Payments – UC applications as a % of all applications**

	2016-2017	2017-2018	2018-2019	2019-2020
DWP Funding	£376,792	£494,566	£405,010	£336,825
OCC Spend	£312,202	£466,879	£415,865	£261,289
Total applications	744	842	626	302
UC applications	3	45	172	114
%	0.40	5.34	27.48	37.75

**Assisted Digital Support (ADS) and Personal Budgeting Scheme (PBS)**

38. This service used to be administered within the Council's Welfare Reform Team, providing support to the public with personal budgeting and completion of the electronic application form for Universal Credit. The team also helped claimants to obtain Verified Identification to be used on any government website. This was known as the 'Springboard' service. The demand for the ADS was apparent, however in line with the national picture; people would ask for help and then not attend appointments. In September 2018, the Government announced that it was removing the service from Local Authorities and it was passed to the Citizens Advice Bureau (CAB) from April 2019.

**Emergency Hardship Fund**

39. The Council has an emergency hardship fund available to support people facing a significant reduction in income, as they migrate onto UC. The objective of the scheme was to ensure that residents migrating to UC were able to afford essential living costs, excluding housing costs, without having to resort to high cost or illegal lending services. The scheme prioritised providing support for food and utility costs. It was not intended to provide support for housing costs, debts of any kind, or be an alternative to obtaining an advance payment of UC.

40. Subsequently the DWP announced that they were changing how advances work, with all claimants able to claim an advance loan of UC, with an increased maximum of 100% of the expected award, a longer repayment period, and an ability to be paid the advance within 24 hours in emergency cases. These changes made the advance system more generous and accessible. The abolition of the 7 waiting days at the start of a UC claim removed the issue of UC recipients having to wait a minimum of 6 weeks to receive payment when first claiming, a key driver in the design of the eligibility for the emergency hardship scheme.

**Financial implications**

41. Housing Benefit is administered alongside payment of Council Tax Reduction (CTR) by 31fte staff at a gross cost of £1.016m per annum for 2019-20. Central Government issues a grant to compensate local authorities for the cost of administering CTR and Housing Benefit. For 2019/20 OCC will receive £145,253 for CTR administration, and a Housing Benefit Administration Grant of £420,426. With some other New Burdens funding for increased workloads this results in a net annual cost for administration of both Housing Benefit and CTR of approximately £353,000 per annum.

42. As Universal Credit is rolled out the Housing Benefit Administration Grant to the Council is likely to be reduced further. The Council is currently seeing a cut in the Housing Benefit Administration Grant of around 10% annually which is expected to continue until at least final roll out of UC in 2025. At this point the Council expects to make further reductions in expenditure due to reduced workload in the order of £130k per annum.

43. Last year the Council spent approximately £51.5m on Housing Benefit expenditure and receive the majority of this back in subsidy from the Government.

### **Legal issues**

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

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## Appendix 1

The number of notifications from the DWP which relate to an UC entitlement.

	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19
<b>HB stop notice (i)</b>	70	50	33	61	59	55	55	74	122	86	88	74	96	78	71	85	58
<b>UCDS total (ii)</b>	1,548	1,483	1,523	1,540	1,529	1,822	1,767	1,685	1,767	1,768	2,070	1,701	1,638	1,294	1,557	1,646	1,676
<b>UC Claimants (iii)</b>	716	791	903	989	1,068	1,191	1,276	1,348	1,423	1,459	1,542	1,588	1,668	1,714	1,784	1,836	1,895

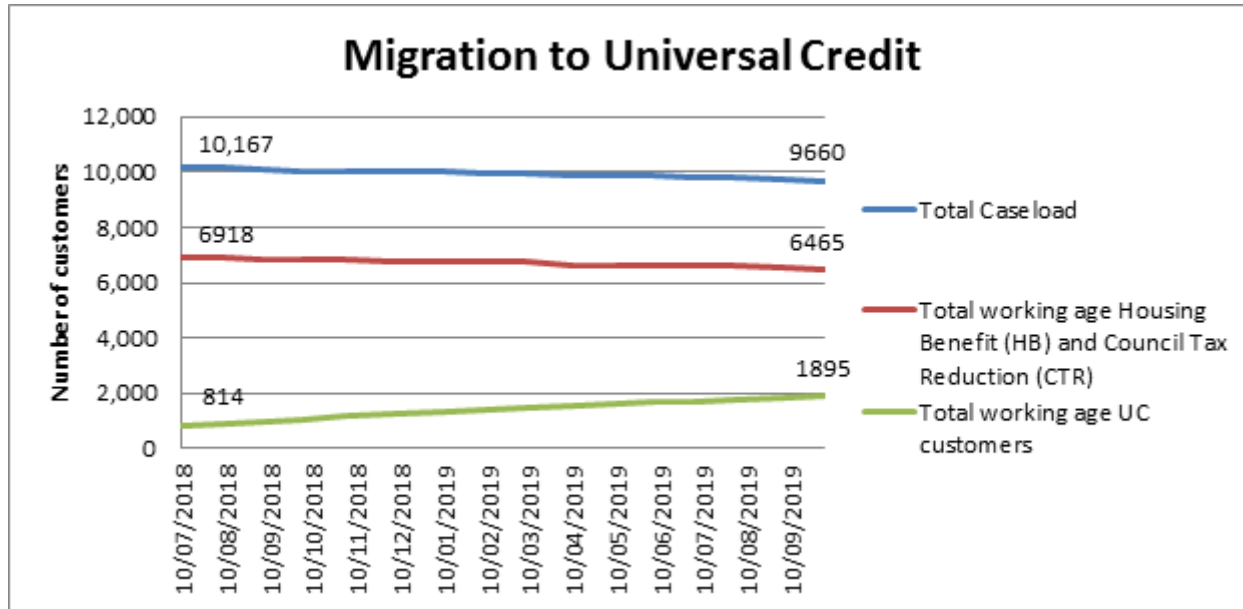
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i. A Stop notice is where a legacy benefit has to be cancelled as a Universal Credit claim has been made.

ii. Universal Credit Data Share (UCDS) is the total number of reporting changes that the Benefit has to review. These come through daily and have to be completed within 5 days. These are changes in entitlement to UC which have an effect on the CTR entitlement or the HB entitlement if the claimant is in temporary accommodation or supported accommodation.

iii. UC Claimants is the number of claimants who are on our caseload which the service needs to review. This is not the total across the City as there will be claimants who are owner occupiers and may be able to afford their Council Tax charge. The total number of UC claims within Oxford City according to the national DWP data as of May 2019 is 3,662.

End of September Migration figures:



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Rt Hon Esther McVey MP  
Secretary of State for Work and Pensions  
House of Commons  
London, SW1A 0AA

31 July 2018

Dear Rt Hon Esther McVey MP

**Re: Urgent Universal Credit Concerns**

At the Full Council meeting on 23 July 2018, Oxford City Council passed a motion calling on the government to stop the rollout of Universal Credit and urgently work to fix its impact on vulnerable people. This motion was put before council following a stakeholder meeting of frontline third sector organisations, who are dealing with the impact of Universal Credit on vulnerable individuals in Oxford. It is also informed by the Council's own experience in supporting the DWP to deliver Universal Credit. These experiences are reflected in the recent, highly critical report by the National Audit Office, "Rolling out Universal Credit".

On 18 May 2018, the Council and Oxford & District Action on Child Poverty, held a stakeholder meeting to share experiences and learning from dealing with residents on Universal Credit. The meeting included advice organisations, housing associations and specialist support providers from the third sector. They raised a number of difficulties that have been experienced in supporting vulnerable claimants to apply for Universal Credit and the hardship which has resulted from delayed awards of the benefit:

- The explicit consent rule means that it takes advice organisation four times longer to deal with an issue compared to legacy benefits.
- Some young people in education have had difficulty in claiming Universal Credit, *despite* being eligible, particularly those in care and with specialist educational needs and disabilities (SEND).
- The inability to claim Universal Credit when in hospital is delaying discharges, especially for those with mental health problems.
- Prisoners are unable to access computers, so cannot learn how to apply for Universal Credit before they are released. Some types of offender may be barred from accessing digital services even when they are not in custody.
- It is difficult for people with disabilities to arrange home visits when they need them, leading to delays in their claim being processed and consequential social isolation.
- There is not enough support for claimants with mental health needs.
- Those without ICT and literacy skills need a lot more support than DWP say they do, thus marginalising this group.

Oxford City Council is also experiencing significant additional workloads as a result of Universal Credit. The notices issued by DWP in respect of residents on UC are increasing exponentially, and up to half of these are duplicates, not relevant, or for other local authorities (and therefore in breach of the new General Data Protection Regulation). When the Oxford East MP raised this issue she received a rather glib response from the Minister of State for Employment stating that these notices were issued at no additional cost. What the Minister meant, was that there was no additional cost for the DWP.

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At Oxford we have six full time members of staff dealing with these notices, but the funding provided by DWP for this work does not even cover the costs of one member of staff.

This situation could be improved if the DWP provided funding to local authority software suppliers to automate the administration of the Universal Credit notices. Such funding has been provided in respect of similar notifications for Housing Benefit, so it is unclear why this can't be done for Universal Credit.

Similarly, in order to deliver effective support for residents migrating to Universal Credit, the Council dedicates 2.5 full time equivalent members of staff to this work. However the DWP are only guaranteeing £25,000 in funding for this work (less than the cost of one member of staff).

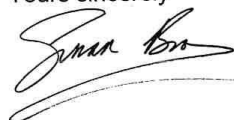
Recently we have been informally advised by Oxford JCP, that there is a backlog of UC claims for Oxford residents. However we do not know the extent of this, and what the impact will be on putting claims into payment. We have a good working relationship with Oxford JCP colleagues, but we are not provided with information about the changing timescales for putting claims into payment. This information would allow us to allocate appropriate resources to ensure vulnerable customers are adequately supported.

Further, we know from our housing benefit records, that most Black, Asian and Minority Ethnic groups are disproportionately more likely to be claiming benefits compared to the size of their population. Early indications from professional benefits advice services suggest it is going to be harder for people to navigate the system where they face barriers in speaking English. However, your Department is failing to collect data on any disproportionate impact on BAME communities.

The Council calls on DWP to:

- immediately review the way support is provided for the vulnerable groups highlighted above;
- pause the migration of these customer types while that review is conducted;
- ensure data on the impact of UC on vulnerable groups is collected and published;
- provide regular information about the timescales for putting new claims into payment;
- urgently reduce the burden of work for local authorities created by the provision of unnecessary notices;
- provide funding to local authority software suppliers to automate the administration of the Universal Credit notices;
- review the funding arrangements for the work that local authorities are required to do, to support the delivery of Universal Credit. Including, increasing funding for staffing for local authorities supporting migration to UC to a level sufficient to enable them to deliver effective support for residents migrating to Universal Credit.

