

# Agenda

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## City Executive Board

Date: **Wednesday 12 March 2014**

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Time: **5.00 pm**

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

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For any further information please contact:

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If you would like help to understand this document please call William Reed, Democratic Services Manager or in advance of the meeting.

# City Executive Board

## Membership

### Chair

<b>Councillor Bob Price</b>	Corporate Governance, Strategic Partnerships and Economic Development
<b>Councillor Ed Turner</b>	Finance, Efficiency and Strategic Asset Management
<b>Councillor Susan Brown</b>	Benefits and Customer Services
<b>Councillor Colin Cook</b>	City Development
<b>Councillor Steven Curran</b>	Youth and Communities
<b>Councillor Pat Kennedy</b>	Education, Crime and Community Safety
<b>Councillor Mark Lygo</b>	Parks and Sports
<b>Councillor Mike Rowley</b>	Leisure Services
<b>Councillor Scott Seamons</b>	Housing
<b>Councillor John Tanner</b>	Cleaner, Greener Oxford

The quorum for this meeting is three members. Substitutes are not permitted.

### **HOW TO OBTAIN AGENDA**

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# AGENDA

## PART ONE PUBLIC BUSINESS

Pages

### 1 APOLOGIES FOR ABSENCE

The quorum for this meeting is three. Substitutes are not permitted.

### 2 DECLARATIONS OF INTEREST

Board Members are asked to declare any disclosable pecuniary interests they may have in any of the following agenda items. Guidance is contained at the end of these agenda pages.

### 3 PUBLIC QUESTIONS

When the chair agrees, questions from the public for up to 15 minutes – these must be about the items for decision at the meeting (excluding the minutes) and must have been given to the Head of Law and Governance by 9.30 am on a day so that there is one clear working day before the meeting (email [executiveboard@oxford.gov.uk](mailto:executiveboard@oxford.gov.uk) or telephone the person named as staff contact). No supplementary questions or questioning will be permitted. Questions by the public will be taken as read and, when the Chair agrees, be responded to at the meeting.

### 4 COUNCILLOR ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA

When the Chair agrees, addresses by members of Council – these must be about the items for decision at the meeting (excluding the minutes) and must have been given to the Head of Law and Governance by 9.30 am on a day so that there is one clear working day before the meeting (email [executiveboard@oxford.gov.uk](mailto:executiveboard@oxford.gov.uk) or telephone the person named as staff contact).

An address may last for no more than 3 minutes. The Board Member who has political responsibility for the item for decision may respond, or the Board will have regard to the points raised in reaching its decision.

### 5 SCRUTINY COMMITTEE REPORTS

The following scrutiny committee reports have been, or will be, submitted to this meeting:-

- Finance, Performance and Risk – Quarter 3 Progress;
- Local Enterprise Partnership – Strategic Economic Plan.

**6 FINANCE, PERFORMANCE AND RISK - QUARTER 3 PROGRESS 2013/14**

9 - 50

Lead Member: Councillor Turner, Executive Board Member for Finance, Efficiency and Strategic Asset Management

Report of the Head of Finance and the Head of Business Improvement and Technology

This report sets out the financial and non-financial performance of the Council as at the end of December 2013 (the Third Quarter of the financial year 2013/14). It also sets out the position in respect of the risks on the Council's Corporate Risk Register. The Board is being asked to:-

- (1) Note the financial position and performance of the Council for the third quarter of 2013/2014, and also the position of risks outstanding as at 31st December 2013;
- (2) Recommend the Board to approve in principle the earmarking of any year-end General Fund savings specifically to fund the Council's Capital Programme.

**7 GRANT ALLOCATION - PREVENTING HOMELESSNESS AND HOMELESSNESS SERVICES**

51 - 62

Lead Member: Councillor Seamons, Executive Board Member for Housing

Report of the Head of Housing and Property

This report outlines the proposed allocation of Homelessness Prevention funds with the purpose of meeting the objectives of the Homelessness Strategy.

The Board is asked to:-

- (1) Recommend the allocation of the Homelessness Budget for 2014 – 2015 referred to in paragraph 21 of this report;
- (2) Recommend delegated authority to the Head of Housing and Property in consultation with the Board Member to allocate the balance of the Preventing Homelessness Funds.

**8 FINANCIAL INCLUSION STRATEGY**

63 - 90

Lead Member: Councillor Brown, Board Member for Benefits and Customer Services

Report of the Head of Customer Services

This report sets out a strategy defining the Council's approach to financial inclusion, including an action plan to achieve objectives in the strategy.

The Board is asked to approve the Financial Inclusion Strategy for consultation.

**9 CUSTOMER CONTACT STRATEGY**

91 - 136

Lead Member: Councillor Brown, Board Member for Benefits and Customer Services

Report of the Head of Customer Services

The draft Customer Contact Strategy was considered by the City Executive Board in September 2013. The Board agreed to consult upon it. This report contains the outcome of that consultation, and recommends the adoption of a Strategy.

The Board is asked to approve the Customer Contact Strategy.

**10 LOCAL ENTERPRISE PARTNERSHIP - STRATEGIC ECONOMIC PLAN**

137 - 140

Lead Member: Councillor Price, Executive Board Member for Corporate Governance, Strategic Partnerships and Economic Development.

Report of the Executive Director, City Regeneration and Housing

The report provides an update on the progress for the development of the Oxfordshire Strategic Economic Plan, and outlines the timetable for its submission to Government along with any commitments being asked of the City Council.

The Board is asked to:-

- (1) Formally support the overarching focus of the Oxfordshire Strategic Economic Plan;
- (2) Delegate authority to the Executive Director, City Regeneration and Housing, in consultation with the Council Leader, to make any necessary editorial changes and to endorse the final Strategic Economic Plan prior to its submission to Government;
- (3) Delegate authority to the Executive Director, City Regeneration and Housing, in consultation with the Council Leader, to lead on negotiations with partners and Government on any invitation to enter into a Local Growth Deal.

**11 OXFORDSHIRE STRATEGIC HOUSING MARKET ASSESSMENT 2014**

141 - 156

Lead Member: Councillor Cook, Executive Board Member for City Development

Report of the Head of City Development

This report summarises the findings and the planning implications of the new

Oxfordshire Strategic Housing Market Assessment (SHMA). It sets out the implications of the SHMA projections for future housing provision, and the process for accommodating any unmet need. It also advises on the implications for adopted planning policies.

The Board is asked to:-

- (1) Note that the City Council will continue to apply the housing requirement figure from Policy CS22 of the Core Strategy for the purpose of calculating Oxford's five-year housing land supply;
- (2) Endorse the general approach to accommodating Oxford's unmet housing need set out in the report; and,
- (3) Note that a further report will be presented to Council setting out the forecast level of Oxford's unmet housing need that will need to be met by the other Oxfordshire districts

**12 CHILDREN AND YOUNG PEOPLE'S PLAN 2014-2017 157 - 214**

Lead Member: Councillor Kennedy, Executive Board Member for Education, Crime and Community Safety, and Councillor Lygo, Executive Board Member for Parks and Sports

Report of the Head of Policy Culture and Communications

The report presents an updated Children and Young People's Plan (following consultation) for adoption by the Board. The primary aim of the Plan is to set out the services the Council will provide for children, young people, and families, to achieve the Council's vision for these people within the City.

The Board is asked to approve the 'Oxford City Council, Children and Young People's Plan 2014-17', subject to any specified amendments.

**13 CHILD SEXUAL EXPLOITATION 215 - 226**

Lead Member: Councillor Kennedy, Executive Board Member for Education, Crime and Community Safety

Report of the Head of Policy Culture and Communications

This report outlines the Council's involvement in safeguarding against child sexual exploitation.

The Board is asked to note the report.

**14 INDEPENDENT REVIEW OF OXFORD CITY COUNCIL'S SAFEGUARDING CHILDREN - SECTION 11 SELF-ASSESSMENT 227 - 236**

Lead Member: Councillor Kennedy, Executive Board Member for Education, Crime and Community Safety

Report of the Head of Policy Culture and Communications

This report presents the independent review of the outcome of its self-

assessment of its Safeguarding Children arrangements.

The Board is asked to:-

- (1) Note the findings of the Independent Review of Oxford City Council's Safeguarding Children-Section 11 Self-Assessment;
- (2) Agree the proposed Action Plan as set out in Annex 1.

## **15 FUTURE ITEMS**

This item is included on the agenda to give members the opportunity to raise issues on the Forward Plan or update the Board about future agenda items.

## **16 MINUTES**

237 - 244

Minutes of the meeting held on 12<sup>th</sup> February 2014

## **17 MATTERS EXEMPT FROM PUBLICATION**

If the Board wishes to exclude the press and the public from the meeting during consideration of any aspects of the items set out above, it will be necessary for the Board to pass a resolution in accordance with the provisions of Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

The Board may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

### **PART TWO** **MATTERS EXEMPT FROM PUBLICATION**

## **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.



**To:** City Executive Board

**Date:** 12th March 2014 **Item No:**

**Report of:** Head of Finance  
Head of Business Improvement and Technology

**Title of Report:** Integrated Report 3rd Quarter 2013/2014

## Summary and Recommendations

**Purpose of report:** To update Members on Finance, Risk and Performance as at the end of Quarter 3, 31<sup>st</sup> December 2013.

**Key decision:** No

**Executive lead member:** Councillor Ed Turner

**Policy Framework:** Improving value for money and service performance

**Recommendation(s):**

**The City Executive Board is requested to:**

- a) Note the financial position and performance of the Council for the third quarter of 2013/14 and also the position of risks outstanding as at 31<sup>st</sup> December 2013.
- b) Recommend Members approve in principle the earmarking of any year-end General Fund savings specifically for the use of funding the Council's capital programme.

**Appendix A** - Corporate Integrated Report

**Appendix B** - City Regeneration Integrated Report

**Appendix C** - Organisational Development and Services Integrated Report

**Appendix D** - Community Services Integrated Report

**Appendix E** - September Finance Performance Report

**Appendix E1** – General Fund December Forecast Outturn

**Appendix E2** – Capital Programme December Forecast Outturn

**Appendix E3** – HRA December Forecast Outturn

**Appendix E4** – General Fund December Year to Date Position

## **Background**

1. This quarterly report updates the executive on financial, service performance and risks faced by the Council.

## Performance Summary

2. This section is broken down into 3 sub-sections;
  - I. Current quarter's information on performance targets broken down between the RAG categories.
  - II. A summary of the previous quarter's position.
  - III. Direction of Travel table displaying the movement between categories from one quarter to the next.

## Risk Management

3. This section is similarly broken down into the same 3 sub-sections;
  - I. Current quarter's information on performance targets broken down between the (Red, Amber, Green - RAG) categories.
  - II. A summary of the previous quarter's position.
  - III. Direction of Travel table displaying the movement between categories from one quarter to the next.

## Financial Implications

4. The following tolerances apply to the financial dials in the summary reports:
  - Green** - Forecast outturn is within 100% of the latest approved budget.
  - Amber** - Forecast outturn is within 100% - 105% of the latest approved budget.
  - Red** - Forecast outturn is over 105% of the latest approved budget. Performance in this area is a potential concern and will be commented on within the report.
5. Detailed financial analysis and narrative is provided at Appendix E of the attached Integrated Report.
6. Briefly summarising the General Fund is currently predicted to show a £2.341 million favourable variance against the latest budget position primarily created by £1.6m associated with the HRA asset transfers and interest review, with the balance mainly coming from underspends within service areas. The HRA is similarly predicted to show a year-end surplus of approximately £7.573 million, caused by slippage in the HRA capital programme, particularly the Homes and Communities Agency 113 new build properties that will now be delivered in 2014/15. This has subsequently meant that less HRA revenue resources are now needed in 2013/14 to fund the latest HRA capital programme. The position is further helped by the increased capital receipts from additional Right to Buy disposals during 2013/14

## **Legal Implications**

7. There are no legal implications directly relevant to this report.

### **Name and contact details of author:-**

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Service Area / Department: Finance, Business Improvement and Technology

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### **List of background papers:**

**Version number:**

# Appendix A Corporate Integrated Report Q3 2013/14

## Financial Performance

General Fund



Budget: £23,706,780  
Forecast: £21,365,780  
Variance: £-2,341,000  
Prev Qtr: £21,443,000  
Movement: £-77,220

HRA



Budget: £-1,865,000  
Forecast: £-7,573,000  
Variance: £-5,708,000  
Prev Qtr: £608,000  
Movement: £-8,181,000

Capital



Budget: £29,377,178  
Forecast: £27,365,634  
Variance: £-2,011,544  
Prev Qtr: £30,859,000  
Movement: £-3,493,366

Efficiencies



Budget: £-1,320,000  
Forecast: £-1,320,000  
Variance: £0  
Prev Qtr: £-1,320,000  
Movement: £0

Employees



Budget: £45,200,000  
Forecast: £45,350,000  
Variance: £150,000  
Prev Qtr: £45,509,000  
Movement: £-159,000

Supplies and Services



Budget: £22,479,250  
Forecast: £22,299,231  
Variance: £-180,019  
Prev Qtr: £22,326,231  
Movement: £-27,000

## Performance Summary

Priority	No Data	Red	Amber	Green
Vibrant and Sustainable Economy	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Meeting Housing Need	0 (0%)	2 (33%)	0 (0%)	4 (67%)
Strong and Active Communities	0 (0%)	1 (33%)	1 (33%)	1 (33%)
Cleaner Greener Oxford	0 (0%)	0 (0%)	0 (0%)	5 (100%)
An Efficient and Effective Council	0 (0%)	0 (0%)	0 (0%)	4 (100%)
<b>Total</b>	<b>0 (0%)</b>	<b>5 (23%)</b>	<b>1 (5%)</b>	<b>16 (73%)</b>

Priority	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	4 (18%)	3 (14%)	15 (68%)

## Direction of Travel

Priority	No Data	Declining	No Change	Improving
Vibrant and Sustainable Economy	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Meeting Housing Need	0 (0%)	1 (17%)	1 (17%)	4 (67%)
Strong and Active Communities	0 (0%)	0 (0%)	1 (33%)	2 (67%)
Cleaner Greener Oxford	0 (0%)	1 (20%)	1 (20%)	3 (60%)
An Efficient and Effective Council	0 (0%)	0 (0%)	1 (25%)	3 (75%)
<b>Total</b>	<b>0 (0%)</b>	<b>3 (14%)</b>	<b>5 (23%)</b>	<b>14 (64%)</b>

## Risk Management

Ref:	Category	Description	Previous		Current		Trend	Declined to red?
			P	I	P	I		
CRR-020	Robustness of Medium Term Financial Plan	Medium Term Financial Plan savings not delivered and pressures not accurately recorded	3	3	3	3	↗	
CRR-021	Adverse Weather	The impact of adverse weather on service delivery and adverse financial impact on Council	2	4	2	4	↗	
CRR-025	Health & Safety of People	Health & Safety of People	3	3	3	3	↗	
CRR-026	Health & Safety of Property	Health & Safety of Property	3	3	3	3	↗	
CRR-027	Fraud	Risk of fraud against the council	3	3	3	3	↗	
CRR-028	Data Protection	Risk of breaching the Data Protection Act	3	3	3	3	↗	
CRR-029	Managerial Capacity	Managers become overstretched lose sight and focus on service delivery and performance suffers	2	4	2	4	↗	
CRR-019	ICT Resilience	Resilience of ICT function - managing projects and improvements alongside business as usual	3	4	3	3	↘	
CRR-023	Managing Capital Projects and Contract Management	The need to ensure efficient management of capital projects and contracts	3	4	3	3	↘	
CRR-022	Welfare Reform	Changes to legislation	3	4	2	3	↘	

## CORPORATE SUMMARY

### 1 OVERALL SUMMARY POSITION

The GF financial position continues to be suitably robust, enhanced significantly by the HRA asset transfer initiative. This will continue in future years and be beneficial for many years to come. HRA activity continues to be dominated by the slippage in capital schemes into 2014/15. Spending plans for the HRA are significant over the next few years and given projected rent level increases capital project delivery on time, on budget and to the required quality is essential in order for the HRA to remain financially strong to meet the challenges in future years. These capital programme concerns extend to the delivery of capital schemes across the Council as a whole. Whilst many legitimate reasons are deemed to be external to the organisation better planning of spend is nonetheless a focus that is required for the authority moving forward.

The delivery of capital projects is an identified corporate risk and progress in mitigating the internal causes of these delays is something that is being addressed.

### 2 FINANCE OVERALL

#### General Fund

The financial position is looking particularly favourable resulting from a variety of factors that have reduced the original budgeted net spend for the year down by approximately £3.2m. This is summarised as follows;

Activity	£m
Net impact of HRA asset transfers (transferred to Reserves)	(1.320)
Service Areas Variance against Latest Budget	(0.472)
Additional Interest from Internal Borrowing (updated rates)	(0.371)
Additional Interest payable	0.018
Additional Investment Income (increased cash balances/returns)	(0.196)
<b>Sub - Total</b>	<b>(2.341)</b>
Reduced Risk Contingency (actioned in August 2013)	(0.800)

Total

(3.141)

#### HRA

The HRA outturn position has changed significantly, predominately from significant slippage in the HRA capital programme associated with the 113 Homes and Communities Agency (HCA) part funded new build scheme that will now take place in 2014/15. This has meant much lower revenue contributions to fund capital expenditure is now required in 2013/14, coupled with the additional capital receipts generated from the higher RTB disposals that have occurred so far in the year (32 disposals as at 31 December 2013).

Over the medium term the HRA is planning to embark on some ambitious capital spend, particularly for new affordable housing, Tower Blocks and Estates Regeneration and as such close monitoring of financial performance is especially needed.

#### Capital

Further reductions in capital spend forecasts have been reported as at Q3. Appendix E2 details the authority's programme by service area.

To assist in better project planning a series of internal training sessions are planned to provide staff with further tools to achieve better capital project delivery in future years. This is in addition to CMT reviewing the deliverability of new bids.

#### Efficiencies

Whilst these are being achieved in full it is worth noting that £245k of the planned £1,320k will be achieved via alternative mitigating actions.

### **14 3 PERFORMANCE OVERALL**

**Overall the Council's performance against its corporate targets is good with 16 (72%) delivering as planned. One (4%) is below target but within acceptable tolerance limits, and five (23%) are off target. Exceptions to targeted performance are set out in the section below.**

Quarter 3 compares less favourably with Quarter 2 where 16 (72%) of targets were achieved or exceeded and three (14%) were off target.

#### **Corporate Performance indicator Exceptions**

##### **Red:**

**Vibrant and Sustainable Economy:** The number of training places and jobs created through Council investment projects - December performance of 275 is currently behind its profiled target of 500 largely due to delays in commencing the competition pool construction. December data includes 12 new jobs/apprentices at the Blackbird Leys development and 2 from the Pavilions.

**Vibrant and Sustainable Economy:** Achieve results for Oxford city schools that are 10% above the national average for KS2 by April 2015 - latest results issued in December are 62% against a target of 68%. It is too early to be definitive about the success of this scheme which will become evident with the KS2 results next year. However, reports on progress with the scheme and in classroom results give us confidence that we will achieve the targets.

**Meeting Housing Need:** Capital investment in Council housing - Spend is behind profile mainly as a result of over optimistic profiling of the Affordable Housing Programme new build. The delivery of the additional 113 new units continues to be on track for delivery of the overall programme by March 2015. The remainder of the housing programme remains broadly on schedule.

**Meeting Housing Need:** Number of new Rough Sleepers spending a second night on the streets - Latest data is from a rough sleeper count in November 2013 which counted 9 new rough sleepers spending a second night on the street. The total count was 19 (13 of which were new to rough sleeping).