Yours sincerely



Cllr Susan Brown  
Leader of the Council



Cllr Marie Tidball  
Supporting Communities Portfolio Holder

Cc: Anneliese Dodds MP  
Layla Moran MP

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**To:** Cabinet  
**Date:** 13 November 2019  
**Report of:** Head of Business Improvement  
**Title of Report:** Workforce Equality Report and update on the Equalities Action Plan

Summary and recommendations	
<b>Purpose of report:</b>	To seek approval for the publication of the annual Workforce Equality Report 2017 to 2019; report progress on the Equalities Action Plan 2018 to 2021; and present proposals for additions to the Equalities Action Plan 2018 to 2021.
<b>Key decision:</b>	Yes
<b>Cabinet Member:</b>	Councillor Nigel Chapman, Safer Communities and Customer Focused Services
<b>Corporate Priority:</b>	An efficient and effective Council
<b>Policy Framework:</b>	None
<b>Recommendations:</b> That Cabinet resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Approve</b> the Workforce Equality Report 2017 to 2019;</li> <li>2. <b>Delegate</b> authority to the Head of Business Improvement to publish the Workforce Equality Report and to make any typographical changes as may be required before publication;</li> <li>3. <b>Note</b> the current position with the Equalities Action Plan 2018 to 2021 (developed from the Workforce Equalities Report 2015 to 2017); and</li> <li>4. <b>Approve</b> the continuing and emerging actions to be included in updated Equalities Action Plan 2018 to 2021, which will be developed into a project plan for action.</li> </ol>	

Appendices	
Appendix 1	Workforce Equality Report (2017 to 2019)
Appendix 2	Equalities Action Plan 2018 to 2021
Appendix 3	Proposed additions to the Equalities Action Plan 2018 to 2021

## INTRODUCTION

1. Oxford City Council is committed to making sure its workforce is representative of the diverse population it serves. The ability of those with lived experiences to relate to and understand the needs of communities' means their skills and insights can help the Council deliver responsive and accessible services to all. This report and summary provides details of successes in recruitment, building foundations in awareness and a culture for more diversity. Future actions will focus around the next step change: to increase diversity and create a culture of inclusion, where our diverse workforce can thrive, to deliver more relevant and inclusive services for everyone we serve.
2. Oxford has an ethnically and culturally diverse community, with circa 20% or more of the community with a BAME background and such diverse communities require the Council to provide strategic community leadership, promote community cohesion and equality across its services, with a workforce that reflect the communities it serves. Having a diverse workforce with people from different racial, educational and social backgrounds and a diverse age range opens up a wealth of possibilities to encourage improvement, creativity and innovation. The Council also acts as a model employer influencing other businesses to also act if it can demonstrate commitment and success.
3. This report is presented as follows:
  - (a) Presentation of the Workforce Equalities Report at Appendix 1, which is an annual report that is a legal requirement to publish every year under the Equality Act 2010.
  - (b) A review of achievements against the current Equalities Action Plan 2018 to 2021, which is presented at Appendix 2 with greater detail on the successes.
  - (c) Future actions to achieve a further step change in performance, through positive action targeting in particular the low under representation in the workforce of those with a BAME background. Appendix 3 proposes additions to the current Equalities Action Plan 2018 to 2021 that builds on the agreed actions.

## BACKGROUND

4. The WER due for publication in 2019 is solely focused on the Council and no longer includes Oxford Direct Services. This has impacted on the ability to provide data trend comparison/analysis for a number of areas, which are identified in the WER document and in the relevant sections of the report below.

However the Council as sole shareholder seeks assurance of compliance and good business practice from ODS on their legal duty and meeting shareholder objectives.

5. The employee and job applicant self-declaration data provided in the WER report is used in conjunction with national statistics to develop the equality action plan. In summary the WER tells us that:

- (a) BAME representation has two challenges, firstly more action is needed to increase diversity in the workforce as a whole and secondly more individuals from BAME backgrounds should hold more senior roles which increases ability to shape services to be responsive to needs. The proportion of staff from a BAME group increased by 1% to 12.96% as of 31<sup>st</sup> March 2019. (For information the proportion of staff from a BAME group was 13.1% as of 30<sup>th</sup> August 2019). Whilst this can be seen as a significant success, there needs to be a step change in the actions taken to achieve an annual improvement of at least 1.5% annually to achieve a medium term aim of representing BAME population, which will be circa 19 to 20%. The majority of the 91 staff from a BAME group as at 31<sup>st</sup> March 2019 (85%) are employed in roles below Grade 8, with only one colleague in a senior management role. Of these 91 staff, 48 are women and 43 are men.
- (b) Women represent 59% of the workforce. This is higher than the national average and a marginal rise on previous years. Women continue to be under-represented in roles above Grade 8 and in higher management roles (although compared to BAME there is a higher representation of women in management roles).
- (c) The percentage of staff who have declared themselves as having a disability was 9.54% (as of 31<sup>st</sup> March 2019), which is the highest self-declaration rate over the reporting period and exceeds the economically active percentage of the local population, which is close to 7%.
- (d) There continues to be a significant lack of voluntary disclosure of sexual orientation. Some 27% of the workforce decline to do so, despite a campaign in 2019 to improve the Council data for staff personal details. However new systems will hopefully address this area.

## **EQUALITIES FRAMEWORK FOR LOCAL GOVERNMENT (EFLG)**

6. The Council is currently undertaking a self-assessment of progress and achievements against our corporate commitment to equality and inclusion, using the Equalities Framework for Local Government. The review will
- Appraise how we engage with the diverse range of communities living and working in Oxford and how this informs the delivery of services;
  - Highlight good practice, identify service gaps and make recommendations.
  - Consider our strategic vision on equalities and its alignment with existing work streams.
  - Prepare the Council for future external assessment against the LGA Equalities Framework for Local Government

The framework is made up of five themes, one of which a diverse workforce that represents the communities served and which can shape more responsive services and stewardship of the City. The outcomes of the Review, expected in Spring 2020, will help inform future development of the inclusive workforce programme. The five themes are: -

- a) **Knowing our communities**- understanding the diverse population of the city, how we discharge our legal duties under the Equalities Act 2010 and the impact of multiple inequalities in amplifying deprivation and wellbeing including increased likelihood of vulnerability and poverty.
- b) **Leadership, partnership and organisational commitment** - vision & priorities, organisational objectives, monitoring, communication – embedded through inclusive governance
- c) **Involving your communities** – empowering and engaging citizens, participation and representation
- d) **Responsive services** - Services that are accessible to all parts of the community, meet needs and target resources where needed
- e) **Diverse workforce** - A representative and diverse workforce who reflect good practice in equality and diversity

## **ACHIEVEMENTS AND REVIEW OF 2018 TO 2021 EQUALITIES ACTION PLAN**

- 7. The Equalities Action Plan 2018 to 2021, and associated activities and successes detailed in this report have established a good foundation from which the Council can continue to mark progress towards creating an inclusive environment and diverse workforce. The highlights of the successes and achievements in respect of the Equalities Action Plan are set out in the paragraphs below.
- 8. Mandatory training was provided to all staff and managers between January and March 2019, with the aims of increasing the case for positive action as well as addressing the barriers to action. The training provided can be summarised as follows: -
  - a) An e-learning programme on unconscious bias rolled out to all staff
  - b) 'Face-to-face' training provided to line managers covering: creating an inclusive environment; being a role model for diversity; and understanding unconscious bias in decision makingFurther training opportunities will be identified in the next financial year.
- 9. In addition, a programme of recruitment training is delivered by the HR team to both new managers, as well as colleagues requiring a 'refresher' in recruitment (i.e. line managers who do not recruit on a regular basis) which reinforces the messaging and learning delivered through the mandatory training detailed above.
- 10. An Equality, Diversity and Inclusion week of activity, '*Everyone Matters*', was held in June this year for council staff. The aims of the programme were to: -

- (a) Enable better insight and understanding of Oxford and its communities, along with current diversity and inclusion issues.
  - (b) Act as a catalyst for cultural change seeking to facilitate changed behaviours, encourage people to try new ways of working and develop tools, mechanism or practices which build a sense of ownership of the equalities agenda.
  - (c) Create an environment and culture that is inclusive, by encouraging a commitment to equalities and a curiosity about understanding better equality, diversity and inclusion both internally and externally.
11. The week was very successful in terms of outcomes, with positive feedback received from both delegates as well as training providers. 360 staff attended across the course of the week with over half making a personal commitment to change. A survey of participants after the event indicated a notable increase in delegates' knowledge and understanding of areas of Council policies and procedures; increased awareness of how they can contribute to the diversity agenda; and a significant increase in perception and understanding of the Council's commitment to equality. Another key outcome from the week was the identification of a group of colleagues who were interested in becoming an 'equalities ambassador', championing and promoting greater equalities and support the development of a more inclusive culture at service area level. Further information on this is detailed in the future actions section below.
  12. The Council has maintained a commitment to learning. Funding from the apprenticeship levy has been used to provide career qualifications to 15 existing employees and will utilise circa £84,000 of the levy funding. Apprenticeships are viewed as a good route for increasing representation from some of the most disadvantaged communities, which includes those with protected characteristics under the Equality Act. An apprenticeship programme consisting of 2 year fixed term appointments has been successfully running since 2012, which has provided work and training opportunities for over 40 young people. The opportunities presented through the levy funding to support the development of staff will continue to be promoted across the Council.
  13. It is recognised that there is limited awareness amongst the 16 to 18 age group of the wide range of career opportunities within the Council. As part of a plan to develop more effective engagement with this age group, a structured approach to work experience placements has been implemented in partnership with Local Enterprise Partnership (LEP). Two, small scale 'pilot' programmes were delivered in July and October involving four students in total, three from the BAME communities in Oxford. This programme has enabled the Council to engage directly with young people from Oxford, as well as provide a positive experience of working with the Council. Following the success of this pilot a similar programmes is scheduled for the summer of 2020. Over time it is hope that this programme will help to raise the profile of the Council amongst this key group of future workers.
  14. Quarterly meetings are held with all Service Heads to discuss the specific demographics of their service area, as well as opportunities for developing a more diverse, representative workforce either through 'day to day' recruitment

and/or through planned organisational changes to reflect changing service requirements.

15. At an operational level all vacancies are reviewed by the HR Business Partner team with the recruiting manager to consider: the essential/desirable requirements in the person specification for the role, with particular focus on the level of qualifications required vis-à-vis equivalent experience; the content of the job description; and associated job advert and advertising methods, to ensure that these are as inclusive as possible to ensure that the vacancy attracts a diverse group of applicants. Different approaches to filling a post are also reviewed, such as entry-level career paths for more hard to fill posts where a 'grow our own' approach may be more appropriate. Examples of the positive impact of such interventions are the recruitment scheme for the Diversity and Inclusion Manager (Community Services) and the Trainee Solicitor (Law and Governance) both of which were offered to high quality applicants from a BAME group.
16. Advert copy for recruitment campaigns has been reviewed to promote the Council's commitment to increasing the representation of under-represented groups as well as offering support at application and interview stage for targeted roles, with the aim of improving the applicant success rate for under-represented groups.
17. A wide-ranging review of the Council's recruitment processes and procedures is being progressed, with the aim of improving the 'applicant experience' as well as widening the potential 'pool' of applicants for vacancies advertised by the Council. This process includes: simplifying the application process (internally facing aspects) and clarifying roles and responsibilities; revamping the Council's recruitment web page; exploring the use of social media; simplifying the current on-line application form; introducing a CV application route; reviewing all information provided to applicants; creating more 'applicant friendly' template letters and notifications; developing an improved on-boarding and induction process.
18. The improvements across the recruitment process has resulted in an increase in the percentage of job applications from BAME candidates from 20.07% at 31<sup>st</sup> March 2018 to 29.73% at 31<sup>st</sup> March 2019. This has translated to an increase in the percentage of new starters from BAME candidates to 18.03% at 31<sup>st</sup> March 2019 compared to 7.96% the previous year. Staff leavers from BAME groups also increased in the year to 13.6% compared to 7.95% in the previous year.
19. A revised exit interview process was rolled out in December 2018 with the aim of gaining greater insight on reasons for staff leaving the council, which is currently around 10% per annum. The revised process is based on an invitation to a meeting with a member of the HR team, rather than the relevant line manager. The new process has resulted in a significant increase in the uptake levels of exit interviews (circa 55% of staff leavers, from less than 30%), as well as improving the qualitative data 'captured' through the process, in particular about the 'reason' for leaving (primarily around career progression and development opportunities for the majority of leavers). This data will be used to develop

improvements and interventions going forwards, as well as provide feedback to the relevant service area(s) concerned.

20. Officers facilitated a CV writing workshop to a group of Asian women at Rosehill Community Centre earlier this year, with the aim of encouraging and supporting them into work. This workshop helped to promote greater level of understanding between the Council and the Asian group, as well as providing a route to engage a small section of the community for the *Everyone Matters* programme detailed above.
21. Two recruitment roadshows were held in local community centres in May and June 2018, with further events in February and October 2019. These events provide information to attendees on the range of opportunities within the Council and, where appropriate, provide face-to-face support to attendees on applying for current vacancies with the Council. Further events are planned in 2020.
22. Sickness absence data, as well as information on the reasons for staff accessing the employee assistance programme, indicates that mental health is a key factor in staff absence. To address this issue a comprehensive mental wellbeing programme, '*Thriving at Work*', has been implemented. Following an initial focus on communication, all staff were asked to complete an awareness training programme on mental health, whilst managers were additionally provided with a ½ day training course which considered how to support people in the organisation with their mental health.
23. The Council has funded the accreditation of four officers as Mental Health First Aid, (MHFA) instructors, enabling them to deliver accredited MHFA course to staff in the organisation. The Council currently has 36 accredited MHFA Aiders and an active Mental Wellbeing cohort delivering ad-hoc initiatives aimed at promoting positive mental wellbeing in the workplace such as; Tea & Talk sessions. The MHFA instructors are also accredited to deliver ½ day mental health awareness courses, with 3 sessions delivered earlier this year, with more scheduled from November. The mental health first aiders have had 25 contacts since April offering support to both colleagues and customers.
24. Further Mental Health First Aid training is scheduled for January 2020, and a Managing Mental Health workshop, aimed at line managers in the Council, is currently being designed which will be delivered in the New Year.
25. Creating an environment that is inclusive and supports health and wellbeing is a key pillar in good workforce strategies. With fast changing environments, an ageing workforce, increase in caring responsibilities and a rise in 24/7 social media internet connected living, creates pressure on individuals, as seen in the rise in stress related illnesses. Therefore employee well-being is a key element for a diverse workforce.

## **CONTINUING AND FUTURE ACTIONS TO 2020/21**

26. It is clear that the main areas of focus, based on current levels of under-representation, is to target BAME representation across the workforce as well as also improving BAME and women's representation in senior management and

senior grades. Based on this approach, the following key themes for the next iteration of the Equalities Action Plan are that:

- (a) The Council needs to focus beyond apprentices, building on success here.
  - (b) The Council needs to attract BAME graduates based in or returning to the city, working with local communities:
  - (c) The Council needs a step change in positive action, including developing BAME leaders and managers. This also achieves the objective of growing our talent and ensuring greater retention, as exit interviews revealed career progression as a key reason for leaving.
  - (d) To embed and increase cultural change, we need to sustain the momentum created during equalities week, with 'equalities ambassadors' acting as catalysts for further change and helping to support an inclusive work environment, free from discriminatory or unconscious bias.
  - (e) In our influencing role, influence national institutions to develop training pathways that appeal to BAME, women and those with disabilities, otherwise it will remain difficult to recruit to areas such as planning.
27. As part of the ongoing review of recruitment methods and processes the development of recruitment processes that focus on the success factors for a role, i.e. beyond the competency and behaviours required, including relevant language skills to enhance both our understanding and our ability to communicate with our communities, as well as greater monitoring and encouragement of self-reporting will enable more consistent application of current processes, and will help to reduce unconscious bias and enable focus on the behaviours needed for success.
28. In addition to the current development opportunities offered to managers either through the ILM scheme or apprenticeship levy, the Council is scoping out a management and leadership development programme for employees from under-represented groups at various levels as an internally focused Positive Action programme, with equalities in service delivery and engaging with communities at its core. The approach is to develop a future Oxford City Council leader and manager, an inclusive leader who understands equalities needs within the local community and has the mind-set and skills to deliver accessible responsive services. This programme will need to be progressed through normal procurement channels and funded through the existing budget provision. However if the costs of this programme, once identified, cannot be supported by existing budget provision for 2020/21, the priorities for learning and development spend will need to be re-evaluated.
29. A positive action plan will build on this year's positive action, but include further actions which will focus on key areas such as: -
- (a) understanding the school demographics of BAME students, challenging all roles that fall vacant, re-designing the next apprenticeship cohort;
  - (b) developing a *Managers of the Future* programme, as outlined above; and



- (c) Work with communities to understand where and how to reach out to graduates from under-represented groups, who could benefit from internships.
30. Technical Level apprenticeships – T or Technical level apprenticeships are being introduced in Sept 2020. A requirement of the full-time training programme is the completion of a minimum three month placement with an employer to gain practical skills and embed their learning. This placement is recognised as training, and within this programme at any point during the placement a suitable candidate could transfer into a work based apprenticeship as a full-time employee. The Council is currently reviewing how to integrate and maximise this opportunity by both promoting the Council as an employer to BAME communities through placements as well as identifying potential entry point recruitment routes into the Council, which could incorporate a T level placement programme.
31. Demography of City Schools – further research has been conducted to establish which schools in the city have the highest population of BAME students to enable more targeted recruitment roadshows and other school engagement opportunities. This data will be used in planning ‘outreach’ activity and, if approved, apprenticeship opportunities for the 2020 cohort.
32. Apprenticeship Cohorts – The Council is currently committed to providing funding for a biennial apprenticeship cohort. This has been successfully running since 2012. The next cohort is due in September 2020 and the approach to the level of qualifications offered will be reviewed to consider workforce planning activity and adopting positive action in the recruitment process. (The current apprenticeship cohort 2018 – 2020 consists of 11 apprentices of which 25% are from a BAME background).
33. Based on the principles set out in paragraph (25) above, it is proposed that the current Equalities Action Plan 2018 to 2021 is updated to reflect the ongoing and additional actions set out in the paragraphs above. Subject to approval the following new objectives will be incorporated into an updated Equalities Action Plan 2018 to 2021: -
- Increase representation of BAME employees in the workforce and by 1.5% per annum
  - Increase representation of BAME employees at all management levels
  - Increase representation of women at management levels where there is less than 50% representation
  - Recruitment practices that reduce unconscious bias and increase representation
  - Create a ‘pipeline’ of trained and skilled diverse recruits through apprentice and graduate training schemes
  - Develop an inclusive workplace culture that encourages innovation and delivery of accessible services

- Develop a network of 'Equality Ambassadors' who have the skills and tools to promote, improve and support equalities improvement in services and workplace

(Appendix 3 provides further detail on these proposed additions to the Equalities Action Plan 2018 to 2021).

## **MEASURING PROGRESS**

34. It was agreed in 2018 that increasing BAME levels of representation in the workforce would be a medium term issue and that the aim would be to increase levels to 13.65%. BAME representation as at 31<sup>st</sup> March 2018 was 11.95% for the Council, which increased to 12.96% as at 31<sup>st</sup> March 2019. (The current representative level as at 31<sup>st</sup> August 2019 13.1%, which is encouraging progress and places the council on track to achieve the 13.65% BAME participation rate. It is proposed that at least a 1.5% increase per year be the minimum target if the Council is to achieve a rate representative of the demographics of the local community over the next five years.
35. Progress will continue to be reviewed and measured regularly, to ensure that action plans and performance expectations can be adjusted accordingly.

## **FINANCIAL IMPLICATIONS**

36. In terms of future actions the associated financial implications will need to be developed and agreed, to reflect the new programmes of work set out in the paragraphs above. Where additional expenditure is identified this will need to be considered in the Budget Setting cycle and the Councils Consultation Budget to be published in December 2019.

## **LEGAL ISSUES**

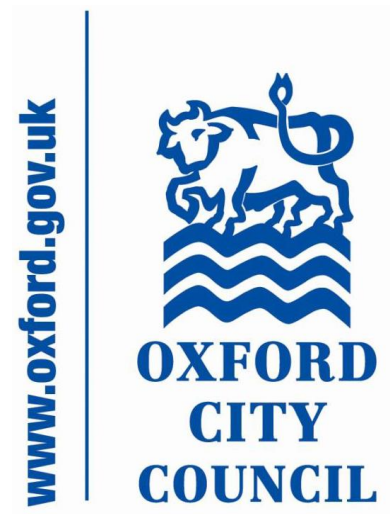
37. The Equality Act 2010 (the Act), section 149 introduced the Public Sector Equality Duty. It requires that everything the Council does, must have due regard to the need to; eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and person who do not share it.
38. A relevant protected characteristic is defined in section 4 of the Act as; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnerships.
39. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Council to publish information annually about how it complies with the Public Sector Equality Duty. The information must include, in particular, information relating to persons who share a relevant protected characteristic who are:
  - (a) its employees;
  - (b) Other persons affected by its policies and practices.