**Strong and Active Communities:** Satisfaction with our neighbourhoods - Direct Services and Environmental Development are working closely to identify and target specific areas for a litter/ street cleanliness mini-purge. The City Council is working in close partnership with OxClean to support their annual Spring Clean event

**Amber:**

**Strong and Active Communities:** The number of young people accessing youth engagement projects and activities outside school hours - December performance was recorded as 4,416 against a profiled target of 4,500. We are still awaiting data from the Community Sports Activation Fund and from Fusion to add to this period's figure. We are also diligently checking that the numbers are accurate to the best standard possible and are confident that we will exceed the target.

#### 4 RISK OVERALL

##### Corporate Risk Exceptions

The Corporate risk register has been reviewed thoroughly since the second quarter of the year and this has now identified no current red risks.

Three risks which were recorded as red in the previous quarter have been reduced, two of them to amber and one to green.

One of the risks previously showing as red that has been reduced to an Amber risk, relates to the Resilience of the ICT function, in particular the managing of projects and improvements alongside business as usual, which leads to capacity issues and the inability to provide good quality and consistent service. This has now been mitigated by cross skilling of staff and ensuring all keys posts are filled within ICT.

In addition, the rationalisation of applications requiring support and the transfer of the helpdesk to Oxfordshire County Council has helped with capacity.

The second red risk that has been downgraded to amber relates to the Managing of Capital Projects and Contract Management. This has been achieved by ensuring robust project management techniques are introduced, in particular the use of PID's (Project Implementation Documents) for all projects.

The final red risk that has been downgraded to a green risk, relates to changes to legislation regarding Welfare Reforms and the potential impact, directly and indirectly, to the Council. This has been achieved, in part, by engaging with the third sector and other partners to ensure a coordinated approach to service delivery. Also by learning from pilot projects and communicating the findings across the Council service areas linked with these activity improvements will naturally be realised.



City Regeneration Integrated Report Q3 2013/14

Financial Performance

City Development



Budget: £1,395,810  
 Forecast: £1,458,810  
 Variance: £63,000  
 Prev Qtr: £1,395,810  
 Movement: £63,000

Housing and Property



Budget: £4,076,591  
 Forecast: £4,176,591  
 Variance: £100,000  
 Prev Qtr: £4,176,591  
 Movement: £0

Regeneration and Major Projects



Budget: £-5,092,349  
 Forecast: £-5,436,349  
 Variance: £-344,000  
 Prev Qtr: £-5,436,349  
 Movement: £0

Performance Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Housing and Property	0 (0%)	0 (0%)	0 (0%)	8 (100%)
Regeneration and Major Projects	0 (0%)	0 (0%)	1 (13%)	7 (88%)
<b>Total</b>	<b>0 (0%)</b>	<b>1 (5%)</b>	<b>1 (5%)</b>	<b>17 (89%)</b>

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	3 (16%)	1 (5%)	15 (79%)

Service	No Data	Declining	No Change	Improving
City Development	0 (0%)	1 (33%)	0 (0%)	2 (67%)
Housing and Property	0 (0%)	1 (13%)	4 (50%)	3 (38%)
Regeneration and Major Projects	0 (0%)	0 (0%)	4 (50%)	4 (50%)
<b>Grand Total</b>	<b>0 (0%)</b>	<b>2 (11%)</b>	<b>8 (42%)</b>	<b>9 (47%)</b>

Risk Summary

Service	No Data	Red	Amber	Green
City Development	0 (0%)	0 (0%)	6 (75%)	2 (25%)
Housing and Property	0 (0%)	0 (0%)	6 (86%)	1 (14%)
Regeneration and Major Projects	0 (0%)	1 (11%)	7 (78%)	1 (11%)
<b>Total</b>	<b>0 (0%)</b>	<b>1 (4%)</b>	<b>19 (79%)</b>	<b>4 (17%)</b>

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	0 (0%)	17 (41%)	7 (23%)

Service	No Data	Declining	No change	Improving
City Development	0 (0%)	0 (0%)	8 (100%)	0 (0%)
Housing and Property	0 (0%)	1 (14%)	6 (86%)	0 (0%)
Regeneration and Major Projects	0 (0%)	4 (44%)	5 (56%)	0 (0%)
<b>Total</b>	<b>0 (0%)</b>	<b>5 (21%)</b>	<b>19 (79%)</b>	<b>0 (0%)</b>

## CITY REGENERATION DIRECTORATE

### **Directorate Overview**

For the Directorate as a whole 17 (89%) of performance measures are on target with 1 (5%) below target but within tolerance limits and 1 (5%) off target, which is an improvement in performance over quarter 2. The Financial performance of the Directorate has improved over the quarter but concerns and issues do still remain over the longer term especially related to Homelessness spend, the delivery of efficiency savings and Building Control fees projections. Risks predominately relate to the recruitment and retention of staff.

Summarising the demands to meet the budget savings and performance targets set in the Council's MTFP are becoming more challenging in certain areas along with staff turnover in Building Control and Regeneration and Major Projects that has increased the risks associated with capital programme delivery.

### **1. Directorate Financial Performance**

The Directorate is currently estimated to have a projected outturn position of £ 0.199 million. This is favourable against the latest budget position by £ (0.181) million.

#### **City Development**

Building Control fees are expected to be below budget by £100k by year end. It is fair to say that the Building Control service has experienced a number of issues during the year both internally arising from staff turnover and externally via growing competition from the private sector. That said future income generation performance will continue to be monitored and reported in 2014/15. Additional income from Pre-Application Advice has slightly offset the Building Control position.

#### **Housing**

The GF Housing service, now called Housing and Property, incorporates the transferred Garages expenditure and income from the HRA, together with the Building Design and Construction team from the Regeneration and Major Project's service area. Part of the Council's 2013/14 efficiency savings was an intention to deliver £0.100 million from the combined transferred Building Design and Construction and Major Projects teams. Given the issues and timing associated with the transferred team it is now envisaged that the efficiency savings will now not be delivered. Hence an adverse variance of £0.100 million is being reported. That said this is expected to be offset by mitigating activities within Regeneration and Major Projects.

#### **Regeneration and Major Projects**

Similar to the garages mentioned above, the commercial properties previously accounted for within the HRA have likewise been transferred to the GF following Members approval in September, to the Regeneration and Major Projects service area. A number of net beneficial projected outturn revisions to the original budgeted position have materialised during the year that are primarily being used to mitigate the non-achievement of the £0.100 million efficiency targets identified for the Design and Construction/Major Project teams within Housing and Property. The position reported in November was £ (0.240) million favourable but this has now moved to £ (0.344) million favourable due to further favourable rent reviews now projected for the year.

**2. Directorate Performance - Exceptions:**

**City Development**

Net additional homes provided - December performance was 60 against a profile target of 162. Housing completions are still below target, reflecting the national decline in house building. The situation is expected to improve in 2014 as the increased number of sites going through the planning process translates into construction activity on the ground

**Regeneration and Major Projects**

Rental Income Arrears - Arrears are roughly in line against a target of 5%. Arrears as at 22<sup>nd</sup> December were at 6% and marginally above 5% target, but within tolerance.

**3. Risk Performance- Exceptions**

**City Development**

There are no red risks within this service area.

**Housing and Property**

There are no red risks within this service area.

**Regeneration and Major Projects**

There is one red risk within this service area. This relates to the inability to recruit and retain staff. A position has recently been filled in this team which should lead to the risk grading being reduced by the next quarter.

# Appendix C

## Organisational Development and Services Integrated Report Q3 2013/14

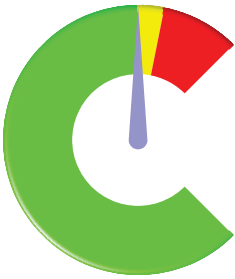
### Financial Performance

Transformation



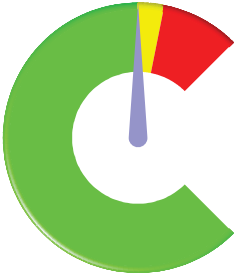
Budget: £823,221  
Forecast: £823,221  
Variance: £0  
Prev Qtr: £823,221  
Movement: £0

Business Improvement and Technology



Budget: £3,947,263  
Forecast: £3,947,263  
Variance: £0  
Prev Qtr: £3,947,263  
Movement: £0

Customer Services



Budget: £3,125,391  
Forecast: £3,125,391  
Variance: £0  
Prev Qtr: £3,125,391  
Movement: £0

Finance



Budget: £2,100,346  
Forecast: £2,100,346  
Variance: £0  
Prev Qtr: £2,100,346  
Movement: £0

Human Resources and Facilities



Budget: £1,593,588  
Forecast: £1,752,588  
Variance: £159,000  
Prev Qtr: £1,752,588  
Movement: £0

Law and Governance



Budget: £2,587,234  
Forecast: £2,577,234  
Variance: £10,000  
Prev Qtr: £2,577,234  
Movement: £0

### Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	2 (33%)	0 (0%)	4 (67%)
Customer Services	0 (0%)	1 (14%)	4 (57%)	2 (29%)
Finance	0 (0%)	4 (25%)	4 (25%)	8 (50%)
Human Resources and Facilities	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Law and Governance	0 (0%)	0 (0%)	0 (0%)	2 (100%)
<b>Total</b>	<b>0 (0%)</b>	<b>8 (23%)</b>	<b>9 (26%)</b>	<b>18 (51%)</b>
Previous Quarter	No Data	Red	Amber	Green
	0 (0%)	11 (31%)	7 (20%)	17 (49%)

### Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement and Technology	0 (0%)	1 (17%)	2 (33%)	3 (50%)
Customer Services	0 (0%)	1 (14%)	0 (0%)	6 (86%)
Finance	0 (0%)	3 (19%)	5 (31%)	8 (50%)
Human Resources and Facilities	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Law and Governance	0 (0%)	0 (0%)	2 (100%)	0 (0%)
<b>Grand Total</b>	<b>0 (0%)</b>	<b>7 (20%)</b>	<b>9 (26%)</b>	<b>19 (54%)</b>

### Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	0 (0%)	2 (25%)	6 (75%)
Customer Services	0 (0%)	0 (0%)	7 (88%)	1 (13%)
Finance	0 (0%)	0 (0%)	1 (14%)	6 (86%)
Human Resources and Facilities	0 (0%)	0 (0%)	2 (40%)	3 (60%)
Law and Governance	1 (20%)	0 (0%)	3 (60%)	1 (20%)
<b>Total</b>	<b>1 (3%)</b>	<b>0 (0%)</b>	<b>15 (45%)</b>	<b>17 (52%)</b>
Previous Quarter	No Data	Red	Amber	Green
	4 (11%)	0 (0%)	16 (33%)	17 (34%)

### Direction of Travel

Service	No Data	Declining	No change	Improving
Business Improvement and Technology	1 (13%)	0 (0%)	5 (63%)	2 (25%)
Customer Services	0 (0%)	3 (38%)	5 (63%)	0 (0%)
Finance	0 (0%)	1 (14%)	3 (43%)	3 (43%)
Human Resources and Facilities	0 (0%)	0 (0%)	5 (100%)	0 (0%)
Law and Governance	0 (0%)	0 (0%)	4 (100%)	0 (0%)
<b>Total</b>	<b>1 (3%)</b>	<b>4 (13%)</b>	<b>22 (69%)</b>	<b>5 (16%)</b>

## ORGANISATIONAL DEVELOPMENT AND CORPORATE SERVICES DIRECTORATE

### **Directorate Overview**

For the Directorate as a whole 18 (51%) of performance measures are on target with 9 (26%) below target but within tolerance limits and 8 (23%) off target. This represents an improvement in performance from quarter 2.

With regards to Finance performance the Directorate continues to project a year-end adverse position due to activities within Facilities Management. Details are listed below. There is nothing to report for risk.

Summarising, performance is improving and financial management has ensured the position is not worsening. Risks management, whilst static at the moment may start to rise if improvements in finance and performance don't materialise in the remaining months of the financial year.

### **1. Directorate Financial Performance**

The Directorate is currently estimated to have a projected outturn position of £14.326 million, which continues to be adverse against the latest budget by £0.149 million and has arisen predominately from within Human Resources and Facilities. This is unchanged from that reported last month.

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### **Business Improvement and Technology**

There is no projected year-end variance being reported for this service area as at the end of September Q3.

### **Customer Services**

Similarly Customer Services are reporting year-end spend to be in line with the latest budget position and such no variances are being reported at this stage for this service area.

### **Finance**

Likewise Finance is estimated to be spending in line with the latest budget position and no year-end variances are reported as at Q3.

### **Human Resources and Facilities**

With regards to Human Resources and Facilities there is a £0.159 million adverse year-end variance reported for the end of Q3:

	£m
Vending machine settlement	-
Review of Town Hall Café contract	0.030
Post Room Income	-
Corporate Training Underspend	0.024
Town Hall income shortfall	0.070
	(0.015)
	<u>0.050</u>

## **Law and Governance**

This service area is projecting a slight underspend of £ (0.010) million as at the end of December.

## **2. Directorate Performance - Exceptions**

### **Business Improvement and Technology**

ICT contract savings - Savings of £32,000 have been achieved against a profiled target of £37,500. A further £10,000 in savings was achieved this quarter, primarily through software licence and active directory account reductions.

Average number of days to manage a full EU open tender - Performance is 205 days against a profiled target of 116 days. As for quarter 2, three tenders are responsible for the excessive timeline out of four tenders concluded within the preceding 12 months, with no new contracts concluding to affect performance.

### **Customer Services**

Percentage of Council Tax collected - Collection rate for the year to date is 84.3% against a profiled target of 85%. This was 0.33% down on last year's equivalent of 84.63%. In cash collection terms we are £489,000 short of the profiled target. We are currently reviewing recovery routines to ensure we can maximise income collection within year and recover at the earliest opportunity.

Percentage of rent collected - Year to date performance is 95.7% against a profiled target of 96.67%. The performance against target is lower than expected but the profile of collection against the end of year target is still on course to be achieved.

Time to process new benefits claims - Year to date performance is an average of 19.92 days compared to a target of 14 days. Recent results are showing a real, sustained improvement which the new processes and improved performance management have made possible. The in-month performance for new claims was 10.2 days, a significant reduction from September's in-month performance of 21.12 days. The team are now coming into the busiest time of the year with rent changes and changes to pensions and other benefits. We thus anticipate that the days to process New Claims may increase slightly as a result.

Time to process changes in circumstances -December's in-month performance was 7.7 days and is close to the target of 10 days, but year to date performance is at average of 12 days. The forecast is that the target of 10 days will be achieved at year end and the first time in a number of years. The team are now coming into the busiest time of the year with rent changes and changes to pensions and other benefits. We thus anticipate that the days to process Change in Circumstances will reduce significantly as they are processed in advance of the date of change.

Customers' getting through first time on Councils Main Service lines - Year to date performance was 92.53% against a target of 95%, and is gradually improving. In December, we rolled out the new workforce management system which is really helping us to better plan and so maximise our resources. In January, the telephony system will be upgraded to introduce new functionality which enables customers to request a call back rather than wait in a queue and this should further help reduce abandoned calls.

## **Finance**

Percentage of invoices paid on time - A small improvement has been seen to take year to date performance to 92.24% against a target of 98%. The drop is due to the introduction of new processes and procedures in respect of P2P. Time is required to embed these new processes that will result in performance increasing.

Numbers of returned Social Housing dwellings through criminal proceedings - No cases have been progressed to date against a profiled target of 3. First potential prosecutions for housing fraud are in final stages, before instructing Legal. However, these cases may not be concluded within the judicial system in this financial year.

Housing Benefit Security; Number of investigations per 1000 caseload - December performance is at 40 against a target of 45. Housing Benefit data matches have moved to the Housing Benefit team for action. This will greatly affect performance against this measure in Finance. This, coupled with the lower case limits in order to resource the work being done for South and Vale, means this performance measure is unlikely to be met this year.

Percentage of orders issued electronically - previous years targets were set at 60%. However, with the introduction of P2P planned for 2013/14 this target was raised to 80%. With the implementation delays associated with P2P the cumulative increase in performance is lower than anticipated but the performance in December was nonetheless 76% just short of the target set for the year..

Percentage of debtors on direct debits - performance has improved to 19% since quarter 2, and is now just below the target of 20%.

Investment return above base rate - Performance of 0.34% is above the target of 0.50%. Our investments remain in a similar position to what they were in November 2013. The slightly reduced rate of return is primarily due to fluctuations in yields offered by the money market funds; Goldman Sachs MMF dropped 9 basis points overnight at the end of December but immediately recovered the following business day.

Percentage of remittance advices emailed - work continues to request email information from suppliers to improve performance here, but year to date performance of 87% is still below the target of 90%.

## **Human Resources and Facilities**

Percentage of black and ethnic minority employees - The figure of 6.2% has remained stable during the past two months. Recruitment trends indicate that 15% of shortlisted Black and Minority Ethnic (BME) applicants were offered posts in the first quarter of 2013 compared with 10% during 2012/13. An Unconscious Bias workshop was presented to managers in September and the Management Team also held a diversity workshop that led to some formative actions agreed.

Percentage of employees with a disability - Disability figures have remained at broadly the same level during the past recruitment year (9.1% against a target of 10%). The number of applicants declaring a disability has seen a slight drop, but the 'Two Ticks' principles ensure all suitable candidates are interviewed.

## **3.**

### **Risk Performance- Exceptions**

#### **Business Improvement and Technology**

There are no red risks in this service area.

#### **Customer Services**

There are no red risks in this service area.

**Finance**

There are no red risks in this service area.

**Human Resources & Facilities Management**

There are no red risks in this service area.

**Law & Governance**

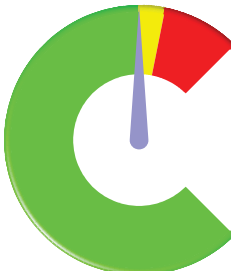
There are no red risks in this service area.



Community Services Integrated Report Q3 2013/14

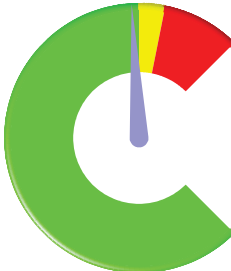
Financial Performance

Policy, Culture and Communications



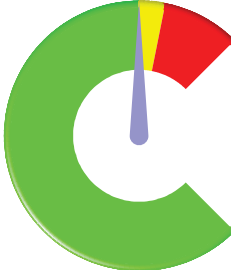
Budget: £1,432,311  
 Forecast: £1,432,311  
 Variance: £0  
 Prev Qtr: £1,432,311  
 Movement: £0

Environmental Development



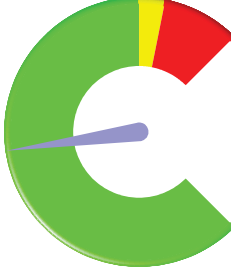
Budget: £2,820,355  
 Forecast: £2,780,355  
 Variance: £-40,000  
 Prev Qtr: £2,780,355  
 Movement: £0

Leisure, Parks and Communities



Budget: £6,452,380  
 Forecast: £6,452,380  
 Variance: £0  
 Prev Qtr: £6,452,380  
 Movement: £0

Direct Services



Budget: £-917,152  
 Forecast: £-1,317,152  
 Variance: £-400,000  
 Prev Qtr: £-1,317,152  
 Movement: £0

Performance Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	0 (0%)	0 (0%)	9 (100%)
Environmental Development	1 (14%)	0 (0%)	0 (0%)	6 (86%)
Leisure Parks and Communities	0 (0%)	4 (25%)	2 (13%)	10 (63%)
Policy Culture and Communications	0 (0%)	1 (7%)	0 (0%)	14 (93%)
<b>Total</b>	<b>1 (2%)</b>	<b>5 (11%)</b>	<b>2 (4%)</b>	<b>39 (83%)</b>

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	5 (11%)	1 (2%)	41 (87%)

Risk Summary

Service	No Data	Red	Amber	Green
Direct Services	0 (0%)	1 (13%)	2 (25%)	5 (63%)
Environmental Development	1 (11%)	0 (0%)	6 (67%)	2 (22%)
Leisure Parks and Communities	0 (0%)	0 (0%)	5 (56%)	4 (44%)
Policy Culture and Communications	0 (0%)	0 (0%)	1 (20%)	4 (80%)
<b>Total</b>	<b>1 (3%)</b>	<b>1 (3%)</b>	<b>14 (45%)</b>	<b>15 (48%)</b>

Direction of Travel

Service	No Data	Red	Amber	Green
Previous Quarter	1 (3%)	0 (0%)	23 (43%)	8 (21%)

Performance Summary

Service	No Data	Declining	No Change	Improving
Direct Services	0 (0%)	4 (44%)	3 (33%)	2 (22%)
Environmental Development	0 (0%)	1 (17%)	2 (33%)	3 (50%)
Leisure Parks and Communities	0 (0%)	4 (25%)	9 (56%)	3 (19%)
Policy Culture and Communications	0 (0%)	0 (0%)	4 (27%)	11 (73%)
<b>Grand Total</b>	<b>0 (0%)</b>	<b>9 (20%)</b>	<b>18 (39%)</b>	<b>19 (41%)</b>

Service	No Data	Declining	No change	Improving
Direct Services	0 (0%)	1 (13%)	4 (50%)	3 (38%)
Environmental Development	0 (0%)	0 (0%)	6 (75%)	2 (25%)
Leisure Parks and Communities	0 (0%)	1 (11%)	6 (67%)	2 (22%)
Policy Culture and Communications	0 (0%)	0 (0%)	0 (0%)	5 (100%)
<b>Total</b>	<b>0 (0%)</b>	<b>2 (7%)</b>	<b>16 (53%)</b>	<b>12 (40%)</b>

## COMMUNITY SERVICES DIRECTORATE

### Directorate Overview

For the Directorate as a whole 39 (83%) of performance measures are on target with 2 (4%) below target but within tolerance limits and 5 (11%) off target. This compares less favourably with quarter 2 performance of 41 (87%) performance measures on target and 5 (11%) off target. Finance performance has by and large remained static save for a favourable projection associated with Direct Services and risk measures have likewise remained limited.