40. The Regulations also impose obligations on the Council to publish information relating to the “gender pay gap” in the organisation on the snapshot date of 31<sup>st</sup> March in any year. In particular, the Council is required to publish the difference between the average hourly rate of pay paid to male and female employees; the difference between the average bonus paid to male and female employees; the proportions of male and of female employees who receive bonuses; and the relative proportions of male and female employees in each quartile pay band of the workforce.
41. The Workforce Equality Report and the Equalities Action Plan have been prepared in compliance with the requirements of the Act.
42. Positive Action is one of the Government’s range of measures aimed at tackling discrimination in the workplace under the Equality Act 2010. It can be used in two areas: encouragement in training and recruitment and promotion. To adopt positive action approaches the Council must ensure it can provide evidence of the ‘gap’ it is trying to resolve and that the approach is reasonable.

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<b>Background Papers:</b> None	
1	None

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## **Workforce Equalities Report 2017 to 2019**

**Published November 2019**

## WORKFORCE EQUALITIES REPORT: 2017 TO 2019

### INTRODUCTION

1. Oxford is a more ethnically and culturally diverse city and has experienced population growth in recent years, with economically active Black, Asian and Minority Ethnic (BAME) communities across Oxford accounting for some 19% of the population (based on 2011 census data). This diversity of population requires the Council to provide strategic community leadership, promoting community cohesion and equality across its services as well as aim for its workforce to reflect the diversity of the communities it serves. In relation to employment, key initiatives promoted by the Council include:
  - Increasing the diversity of the workforce by promoting the career opportunities available in local government, attracting and appointing more BAME candidates to better reflect the make-up of Oxford communities
  - Supporting the creation of new jobs through leading on ethical procurement, working with the Local Enterprise Partnership, investing in major infrastructure projects to regenerate Barton, Blackbird Leys, Rose Hill and the City Centre, and supporting employment and skills plans linked to these developments
  - Maintaining our accredited Oxford Living Wage (OLW) policy for directly employed staff, contractors and agency staff, as well as influencing other employers to be part of a Living Wage City

### PURPOSE OF THIS REPORT

2. This report focuses on the City Council as an employer committed to increasing the diversity of its workforce and providing an inclusive work environment with equality of opportunity for all employees. It covers all aspects of recruitment, retention, performance management and staff development reflecting high standards of professional practice, our position as Investors in People Gold Champion, in addition to embedding the Public Sector Equality Duty and Equality Act 2010 best practice.
3. It provides an update on human resources and equalities related activities of the City Council, a 'snap shot' of what we look like as a council, data trend analysis for a three year period (1 April 2016 to 31 March 2019) for the key protected characteristics and highlights what we have done in terms of recruitment and retention to increase the diversity of our workforce. The report also provides comparative population data and breakdown of the City Council's staffing for key equalities reporting areas.

### METHODOLOGY

4. An examination of the 2011 Census Data, the Office for National Statistics Labour Force Survey 2016 and the Annual Population Survey 2016 provides a greater understanding of the demography of Oxford's population

# Appendix 1

5. The Council is collecting and analysing data over a rolling three year period to enable greater insight into trends and to confirm the relevance of the current action plan and identify any new approaches. The 2016/19 WER includes data tables on protected characteristics, as defined in the Equality Act 2010, as well as information on recruitment activity, starters and leavers, equal pay, and disciplinary activity.

## LATEST WORKFORCE ANALYSIS & FINDINGS

6. The number of people employed by the Council has risen from 678 on 31<sup>st</sup> March 2018 to 702 on 31<sup>st</sup> March 2019
7. The Council maintains a good position in relation to the percentage of women employed in the workforce at 59%, which compares favourably with national demographic data of 47%. This figure has risen marginally over the reporting period. Whilst the proportion of women in the workforce has remained relatively static, the representation of women decreases at the higher pay grades: -

Grade	All Staff	Women	Men
Business Admin Apprentice	5	3	2
Grade 03	34	18	16
Grade 04	52	34	18
Grade 05	146	106	40
Grade 06	115	74	41
Grade 07	157	80	77
Grade 08	84	43	41
Grade 09	48	31	17
Grade 10	22	8	14
Grade 11	16	8	8
Business Lead	8	3	5
Service Head	6	3	3
Service Manager +	1	1	0
Service Manager+	2	0	2
SH Level 1	2	0	2
SH Level 2	1	1	0
Director	2	1	1
Chief Exec	1	0	1
<b>Totals:</b>	<b>702</b>	<b>414</b>	<b>288</b>

8. As can be seen from the above, the proportion of women in roles above Grade 8 is lower than men, but higher than BAME representation in higher graded roles. Increasing the representation of women in higher management and senior leadership roles continues to form part of the Council's ongoing Equalities Action Plan.
9. In relation to BAME representation it can be shown that the actions being delivered through the Equalities action Plan are having a positive impact. The workforce percentage of BAME staff was 11.95% as of 31<sup>st</sup> March 2018, which increased from 12.96% as of 31<sup>st</sup> March 2019. This increase of one percentage point represents additional 10 employees from a BAME group. Based on the

# Appendix 1

2011 Census the economically active BAME population of Oxford is 18.7% and, as part of the equalities action plan, it was agreed to achieve BAME representation of 13.65%; as of 31<sup>st</sup> August 2019 the level is 13.1%.

10. The table below details the BAME population by service area as at 31<sup>st</sup> March 2019: -

Service Area	Staff from a BAME Group	
	Headcount	% All Staff
Business Improvement	23	25.3%
Community Services	13	14.3%
Corporate Policy, Partnership and Communications	5	5.5%
Financial Services	13	14.3%
Housing Services	20	22.0%
PSDRS	5	5.5%
Regeneration & Economy (SA)	1	1.1%
Regulatory Serv. and Community Safety	10	11.0%
Welfare Reform Team	1	1.1%
	<b>91</b>	

11. The representation of BAME staff across the Council's pay structure as at 31<sup>st</sup> March 2019 can be summarised as follows: -

Grade	All Staff	BAME
Business Admin Apprentice	5	0
Grade 03	34	8
Grade 04	52	7
Grade 05	146	26
Grade 06	115	14
Grade 07	157	22
Grade 08	84	10
Grade 09	48	3
Grade 10	22	0
Grade 11	16	0
Business Lead	8	1
Service Head	6	0
Service Manager +	1	0
Service Manager+	2	0
SH Level 1	2	0
SH Level 2	1	0
Director	2	0
Chief Exec	1	
<b>Totals:</b>	<b>702</b>	<b>91</b>

12. Therefore whilst we have a good level of representation of women within the workforce, with regard to BAME groups there are two challenges: one relates to the overall number of BAME staff in the workforce; the other, and in common with women relates to the number of BAME employees in higher graded roles.



# Appendix 1

13. The number of staff who have declared themselves as having a disability has risen to 9.54% as at 31<sup>st</sup> March, which is both the highest level over the reporting period as well as greater than the proportion of economically active individuals, as reported in the 2011 Census (8.9%).
14. The proportion of staff under 30 years of age remains consistent across the 3 year reporting period at around 18% but the proportion between 51 and 65 has significantly increased from under 30% as of 31<sup>st</sup> March 2017 to a figure of 35% as at 31<sup>st</sup> March 2019.
15. The number of staff who have declared themselves as lesbian, gay or bisexual has steadily increased over the reporting period, and is at a three year high of 3.7% as at 31<sup>st</sup> March 2019.
16. The proportion of members of staff who consider themselves to be atheist or have no religion has increased since March 2017. The numbers of staff who consider themselves to be Christian has increased steadily since 2017 to some 36% of the workforce.
17. Whilst there are several areas where participation rates have improved as at 31<sup>st</sup> March 2018, the proportion of staff choosing not to provide information on their protected characteristics remains an issue for the council, as this creates a barrier in terms of understanding the actual composition of its workforce. The current levels of 'non-disclosure', compared to the last reporting period, are detailed below: -

Characteristic	Proportion of Staff not Declaring Information	
	As at 31 <sup>st</sup> Mar 2019	As at 31 <sup>st</sup> Mar 2018
Ethnicity	6.70%	6.78%
Disability	8.83%	7.07%
Sexual Orientation	26.92%	30.53%
Religious Belief	27.49%	30.98%

18. The HR team will continue to explore opportunities to increase the levels of self-reporting through the recruitment and employee on-boarding stage, as well as with staff within the organisation through a planned major update to the HR/Payroll system.
19. The proportion of staff living within the OX1 to OX4 postcode area has stabilised at 37% over the last two reporting periods. The proportion of staff living outside the city centre is partly a reflection of the fact that Oxford remains the most expensive place to live in the UK outside London, as well as the City Council's continued ability to attract talent from across the country due to its ambitious agenda and reputation, flexible working arrangements and employee benefits.
20. As indicated above the recruitment activity data for 2018/19, as provided in the WER document, refers solely to City Council vacancies, whereas the data tables for 2017/18 and 2016/17 include recruitment for ODS vacancies as well. Comparison of data on a 'year by year' basis is therefore difficult. It is clear from the 2018/19 data that the *proportion* of applications is broadly comparable to

# Appendix 1

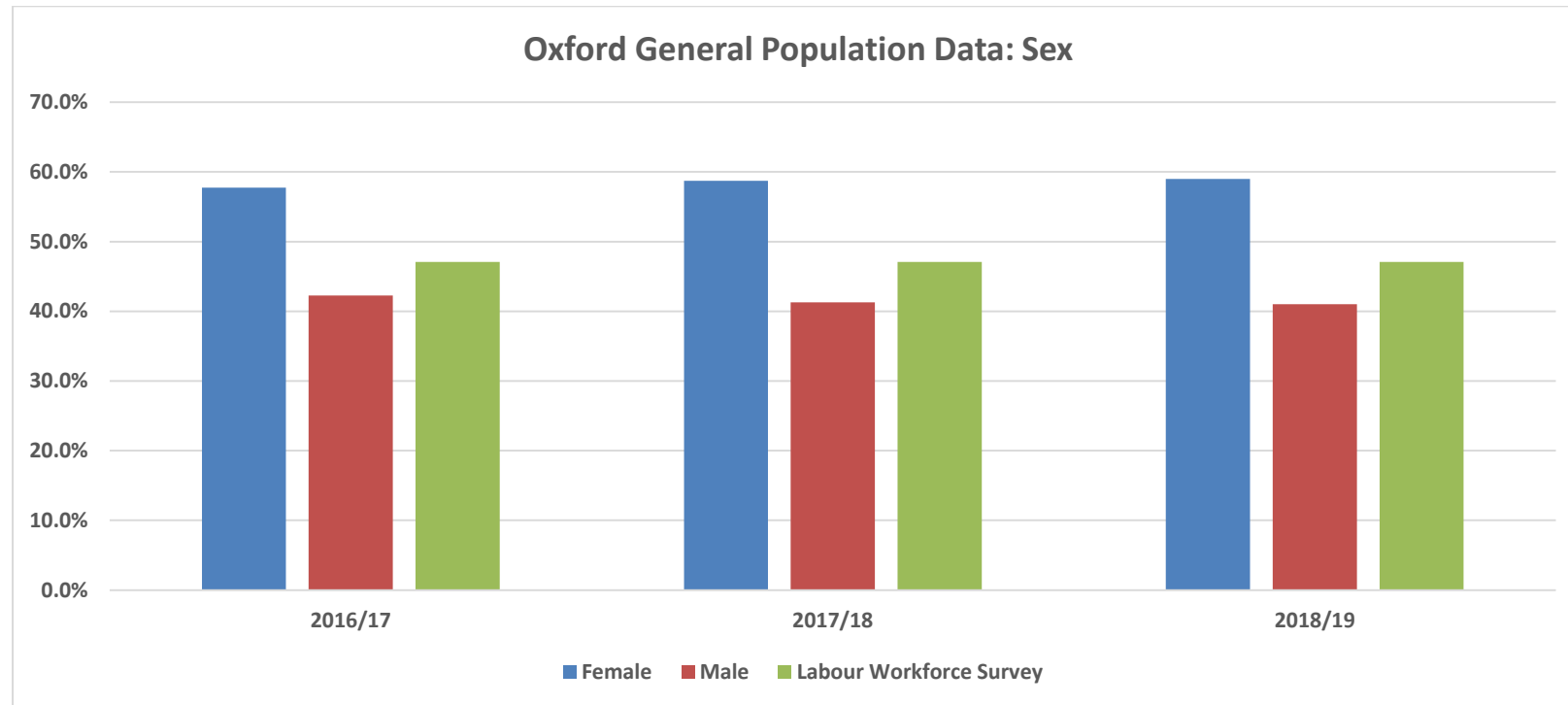
previous years, and will be used as a 'baseline' to monitor and report on progress in future reporting rounds.

21. Similarly, the data for new starters in 2018/19 indicates that the proportion of new starters broadly reflects the current workforce in terms of gender and staff with a disability. However the proportion of applicants from a BAME group is higher than the current workforce, which is a significant development. As in previous rounds the proportion of new starters that declined to provide information on their ethnic origin and disability status remains high, and will remain a focus in the coming years to encourage new staff to provide this data as part of the recruitment and onboarding process.
22. The data for leavers in 2018/19 indicates that the proportion of leavers is broadly representative of the current workforce in terms of gender, ethnicity and disability.
23. The proportion of leavers in 2018/19 as a result of the expiry of their fixed term contract (FTC) is high, but this reflects the council's plan to consolidate its permanent workforce. Resignations for relocation, retirement and other roles outside the Council is comparable with 2017/18 and 2016/17.
24. The City Council remains the **only** local authority within Oxfordshire that is a Living Wage Champion. The Council has also built the OLW into its Procurement process, so that all sub-contractors are encouraged to pay at least the OLW for agency staff engaged on council contracts. This policy ensures that Council staff and agency staff supplied through the agency worker contract with Reed are paid a decent wage as well as helping to offset the high cost of accommodation within the city, which is the most expensive area to live in the UK. The Council's second *Gender Pay Gap* report (covering the reporting period 1 April 2017 to 31 March 2018) indicates that in relation to both mean and median basic pay there is no 'pay gap' between female and male staff, which is a reflection of the changes implemented through successive local pay agreements to tackle issues around low pay
25. Comparison of disciplinary casework across the reporting period is limited for the reasons set out in the paragraphs above. This aside, the data for 2018/19 indicates that there was no disciplinary sanction applied for conduct relating to bullying or harassment.
26. The data tables below provide information on the numbers of staff employed by the Council as at 31<sup>st</sup> March 2019 for each of the protected characteristics, supplemented where appropriate with general population data.

# Appendix 1

## DATA TABLE 1: GENERAL POPULATON & WORKFORCE DIVERSITY PROFILE (AS AT 31 MARCH 2017, 2018 AND 2019)

### OXFORD GENERAL POPULATION DATA: SEX



The Labour Force Survey data (January to March 2018) indicates that some 47% of the national workforce was female. Over the reporting 2017 to 2019 the proportion of female staff in the workforce has stabilised at some 58%.

# Appendix 1

**DATA TABLE 2: CITY COUNCIL WORKFORCE PROFILE (SEX)**

**As at 31 March 2017**

Gender	Percentage	Number
Female	57.74	388
Male	42.26	284
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Gender	Percentage	Number
Female	58.70	398
Male	41.30	280
<b>Total</b>	<b>100%</b>	<b>678</b>

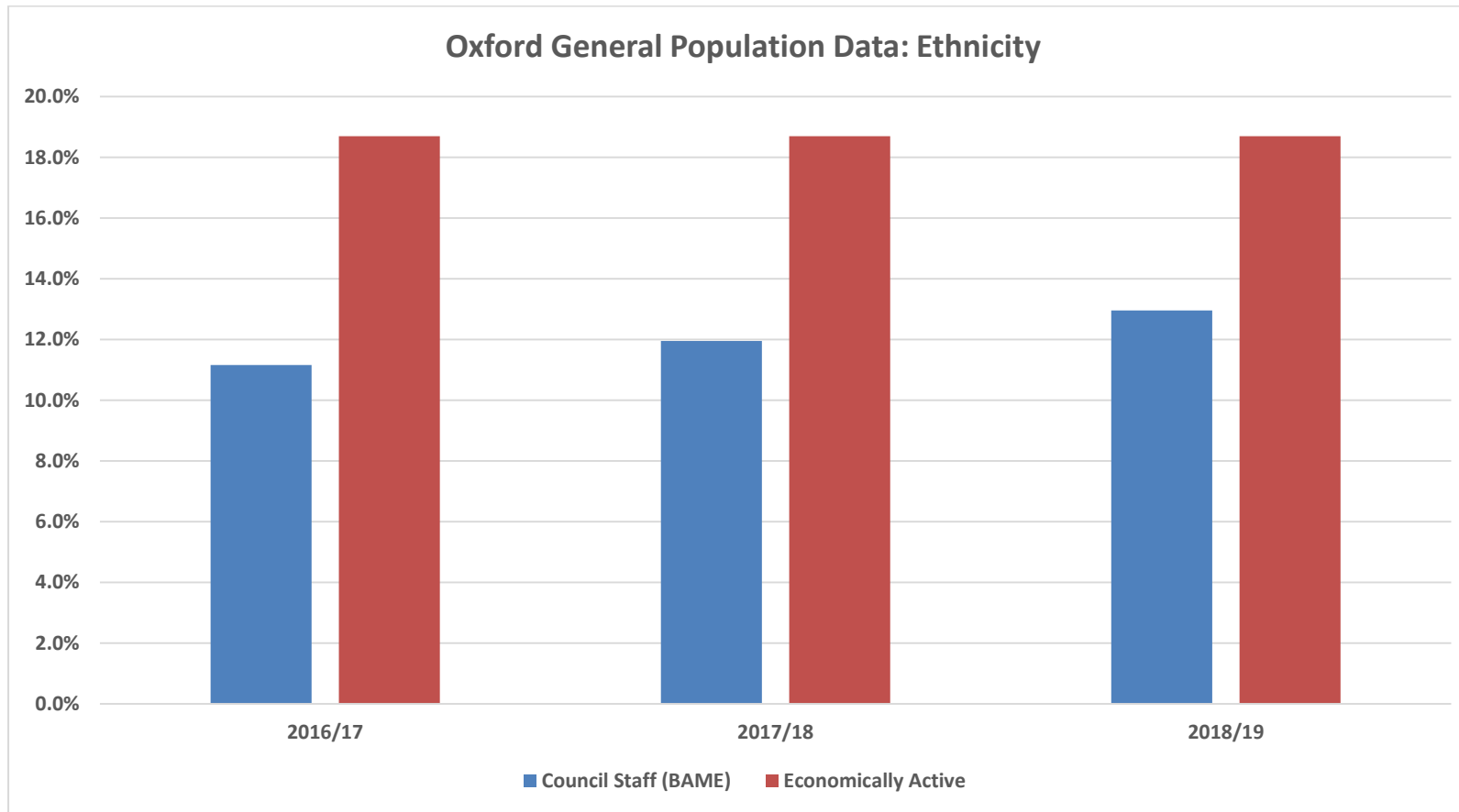
**As at 31 March 2019**

Gender	Percentage	Number
Female	58.97	414
Male	41.03	288
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The organisational headcount has increased steadily since 2017, with the proportion of female staff increasing slightly over the same period.

# Appendix 1

DATA TABLE 3: OXFORD GENERAL POPULATION DATA: ETHNICITY



Across the city, 18.7% of the economically active population, i.e. excluding students, are from a BAME group (Census 2011). The proportion of City Council staff from a BAME group has increased from 11.2% to 13% between 2017/18 and 2018/19.

# Appendix 1

**DATA TABLE4: CITY COUNCIL WORKFORCE PROFILE (ETHNICITY)**

**As at 31 March 2017**

Ethnicity	Percentage	Number
White	81.40	547
BAME	11.16	75
Unspecified	7.44	50
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Ethnicity	Percentage	Number
White	81.27	551
BAME	11.95	81
Unspecified	6.78	46
<b>Total</b>	<b>100%</b>	<b>678</b>

**As at 31 March 2019**

Ethnicity	Percentage	Number
White	80.34	564
BAME	12.96	91
Unspecified	6.70	47
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** Although the number of employees from a BAME group has steadily increased since March 2017 and is at a record high as at 31 March 2019, we need to ensure that more people feel able to declare their ethnic origin. This will enable us to compile a more comprehensive and accurate picture of our employee make-up.