Summarising, overall performance as at Q3 is satisfactory with no major finance or risk issues being identified. Performance management in some areas does need attention if 2013/14 targets are to be achieved.

### 1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £9.348 million, which is £ (0.440) million favourable against the latest budget and is predicted to materialise from within Direct Services £ (0.400) million and Environmental Development (0.040) million. This is £ (0.050) million more favourable than that reported last month.

### **Policy, Culture and Communications**

PCC is estimated to be spending in line with the latest budget position and no year-end variances are reported as at Q3.

### **Environmental Development**

Within Environmental Development further work has been carried out during December to provide a more up to date year-end projection. As numerous new structure posts remain vacant (especially within Business Development) the year-end projection seems to be indicating that a £ (0.040) million underspend will materialise by year-end even though recruitment to several vacant posts has nonetheless occurred in the past month.

### **Leisure, Parks and Communities**

There is no projected year-end variance being reported for this service area as at the end of September Q3.

### **Direct Services**

A breakdown of the Direct Services position is shown below;

<u>Budget Pressures</u>	
NDR uplifts on Direct Services buildings	- £0.100m
Non-achievement of Horspath Rd Depot rental saving	- £0.115m
Motor Transport under recovery	- £0.185m
	<u>£0.400m</u>

### Mitigating Action

Vacancies and Pensions underspend due to staff opting out of the scheme	-	£0.350m
Motor Transport Auction	-	£0.100m
Additional car park income	-	£0.100m
External work won by Streetscene Service	-	£0.100m
Additional engineering income	-	£0.150m
		<b><u>£0.800m</u></b>

## 2.

### **Directorate Performance - Exceptions**

#### **Policy, Culture and Communications**

Increase advertising revenue through Your Oxford - Revenue is currently £6,499 against a profiled target of £13,000. A further £1,725 in advertising for the next issues has been secured but has not yet been paid, and so is not reflected in December's data.

#### **Leisure, Parks and Communities**

Continuously improve our approach to people and equalities - Training is further embedding within the service, but performance of 2.53 days per employee is currently below the profiled target of 2.62. Increased training opportunities in the final quarter of the year will enable us to achieve our target based on the training scheduled to take place.

Increase satisfaction with parks - Results of the winter 2012 talkback survey show that satisfaction has decreased to 81% against the target for the year of 90%. Whilst this is still high, we are back to 2009/10 figures. The poor summer weather could be a factor for the lower score.

Reduce subsidy per user in leisure centres - Subsidy per user year to date of £0.64 is below the profiled target of £0.53. Whilst the management fee paid to Fusion has not changed the number of visits to facilities year to date is lower than profiled.

Reduce the cost of parks per household - 2013/14 data is not yet available. The 2012/13 end of year figure was £41 compared to a target of £40. However this still compares favourably to a national benchmark average cost of £61 per household.

To increase participation at our leisure centres by target groups - Year to Date participation shows 325,137 visits; compared with 341,061 visits for the same period in 2013. In 2012/13 there was more than a 110 per cent increase in visits by this target group when compared with 2009/10. Fusion have improved marketing and promotion for facilities, introduced offers to encourage visits and are widely promoting schemes, activities and offers (including our Bonus Concessionary offer for those less able to afford to participate).

To achieve an agreed position to tackle the lack of burial space - progress is behind its milestone target at present.

## 3.

### **Risk Performance - Exceptions**

#### **Policy, Culture and Communications**

There are no red risks within this service area.

#### **Environmental Development**

There are no red risks within this service area.

**Leisure, Parks and Communities**

There are no red risks within this service area.

**Direct Services**

There is one red risk within Direct Services and relates to ICT. A new ICT Business Partner has recently been recruited to assist in identifying and addressing any issues that arise. We therefore expect this grading to change again next quarter.

### Budget Monitoring as at 31st December 2013

- **Appendix E1:** December 2013 monitoring – General Fund Forecast Outturn
- **Appendix E2:** December 2013 monitoring – Capital Programme Forecast Outturn
- **Appendix E3:** December 2013 monitoring – Housing Revenue Account Forecast Outturn
- **Appendix E4:** December 2013 monitoring – General Fund year to date position

### EXECUTIVE SUMMARY

1. This report sets out the Council's projected outturn position as at the 31st December 2013 and highlights major variances to the approved budget. In summary;
  - The General Fund Revenue account shows a favourable variation to the latest budget of £2.341 million.
  - The HRA is now reporting a £7.573 million favourable year-end position as at December.
  - The latest General Fund Capital outturn projection suggests a net £ (0.270) million favourable variance against the latest budget.
  - The HRA Capital Programme outturn projection suggests a net £ (2.191) million favourable variance against the latest budget.
  - The collection rate for Council Tax arrears is 98.12% as at the end of December 2013, slightly up on November's position of 98.03%.
  - The collection rate for Business Rates arrears is 98.46% as at the end of December 2013, slightly up on November's position of 98.40%.
  - The collection rate target for HB Overpayments is set at 82%. At December the actual collection rate for the year was 80.88%.
  - The payment of invoices within 30 days now stands at 92.24%. The target for the year is set at 98%.
  - HRA total arrears were £1.851 million as at the end of December.
2. As part of the monitoring process Finance staff have met and had budget monitoring discussions with Cost Centre Managers and Heads of Service to verify the current budgetary position. The following forecast variances have been identified and these are commented on and explained more fully within the body of the report.

### GENERAL FUND OUTTURN

3. Appendix E1 sets out the General Fund revenue outturn position as at the end of December 2013, broken down by Service Area. Table 1 below details the summarised General Fund position and compares the December projected outturn position with that reported last month.

**Table 1 General Fund Revenue**

GF Outturn Report 13/14 @ Q3 31st December, 2013	Approved Budget (per Budget book)	Latest Budget	Expenditure	Income	Actual YTD	Budget YTD	% Budget Spent to 31st Dec, 2013	Projected Outturn against Latest Budget @ 31st Dec, 2013	Outturn Variance @ 31st Dec, 2013	Reported Last Month	Mvt from Reported Last Month	Outturn Variance Q2	Mvt from Q2
	£000's	£000's	£000's	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's	£000's	£000's
<b>Directorates</b>													
City Regeneration	(283)	380	9,522	(11,259)	(1,737)	(1,563)	-457%	199	(181)	(90)	(91)	2	(183)
Community Services	8,296	9,788	40,362	(33,929)	6,433	6,953	373%	9,348	(440)	(390)	(50)	(200)	(240)
Organisational Dev & Corp Services	13,066	14,177	12,187	(2,168)	10,019	10,428	71%	14,326	149	149		149	
<b>Directorate Total Excl SLA's &amp; Capital Charges</b>	<b>21,079</b>	<b>24,345</b>	<b>62,071</b>	<b>(47,357)</b>	<b>14,714</b>	<b>15,818</b>	<b>60%</b>	<b>23,873</b>	<b>(472)</b>	<b>(331)</b>	<b>(141)</b>	<b>(49)</b>	<b>(423)</b>
SLA's & Capital Charges	(1,182)	(891)	2,862	(17)	2,845	(646)	(319%)	(891)					
<b>Corporate Accounts</b>	<b>2,793</b>	<b>1,363</b>	<b>54,936</b>	<b>(56,858)</b>	<b>(1,923)</b>	<b>5,268</b>	<b>0</b>	<b>472</b>	<b>(549)</b>	<b>(891)</b>	<b>342</b>	<b>(891)</b>	<b>342</b>
<b>Contingencies</b>	<b>2,336</b>	<b>1,204</b>				<b>602</b>	<b>0%</b>	<b>1,204</b>					
<b>Total Corporate Accounts &amp; Contingencies</b>	<b>5,130</b>	<b>2,567</b>	<b>54,936</b>	<b>(56,858)</b>	<b>(1,923)</b>	<b>5,869</b>	<b>(75%)</b>	<b>1,676</b>	<b>(549)</b>	<b>(891)</b>	<b>342</b>	<b>(891)</b>	<b>342</b>
<b>Net Expenditure Budget</b>	<b>25,027</b>	<b>26,021</b>	<b>119,868</b>	<b>(104,232)</b>	<b>15,636</b>	<b>21,042</b>	<b>60%</b>	<b>24,658</b>	<b>(1,021)</b>	<b>(1,222)</b>	<b>201</b>	<b>(940)</b>	<b>(81)</b>
Transfer to / (from) Ear Marked Reserves		(2,314)	(3,114)		(3,114)	(1,157)	135%	(2,314)	(1,320)	(1,322)	2		(1,320)
<b>Net Budget Requirement</b>	<b>25,027</b>	<b>23,707</b>	<b>116,754</b>	<b>(104,232)</b>	<b>12,522</b>	<b>19,885</b>	<b>53%</b>	<b>22,344</b>	<b>(2,341)</b>	<b>(2,544)</b>	<b>203</b>	<b>(940)</b>	<b>(1,401)</b>
<b>Funding</b>													
External Funding (RSG)	8,219	8,219		3,904	3,904	4,110	47%	8,219					
External Funding (NNDR Retention)	5,661	5,661		2,831	2,831	2,830	50%	5,661					
Council tax	11,228	11,228		5,614	5,614	5,614	50%	11,228					
Less Parish Precepts	(154)	(154)		(188)	(188)	(77)	122%	(154)					
Collection Fund Surplus	73	73		37	37	37	50%	73					
<b>Total Funding Available</b>	<b>25,027</b>	<b>25,027</b>		<b>(188)</b>	<b>12,385</b>	<b>12,196</b>	<b>320%</b>	<b>25,027</b>					
(Surplus) / Deficit for year		(1,320)	116,943	(116,617)	326	7,371	(25%)	(2,683)	(2,341)	(2,544)	203	(940)	(1,401)

- City Regeneration Directorate** - The Directorate is currently estimated to have a projected outturn position of £ 0.199 million. This is favourable against the latest budget position by £ (0.181) million.
- City Development - Building Control fees are expected to be below budget by £100k by year end. It is fair to say that the Building Control service has experienced a number of issues during the year both internally arising from staff turnover and externally via growing competition from the private sector. That said future income generation performance will continue to be monitored and reported in 2014/15. Additional income from Pre-Application Advice has slightly offset the Building Control position. There is a low to medium risk that defending the Planning decision to construct flats at Roger Dudman Way may incur legal fees above the budgeted position. This is not reflected in the forecast position.
- The GF Housing service, now called **Housing and Property**, incorporates the transferred Garages expenditure and income from the HRA, together with the Building Design and Construction team from the Regeneration and Major Project's service area. Part of the Council's 2013/14 efficiency savings was an intention to deliver £0.100 million from the combined transferred Building Design and Construction and Major Projects teams. Given the issues and timing associated with the transferred team it is now envisaged that the efficiency savings will now not be delivered. Hence an adverse variance of £0.100 million is being reported. That said this is expected to be offset by mitigating activities within Regeneration and Major Projects.
- Similar to the garages mentioned above, the commercial properties previously accounted for within the HRA have likewise been transferred to the GF following Members approval in September, to the **Regeneration and Major Projects** service area. A number of net beneficial projected outturn revisions to the original budgeted position have materialised during the year that are primarily being used to mitigate the non-achievement of the £0.100 million efficiency targets identified for the Design and Construction/Major Project teams within Housing and Property. The position reported in November was £ (0.240) million favourable but this has now moved to £ (0.344) million favourable due to further favourable rent reviews now projected for the year.

8. **Community Services Directorate** - The Directorate is currently estimated to have a projected outturn position of £9.348 million, which is £ (0.440) million favourable against the latest budget and is predicted to materialise from within Direct Services £ (0.400) million and Environmental Development (0.040) million. This is £ (0.050) million more favourable than that reported last month.

9. A breakdown of the **Direct Services** position is shown below;

Budget Pressures

NNDR uplifts on Direct Services buildings	-	£0.100m
Non-achievement of Horspath Rd Depot rental saving	-	£0.115m
Motor Transport under recovery	-	<u>£0.185m</u>
		<b><u>£0.400m</u></b>

Mitigating Action

Vacancies and Pensions underspend due to staff opting out of the scheme	-	£0.350m
Motor Transport Auction	-	£0.100m
Additional car park income	-	£0.100m
External work won by Streetscene Service	-	£0.100m
Additional engineering income	-	<u>£0.150m</u>
		<b><u>£0.800m</u></b>

10. Within **Environmental Development** further work has been carried out during December to provide a more up to date year-end projection. As numerous new structure posts remain vacant (especially within Business Development) the year-end projection seems to be indicating that a £ (0.040) million underspend will materialise by year-end even though recruitment to several vacant posts has nonetheless occurred in the past month.

11. **Policy, Culture and Communication and Leisure, Parks and Communities** continue to project a nil year-end outturn variance against their latest approved budget as at the end of December.

12. **Organisational Development and Corporate Services Directorate** - The Directorate is currently estimated to have a projected outturn position of £14.326 million, which continues to be adverse against the latest budget by £0.149 million and has arisen predominately from within Human Resources and Facilities. This is unchanged from that reported last month.

13. With regards to **Human Resources and Facilities** the issues creating the £0.159 million adverse year-end projection are detailed below:

		<b>£m</b>
Vending machine settlement	-	0.030
Review of Town Hall Café contract	-	0.024
Post Room Income	-	0.070
Corporate Training Underspend	-	(0.015)
Town Hall income shortfall	-	<u>0.050</u>
		<b><u>0.159</u></b>

14. **Business Improvement and Technology, Customer Services and Finance** are all predicting nil projected outturn variances for their service areas as at December.
15. **Law and Governance** are projecting a slight underspend of £ (0.010) million as at the half year stage from a number of different areas.

### **CORPORATE ACTIVITIES**

16. The projected spend associated with the **Corporate Accounts** area of the GF is a net £1.676 million as at the end of December. The variance against the latest budget is £ (0.549) million and predominately arises from an improved investment position.

### **ACHIEVEMENT OF SAVINGS AND EFFICIENCIES**

17. The Council's budget identifies £1.320 million of efficiencies, £0.183 million of service reductions and £1.692 million of additional income for 2013/14. As at the end of December £2.691 million had been achieved to date and it is anticipated that the remainder of savings and efficiencies/fees and charges planned for this year will be delivered, save for the following exceptions:

#### Efficiencies

18. Housing and Property - £0.100 million employee savings. However, increased income from the commercial property portfolio is anticipated to mitigate this position.
19. Regeneration and Major Projects - £0.030 million additional income from Gloucester Green market. This has likewise been mitigated by additional commercial income.
20. Direct Services - £0.115 million associated with Horsepath Road rental savings arising from delays associated with re-purchasing the site lease. However, mitigating activities have been identified as detailed above.

#### Fees and Charges

21. Policy, Culture and Communications - £0.013 million of additional income generated from poster board income. Likewise to above mitigating savings elsewhere in the service will be undertaken during the year.



**Table 2 – Savings and Efficiencies as at 31st December 2013**

	Efficiencies				Service Reductions				Fees and Charges				%
	Approved Savings	Projected outturn	Variance	Savings made to date	Approved Savings	Projected outturn	Variance	Savings made to date	Approved Savings	Projected outturn	Variance	Savings made to date	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Policy, Culture & Communications					(19)	(19)		(19)	(43)	(30)	13	(26)	60%
Finance	(125)	(125)		(94)	(60)	(60)		(45)					0%
Business Improvement & Technology	(51)	(51)		(31)									0%
Law & Governance	(45)	(45)		(34)					(5)	(5)		(4)	75%
Human Resources & Facilities	(98)	(98)		(74)					85	85			64%
Customer Services	(30)	(30)		(23)					(13)	(13)		(10)	75%
<b>Organisational Development and Corporate Services</b>	<b>(349)</b>	<b>(349)</b>	<b>0</b>	<b>(254)</b>	<b>(79)</b>	<b>(79)</b>	<b>0</b>	<b>(64)</b>	<b>24</b>	<b>37</b>	<b>13</b>	<b>24</b>	<b>102%</b>
Direct Services	(300)	(185)	115	(165)					(899)	(899)		(787)	88%
Leisure, Parks & Communities	(177)	(177)		(129)					(34)	(34)		(26)	75%
Environmental Development	(115)	(115)		(89)	(54)	(54)		(54)	(7)	(7)		(5)	67%
<b>Community Services</b>	<b>(592)</b>	<b>(477)</b>	<b>115</b>	<b>(409)</b>	<b>(54)</b>	<b>(54)</b>	<b>0</b>	<b>(54)</b>	<b>(940)</b>	<b>(940)</b>	<b>0</b>	<b>(817)</b>	<b>87%</b>
City Development	(33)	(33)		(26)	(50)	(50)		(38)	(140)	(140)		(92)	66%
Housing & Property	(313)	(213)	100	(160)									0%
Regeneration & Major Projects	(33)	(3)	30	(67)					(636)	(636)		(477)	75%
<b>City Regeneration</b>	<b>(379)</b>	<b>(249)</b>	<b>130</b>	<b>(253)</b>	<b>(50)</b>	<b>(50)</b>	<b>0</b>	<b>(38)</b>	<b>(776)</b>	<b>(776)</b>	<b>0</b>	<b>(569)</b>	<b>73%</b>
<b>Mitigating Savings</b>		<b>(245)</b>		<b>(245)</b>						<b>(13)</b>		<b>(13)</b>	
<b>Total</b>	<b>(1,320)</b>	<b>(1,320)</b>	<b>245</b>	<b>(1,161)</b>	<b>(183)</b>	<b>(183)</b>	<b>0</b>	<b>(156)</b>	<b>(1,692)</b>	<b>(1,692)</b>	<b>13</b>	<b>(1,375)</b>	<b>81%</b>

## CONTINGENCIES, RESERVES AND BALANCES

22. Of the number of **Contingencies** budgeted by the Council for 2013/14 we have already adjusted this during the first 9 months of the financial year for the absorption of £0.957m Homelessness Preventative Grant within the NNDR Retention, the transfer of £0.150m earmarked for City Deal projects to City Development and a reduction of £0.800m from the risks and pressures contingency that were achieved in 2012/13. This still leaves a revised contingency position of £1.204m detailed as follows:

i. Pensions provisions top up	-	£0.118m
ii. Provision for pressures, high risk etc.	-	£0.636m
iii. Homelessness	-	£0.400m
iv. Disabled Transport	-	£0.050m

23. Other than approximately £0.4m associated with the 2013/14 Partnership Payment there are currently no plans to utilise the above during the remaining months of the financial year and consequently this will release a further c. £0.8m of budgeted resources to either carry forward into future years or re-direct to another Council priority.