# Appendix 1

**DATA TABLE 5: CITY COUNCIL WORKFORCE PROFILE (AGE)**

**As at 31 March 2017**

Age Bands	Percentage	Number
Under 21	1.64	11
21-30	16.96	114
31-40	23.81	160
41-50	27.98	188
51-60	25.74	173
61-65	2.83	19
Over 65	1.04	7
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Age Bands	Percentage	Number
Under 21	1.18	8
21-30	17.26	117
31-40	23.16	157
41-50	25.07	170
51-60	27.58	187
61-65	4.72	32
Over 65	1.03	7
<b>Total</b>	<b>100%</b>	<b>678</b>

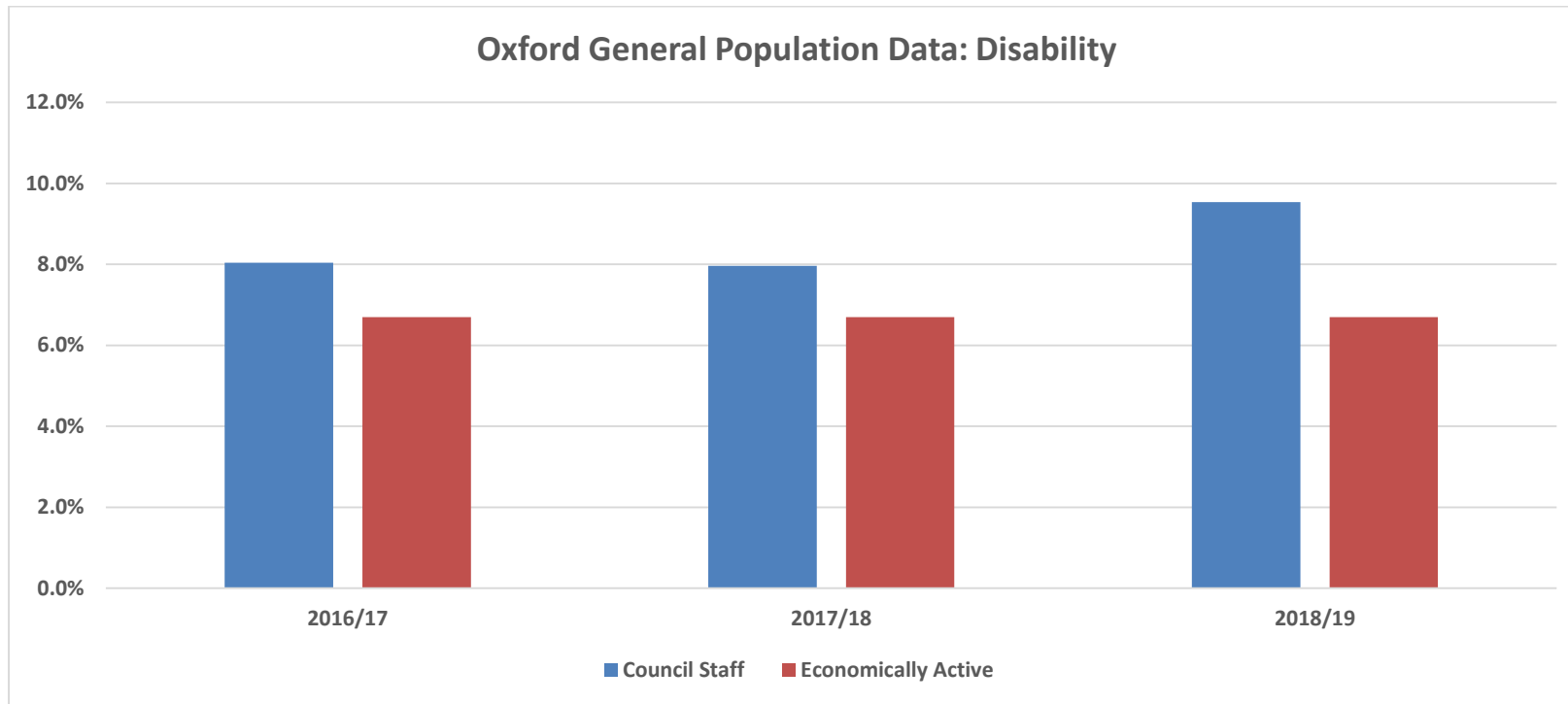
**As at 31 March 2019**

Age Bands	Percentage	Number
Under 21	1.14	8
21-30	16.38	115
31-40	23.36	164
41-50	24.22	170
51-60	27.64	194
61-65	6.27	44
Over 65	1.00	7
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The proportion of staff under 30 years of age has remained at around 18% over the reporting period, but the proportion of staff aged between 51 and 65 has significantly increased over the same period from one quarter to a third of the workforce.

# Appendix 1

DATA TABLE 6: OXFORD GENERAL POPULATION DATA: DISABILITY



The proportion of economically active residents in Oxford who considered themselves to have a disability in the 2011 Census was 6.7%. The proportion of staff who consider themselves to have a disability has steadily increased over the reporting period from 8.04% to 9.54%.



# Appendix 1

**DATA TABLE 7: WORKFORCE PROFILE (DISABILITY)**

**As at 31 March 2017**

Disability	Percentage	Number
No	83.93	564
Not known	1.93	13
Yes	8.04	54
Not specified	6.10	41
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Disability	Percentage	Number
No	84.96	576
Not known	1.47	10
Yes	7.96	54
Not specified	5.6	38
<b>Total</b>	<b>100%</b>	<b>678</b>

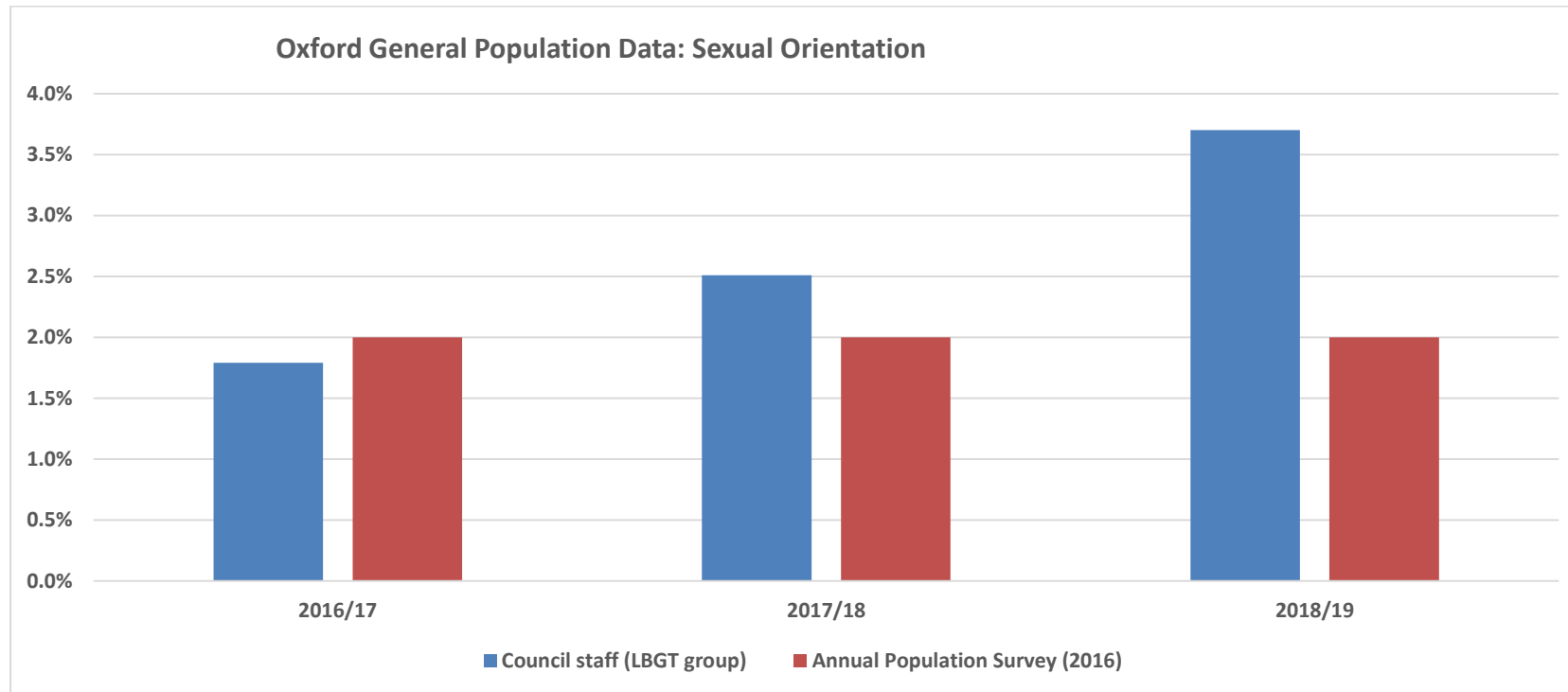
**As at 31 March 2019**

Disability	Percentage	Number
No	81.62	573
Not known	1.99	14
Yes	9.54	67
Not specified	6.84	48
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The number of staff at March 2019 that reported they have a disability was 9.54%, which is the highest level over the reporting period as well as above the 2011 Census proportion of the economically active individuals with a disability (8.9%).

# Appendix 1

**DATA TABLE 8: OXFORD GENERAL POPULATION DATA: SEXUAL ORIENTATION**



The Annual Population Survey (2016) suggests that 2.0% of the population identifies as bisexual, lesbian or gay. However around 25% of the workforce over the reporting period 2017 to 2019 have declined to provide information on their sexuality, so it is difficult to provide an accurate workforce profile in this area.

# Appendix 1

**DATA TABLE 9: CITY COUNCIL WORKFORCE PROFILE (SEXUAL ORIENTATION)**

**As at 31 March 2017**

Sexual Orientation	Percentage	Number
Bisexual	0.45	3
Gay Man	0.74	5
Gay woman/lesbian	0.60	4
Heterosexual/straight	66.22	445
Prefer not to say	8.48	57
Not specified	23.51	158
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Sexual Orientation	Percentage	Number
Bisexual	0.44	3
Gay Man	1.03	7
Gay woman/lesbian	1.03	7
Heterosexual/straight	66.96	454
Prefer not to say	8.70	59
Not specified	21.83	148
<b>Total</b>	<b>100%</b>	<b>678</b>

**As at 31 March 2019**

Sexual Orientation	Percentage	Number
Bisexual	1.28	9
Gay Man	1.00	7
Gay woman/lesbian	1.42	10
Heterosexual/straight	69.37	487
Prefer not to say	7.83	55
Not specified	19.09	134
<b>Total</b>	<b>100%</b>	<b>702</b>

75

**Commentary:** Although the number of staff who have declared themselves as Lesbian, Gay or Bisexual has increased steadily over the reporting period and is at a three year high, there remains a significant proportion of staff who have either indicated '*prefer not to say*' (7.83%) or '*not specified*' (19.09%) at employee on-boarding stage as at March 2019.