## HRA OUTTURN

24. The summarised HRA position as at 31st December 2013 is set out in Table 3 and detailed in the attached Appendix E3. The table below exemplifies the major movements commented on in the following paragraphs.

25. The HRA Latest Budget now reflects the budget adjustments arising from the non-dwelling asset transfers, revised 2013/14 HRA Business Plan financial assumptions and amended interest rate for internal borrowing as approved by Council on 30 September 2013. The projected outturn position incorporates some further revisions that have been identified since this meeting.

**Table 3 – Housing Revenue Account HRA**

HRA Outturn Report 13/14 @ 31st December,2013	Approved Budget (per Budget book)	Latest Budget	Actual YTD	Budget YTD	% Budget Spent @ 31st Dec,2013	Projected Outturn @ 31st Dec,2013	Outturn Variance @ 31st Dec,2013	Reported Last Month	Mvt from Reported Last Month	Outturn Variance Q2	Mvt from Q2
	£000's	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's	£000's	£000's
Dwelling Rent	(38,824)	(39,435)	(30,045)	(30,246)	76%	(39,635)	(200)	0	(200)	0	(200)
Service Charges	(1,040)	(1,052)	(897)	(879)	85%	(1,050)	3	(13)	15	100	(98)
Furniture/Other Rent	(2,333)	(897)	(771)	(673)	86%	(930)	(33)	(172)	139	0	(33)
Major Project Team Fees	(621)	(321)	(180)	(241)	56%	(321)	0	0	0	0	0
<b>Net Income</b>	<b>(42,818)</b>	<b>(41,706)</b>	<b>(31,894)</b>	<b>(32,039)</b>	<b>76%</b>	<b>(41,936)</b>	<b>(231)</b>	<b>(185)</b>	<b>(46)</b>	<b>100</b>	<b>(331)</b>
General Management	4,218	4,576	3,008	3,284	66%	4,476	(100)	108	(208)	0	(100)
Special Management	2,515	2,390	1,600	1,793	67%	2,373	(17)	35	(52)	0	(17)
Other Management	2,584	2,591	1,574	1,687	61%	2,712	121	0	121	0	121
Bad Debt Provision	500	430	212	243	49%	430	0	30	(30)	(50)	50
Responsive & Cyclical Repairs	9,991	9,975	6,752	6,858	68%	9,853	(122)	10	(132)	0	(122)
Interest Paid	7,060	7,792	5,844	5,844	75%	7,792	0	371	(371)	371	(371)
Depreciation	8,267	5,625	4,219	4,219	75%	5,459	(167)	0	(167)	0	(167)
<b>Total Expenditure</b>	<b>35,135</b>	<b>33,380</b>	<b>23,208</b>	<b>23,929</b>	<b>70%</b>	<b>33,095</b>	<b>(285)</b>	<b>554</b>	<b>(839)</b>	<b>321</b>	<b>(606)</b>
<b>Net Operating Expenditure/(Income)</b>	<b>(7,683)</b>	<b>(6,326)</b>	<b>(6,685)</b>	<b>(8,110)</b>	<b>104%</b>	<b>(8,841)</b>	<b>(515)</b>	<b>369</b>	<b>(884)</b>	<b>421</b>	<b>(936)</b>
Interest Received	(56)	(32)	(24)	(24)	75%	(68)	(36)	0	(36)	0	(36)
Other HRA Reserve Adjustments	37	33	(135)	(122)	-407%	(376)	(409)	(4)	(405)	0	(409)
Revenue Contribution to Capital	10,830	6,459	4,993	4,966	77%	1,712	(4,747)	(2,417)	(2,330)	0	(4,747)
<b>Total Appropriations</b>	<b>10,812</b>	<b>6,461</b>	<b>4,834</b>	<b>4,821</b>	<b>75%</b>	<b>1,268</b>	<b>(5,193)</b>	<b>(2,421)</b>	<b>(2,772)</b>	<b>0</b>	<b>(5,193)</b>
<b>Total HRA (Surplus)/Deficit</b>	<b>3,130</b>	<b>(1,865)</b>	<b>(3,851)</b>	<b>(3,289)</b>	<b>207%</b>	<b>(7,573)</b>	<b>(5,708)</b>	<b>(2,052)</b>	<b>(3,656)</b>	<b>421</b>	<b>(6,129)</b>

## Income

26. There appears to be an increase in the rental income figures for the year of £200k. This is believed to be as a result of moving new tenants straight to Formula Rent. This has an impact of raising the average rent for the stock. Right to Buys totalled 32 at the end of December 2013.
27. Increased income during the year of approximately £33k is anticipated from the Council's Furnished Tenancy scheme. The uplift of 2.1 associated with this scheme is being reduced in 2014/15 to 1.74, being the desire of the service area to bring this activity down to a more break-even position.

## Expenditure

28. The **General Management** shows a favourable projected outturn positions as at December of £100k being the release of anticipated increase in Council Tax bills associated with void properties that have not materialised in 2013/14.
29. The **Responsive and Cyclical Repairs** budget is showing a favourable variance being the reduction in the year of £122k of External Groundworks. This facilitated a revised revenue contribution to capital amount within the Appropriations section of the HRA, to in effect fund an additional 18 Kitchen/Bathroom installations planned to take place before the year-end.

## Appropriations

30. With a significant reduction in the Council's capital programme, together with increased RTB capital receipts a reduced revenue contribution to the revised 2013/14 HRA capital programme is now required. This accounts for the majority of the movement in the year that will result in the HRA having a year-end balance exceeding £11m. This will nonetheless be required to fund the considerable capital programme now planned for 2014/15.

## CAPITAL PROGRAMME

### General Fund and HRA Capital Programme

31. A capital budget position, approved for the General Fund and HRA Capital Programme for 2013/14 is shown in summary at Table 4 below. Appendix E2 attached shows the Capital Programme on a scheme by scheme basis.

#### Capital Programme

32. There has been a further reduction in several schemes detailed below:

- i. £0.043 million favourable within **Leisure, Parks and Communities** associated with CCTV work, which will now take place next financial year.
- ii. £0.269 million favourable variance associated with **Housing and Property** schemes namely, £0.050 million associated with the Rose Hill pavilion works which will now take place in 2014/15, an underspend of £0.030 million on Community Centres, £0.050 million of improvements to George Street commercial property and £0.140 million on the Town Hall improvements.
- iii. A net £1.825 million reduction in **HRA** schemes, mainly the HCA New Build and Energy Efficiency schemes offset by a £0.122 million overspend associated with additional kitchen/bathroom installations as reported earlier.

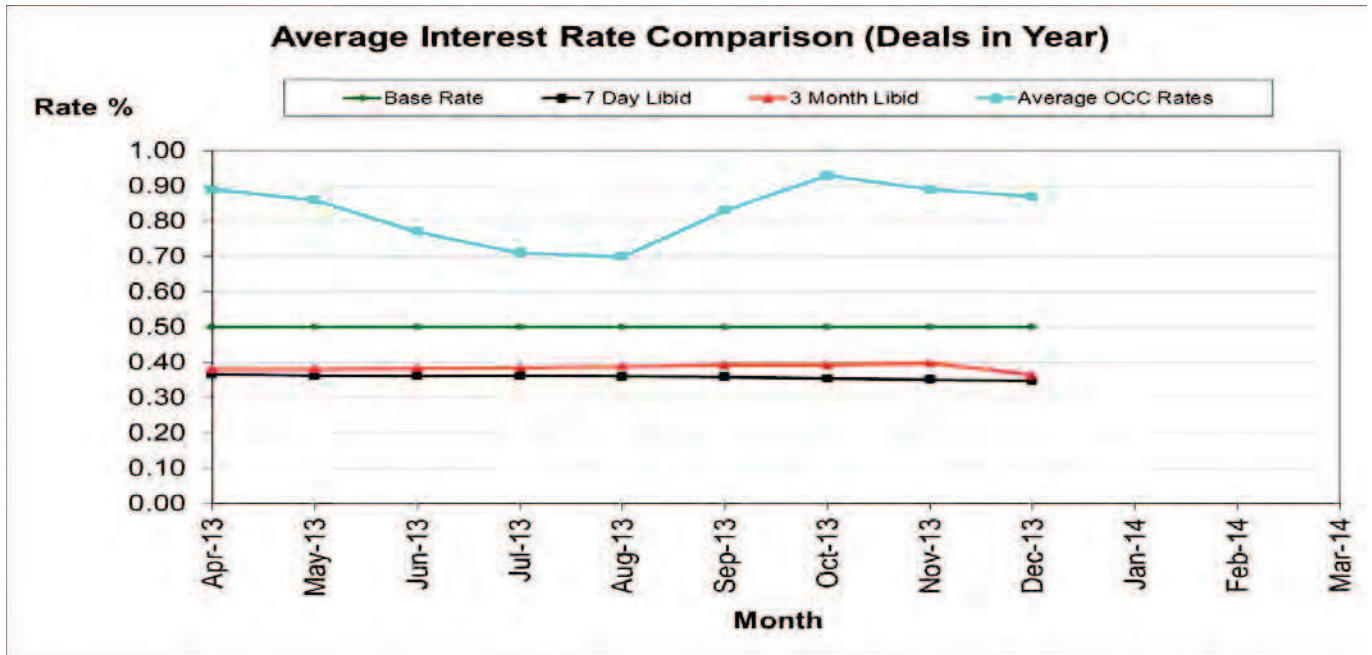
**Table 4 – Capital Programme as at 31st December 2013**

Capital Budget and Spend as at 31st December 2013									
Capital Scheme	Latest Budget 2013/14	Spend to 31st December 2013	Profiled Budget	Variance to Profiled Budget	% Spend Against Latest Budget	Projected Outturn at 31st December 2013	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/ Under spend
	£	£	£	£		£	£	£	£
Policy Culture & Communications	693,000	6,403	6,500	(97)	1%	693,000	0	0	0
City Development	104,345	39,295	37,960	1,335	38%	111,354	7,009	0	7,009
Environmental Development (Including Community Safety)	906,610	468,391	613,637	(145,246)	52%	863,610	(43,000)	(43,000)	0
Corporate Assets (Now Housing & Property)	3,869,001	1,689,784	2,164,263	(474,479)	44%	3,599,624	(269,377)	(240,500)	(28,877)
Customer Services	126,958	71,992	70,000	1,992	57%	126,958	0	0	0
Leisure, Parks & Communities	4,899,327	1,812,484	2,677,647	(865,164)	37%	4,929,327	30,000	0	30,000
Direct Services	3,480,824	1,574,176	1,927,152	(352,976)	47%	3,485,879	5,055	0	5,055
Business Improvement & Technology	591,575	369,867	338,575	31,292	63%	591,575	0	0	0
<b>GF Total</b>	<b>14,671,640</b>	<b>6,032,392</b>	<b>7,835,734</b>	<b>(1,803,342)</b>	<b>3</b>	<b>14,401,327</b>	<b>(270,313)</b>	<b>(283,500)</b>	<b>13,187</b>
Housing Revenue Account	14,705,538	6,704,705	6,825,285	(120,579)	46%	12,514,308	(2,191,230)	(2,113,000)	(78,230)
<b>Grand Total</b>	<b>29,377,178</b>	<b>12,737,097</b>	<b>14,661,019</b>	<b>(1,923,922)</b>	<b>43%</b>	<b>26,915,635</b>	<b>(2,461,543)</b>	<b>(2,396,500)</b>	<b>(65,043)</b>

## PERFORMANCE INFORMATION

33. There are a number of additional key performance indicators that need to be assessed along with the financial performance information to provide an overall financial health check position for the authority as at the end of December 2013. These additional indicators are detailed as follows:

## Investment Performance



34. The slightly reduced rate of return shown for December is primarily due to fluctuations in yields offered by the money market funds; Goldman Sachs MMF dropped 9 basis points overnight at the end of December but immediately recovered the following business day.

## Creditor Payment Times

35. During December 2013 the percentage of creditor invoices paid on time was 83.08% compared to the target of 98%. This was primarily caused by P2P issues that will not continue in future months. This has nonetheless had an impact on the cumulative position for the year, which is now calculated as 92.24%.

36. This is disappointing especially when our target for the year is 98%.

**Table 5 – Creditor Invoice Payment Performance by Service Area as at 31st December 2013**

BVPI008 - Invoices paid within 30 days										
for December 2013										
Service Area	Total Invoices	Undisputed	Over 30 Days	% Over	% Intime	YTD Total Invoices	YTD Undisputed	YTD Over 30 Days	YTD % Over	YTD % Intime
S32 Finance	36	36	4	11.11%	88.89%	320	308	9	2.92%	97.08%
S23 Direct Services	510	508	34	6.69%	93.31%	4,703	4,631	189	4.08%	95.92%
S02 Transformation	7	7	0	0.00%	100.00%	49	46	2	4.35%	95.65%
S14 Corporate Property	101	93	12	12.90%	87.10%	1,133	1,014	49	4.83%	95.17%
S34 Law & Governance	14	14	3	21.43%	78.57%	307	298	22	7.38%	92.62%
S13 Housing	115	115	15	13.04%	86.96%	975	956	86	9.00%	91.00%
S33 Human Resources & Facilities	54	54	11	20.37%	79.63%	575	547	55	10.05%	89.95%
S22 Leisure, Parks & Communities	320	316	88	27.85%	72.15%	1,511	1,448	147	10.15%	89.85%
S31 ICT	3	3	1	33.33%	66.67%	12	9	1	11.11%	88.89%
S24 Housing Revenue Account	161	161	43	26.71%	73.29%	1,007	968	122	12.60%	87.40%
S11 City Development	24	24	6	25.00%	75.00%	240	228	31	13.60%	86.40%
S01 Policy, Culture & Communications	67	67	12	17.91%	82.09%	439	417	57	13.67%	86.33%
S21 Customer Services	16	16	3	18.75%	81.25%	219	206	29	14.08%	85.92%
S12 Environmental Development	80	75	16	21.33%	78.67%	580	557	89	15.98%	84.02%
S03 Business Improvement	36	36	10	27.78%	72.22%	174	147	26	17.69%	82.31%
<b>Total</b>	<b>1,544</b>	<b>1,525</b>	<b>258</b>	<b>16.92%</b>	<b>83.08%</b>	<b>12,244</b>	<b>11,780</b>	<b>914</b>	<b>7.76%</b>	<b>92.24%</b>

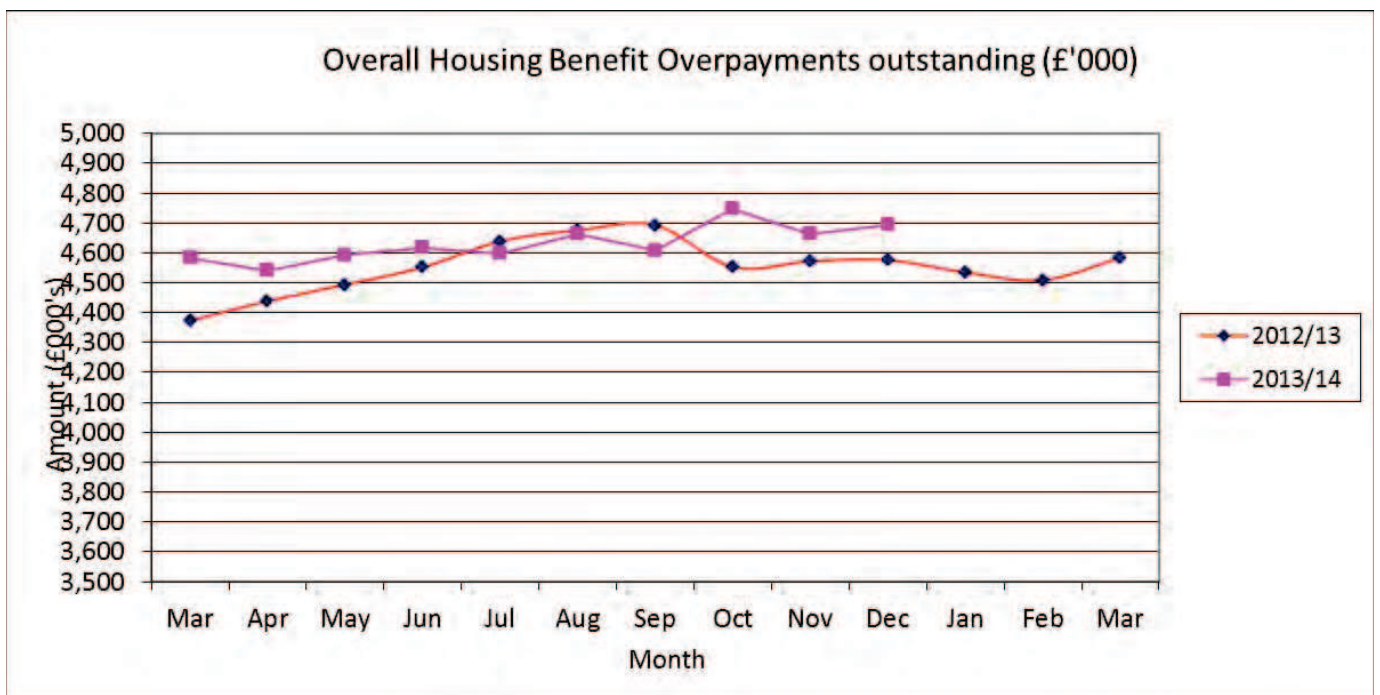
## Aged Debtor Analysis

**Table 6 – Aged Debtor Analysis as at 31st December 2013**

Dec 2013	Sundry Debtors	% of Total	Periodic Income & Service Charges	% of Total	Garden Waste	Housing Benefit Overpayments	% of Total	City Works, Parks & OCH Debtors	% of Total	Grand Total	% of Total
	£		£		£	£		£		£	
Not Due	866,054	74%	88,427	9%	3,315	0	0%	8,879	2%	966,676	13%
1-30 Days	120,030	10%	678,371	68%	1,677	0	0%	178,878	34%	978,956	13%
31-90 Days	47,726	4%	3,108	0%	5,928	3,058	0%	95,186	18%	155,006	2%
91-180 Days	75,838	6%	66,480	7%	1,134	528,074	11%	214,685	41%	886,211	12%
< 1 Year	20,940	2%	39,932	4%	585	616,712	13%	2,502	0%	680,671	9%
< 2 Years	12,999	1%	71,018	7%	0	978,810	21%	(1,265)	0%	1,061,562	14%
< 3 Years	9,018	1%	22,611	2%	0	697,644	15%	4,308	1%	733,581	10%
< 4 Years	1,381	0%	19,566	2%	0	514,648	11%	3,739	1%	539,334	7%
< 5 Years	1,576	0%	3,662	0%	0	359,280	8%	75	0%	364,594	5%
< 6 Years	5,783	0%	(350)	0%	0	302,246	6%	3,533	1%	311,213	4%
Over 6 Year	7,527	1%	7,100	1%	0	694,363	15%	15,786	3%	724,776	10%
<b>Total</b>	<b>1,168,875</b>	<b>100%</b>	<b>999,927</b>	<b>100%</b>	<b>12,639</b>	<b>4,694,835</b>	<b>100%</b>	<b>526,305</b>	<b>100%</b>	<b>7,402,580</b>	<b>100%</b>

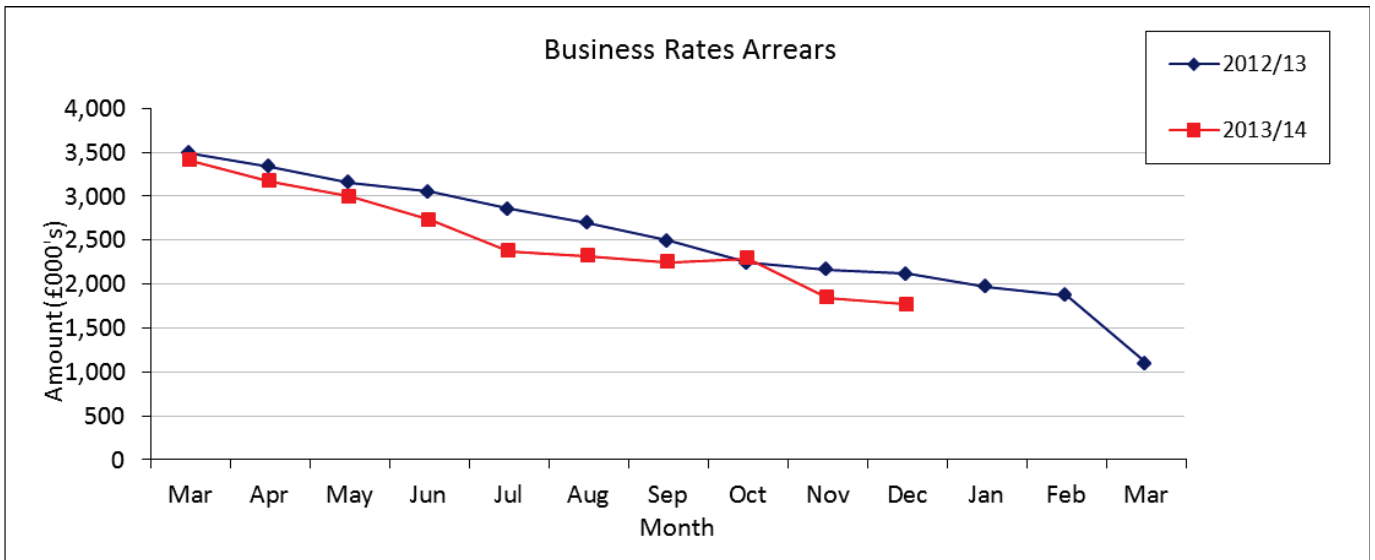
## Housing Benefit Overpayments

37. Collection rate on the former BVPI 79b (i) worked out at 80.88% for December. New overpayments identified in the month totalled £200k and total overpayments recovered (either by deductions / offsets of Housing Benefit, or by actual payments being received), amounted to £162k. As at the end of December the year to date collection rate was 80.37%. This is down on the target of 82% but, compared with similar Local Authorities, we continue to perform well in this area.
38. As at the end of December total overpayments outstanding amounted to £4,695k. This figure is 2.6% up on the equivalent 12 months ago. It should be remembered however that we have pursued a considerable proportion of the debt as far as we can and that these sums will in due course be written off.

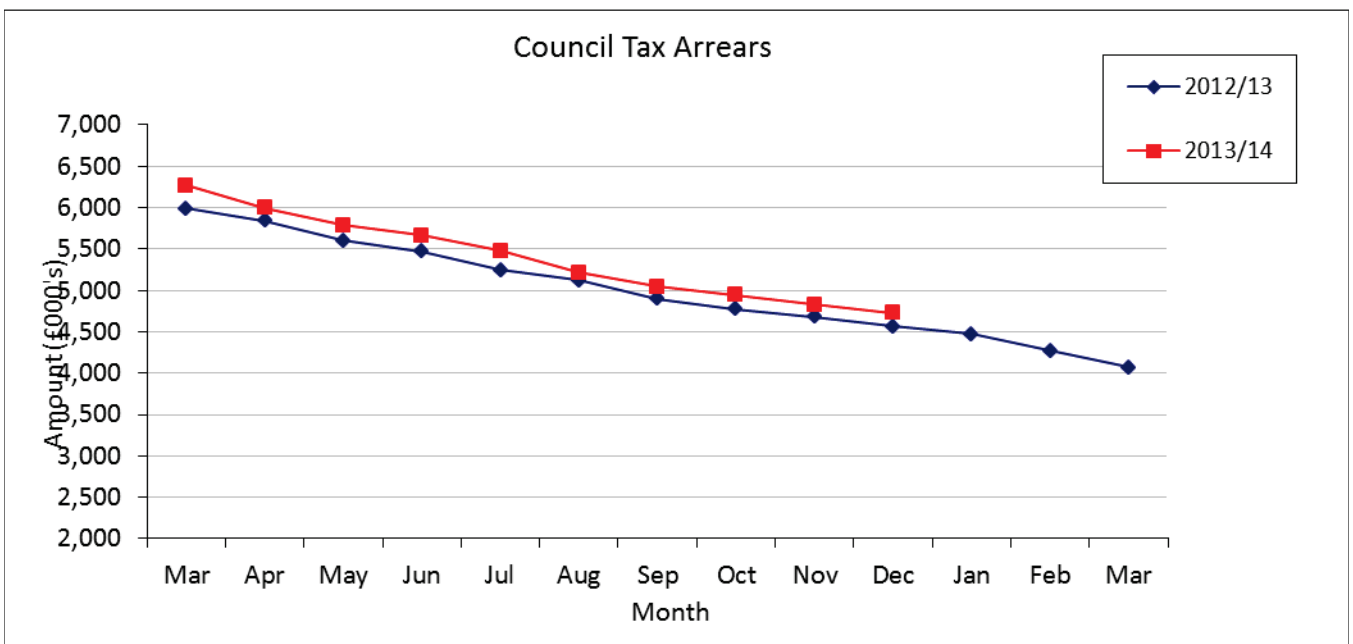


**Business Rates**

- 39. Arrears of non-domestic rates carried forward on April 1st 2013 were £3,409k - a figure that was some £81k (2.3%) down on the corresponding figure 12 months earlier.
- 40. During December 2013 the arrears decreased by £80k making the total outstanding at the end of the period £1,764k. This figure was 16.6% down on the equivalent 12 months ago. Payments received during the month were £77k but refunds totalling £41k were offset against that figure. The overall reduction was helped by retrospective debit adjustments (Rateable Value reductions, awards of discounts / exemptions etc.) amounting to £38k being processed during the month.
- 41. The collection rate last financial year, namely 97.04%, had moved to 98.46% at the end of December. The cumulative collection rate for 2013/14 was 88.44% at the end of the December. This was up on last year's equivalent of 87.88%. In monetary terms at the end of December we were £375k up on our profiled December 2013 collection target of 88%.



**Council Tax Arrears Collection**

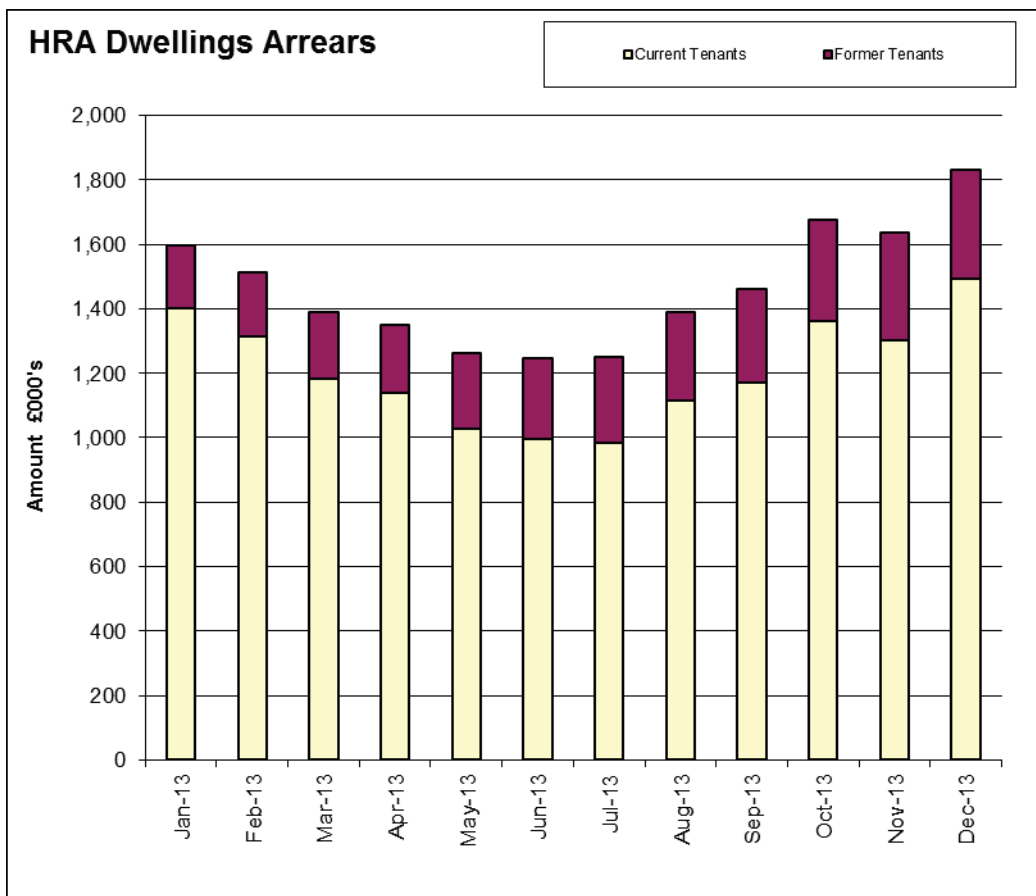


42. Arrears carried forward at the beginning of the current financial year were £6,269k, a 4.7% increase on the corresponding figure 12 months earlier. That total included outstanding Court Costs of £574k.
43. During December the arrears fell by £98k making our overall cumulative figure outstanding at the end of the month £4,731k. The main reason for this decrease was payments received totalling £78k. Offset however against that figure were refunds of £37k. Retrospective debit adjustments (Banding changes, awarding of discounts and exemptions etc.) totalling £58k were processed during the month.
44. The collection rate at the end of 2012/13, namely 97.01%, had increased to 98.12% for the end of December 2013.
45. The current year collection rate at the end of December was 84.30% which was 0.33% down on last year's equivalent of 84.63%. In cash collection terms we were £489k down on the profiled collection target of 85%.

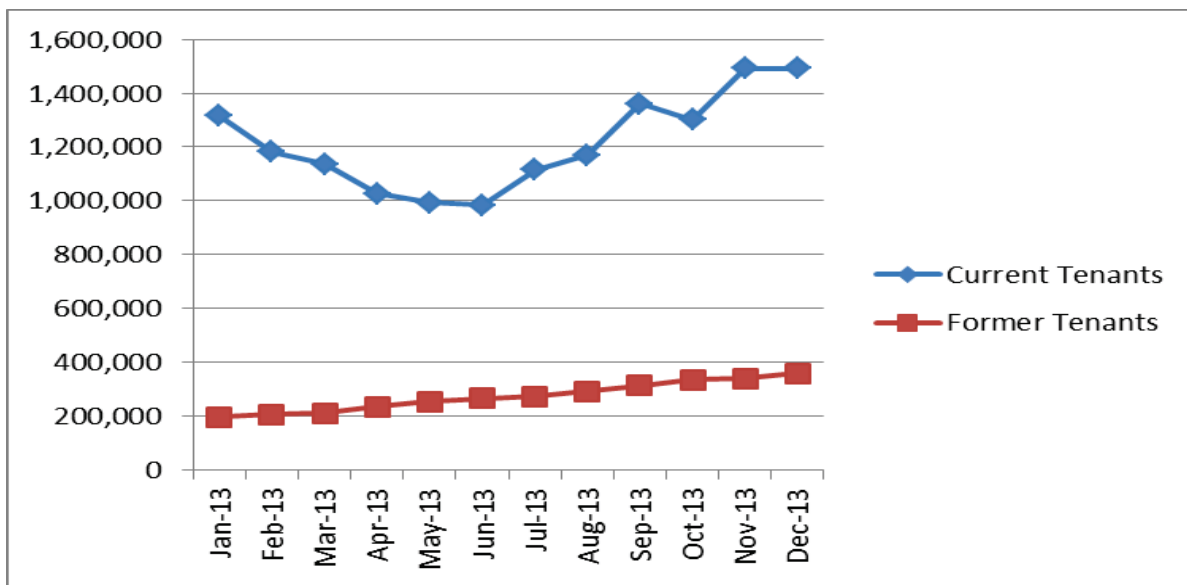
### Housing Rent Arrears

46. Analysis of current and former tenant rent arrears is shown below for the 12 month period ending 31st December 2013.

#### Analysis 1 - HRA Rent Arrears Current Tenants and Former Tenants



## Analysis 2 - HRA Rent Arrears Current Tenants and Former Tenants



47. Total arrears stands at £1.851 million, a decrease on last month's position of £0.228 million.

48. Former tenant arrears stood at £0.360 million as at the end of December 2013, which is £0.019 million higher than that reported for November. These are £0.166 million higher than 12 months ago.

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Capital Budget and Spend as at 31st December 2013									
Capital Scheme	Latest Budget 2013/14	Spend to 31st December 2013	Profilled Budget	Variance to Profilled Budget	% Spend Against Latest Budget	Projected Outturn at 31st December 2013	Outturn Variance to Latest Budget	Outturn Variance due to Slippage	Outturn variance due to Over/Under spend
	£	£	£	£		£	£	£	£
B0075 Stage 2 Museum of Oxford Development	393,000	6,403	6,500	(97)	2%	393,000	0		
G6013 Superconnected Cities	300,000	0	0	0	0%	300,000	0		
<b>Policy Culture &amp; Communications</b>	<b>693,000</b>	<b>6,403</b>	<b>6,500</b>	<b>(97)</b>	<b>1%</b>	<b>693,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
F1323 Bridge Over Fiddlers Stream	10,500	10,373	10,500	(127)	99%	10,500	0		
F6013 Bullingdon Community Centre -Enhancement of Community Facilities	1,537	0	0	0	0%	1,537	0		
F7008 Landscaping Work at Lamarish Road	14,460	770	460	310	5%	14,460	0		
F0015 Cycle Oxford	71,000	27,153	26,000	1,153	38%	71,000	0		
F7006 Work of Art - Littlemore	1,560	0	0	0	0%	1,560	0		
F7007 Woodfarm / Headington Community Centre - Improvements	-	0	0	0	0%	0	0		
F7009 CCTV Gipsy Lane Campus	-	0	0	0	0%	0	0		
F7010 Work of Art Said Business School	-	0	0	0	0%	0	0		
F7011 Headington Environmental Improvements	-	0	0	0	0%	0	0		
F7012 Rose Hill Recreation Ground Improvements	-	0	0	0	0%	0	0		
F7013 Herschel Crescent Ground Improvements	-	0	0	0	0%	0	0		
F7019 Work of Art Rose Hill	5,288	1,000	1,000	0	19%	7,009	7,009		7,009
F7020 Work of Art Shotover View	-	0	0	0	0%	5,288	0		
M6014 West End Partnership	-	0	0	0	0%	0	0		
<b>City Development</b>	<b>104,345</b>	<b>39,295</b>	<b>37,960</b>	<b>1,335</b>	<b>38%</b>	<b>111,354</b>	<b>7,009</b>	<b>0</b>	<b>7,009</b>
E3511 Renovation Grants	47,020	6,942	31,665	(24,723)	15%	47,020	0		
E3521 Disabled Facilities Grants	816,590	461,449	581,972	(120,523)	57%	816,590	0		
E3553 Carbon Reduction	-	0	0	0	0%	0	0		
G6014 CCTV Project	25,000	0	0	0	0%	0	(25,000)	(25,000)	
G6015 CCTV Rosehill Parade	18,000	0	0	0	0%	0	(18,000)	(18,000)	
<b>Environmental Development (Including Community Safety)</b>	<b>906,610</b>	<b>468,391</b>	<b>613,637</b>	<b>(145,246)</b>	<b>52%</b>	<b>863,610</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>0</b>
<b>Leisure Centres</b>									
A4808 Blackbird Leys LC Improvements	-	0	0	0	0%	0	0		

Capital Budget and Spend as at 31st December 2013										
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	£	£	£	£		£	£	£	£	
A4814 Leisure Centre substantive repairs	370,900	58,918	231,813	(172,895)	16%	370,900	0			
<b>Offices for the Future</b>										
Q2000 Offices for the Future	211,122	212,245	211,122	1,123	101%	212,245	1,123		1,123	
<b>Community Centres</b>										
B0033 Community Centres	167,170	37,959	117,170	(79,211)	23%	137,170	(30,000)		(30,000)	
B0034 Rose Hill Community Centre	250,000	98,169	177,571	(79,402)	39%	200,000	(50,000)			
<b>Covered Market</b>										
B0028 Covered Market signage improvements	32,433	32,433	32,433	(0)	100%	32,433	0		0	
B0029 Covered Market - Improvements & Upgrade to Roof	56,900	2,735	3,000	(265)	5%	56,900	0			
B0028 Covered Market - New Roof Structures to High St Entrances	13,200	9,957	10,200	(243)	75%	13,200	0	0	0	
B0036 Investment ~ Covered Market	188,540	59,640	102,725	(43,085)	32%	188,540	0		0	
B0063 Covered Market Replacement Sprinkler System	125,200	90,951	125,000	(34,049)	73%	118,200	(7,000)		(7,000)	
B0064 Covered Market - Improvements to Emergency Lighting	-	7,003	0	7,003	0%	7,000	7,000		7,000	
<b>Investment Properties</b>										
B0003 Roof Repairs & Ext Refurbishment 44-46 George St	-	0	0	0	0%	0	0	0	0	
B0040 Investment ~ Broad Street	90,000	21,892	24,000	(2,108)	24%	90,000	0			
B0041 Investment - Misc City Centre Properties	8,631	2,997	3,000	(3)	35%	8,631	0			
B0044 Investment - Outer City	19,513	9,526	14,513	(4,987)	49%	19,513	0			
B0045 Investment ~ St. Michael's Street	29,897	19,929	29,897	(9,968)	67%	29,897	0			
B0046 Investment - Ship Street	10,000	3,929	4,000	(71)	39%	10,000	0			
B0043 Investment George Street	50,500	0	0	0	0%	0	(50,500)		(50,500)	
B0072 23-25 Broad Street	50,000	24,071	25,000	(929)	48%	50,000	0		0	



Capital Budget and Spend as at 31st December 2013										
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	£	£	£	£		£	£	£	£	
B0082 Garages	117,000	84,236	78,000	6,236	72%	117,000	0			
N6019 Homelessness Property Acquisitions	-	0				0	0			
<b>Corporate Assets (Now Housing &amp; Property)</b>	<b>3,869,001</b>	<b>1,689,784</b>	<b>2,164,263</b>	<b>(474,479)</b>	<b>44%</b>	<b>3,599,624</b>	<b>(269,377)</b>	<b>(240,500)</b>	<b>(28,877)</b>	
C3041 New server for telephone system	-	0	0	0	0%	0	0			
C3042 Customer First Programme	126,958	71,992	70,000	1,992	57%	126,958	0			
<b>Customer Services</b>	<b>126,958</b>	<b>71,992</b>	<b>70,000</b>	<b>1,992</b>	<b>57%</b>	<b>126,958</b>	<b>0</b>	<b>0</b>	<b>0</b>	
A1300 Playground Refurbishment	72,587	60,139	54,438	5,701	83%	72,587	0			
A1301 Play Barton	20,000	0	0	0	0%	20,000	0			
A4815 New Build Completion Pool	2,497,000	987,844	1,500,298	(512,454)	40%	2,497,000	0	0		
G1013 Dawson Street Gardens	19,000	0	0	0	0%	19,000	0			
G3013 Diamond Place car park footpath extension	6,324	0	0	0	0%	6,324	0			
G3014 East Oxford Community Association Improvements	4,880	4,880	4,880	0	100%	4,880	0			
G4006 Florence Park Community Centre Kitchen	1,411	0	0	0	0%	1,411	0			
G3015 NE Marston Croft Road Recreation Ground	19,300	0	0	0	0%	19,300	0			
A4815 Leisure Centre Improvement Work	-	217	0	217	0%	0	0	0		
A4830 Develop new burial space	100,000	0	0	0	0%	100,000	0			
A4818 Lye Valley & Chiswell Valley Walkways	124,000	60,000	60,000	0	48%	124,000	0			
A4816 Sports Pavilions	1,181,800	136,730	467,800	(331,070)	12%	1,211,800	30,000		30,000	
B0051 Leisure - Pavilions	460,300	429,785	417,881	11,903	93%	460,300	0			