# Appendix 1

**DATA TABLE 10: CITY COUNCIL WORKFORCE PROFILE (RELIGION/BELIEF & NON BELIEF)**

**As at 31 March 2017**

**As at 31 March 2018**

**As at 31 March 2019**

Religion	Percentage	Number	Religion	Percentage	Number	Religion	Percentage	Number
Atheist/Humanist/no beliefs	26.19	176	Atheist/Humanist/no beliefs	26.70	181	Atheist/Humanist/no beliefs	28.35	199
Buddhist	0.30	2	Buddhist	0.29	2	Buddhist	0.85	6
Christian	33.33	224	Christian	34.22	232	Christian	35.75	251
Hindu	0.89	6	Hindu	1.18	8	Hindu	1.14	8
Jewish	0.15	1	Jewish	0.15	1	Jewish	0.14	1
Muslim	2.08	14	Muslim	2.06	14	Muslim	2.14	15
Other	2.68	18	Other	3.98	27	Other	3.70	26
Prefer not to say	9.23	62	Prefer not to say	9.00	61	Prefer not to say	8.69	61
Sikh	0.45	3	Sikh	0.44	3	Sikh	0.43	3
Not specified	24.70	166	Not specified	21.98	149	Not specified	18.80	132
<b>Total</b>	<b>100%</b>	<b>672</b>	<b>Total</b>	<b>100%</b>	<b>678</b>	<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The proportion of members of staff who consider themselves to be atheist or have no religion has increased since March 2017. The numbers of staff who consider themselves to be Christian has increased steadily since 2017 to some 36% of the workforce.

A dedicated non-denominational 'quiet room' is available within St Aldate's Chambers for use by all staff as a reflective meditative space. It is also recognised that some groups have specific needs and these are addressed through commitments within the Fair Employment Policy, flexible working arrangements as well as through diversity training and support from HR Business Partners to assist staff/managers planning leave.

# Appendix 1

**DATA TABLE 11: CITY COUNCIL WORKFORCE PROFILE (NUMBER LIVING IN CENTRAL OXFORD & LIVING OUTSIDE CENTRAL OXFORD)**

**As at 31 March 2017**

Central Oxford	Percentage	Count
Central	41.19	262
Not	64.47	410
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Central Oxford	Percentage	Count
Central	37.46	254
Not	62.54	424
<b>Total</b>	<b>100%</b>	<b>678</b>

**As at 31 March 2019**

Central Oxford	Percentage	Count
Central	36.89	259
Not	63.11	443
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The proportion of staff living within the OX1 to OX4 postcode area has stabilised at 37% over the last two reporting periods. The proportion of staff living outside the city centre is a reflection of the fact that Oxford remains the most expensive place to live in the UK outside London, as well as the City Council's continued ability to attract talent from across the country due to its ambitious agenda and reputation, flexible working arrangements and employee benefits.

# Appendix 1

**DATA TABLE 12: RECRUITMENT ACTIVITY BETWEEN 2017 AND 2019**

The Council continues to use a variety of approaches to promote job opportunities within the local community, including: holding recruitment roadshows in local community venues; attendance at local job fairs and careers events in local schools; advertising suitable roles in community centre notice boards; community newspapers/magazines; local libraries and the Oxford Mail; and encouraging applications for apprenticeship opportunities from the OX1 to OX4 postcode area. Staff turnover remains at around 10% per annum, which is broadly comparable with other public sector organisations. Data will continue to be reviewed across the entire recruitment cycle to identify if there are any specific points areas within that cycle which need attention, and forms part of the equality action plan.

**Recruitment activity in 2016/17**

Sex	Percentage	Number
Female	41.25	3850
Male	55.66	5195
Unspecified	3.09	289
<b>Total</b>	<b>100%</b>	<b>9334</b>

Ethnicity	Percentage	Number
BAME	21.20	1979
White	78.80	7355
<b>Total</b>	<b>100%</b>	<b>9334</b>

Disabled	Percentage	Number
No	86.49	8073
Yes	4.37	408
Not Specified	9.14	853
<b>Total</b>	<b>100%</b>	<b>9334</b>

**Recruitment activity in 2017/18**

Sex	Percentage	Number
Female	45.60	3812
Male	50.40	4213
Unspecified	4.00	334
<b>Total</b>	<b>100%</b>	<b>8359</b>

Ethnicity	Percentage	Number
BAME	20.07	1678
White	79.93	6681
<b>Total</b>	<b>100%</b>	<b>8359</b>

Disabled	Percentage	Number
No	84.69	7079
Yes	5.13	429
Not Specified	10.18	851
<b>Total</b>	<b>100%</b>	<b>8359</b>

**Recruitment activity in 2018/19**

Sex	Percentage	Number
Female	52.50	3472
Male	43.02	2845
Unspecified	4.48	296
<b>Total</b>	<b>100%</b>	<b>6613</b>

Ethnicity	Percentage	Number
BAME	29.73	1942
White	70.63	4671
<b>Total</b>	<b>100%</b>	<b>6613</b>

Disabled	Percentage	Number
No	82.38	5448
Yes	5.08	336
Not Specified	12.54	829
<b>Total</b>	<b>100%</b>	<b>6613</b>

# Appendix 1

**Commentary:** The data tables above for 2018/19 relate to recruitment schemes for City Council vacancies only, whereas the data tables for both 2016/17 and 2017/18 includes recruitment scheme for **both** City Council and ODS vacancies. Although this makes meaningful trend analysis very difficult the *proportion* of applications received from female, BAME and disabled applicants remains broadly comparable with previous reporting periods. The Council regularly reviews where and how it advertises job opportunities and is exploring making greater use of social media to encourage applications from a younger age demographic, its 'employer brand' and how it can promote working for the city, as well as 'outreach' work with local communities and schools. These actions are part of a continuing programme of work towards being more reflective of the communities it serves.

# Appendix 1

**DATA TABLE 13: STARTERS BETWEEN 2017 AND 2019**

**New starters during 2016/17**

Sex	Percentage	Number
Female	43.35	114
Male	56.65	149
<b>Total</b>	<b>100%</b>	<b>263</b>

Ethnicity	Percentage	Number
BAME	8.75	23
White	59.70	157
Not Specified	31.55	83
<b>Total</b>	<b>100%</b>	<b>263</b>

Disabled	Percentage	Number
No	94.68	249
Yes	2.28	6
Not Specified	3.04	8
<b>Total</b>	<b>100%</b>	<b>263</b>

**New starters during 2017/18**

Sex	Percentage	Number
Female	33.56	97
Male	66.44	192
<b>Total</b>	<b>100%</b>	<b>289</b>

Ethnicity	Percentage	Number
BAME	7.96	23
White	51.90	150
Not Specified	40.14	116
<b>Total</b>	<b>100%</b>	<b>289</b>

Disabled	Percentage	Number
No	82.70	239
Yes	2.42	7
Not Specified	14.88	43
<b>Total</b>	<b>100%</b>	<b>289</b>

**New starters during 2018/19**

Sex	Percentage	Number
Female	55.74	68
Male	44.26	54
<b>Total</b>	<b>100%</b>	<b>122</b>

Ethnicity	Percentage	Number
BAME	18.03	22
White	67.22	82
Not Specified	14.75	18
<b>Total</b>	<b>100%</b>	<b>122</b>

Disabled	Percentage	Number
No	72.13	88
Yes	7.38	9
Not Specified	20.49	25
<b>Total</b>	<b>100%</b>	<b>122</b>

**Commentary:** The data tables above for 2018/19 relate to City Council new starters, whereas the data tables for both 2016/17 and 2017/18 includes ODS new starters. Although this makes meaningful trend analysis very difficult the *proportion* of new starters broadly reflects the distribution of female and male employees and staff with a disability; the *proportion* of new starters from a BAME group is higher than within the current workforce. As in previous reporting rounds the proportion of new starters who have not provided information on their ethnic origin and disabled status remains high, and will continue to be a focus in the coming years to encourage staff to provide this information so that the Council gain a clearer understanding of the composition and needs of the workforce.



# Appendix 1

**DATA TABLE 14: LEAVERS BETWEEN 2017 AND 2019**

## Leavers during 2016/17

Sex	Percentage	Number
Female	30.97	35
Male	69.03	78
<b>Total</b>	<b>100%</b>	<b>113</b>

Ethnicity	Percentage	Number
BAME	6.19	7
White	85.84	97
Not Specified	7.97	9
<b>Total</b>	<b>100%</b>	<b>113</b>

Disabled	Percentage	Number
No	91.15	103
Yes	7.97	9
Not Specified	0.88	1
<b>Total</b>	<b>100%</b>	<b>113</b>

## Leavers during 2017/18

Sex	Percentage	Number
Female	37.09	56
Male	62.91	95
<b>Total</b>	<b>100%</b>	<b>151</b>

Ethnicity	Percentage	Number
BAME	7.95	12
White	77.48	117
Not Specified	14.57	22
<b>Total</b>	<b>100%</b>	<b>151</b>

Disabled	Percentage	Number
No	90.07	136
Yes	7.94	12
Not Specified	1.99	3
<b>Total</b>	<b>100%</b>	<b>151</b>

## Leavers during 2018/19

Sex	Percentage	Number
Female	54.40	68
Male	45.60	57
<b>Total</b>	<b>100%</b>	<b>125</b>

Ethnicity	Percentage	Number
BAME	13.60	17
White	78.40	98
Not Specified	8.00	10
<b>Total</b>	<b>100%</b>	

Disabled	Percentage	Number
No	91.20	114
Yes	8.00	10
Not Specified	0.80	1
<b>Total</b>	<b>100%</b>	<b>125</b>

**Commentary:** The data tables above for 2018/19 relate to staff who left the City Council during the current reporting year, whereas the data tables for both 2016/17 and 2017/18 includes ODS leavers, which makes meaningful trend analysis very difficult. The 2018/19 year data does, however, provide a 'baseline' from which future trends can be monitored and reported on.