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	£	£	£	£		£	£	£	£
A4820 Upgrade Existing Tennis Courts	48,060	30,891	48,060	(17,169)	64%	48,060	0		
A4821 Upgrade Existing Multi-Use Games Area	83,170	84,493	83,170	1,323	102%	83,170	0		
A4824 Meadow lane Skate Park	1,120	1,120	1,120	0	0%	1,120	0		
A3129 Domington Recreation Ground Improvements	44,375	0	0	0	0%	44,375	0		
A4826 Parks Works	100,000	16,385	40,000	(23,615)	16%	100,000	0		
A4827 Cowley Outdoor Gym	70,000	0	0	0	0%	70,000	0		
A4828 Valentia Road Playground	10,000	0	0	0	0%	10,000	0		
A4829 Oxford Spires Academy	-	0	0	0	0%	0	0		
A4831 Three Artificial Turf Cricket Wickets	36,000	0	0	0	0%	36,000	0		
<b>Leisure, Parks &amp; Communities</b>	<b>4,899,327</b>	<b>1,812,484</b>	<b>2,677,647</b>	<b>(865,164)</b>	<b>37%</b>	<b>4,929,327</b>	<b>30,000</b>	<b>0</b>	<b>30,000</b>
F0011 Pay & Display Parking in the Car Parks	84,000	0	0	0	0%	84,000	0		
F0012 P & R Purchase of Capital Items - Peartree, Redbridge	135,000	1,503	0	1,503	1%	135,000	0		
F0014 Purchase of ANPR for use in car park enforcement	40,300	40,300	40,300	0	100%	40,300	0		
R0005 MT Vehicles/Plant Replacement Programme.	2,741,579	1,364,347	1,706,907	(342,560)	50%	2,741,579	0		
T2269 Toilet improvements	139,945	144,043	139,945	4,098	103%	145,000	5,055		5,055
T2270 Bin stores for council flats to assist recycling	80,000	23,752	40,000	(16,248)	30%	80,000	0		
T2273 Car Parks Resurfacing	100,000	231	0	231	0%	100,000	0		
T2274 Gloucester Green Car Park Waterproofing	160,000	0	0	0	0%	160,000	0		
T2275 MOT Service Bay Extension									
<b>Direct Services</b>	<b>3,480,824</b>	<b>1,574,176</b>	<b>1,927,152</b>	<b>(352,976)</b>	<b>47%</b>	<b>3,485,879</b>	<b>5,055</b>	<b>0</b>	<b>5,055</b>
C3039 ICT Infrastructure	212,522	191,412	162,522	28,890	90%	212,522	0		0
C3044 Software Licences	176,053	178,455	176,053	2,402	101%	176,053	0		0
C3045 Mobile Working	98,000	0	0	0	0%	98,000	0		0
C3046 System Integration Capability	25,000	0	0	0	0%	25,000	0		0
C3047 Oracle 11g Upgrade	25,000	0	0	0	0%	25,000	0		0

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	£	£	£	£		£	£	£	£
C3048 Server 2008 Upgrade for Idox	25,000	0	0	0	0%	25,000	0		
C3049 Source Code Management	15,000	0	0	0	0%	15,000	0		
C3050 Tree Management Software	15,000	0	0	0	0%	15,000	0		
<b>Business Improvement &amp; Technology</b>	<b>591,575</b>	<b>369,867</b>	<b>338,575</b>	<b>31,292</b>	<b>63%</b>	<b>591,575</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GF Total</b>	<b>14,671,640</b>	<b>6,032,392</b>	<b>7,835,734</b>	<b>(1,803,342)</b>	<b>3</b>	<b>14,401,327</b>	<b>(270,313)</b>	<b>(283,500)</b>	<b>13,187</b>
<b>External Contracts</b>									
N6384 Tower Blocks	640,000	308,464	310,000	(1,536)	48%	640,000	0		
N6387 Controlled Entry	210,000	38,246	82,000	(43,754)	18%	210,000	0		
N6393 External Doors	200,000	142,519	140,000	2,519	71%	200,000	0		
N7020 Extensions & Major Adaptions	100,000	86,666	87,000	(334)	87%	100,000	0		
N7018 Minox	2,500	2,326	2,500	(174)	0%	2,500	0		
N6394 Windows	250,000	160,572	159,000	1,572	64%	250,000	0		
N6389 Damp-proof works (K&B)	80,000	67,567	60,000	7,567	84%	80,000	0		
N6392 Roofing	150,000	156,977	134,000	22,977	105%	150,000	0		
N6386 Structural	80,000	67,735	59,800	7,935	85%	80,000	0		
N6427 Shops									
N7028 Non Dwelling HRA Assets	-		0	0	0%	0	0		
N7026 Communal Areas	150,000	19,288	20,000	(712)	13%	150,000	0		
N7027 Environmental Improvements	166,000	29,926	39,000	(9,074)	18%	106,000	(60,000)	(60,000)	
<b>New Build</b>									
N7029 HCA New Build	4,603,000	1,235,672	1,240,000	(4,328)	26.8%	2,800,000	(1,803,000)	(1,803,000)	
N7031 Homes at Barton	50,000	10,986	17,500	(6,515)	22%	50,000	0		
N7011 Cardinal House Refurbishment	-		0			0			
N7033 Energy Efficiency Initiatives	250,000	0	0	0		0	(250,000)	(250,000)	
N7032 Estate Enhancements and Regeneration	500,000	245,870	240,000	5,870	49%	500,000			
N7030 Horspath Road Depot	1,500,000	0	0	0	0%	1,500,000	0		
<b>Internal Contracts</b>									
N6385 Adaptations for disabled	652,500	539,032	419,753	119,279	83%	652,500	0		

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	£	£	£	£		£	£	£	£	
N6390 Kitchens & Bathrooms	2,612,879	2,035,545	2,051,260	(15,715)	78%	2,734,649	121,770		121,770	
N6391 Heating	1,351,024	910,799	928,153	(17,354)	67%	1,351,024	0			
N6388 Major Voids	840,500	375,566	606,505	(230,938)	45%	640,500	(200,000)		(200,000)	
N6395 Electrics	317,135	270,949	228,813	42,136	85%	317,135	0			
<b>Housing Revenue Account</b>	<b>14,705,538</b>	<b>6,704,705</b>	<b>6,825,285</b>	<b>(120,579)</b>	<b>46%</b>	<b>12,514,308</b>	<b>(2,191,230)</b>	<b>(2,113,000)</b>	<b>(78,230)</b>	
<b>Grand Total</b>	<b>29,377,178</b>	<b>12,737,097</b>	<b>14,661,019</b>	<b>(1,923,922)</b>	<b>43%</b>	<b>26,915,635</b>	<b>(2,461,543)</b>	<b>(2,396,500)</b>	<b>(65,043)</b>	



<b>HRA Outturn Report 13/14 @ 31st December, 2013</b>		Approved Budget (per Budget book)	Latest Budget	Actual YTD	Budget YTD	% Budget Spent @ 31st Dec, 2013	Projected Outturn @ 31st Dec, 2013	Outturn Variance @ 31st Dec, 2013	Reported Last Month	Mvt from Reported Last Month
		£000's	£000's	£000's	£000's	%	£000's	£000's	£000's	£000's
Dwelling Rent	(38,824)	(39,435)	(30,045)	(30,246)	76%	(39,635)	(200)	0	(200)	(200)
Service Charges	(1,040)	(1,052)	(897)	(879)	85%	(1,050)	3	(13)	(13)	15
Furniture/Other Rent	(2,333)	(897)	(771)	(673)	86%	(930)	(33)	(172)	(172)	139
Major Project Team Fees	(621)	(321)	(180)	(241)	56%	(321)	0	0	0	0
<b>Net Income</b>	<b>(42,818)</b>	<b>(41,706)</b>	<b>(31,894)</b>	<b>(32,039)</b>	<b>76%</b>	<b>(41,936)</b>	<b>(231)</b>	<b>(185)</b>	<b>(185)</b>	<b>(46)</b>
General Management	4,218	4,576	3,008	3,284	66%	4,476	(100)	108	(208)	(208)
Special Management	2,515	2,390	1,600	1,793	67%	2,373	(17)	35	(52)	(52)
Other Management	2,584	2,591	1,574	1,687	61%	2,712	121	0	121	121
Bad Debt Provision	500	430	212	243	49%	430	0	30	(30)	(30)
Responsive & Cyclical Repairs	9,991	9,975	6,752	6,858	68%	9,853	(122)	10	(132)	(132)
Interest Paid	7,060	7,792	5,844	5,844	75%	7,792	0	371	(371)	(371)
Depreciation	8,267	5,625	4,219	4,219	75%	5,459	(167)	0	(167)	(167)
<b>Total Expenditure</b>	<b>35,135</b>	<b>33,380</b>	<b>23,208</b>	<b>23,929</b>	<b>70%</b>	<b>33,095</b>	<b>(285)</b>	<b>554</b>	<b>(839)</b>	<b>(839)</b>
<b>Net Operating Expenditure/(Income)</b>	<b>(7,683)</b>	<b>(8,326)</b>	<b>(8,685)</b>	<b>(8,110)</b>	<b>104%</b>	<b>(8,841)</b>	<b>(515)</b>	<b>369</b>	<b>(884)</b>	<b>(884)</b>
Interest Received	(56)	(32)	(24)	(24)	75%	(68)	(36)	0	(36)	(36)
Other HRA Reserve Adjustments	37	33	(135)	(122)	-407%	(376)	(409)	(4)	(405)	(405)
Revenue Contribution to Capital	10,830	6,459	4,993	4,966	77%	1,712	(4,747)	(2,417)	(2,417)	(2,330)
<b>Total Appropriations</b>	<b>10,812</b>	<b>6,461</b>	<b>4,834</b>	<b>4,821</b>	<b>75%</b>	<b>1,268</b>	<b>(5,193)</b>	<b>(2,421)</b>	<b>(2,772)</b>	<b>(2,772)</b>
<b>Total HRA (Surplus)/Deficit</b>	<b>3,130</b>	<b>(1,865)</b>	<b>(3,851)</b>	<b>(3,289)</b>	<b>207%</b>	<b>(7,573)</b>	<b>(5,708)</b>	<b>(2,052)</b>	<b>(3,656)</b>	<b>(3,656)</b>

Appendix E4 - Subjective Analysis of YTD spend (@ Q3 31st Dec, 2013 )

	Employees		Premises		Transport		Supplies & Services		External Income		Internal Income		Other		Total	
	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual	Latest Budget	Actual
City Development	2,104	2,062	6	8	15	11	372	368	(1,686)	(1,582)	0	0	0	0	811	867
Housing & Property	2,080	2,140	493	488	34	27	1,716	1,751	(1,396)	(1,635)	0	0	390	408	3,317	3,179
Regeneration & Major Projects	489	507	1,020	997	12	10	382	469	(7,868)	(8,043)	0	0	275	275	(5,690)	(5,785)
<b>City Regeneration</b>	<b>4,673</b>	<b>4,709</b>	<b>1,519</b>	<b>1,493</b>	<b>61</b>	<b>48</b>	<b>2,470</b>	<b>2,588</b>	<b>(10,950)</b>	<b>(11,260)</b>	<b>0</b>	<b>0</b>	<b>665</b>	<b>683</b>	<b>(1,562)</b>	<b>(1,739)</b>
Policy Culture and Comms	566	619	2	4	2	1	973	937	(380)	(392)	0	0	0	(1)	1,163	1,168
Environmental Development	2,721	2,694	13	28	42	41	721	849	(1,437)	(1,546)	(54)	(73)	0	0	2,006	1,993
Leisure, Parks and Communities	2,649	2,542	592	629	380	375	2,410	2,333	(1,540)	(1,481)	(295)	(257)	496	496	4,692	4,637
Direct Services	14,960	14,348	4,188	4,287	4,054	3,826	5,934	6,311	(10,542)	(10,837)	(19,536)	(19,341)	40	40	(902)	(1,366)
Community Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Community Services</b>	<b>20,896</b>	<b>20,203</b>	<b>4,795</b>	<b>4,948</b>	<b>4,478</b>	<b>4,243</b>	<b>10,038</b>	<b>10,430</b>	<b>(13,899)</b>	<b>(14,256)</b>	<b>(19,885)</b>	<b>(19,671)</b>	<b>536</b>	<b>535</b>	<b>6,959</b>	<b>6,432</b>
Transformation	169	143	0	17	1	1	235	228	0	0	0	0	0	0	405	389
Bus Improvement & Technology	1,227	1,214	0	0	1	3	1,449	1,482	(32)	(47)	0	0	0	0	2,645	2,652
Customer Services	2,903	2,956	24	34	4	6	524	534	(634)	(977)	0	0	0	0	2,821	2,533
Finance	1,324	1,270	(2)	0	3	3	352	376	(155)	(150)	0	0	0	0	1,522	1,499
Human Resources & Facilities	1,487	1,450	43	44	4	24	214	295	(551)	(656)	0	0	0	(24)	1,197	1,133
Law and Governance	1,870	1,841	23	42	5	4	231	218	(291)	(294)	0	0	0	0	1,838	1,811
<b>Org Dev &amp; Corp Services</b>	<b>8,980</b>	<b>8,874</b>	<b>88</b>	<b>137</b>	<b>18</b>	<b>41</b>	<b>3,005</b>	<b>3,133</b>	<b>(1,663)</b>	<b>(2,144)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(24)</b>	<b>10,428</b>	<b>10,017</b>
<b>Grand Total</b>	<b>34,549</b>	<b>33,786</b>	<b>6,402</b>	<b>6,578</b>	<b>4,557</b>	<b>4,332</b>	<b>15,513</b>	<b>16,151</b>	<b>(26,512)</b>	<b>(27,660)</b>	<b>(19,885)</b>	<b>(19,671)</b>	<b>214</b>	<b>1,194</b>	<b>15,825</b>	<b>14,710</b>

**To: City Executive Board**

**Date: 12<sup>th</sup> March 2014**

**Report of: Head of Housing and Property**

**Title of Report: ALLOCATION OF HOMELESSNESS PREVENTION FUNDS IN 2014/15**

## **Summary and Recommendations**

**Purpose of report:** This report outlines the proposed allocation of Homelessness Prevention funds with the purpose of meeting the objectives of the Homelessness Strategy.

**Key decision:** Yes

**Executive lead member:** Councillor Scott Seamons

**Policy Framework:** Homelessness Strategy 2013-2018

### **Recommendation(s):**

1. Recommend the allocation of the Homelessness Budget for 2014 – 2015 as per paragraph 21 of this report.
2. Recommend delegated authority to the Head of Housing and Property in consultation with the board member to allocate the balance of the Preventing Homelessness Funds.

## **Appendices**

Appendix 1 – Risk Register

## **Background**

1. In January 2014, the Department of Communities and Local Government (DCLG) confirmed Oxford City Council's Preventing Homelessness Grant for the next financial year. The money is paid as Revenue Support Grant with a percentage rolled into the Business Rate Retention Scheme (BRRS) and the allocation of the Homelessness Preventing Grant is visible within. This is a change to the funding mechanism and not the grant.

2. This budget is identified in the Council's Medium Term Financial Plan.
3. Whilst the grant is not ring fenced, Oxford City Council remains committed to ending rough sleeping within the city and supporting homeless people or those threatened with homelessness or rough sleeping into sustainable accommodation, in line with its Homelessness Strategy 2013-2018. As such, Oxford City Council will allocate this whole budget to support this work.
4. A further commissioning budget is also available from the City Council's own grant funds.
5. The strategic framework within which both these funds are allocated is the same and therefore for the purpose of future commissioning will be considered as one main budget.
6. In order to deliver its work, the City Council will continue to explore the strategically relevant opportunities to jointly commission with our partners at Oxfordshire's Joint Commissioning Team, Oxford Health and the Clinical Commissioning Group.
7. In light of the cross-commissioning agenda and cross-strategy advantages, a multi-agency steering group is responsible for advising on and monitoring these budgets. The group comprises of representatives from Oxford City Council, Oxfordshire County Council's Joint Commissioning Team, Joint Housing Team and Public Health (Drug and Alcohol Team), Oxford Health and the Clinical Commissioning Group.

### **Key Developments over the past 12 months.**

#### **No Second Night Out (NSNO)**

8. NSNO continues to embed itself in Oxford, providing a rapid response to new rough sleepers as well as those who are entrenched on the streets. Over 250 individuals have accessed the 7 bed hub since it opened in July 2012 with an average of 43% currently accessing on their second night.
9. The average number of nights a newly verified rough sleeper has to wait in order to access a NSNO bed has been reducing gradually over time and is currently 6 (January). It remains a challenge due to the lack of movement through the pathway due to restricted move-on options, especially within the private rented sector which are affordable.
10. A review of No Second Night Out in early 2013 brought together some 20 organisations from the statutory and voluntary sectors in order to:-
  - To highlight operational changes to deliver NSNO effectively and to recommend adjustments to the policy to take these into account.
  - To highlight strategic gaps and systemic issues that may have been exposed as a result of NSNO and to recommend appropriate routes for

further discussion and development (e.g. the impact on other providers and pathways)

- To build and develop our collective partnership between statutory and voluntary sector organisations and to become expert in the process of co-design as a way of working in the future.

11. The review concluded a number of strategic issues for consideration (e.g. move-on issues, addressing the complex support needs of clients) as well as amendments to the policy to include access for non-verified rough sleepers whilst preserving the priority for those who are verified on the streets.

### **Entrenched Action Plan**

12. The aim of this action plan, in conjunction with No Second Night Out is to reduce rough sleeping in Oxford City to zero as entrenched rough sleeping is very damaging for individual rough sleepers' physical and mental health. There are also longer-term cost implications for the costs of accommodation and support if rough sleepers continue to live on the streets as needs will increase and conditions worsen.

13. In order to deliver the objectives of this action plan, several initiatives have progressed over the last 12 months including:-

- Project FLOW – a collaboration between the Arts at the Old Fire Station, Crisis and Oxford City Outreach Team to explore ways of using artistic interventions to engage people regarded as service resistant entrenched rough sleepers.
- Personalisation Worker successfully funded by Broadway from the Homeless Transition Fund to join the Outreach Team for 12 months to focus on entrenched rough sleepers only.
- Housing First successfully launched, providing very intensive accommodation-based support, now with 3 properties in their portfolio with tenancies being successfully maintained to date.

### **Making Every Adult Matter**

14. Making Every Adult Matter (MEAM) is a coalition of four national charities – Clinks, DrugScope, Homeless Link and Mind – formed to influence policy and services for adults facing multiple needs and exclusions. Adults with multiple and complex needs often:-

- **experience several problems** at the same time, such as mental ill health, homelessness, drug and alcohol misuse, offending and family breakdown. They may have one main need complicated by others, or a combination of lower level issues which together are a cause for concern. These problems often develop after traumatic experiences such as abuse or bereavement.
- **have ineffective contact with services.** People facing multiple needs usually look for help, but most services are designed to deal with one problem at a time and to support people with single, severe conditions. As a result, people with multiple needs are often seen as 'hard to reach' or 'not my problem'.