# Appendix 1

**DATA TABLE 15: ANALYSIS OF REASONS FOR LEAVING BETWEEN 2017 AND 2019**

## Leavers during 2016/17

Reason	Percentage	Number
Died in Service	0.88	1
Dismissal – Attendance	1.77	2
End of Fixed Term Contract	5.31	6
End of Fixed Term Contract (with Redundancy Payment)	0.88	1
Mutually Agreed Termination	7.96	9
Redundancy (with Severance Payment)	0.88	1
Resignation – Career Development	8.85	10
Resignation – Improved Pay/Benefits	0.88	1
Resignation – Other	66.37	75
Resignation – Relocation	1.77	2
Resignation – Retirement	4.42	5
<b>Total</b>	<b>100%</b>	<b>113</b>

## Leavers during 2017/18

Reason	Percentage	Number
Died in Service	0.66	1
Dismissal – Attendance	3.31	5
End of Fixed Term Contract	7.95	12
Failed Probation	1.98	3
Mutually Agreed Termination	2.65	4
Resignation – Career Development	4.64	7
Resignation – Improved Pay/Benefits	0.66	1
Resignation – Other	67.55	102
Resignation – Relocation	2.65	4
Resignation – Retirement	4.64	7
Retirement – Ill Health Tier 1	2.65	4
Retirement – Ill Health Tier 2	0.66	1
<b>Total</b>	<b>100%</b>	<b>151</b>

## Leavers during 2018/19

Reason	Percentage	Number
End of Fixed Term Contract	12.80	16
Failed Probation	1.60	2
Mutually Agreed Termination	4.00	5
Redundancy (with Severance Payment)	0.80	1
Resignation - Career Development	0.80	1
Resignation - Other	73.60	92
Resignation - Relocation	2.40	3
Resignation - Retirement	2.40	3
Transfer	1.60	2
<b>Total</b>	<b>100%</b>	<b>125</b>

**Commentary:** The data table for 2018/19 provides details of the leaving reason for staff leaving the City Council, whereas the tables for 2017/18 and 2016/17 include ODS leavers. The proportion of fixed term contract leavers is higher, but this is part of the Council moves to consolidate its permanent workforce, with the proportion of 'resignation' (for various categories such as relocation, retirement, etc.) given as a leaving reason for 2018/19 are broadly comparable with previous reporting periods.

# Appendix 1

**DATA TABLE 16: OTHER WORKFORCE DATA**

Disciplinary	Warnings given during 2016/17				Warnings given during 2017/18				Warnings given during 2018/19			
	1st Written	Final Written	Informal Warning	Total	1st Written	Final Written	Informal Warning	Total	1st Written	Final Written	Informal Warning	Total
Breach of Data Protection policy			1	1					2		1	3
Breach of IT policy											1	1
Breach of H&S policy	1	2		3								
Damage to Council Property	12	2	18	32	12	1	4	17				
Damage to Council reputation	1	3	1	5	1	5		6				
Discrimination, bullying harassment		1		1		1		1				
Drug or alcohol misuse		2	1	3		1		1				
Non-adherence to values and behaviours framework	5	3	9	17	4	1	6	11			1	1
Non-adherence/breach to Organisational policy or work processes	9	7	26	42	12	5	21	38	2		1	3
	28	20	56	104	29	14	31	74	4		4	8
	27%	19%	54%		39%	19%	42%		50%		50%	

**Commentary:** The data for 2016/17 and 2017/18 includes disciplinary casework information for the City Council and ODS, which makes any meaningful trend analysis very difficult. This said the casework profile for 2018/19 indicates that, where disciplinary action has occurred, this has been in respect of issues not connected with discrimination, bullying or harassment. *(The totals shown includes cases where there was more than one actionable component).*

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# Appendix 2

## WORKFORCE EQUALITIES REPORT (WER)

### WER EQUALITIES ACTION PLAN 2018 to 2021

Action	Deliverable(s)	Status
Mandatory all staff and management training	E learning diversity awareness programme for all staff Deliver a modular programme for managers covering : <ul style="list-style-type: none"> <li>• Creating an inclusive work environment</li> <li>• Being a role model for diversity</li> <li>• Understanding unconscious bias</li> </ul>	Complete
Recruitment refresher training for recruiting managers	'Just in time' recruitment refresher training and on-line briefing material and guidance for recruiting managers. To be continually updated as we refresh procedures and equalities training.	Complete
Recruitment roadshows	Series of roadshows/ open days/ taster sessions understanding of the careers and job roles that the Council has to offer. Also giving access to ongoing support and coaching for future vacancies.  Particularly applicable for entry level jobs in large teams: <ul style="list-style-type: none"> <li>• Revenues and Benefits</li> <li>• Customer Service</li> <li>• Youth Ambition</li> </ul>	Roadshows delivered in 2018/19 and 2019/20, with future events planned
Stratified sampling of recruitment schemes across service areas	Understanding of stages and potential reasons why members of BAME groups do not progress through recruitment process	Initial sampling completed. Survey process continues
Improve equalities reporting on iTrent	Reduction in proportion of staff with 'not specified' or 'not declared' records on iTrent in conjunction with Unions.  Promote data reporting during the on-boarding process	Initial campaign completed. Work continues on updating materials/ processes
Review of recruitment methods and placement	Improved recruitment process (including JD content and language) and advertising 'streams' (including social media and local community publications) To include meeting with Community leaders to review and improve our procedures and methods	Initial review of recruitment materials and processes completed. Work continues on updating materials/ processes
Staff reference group	Establish a group of officers representing the breadth of protected characteristics which can act as a guide on anything from recruitment processes and staff retention to workplace culture	Complete
Survey of job applicants	Greater insight into where job applicants look for jobs	Initial sampling completed. Survey process continues

Action	Deliverable(s)	Status
Survey of unsuccessful job applicants	Greater insight into why job applicants withhold information on ethnicity, disability, sexual orientation and religious belief	Initial sampling completed. Survey process continues
Exit feedback	Manager to encourage staff member to complete online exit feedback form prior to leaving. Greater insight into reason(s) for staff leaving and areas for action/improvement the Council could consider.	New process in place. Survey process continues
Draft campaign	Employer of Choice "Silver" campaign and internal communications plan	Complete
Development of 'employer brand'	Improved information for job applicants about the council, career and development opportunities. Further promotion of the City Council welcoming applications from BAME candidates.	Initial review of material complete. Work continues on updating materials/ processes
Publication of workforce equalities report	WER 2015 to 2018 published on Council web site	Complete
Equalities Week	Development and implementation of an Equalities Week programme to include: Launch of training programme Recruitment of Equality Reference group Cultural awareness events Demographics of City Communities comms	Complete
Internal positive action	Through the HRBP's encourage managers to have career coaching discussions with BAME staff in relation to: <ul style="list-style-type: none"> <li>Internal management training</li> <li>Coaching via the OD team</li> <li>Using the apprenticeship levy for career development qualifications</li> <li>Shadowing with managers</li> </ul>	Work continues with line managers
Job application support	Ongoing support in applying for current vacancies in terms of CV writing and interview advice using HR professionals and focused on for BAME candidates Identify process to include this in recruitment campaigns. Incorporate Equality reference group in process and train	Work continues with applicants as required
Talent pool of BAME candidates	To develop a process to keep unsuccessful candidates and applications from roadshows informed of new vacancies as they arise	Not complete
Work experience/work placement programme*	Co-ordinated programme of work experience/work placement using schools within the City and supported by Service Heads	Initial pilot schemes complete. Work continues on future programme
Legal apprenticeship *	To improve the pipeline of Legal professionals	Trainee Solicitor appointed

Action	Deliverable(s)	Status
Senior Leadership Recruitment *	Development of campaign principles to be used as required	Work continues on updating materials/ processes
Graduate Internships (funded)**	Development and implementation of a post graduate internship programme for 3 people across a number of service areas (3 – 12 months). Salary paid in line with higher level apprenticeship rates in City Council.	Not complete
Sponsoring professional qualifications	To improve the pipeline of Service Area professionals and focusing on future City skill gaps, work with schools to develop a sponsored programme to enable a person to gain a degree qualification	Not complete

**Notes:**

\*Positive Action: refers to the steps employers can lawfully take to help and encourage people from certain groups who are under-represented in the workplace to apply for jobs and promotions. Whilst a range of positive action can be taken during the actual recruitment process, an employer can take a protected characteristic into account when deciding who to appoint to a job if people with that characteristic are at a disadvantage or under-represented in the employer's workforce. However, the employer would have to take the comparative merits of the other candidates into consideration before making the appointment.

\*\*Apprenticeship Levy – where recruitment activity includes the potential for a qualification to be gained it is possible that this could be funded through the levy funds

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# Appendix 3

## APPENDIX 3

### WORKFORCE EQUALITIES REPORT (WER)

#### PROPOSED NEW AIMS & OBJECTIVES FOR INCLUSION WITHIN THE WER EQUALITIES ACTION PLAN 2020/21

Aims and objectives	Actions
Increase representation of BAME employees in the workforce and by 1.5% per annum.	Communicate the case for this percentage and why this is a priority to gain commitment and buy in building on the success of equalities week. Equalities ambassadors to analyse learning to date and any further ideas to improve positive action All actions to other aims weighted to focus on achievement of this target. Improve self-reporting of all protected characteristics at on-boarding and continue the campaign with current staff.
Increase representation of BAME at all management levels  Increase representation of women at management levels where less than 50% representation	Positive action programme to train future managers and leaders, with places on the programme weighted to include staff from a BAME group and women and colleagues with other protected characteristics.  This programme will need to be progressed through normal procurement channels.
Recruitment practices that reduce unconscious bias and increase representation	<ol style="list-style-type: none"> <li>1. Consistent monitoring and application of competence based recruitment that focuses on successful behaviours required including relevant language skills where this would improve the community interface, rather than background or certain experience that may exclude under represented applicants.</li> <li>2. Promotion of roles in schools and community with high percentage of BAME, building on 2019 work and research.</li> <li>3. Target all new management roles to reach out to more under represented applicants especially, BAME and women applicants.</li> </ol>
Pipeline of trained and skilled diverse recruits through apprentice and graduate training schemes	<ol style="list-style-type: none"> <li>1. Review biennial apprentice cohort (Sept2020) to increase number from BAME and disability groups</li> <li>2. Adopt the T Level apprentice scheme to address areas such as planning to improve pipeline of planners from City and from BAME backgrounds.</li> <li>3. Graduate training scheme for future officers with at least two graduates from BAME background.</li> <li>4. Promote the use the apprenticeship levy funds for underrepresented groups.</li> <li>5. Review learning and development budgets with an equality impact assessment to identify further scope for positive action.</li> </ol>

## Appendix 3

Aims and objectives	Actions
An inclusive workplace culture that encourages innovation and delivery of accessible services	<ol style="list-style-type: none"> <li>1. Understand from exit interviews, equalities ambassadors and community work the barriers to applying for and remaining in council employment and develop an action plan to improve further.</li> <li>2. When embedded use the management development programme action learning projects to drive a proactive culture that improves service accessibility and diverse team work, as foundations of innovation.</li> </ol>
Network of ambassadors who have the skills and tools to promote, improve and support equalities improvement in services and workplace	<ol style="list-style-type: none"> <li>1. Agree lead for developing and supporting network.</li> <li>2. Invite interested individuals who expressed an interest in becoming equalities champions.</li> <li>3. Train and provide guidance, including facilities to meet regularly as a network, with access to senior leaders to help empower and improve equalities.</li> <li>4. Communicate and recognise positive work by ambassadors at launch and on a six monthly basis to keep momentum.</li> </ol>