- **live chaotic lives.** Facing multiple problems that exacerbate each other, and lacking effective support from services, people easily end up in a downward spiral of mental ill health, drug and alcohol problems, crime and homelessness. They become trapped, living chaotic lives where escape seems impossible, with no one offering a way out.
15. Oxford City Council with partners across a wide range of statutory and voluntary sector partners submitted an Expression of Interest to the MEAM coalition in early 2013 to become a pilot area for the South East and was chosen as one of nine local authority areas to work with the national partners to deliver improved outcomes and interventions for people with multiple needs.
16. Oxford City Council will be the lead agency for this work. Partners include the following organisations:-
- Oxfordshire County Council (including Mental Health, Housing Related Support and Young People's Commissioning, Drug and Alcohol Action Team and Vulnerable Adults Teams)
  - Oxfordshire Clinical Commissioning Group - mental health commissioning
  - Oxford Health - statutory mental health
  - Thames Valley Probation
  - Thames Valley Police
  - Voluntary sector representatives including those working with people with mental health problems, homeless and complex needs.
  - Homeless Link (Local Network Team from national coalition)
  - Mind (Local Network Team from national coalition)
17. Although this initial pilot phase will be focussed on the City, learning, good practice and implications can be shared across the County.

### **Other Key Considerations**

18. Oxfordshire County Council will be re-commissioning the Young People's pathway during 2014 with a view of having new services on line by April 2015.
19. Mental Health services (both statutory and the Supported to Independent Living pathway) are also due to be re-commissioned during 2014-2015 within an outcomes based framework.

### **Strategic Framework for Commissioning and Funding in 2014-2015**

20. Significant consideration is given to the national rough sleeping strategy entitled "No One Left Out – Communities Ending Rough Sleeping" and "Vision to end rough sleeping: No Second Night Out Nationwide" which signalled a new energy and renewed focus to end rough sleeping. The Council's priorities in terms of rough sleeping and single homelessness are set out in its Homelessness Strategy 2013 – 2018 as follows:-

- Prevent and Respond to Rough Sleeping
- Deliver and review the impact of No Second Night Out
- Develop services to tackle the issue of entrenched rough sleepers
- Improve pathways through supported specialist accommodation for former rough sleepers
- Ensure sufficient specialist accommodation and support to meet the needs of single homeless clients in the City
- Review anti-begging campaigns and message and support organisations who work to get people off the streets

### **Allocation of the Homelessness Budget 2014-2015**

21. It is proposed that the following specialist services and posts be funded from the 1<sup>st</sup> April 2014 until 31<sup>st</sup> March 2015:

<b>Organisation and Purpose of Grant</b>	<b>Allocation for 14/15</b>
<b>Assertive Outreach, Reconnection, Move-on</b>	
<b>Oxford City Outreach (Broadway Homelessness and Support) - One FTE Manager, 4 FTE Outreach Workers and 1 FTE Reconnection Worker (seconded to the NSNO Team)</b>  This is the last year of an initial 3 year contract.	£235,000
<b>NSNO Pathway Leader (Broadway Homelessness and Support) and Management Costs</b> This role manages all referrals in and out of the NSNO hub and across the homeless pathway. It is crucial to the success of NSNO. This allocation extends the current contract from July 2014 until March 2015.	£31,530
<b>NSNO Assessment Worker and Rent (O'Hanlon House)</b> This role is part of the NSNO team and carries out assessments of clients accessing the NSNO hub and the Single Service Offer on from the hub. Rent allocation is for office space. This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2014.	£35,248
<b>Specialist Homelessness Liaison Police Officer (Thames Valley Police)</b> This post is crucial to reducing street numbers, liaising closely with Oxford City Outreach and other partners within the single homelessness and rough sleepers' network to identify and tackle problematic rough sleeper hot spots, to prevent rough sleeping and anti-social behaviour. This allocation is on a yearly basis and the council have the right to terminate	£40,000

funding if the grant is stopped or reduced beyond March 2014.	
<b>O'Hanlon House (Oxford Homeless Pathways)</b> This grant jointly commissions the service with the County Council. The money specifically commissions the day service that works with vulnerable adults who present with needs such as substance misuse, mental health and alcohol needs. The day service aims to provide a bridge between the services users and other meaningful services such as the GP, Social services, DAAT teams and mental health teams.	£133,432
<b>Severe Weather Provision</b> This funding is to cover the cost of running additional services for rough sleepers during periods of severe weather.	£15,000
<b>Improving Mental Health/Complex Trauma</b>	
<b>Mental Health Practitioner (Luther Street Medical Centre)</b> This post has continued to be a success and it is recommended that funding in partnership with Oxford Health is continued for this post. This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2015.	£25,000
<b>One FTE Multiple Needs Worker Hostel Worker (Elmore Community Services)</b> This post focuses on in-reach work with clients placed in the City's hostels to help keep them in accommodation and prevent them from returning to rough sleeping. This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2015.	£40,757
<b>Elmore Community Services</b> This funds one post within the Elmore team; the post is called a Tenancy Sustainment officer. The officer works with residents of OCC who are finding it difficult to manage their tenancies.	£40,757
<b>Tackling Worklessness and Improving Positive Activities</b>	
<b>Aspire Oxfordshire (Core)</b> Aspire provide social enterprises, work placements, employment opportunities and benefits' advice to Oxford's homeless network in order to develop progression pathways into sustainable independent living.	£56,345
<b>Two FTE Education, Training and Employment Workers (Aspire)</b>	£60,519



<p>Oxford City Council continues to fund these two posts to further develop Aspire's social enterprises, work placements, employment opportunities to Oxford's homeless network in order to develop progression pathways into sustainable independent living.</p> <p>This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2014.</p>	
<p><b>Emmaus Oxford Furniture Store</b> This money supports Emmaus to provide accommodation for homeless people but also gives them an opportunity to work in their social enterprise which is a second-hand furniture store.</p>	£25,000
<p><b>The Gatehouse Café</b> This provides some core funding to the Gatehouse daycentre to open up six evening out of seven to engage with the hard to reach clients that traditionally do not use mainstream services. Funding for 6 months only allocated due to the Gatehouse carrying out a strategic review of service.</p>	£4,500
<p><b>Steppin Stone Day Centre</b> This provides core funding to the Steppin Stones daycentre to work with vulnerable adults who are aiming to get back into training, education and employment. Steppin Stones also provide individuals with an opportunity to train in their social enterprises; their allotment, the daycentre kitchen or Porch Pickle enterprises. The daycentre is based away from the city centre, which allows for individuals to move away from the street activities such as begging, drinking and other anti-social behaviour.</p>	£55,000
<p><b>One FTE Service Broker (Big Issue Foundation)</b> This post tackles the lack of engagement of Big Issue sellers with accommodation offers and to improve the partnership working with this organisation. This contract will be within a payment by results framework this year. This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2014.</p>	£25,000
<p><b>Priority Services for Young People</b></p>	
<p><b>Young Peoples' Project – One Foot Forward (Bournemouth Churches Housing Association)</b> This grant jointly commissions the service with</p>	£42,992

<p>the County Council. The hostel works with young people aged between 16 – 25 years old who are homeless or about to become homeless. This is the last year of this 5 year contract and is currently under review.</p>	
<p><b>One FTE Referral and Reconnection Worker for Under 25s (Crime Reduction Initiative via Oxfordshire County Council)</b>  This service is now based at One Foot Forward and co-ordinates all referrals into the Young People's pathway across the City. This is the final year of this contract and the service is currently under review as part of the YP re-commissioning.</p>	£37,677
<p><b>Prevention of Eviction Young People Beds (6 at Simon House and 6 at Lucy Faithful House)</b>  To cover the shortfall in service charge for 6 young people who are under 25 years old at Simon House. This allocation is on a yearly basis and the council have the right to terminate funding if the grant is stopped or reduced beyond March 2014.</p>	£9,391
<p><b>Emergency Bed (One Foot Forward)</b>  This funding provides one emergency bed at One Foot Forward for use by Oxford City. This service is also under review as part of the re-commissioning of Young People's services</p>	£6,134
<p><b>Homelessness Prevention or Statutory Homelessness</b></p>	
<p><b>Welfare Reform Outreach Team</b>  This funding contributes towards the work of the team focussing on the impact of welfare reform on the City Council and its tenants.</p>	£69,072
<p><b>Discretionary Housing Payments</b>  This money has been allocated to ensure that we can mitigate the impact of welfare reform.</p>	£100,000
<p><b>Target Hardening/Sanctuary Scheme</b>  Provided to ASBIT, this is a service for victims of domestic abuse to enable them to stay in their own homes.</p>	£30,000
<p><b>Connection – Single Homeless Service</b>  Advice services for single homeless people who may be sofa surfing to access housing, maximise their benefits and access work opportunities</p>	£52,800
<p><b>Business Rates at the Old Fire Station</b>  As required by previous CEB report to provide financial relief to Crisis and the Arts at the Old Fire Station in the first years of service.</p>	£3,152

22. The following services will not be funded in 2014-2015:-
- a. Respite Beds at Simon House due to lack of utilisation over the last year
  - b. Anti-Social Behaviour Service at Elmore Community Services due to contract end and a restructure within the work of the City Council's Anti-Social Behaviour Investigation Team negating the on-going need.
  - c. Housing First at Julian Housing is a live contract, although has no allocation in this financial year as it was front loaded in 2013-2014.

23. It is to be noted that the Gatehouse will be given an initial 6-month contract at £4,500 due to the fact that the organisation is currently undergoing a significant strategic review to determine the future direction of the service.

#### **Level of Risk**

24. Please see attached matrix (Appendix 1)

#### **Climate Change/environmental impact**

25. There are no significant climate change or environmental impact issues related to this report.

#### **Equalities Impact**

26. All services in receipt of funding are subject to rigorous monitoring which includes equality and diversity.

#### **Financial Implications**

27. The expenditure identified within this report can be met from the allocated budgets and there is some scope for further allocations if new priorities emerge.

#### **Legal Implications**

28. In distributing this budget the Council should ensure that organisations are clear as to the outcomes that the Council expects them to achieve and these specifications and targets are monitored through service agreements.

#### **Staffing Implications**

29. All external staff are employed by external organisations for whom the Council has no liability.

30. There will be quarterly performance monitoring meetings with Oxford City Council's Preventing Homelessness Grant Steering Group to review and ensure the delivery of services, and that outcomes and targets are achieved

31. This budget is managed by the existing Rough Sleeping and Single Homelessness Manager in Housing Services.

**Name and contact details of author:**

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Rough Sleeping and Single Homelessness Manager

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**Version number: 4**

APPENDIX 1

CEB Report Risk Register

Risk Score Impact Score: 1=Insignificant; 2=Minor; 3=Moderate; 4= Major; 5=Catastrophic      Probability Score: 1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost Certain

No.	Risk Description Link to Corporate Obj.	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P			Q	Q	Q	Q	I	P
1	Grant funding awarded is not spent on the activity or items it was awarded for.	1 2	P 2	Terms & conditions for grant awarded not clear.	Mitigating Control: Award letter and service agreements in place.  Monitoring forms  Level of Effectiveness: High as agreements are closely monitored	1 1	P 1	Action: Reduce  Action Owner: Nerys Parry  Mitigating Control: Quarterly monitoring reports  Report through Community & Partnership Scrutiny  Control Owner: Nerys Parry	Outcome Required:  Clear and detailed service agreements signed by each organisation.  All monitoring reports returned  Milestone Date: on going	Q 1	Q 2	Q 3	Q 4	I	P
2.	Commissioned organisations unable to deliver service or project they have been funded to deliver	3	3	Loss of other funding to continue delivery	Maintain good working relationship and be aware of funding cuts within the relevant sectors	2	2	Action: Reduce Provide support to plan for cuts  Action owner Nerys Parry  Mitigating Control Maintain good working relationship	Continued delivery of services						

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**To:** City Executive Board

**Date:** 12<sup>th</sup> March 2014 **Item No:**

**Report of:** Head of Customer Services

**Title of Report:** DRAFT FINANCIAL INCLUSION STRATEGY FOR CONSULTATION

### Summary and Recommendations

**Purpose of report:** To present a Draft Financial Inclusion Strategy together with an Action Plan for delivery.

**Key decision?** Yes

**Executive lead member** Councillor Susan Brown

**Policy Framework:**

**Recommendations (s):-**

Members of City Executive Board are asked to:-

1. Approve the Draft Financial Inclusion Strategy as attached at Appendix 1. for consultation.

### **Appendices to report**

Appendix 1: Draft Financial Inclusion Strategy  
Appendix 2: Risk Assessment  
Appendix 3: Equalities Impact Assessment

### **Background**

1. The current public funding climate and cuts in welfare are putting increasing pressure on those with the lowest incomes. Rising costs of living in relation to basic needs such as home energy and food together with increased housing costs are exacerbating the problems of vulnerable residents and also pushing others currently at the 'tipping point' into potential difficulties. This means there is an increased danger of people falling into debt, getting into rent arrears, failing to adequately heat their homes or feed themselves and their family properly.

2. The issues which the Financial Inclusion Strategy aims to tackle are outlined in the Strategy document at Appendix 1. These include an annual reduction of £34.5 million in welfare benefits paid to Oxford residents, 42 excess winter deaths (linked to home fuel poverty) in 2012, 11% of the city's residents classed as indebted and a lack of skills preventing a significant number of residents entering the job market.
3. These issues cannot be tackled by the Council alone. The Council will need to work with its partners across the City to deliver solutions. It is therefore proposed that the Strategy is submitted for public consultation so that those partners can contribute to its development.
4. Consultation will be conducted during March and April 2014. The Strategy will be provided to stakeholders in the Voluntary and Housing sectors, as well as being made available to customers in the Contact Centres and online. The results will be the subject of a further report which will be presented to the CEB meeting of July 2<sup>nd</sup>.

### **Financial Inclusion**

5. Financial inclusion is defined as the ability of an individual, household, or group to access appropriate financial services or products. Without this ability, people are often referred to as financially excluded. People that are financially excluded are often those in poverty or experiencing disadvantage and as a result might:
  - Not be able to access affordable credit
  - Not want, or have difficulty obtaining a bank account
  - Be financially at risk through not having home insurance
  - Struggle to budget and manage money or plan for the unexpected
  - Struggle to pay home fuel bills and/or live in poor quality housing with associated health impacts
  - Not know how to make the most of their money
6. As the impact of financial exclusion falls more heavily on low income households, this strategy seeks to ensure sufficient support is provided to such households to increase their income. This will be achieved by supporting people to access employment, and in overcoming barriers to work.
7. Sound financial inclusion work can help obtain better outcomes for individuals and their communities, and allow the Council to become more cost efficient. The benefits of financial inclusion can be defined as follows:

### **For Customers:**

- Access to lower cost household bills
- Lower transactions costs
- More able to withstand financial shocks
- Better physical and mental health outcomes
- Able to play a full part in society



**For Communities:**

- More settled and stable communities
- Fewer family break-ups
- More money spent in local economy

**For the Council:**

- Improved cash flow
- Reduction in rent arrears
- Fewer evictions
- Fewer homeless presentations
- Less tenant turnover
- Reduction in costs of Council Tax and Rent collection
- 

**Why is a strategy required?**

8. Significant work is already undertaken to combat the challenges outlined above, both by the City Council and other organisations across the city. However reducing resources means that duplication of effort is not sustainable.
9. The challenges of financial inclusion have been divided into four top level themes. These are income, debt, housing and skills. For each theme, short and long term outcomes have been assigned. An action plan for the strategy has been developed along the same themes, with short and long term outcomes. The action plan is appended to the Strategy at appendix 1.

**Climate change / environmental impact**

10. There are no negative climate change or environmental impact issues related to this report. A number of the activities proposed in the Financial Inclusion Action Plan will lead to reduced carbon footprints for affected properties. Alleviating fuel poverty locally by improving the energy efficiency of poor homes reduces energy bills for occupants, improves health and contributes to the Council's carbon reduction target for the whole city of 40% by 2020. The council has a duty under the Home Energy Conservation Act to report on plans to help householders lower their fuel bills. It was the intention to produce a separate Fuel Poverty Strategy, however the issues of household income, energy prices and the thermal efficiency of dwellings, are so inextricably linked with financial inclusion, that bringing these issues together in a single strategy represents a more cohesive approach.

**Equalities impact**

11. The aim of the Financial Inclusion Strategy is to ensure that fewer people in the city are financially excluded. As such we would expect to see a positive impact on certain vulnerable groups, and also groups with protected characteristics.
12. Reductions in benefits impact disproportionately on single parents, people with disabilities, and working age people over 45. Older people and people in the private rented sector are disproportionately impacted by fuel poverty.

Actions proposed in this strategy will therefore reduce the inequalities created for these groups.

**Financial implications**

13. This report does not propose any new expenditure. Instead it seeks to align a number of different initiatives to produce greater outcomes.

**Legal implications**

14. None

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# **Draft Financial Inclusion Strategy for Consultation**

**2014 - 2017**

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## 1. INTRODUCTION

- 1.1 This document sets out Oxford City Council's (OCC) vision and strategy for financial inclusion and forms an integral component of the Council's commitment to reduce inequality. To this end the strategy has been developed in conjunction with the council's wider work on Welfare Reform, Fuel Poverty and our Stronger Communities Programme.
- 1.2 The Financial Inclusion Strategy comprises this document and a separate Financial Inclusion Action Plan. The action plan details the activities that will be undertaken to achieve the aims of this strategy together with the lead officer for the Council's perspective, plus any external partners involved in delivery.
- 1.3 The Strategy covers the period between April 2014 and March 2017. However this document will be reviewed annually to ensure it continues to meet the Council's priorities.

## 2. WHY DO WE NEED A STRATEGY

### National Context

- 2.1 The country is facing one of the most difficult public funding climates seen for decades with reductions in public spending and significant areas of social policy reform. Rising costs of living in relation to basic needs such as fuel and food together with higher housing costs are exacerbating the problems of existing vulnerable residents and pushing others currently at the 'tipping point' into potential difficulties. Traditional responses in terms of increased resources for service delivery are no longer viable. A step change is necessary which requires leadership and cultural transformation. In real terms, this means developing a strategy for financial inclusion that, as far as possible, protects the most economically vulnerable balanced against the economic reality the Council faces. This means reshaping the internal policy, practice and culture of the Council and working with external partners to leverage those resources which are available to ensure the best outcomes for our residents.

### Local Context

#### 2.2 *Welfare Reform*

The introduction of the Universal Credit means direct payments to landlords of housing benefit will cease, potentially leading to an increase in rent arrears and debt as some tenants may have difficulty managing their money and not pay their landlords rent owed. Those who under-occupy their current property (currently 770 households) could see their benefits reduce to such an extent that they may be forced into moving out of their current home into smaller accommodation. This may impact on the demand for smaller accommodation and lead to an increase in rent arrears from households who currently receive housing benefit or force families to leave Oxford in search of more affordable Housing.

The Benefit Cap which affects approximately 140 households in Oxford means that for some of those households, moving into employment is the only way they are going to be able to afford to maintain a tenancy in Oxford. Many of those affected have never worked and have multiple barriers preventing them from working. Intense support is required to deliver a sustainable solution to such people.

These are challenges that need to be planned for and managed which might entail providing a supporting role for people affected by these changes. Part of that role will be to promote and advise customers of future benefit changes. This work is already being carried out and will continue for the near future.

#### 2.3 *Housing*

The city is a densely packed urban space covering only 17.6 square miles with very high levels of housing density. There are severe pressures on housing stock, with large concentrations of homes in multiple occupation and significant numbers of homeless and

other vulnerable groups. The recession has increased the number of families seeking to obtain social housing from 4,500 to over 6,000.

Oxford has a current population of 151,000 which is projected to increase to 160,000 by 2021. 16,000 households live in private rented accommodation, an increase of 45% since 2001. Twenty percent of the city now lives in the Private Rented Sector (PRS), which is the 10th highest proportion in the country. There are currently 4,600 households on the Council's housing list. With increasing student numbers, and with home ownership becoming more unaffordable for young professionals, demand for PRS property is high and increasing. This is putting the PRS beyond the reach of increasing numbers of benefit claimants.

Despite the perception of an affluent, historic city, Oxford has seven super output areas within the 15% most deprived in the country. Some properties in Oxford City are referred to as Hard to Treat in energy efficiency terms. These are those without mains gas as the primary heating fuel, and solid-walled or non-traditional system built properties that are expensive to insulate. This is compounded by the higher than average number of private rented properties in Oxford. This sector is known to be poor in terms of energy efficiency of housing and this is therefore a target for housing improvements and other fuel poverty work, as are the most deprived areas.

#### 2.4 Skills

Employment is very high in Oxford, with 1.6% of the population claiming Jobseekers Allowance, compared to the national average of 2.9% (December 2013, DWP). Whilst Oxford has a highly skilled workforce, with a high proportion of residents holding degrees, there are also a significant proportion of residents with no educational or skills qualifications and attainment levels of pupils in state schools are significantly lower than the regional and national average. This poor attainment at both primary and secondary levels impacts directly on access to the labour market and on economic and social life-chances.

The 2011 Oxfordshire Skills Needs Analysis suggested that a lack of education, qualifications and 'employability' skills prevented a significant number of Oxfordshire's residents from entering the local job market, in particular certain groups of young people including teenage mothers, young people with learning difficulties and/or disabilities, young people who have offended and young people leaving care. Young people between the ages of 16 and 18 who are not participating in education, employment or training (NEET) are a major source of concern. Their circumstances are predictors of future unemployment, low income, poor mental health and potential involvement in crime.

#### 2.5 Living Costs

In August 2013, the Money Advice Service conducted some research into the indebtedness of people in the UK. In Oxford they found that 11% of the population are indebted. This means that they meet either of the following criteria:

- They feel their debt is a heavy burden
- They missed out on; or fell behind on credit payments or a bill for three of the last six months

Nationally, the use of food banks is increasing and it is thought that half a million people in the UK now use them. In Oxford the Community Emergency Foodbank has reported a significant increase in customers from 120 per month in 2012 to 200 per month in 2013. The provision of food banks in Oxford is currently unclear as a number of charities and religious organisations operate informal food banks. It is one aim of this strategy to better understand provision in the city.

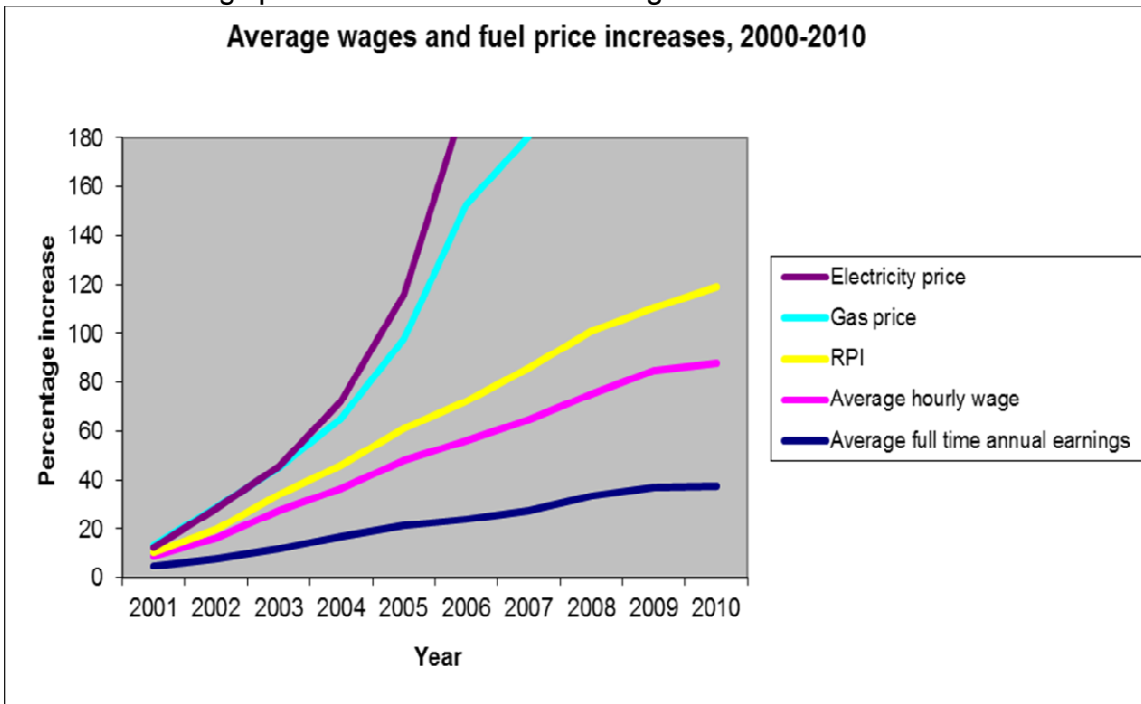
#### 2.6 Fuel Poverty

In 2010, 12% of Oxford homes (around 7000 households) were estimated to be fuel poor. This is better than the England average and the same as the average for the South East. Broadly, fuel poverty is influenced by 3 factors: 1) household income; 2) energy prices and 3) the thermal efficiency of the dwelling. Households are more likely to be fuel poor if their

homes were built before 1945, are large, off gas, being privately rented and/or have old; or inefficient boilers.

In 2012-13, UK winter deaths increased by 29% from 2011/12 which highlights a need to understand links between cold homes and health. The most vulnerable to health impacts include the over 65s, the disabled and long-term sick, unemployed, people on low incomes and those with very young children. This is because they are likely to spend more time in the home, and have health issues that are aggravated by cold homes.

The chart below shows how fuel bills have risen since 2001 compared to the average hourly wage. They continue to rise, with the major energy providers announcing near double digit price rises at the time of writing.



Following the removal of Warm Front, CERT, Cocoon insulation projects and the current issues around Energy Company Obligation (ECO) funded projects there is far less grant money available to improve energy efficiency of homes. Both the Council’s Housing Board and Health Improvement Board have raised the need for a strategy that tackles fuel poverty due to the health impacts of poorly heated homes.

The Council has signed the End Fuel Poverty Coalition’s Local Authority Commitment which commits it to understanding housing stock, fuel poverty data and linking the related health impacts. As both a building based and financial issue, it was agreed that fuel poverty should be incorporated into the Strategy.

### 3. WHAT IS FINANCIAL INCLUSION

3.1 Financial inclusion is defined as the ability of an individual, household, or group to access appropriate financial services or products. Without this ability, people are often referred to as financially excluded. People that are financially excluded are often those in poverty or experiencing disadvantage and as a result might:

- Not be able to access affordable credit
- Not want, or have difficulty obtaining a bank account
- Be financially at risk through not having home insurance
- Struggle to budget and manage money or plan for the unexpected
- Struggle to pay fuel bills and/or live in poor quality housing
- Not know how to make the most of their money

3.2 As the impact of financial exclusion falls more heavily on low income households, this strategy seeks to ensure sufficient support is provided to such households to increase their income. This will be achieved through a number of means, but will include supporting people to access employment, and in overcoming barriers to work.

3.3 Sound financial inclusion work can help deliver sustainable improvements for individuals and their communities, and enable the Council to become more cost efficient. The benefits of financial inclusion can be defined as follows:

**For Customers:**

- Access to lower cost household bills
- Lower transactions costs
- More able to withstand financial shocks
- Better physical and mental health outcomes
- Able to play a full part in society

**For Communities:**

- More settled and stable communities
- Fewer family break-ups
- More money spent in local economy

**For the Council:**

- Improved cash flow
- Reduction in rent arrears
- Fewer evictions
- Fewer homeless presentations
- Less tenant turnover
- Reduction in costs of Council Tax and Rent collection

#### **4. THE CHALLENGE OF FINANCIAL INCLUSION**

4.1 It is important to note that even in good times, poor financial health affects many of our residents leaving them at risk of exclusion. This exclusion undermines and exacerbates poverty (including child poverty), increases disadvantage and has a profound impact on life chances. This in turn has a wider bearing on our communities affecting health, family breakdowns, crime levels, the environment in which we live and an individual's ability to contribute equally to the City.

4.2 Access to appropriate, high quality financial services is a central component of financial inclusion. Financial services, including payments, savings, borrowing and insurance are a key part of modern life, enabling bills to be paid, unexpected costs to be met or emergencies to be managed. Access to these services helps people make the very best of the money they have and provides both stability and the opportunity for individuals, families and communities to progress and thrive.

4.3 The cost of financial exclusion is captured by the concept of the 'poverty premium'. This calculation by Save the Children in 2007 measures the cost to a family of normal life, such as paying utility bills, buying standard household goods, converting cheques into cash and purchasing essential services such as insurance. In 2007 the 'poverty premium' was calculated at over £1000 per annum for a family of four, thus wasting approximately 9 per cent of their disposable income after housing costs.

4.4 There are a number of barriers to financial inclusion and good financial health we wish to address through this Strategy and they include:



- access to advice
- access to transactional banking services
- access to affordable loans
- no savings
- access to insurance
- poor financial knowledge and skills
- fuel and food poverty

4.5 The causes of financial exclusion can be attributed to a variety of reasons but are most usually as a result of changes in circumstance, for example:

- loss of home
- loss of employment or retirement
- low pay
- breakdown of a relationship
- illness, disability or bereavement within the family
- becoming new parents
- changes to benefit entitlement
- starting a new business
- going into or coming out of prison
- reductions in income
- long term worklessness

## 5. THEMES

5.1 For the purposes of this strategy, current work and future actions have been divided into four categories:

- Debt, (Including Provision of Advice and Access to Financial Services)
- Income (Including Benefit Entitlement, and Budgeting Support)
- Housing (Including Affordable Warmth, Discretionary Housing Payments and Tenant Support)
- Skills (Work Readiness, Training, Digital Access)

Work undertaken in furtherance of these aims is designed to achieve the following short term and longer term solutions.

### 5.2 **DEBT**

#### *Short Term*

- Residents will know where to access information and advice
- Residents will be able to seek help with their debts and be supported to make affordable repayment plans

#### *Long Term*

- Residents will have increased ability and confidence in managing everyday finances including contracting utility companies
- Residents will be able to receive and make payments easily through mainstream or alternative transactional banking services.
- Residents gain increased knowledge and confidence in using financial services
- Council policies and processes support the aims of the Financial Inclusion Strategy

### 5.3 **INCOME**

#### *Short Term*

- Residents will be supported to claim the benefits to which they are entitled
- Residents will be supported to access emergency support when required

*Long Term*

- Residents will be supported to manage their finances
- Residents will be able to save and therefore be better able to cope with financial crisis and changes in circumstance .

**5.4 HOUSING**

*Short Term*

- Residents facing shortfalls in their Housing Benefit will be supported financially whilst seeking longer term solutions

*Long Term*

- Council tenants will be supported to ensure they are able to manage their tenancy when they sign up for one
- Fewer residents will fall under the definition of fuel poverty
- Fewer residents will suffer poor health as a result of not being able to adequately heat their homes
- The number of excess winter deaths in Oxford will reduce
- Both Council tenants and private sector tenants to have better insulated properties with lower fuel bills

**5.5 SKILLS**

*Short Term*

- Residents will be supported to use the right channel for their needs including face to face, telephone and online
- Residents will be assisted in accessing digital services

*Long Term*

- Residents will be engaged by partners to support them to learn the skills they need to obtain work
- Residents will receive training for the type of work which is available locally, so they are best placed to obtain employment
- Residents will be supported to overcome barriers to work
- Residents will be supported to become self-sufficient in accessing online services

**6. CURRENT DELIVERY MODEL**

6.1 The table below details the current delivery mechanisms/Partners which contribute to the outcomes listed above. In most cases, where there are multiple providers listed, delivery is not joined up. As such this provides opportunities for efficiencies, or for improved service provision.

<b>Theme</b>	<b>Outcome</b>	<b>Current Delivery</b>
DEBT – Short Term	Residents will know where to access information and advice	Signposting and referrals from frontline Council services Information in letters and leaflets Council Website
	Residents will be able to seek help with their debts and be supported to make affordable repayment plans	Advice sector
DEBT – Long Term	Residents will have increased ability and confidence in managing everyday finances including contracting utility companies	Council tenants included in Direct Payments project as requiring support
	Residents will be able to receive and make	Assistance provided where

	payments easily through mainstream or alternative transactional banking services.	need identified via Direct Payments project Credit Union
	Residents gain increased knowledge and confidence in using financial services	N/A
	Council policies and processes support the aims of the Financial Inclusion Strategy	DHP Policy amended to include conditionality. Pilot to assess tenant's ability to manage payment of rent on sign up.
INCOME – Short Term	Residents will be supported to claim the benefits to which they are entitled	OCC Benefits Team Advice Sector
	Residents will be supported to access emergency support when required	Foodbanks Local Charities Oxfordshire Support Fund (to end from April 2014)
INCOME – Long Term	Residents will be supported to manage their finances	Advice Sector
	Residents will be able to save and therefore be better able to cope with financial crisis and changes in circumstance.	Credit Union
HOUSING – Short Term	Residents facing shortfalls in their Housing Benefit will be supported financially whilst seeking longer term solutions	Discretionary Housing Payments managed by Customer Services
HOUSING – Long Term	Council tenants will be supported so they can manage their tenancy when they sign up for one	Pilot to assess tenant's ability to manage payment of rent on sign up.
	Fewer residents will fall under the definition of fuel poverty	Environmental Development
	Both Council tenants and private sector tenants to have better insulated properties with lower fuel bills	Environmental Development Community Housing Low Carbon Hub
	Residents will be supported in finding a sustainable Housing solution	Community Housing
SKILLS – Short Term	Residents will be supported to use the right channel for their needs including face to face, telephone and online	N/A
	Residents will be assisted in accessing digital services	Limited independent provision Local Colleges
SKILLS – Long Term	Residents will be engaged by partners to support them to learn the skills they need to obtain work	Welfare Reform Team Jobcentre Plus/Work Programme providers Job Clubs Independent providers
	Residents will receive training for the type of work which is available locally, so they are best placed to obtain employment	Work Programme Local colleges Independent providers

	Residents will be supported to overcome barriers to work	Welfare Reform team Independent providers
	Residents will be supported to become self-sufficient in accessing online services	N/A

## 7. COUNCIL INITIATIVES

7.1 Across the Council there is already a lot of work being undertaken which contributes towards the delivery of the Strategy. This work is summarised below:

### 7.2 DEBT

- Council's Debt Management Policy: Allows people to make one affordable payment where possible, to repay all debts owed to the Council.
- Advice Commissioning: £500,000 provided annually to fund advice services across the city with a focus on benefit take-up and debt advice. Two Credit Unions are also funded to promote savings and provide banking services and affordable credit to those who might otherwise struggle to access such services.
- Direct Payments Demonstration Project: Preparing our tenants for Universal Credit by paying them their Housing Benefit direct, supporting people to access bank accounts where required

### 7.3 INCOME

- A wide range of concessionary charges are available on sporting and cultural activities etc.
- Payday lending: The Council will not allow companies offering high cost credit to advertise on its property or website. Prime Site Media, who manage advertising panels in our car parks have also agreed not to accept such advertising.

### 7.4 HOUSING

- The majority of 7,800 Council houses have been fitted with cavity wall and loft insulation
- Environmental Development can assess homes in the private rented sector for "Excess cold", and can compel landlords to carry out certain energy efficient measures. They are running pilots to assess whether thermal imaging and Energy Performance Certificates can support appropriate guidance and enforcement for single occupancy homes and Houses of Multiple Occupation.
- The Home Improvement Agency provide some basic loans and grants such as the means tested Essential Repair Grants and Flexible Home Improvement Loans for homeowners aged 60 & over. They also run the Small Repairs Service for owner occupiers & tenants aged 60 & over, or those suffering from long term health condition or are disabled.
- In partnership with the Low Carbon Hub the Council are running a pilot in Barton to install external wall insulation to 26 private rented properties.
- The Council aims to access energy company funding to roll out hard to treat external wall insulation in 2014/15
- Asset management strategy to contain energy targets for retrofitting Council houses including insulation and boiler replacement
- Solar Photovoltaic panels are installed on some Council stock to provide cheaper electricity, and the Council is working on a pilot of 5 typical homes
- Oxford City Council has committed to the End Fuel Poverty Coalition's Local Authority agreement
- Helping people find more affordable accommodation
- Housing Options: Securing accommodation to those facing eviction
- Provision of assistance to rough sleepers in partnership with the Crisis Skylight Centre who we grant fund

- Work of tenancy sustainment team: Working with people with various level of need to help them maintain their tenancy. Referrals are made to specialist support agencies where relevant.
- The Council supports the Affordable Warmth Network, offering a referral helpline for residents, training and information for staff and other key workers
- A 'Winter Warmth' outreach programme is being run with community groups and advice centre, targeting vulnerable older people
- The Council provides yearly fuel poverty grants, aimed at improving the energy efficiency of private sector properties, filling existing gaps

#### 7.5 SKILLS

- Apprenticeship Program: 10 apprenticeships created
- Universal Credit LA Pilot: Tackling barriers to work for people affected by the Benefit Cap and Bedroom Tax, resulting in 39 people accessing work
- Local job clubs supported in estates by Stronger Communities Team
- Educational Attainment Programme: Investing £400,000 in education and leadership programmes over the next four years
- All large construction contracts require the lead contractor to provide a commitment on the number of jobs, training places and apprenticeships they will offer. This is then a contractual clause.
- The City has been awarded £3m to provide small to medium sized enterprises in Oxford a voucher for Superfast broadband.
- The contract with the supplier of the Gloucester Green market includes opportunities for start-up to have a stall at a discounted price to help them start up the business

## 8. FUTURE DELIVERY PLANS

### 8.1 Consultation

The picture of financial inclusion in Oxford is currently unclear. To ensure the Strategy reflects the needs of all financially excluded residents in Oxford, it is necessary to conduct some research into the City's requirements and to engage with residents and stakeholders to understand how they think any needs should be met. This consultation should also be used to develop a local definition of financial health, which could inform how future versions of this Strategy are delivered.

Work is currently on-going with the advice sector in the City to understand current provision and research has also been commissioned into the local impact of Welfare Reform. These pieces of work will inform future strategy and service provision.

### 8.2 Embedding Financial Inclusion within the organisation (Related Themes – Debt, Income, Housing & Skills)

Strategic action is required in respect of organisational and cultural change to ensure Council policy and practice doesn't directly or inadvertently contribute to financial exclusion. It is also about making sure that the authority's range of services and activities make the strongest and best possible contribution to financial Inclusion.

The government has identified a number of key indicators for financial exclusion and systemic use of these would be hugely beneficial to prevention and reduction of vulnerability. These include:

- no bank account
- no savings
- use of high interest credit facilities
- owes priority debts (e.g. council tax, rent)
- annual individual income of less than £14,500 or household income of less than £15,600
- no insurance

### **8.3 Debt Recovery**

#### **(Related Themes – Debt)**

Recovery processes will be reviewed to ensure the principles of the Debt Recovery Policy are built into business as usual. The policy commits the Council to:

- Allowing people to make one affordable payment where possible to repay all debts owed to the Council.
- Recovery officers promoting the services of qualified debt advisers where required.
- Introducing a standard Income & Expenditure form for use across the Council for the purposes of determining suitable repayments.

Additionally, the processes for referring cases to bailiffs for collection, or for bankruptcy, committal or County Court recovery will be reviewed to ensure they do not contradict the principles of this Strategy.

### **8.4 Advice Commissioning**

#### **(Related Themes – Debt, Income, Housing & Skills)**

Oxford City Council funds a number of organisations in the city to provide advice, mainly relating to debt and welfare benefits, but a range of other issues as well.

It was agreed by CEB on 9th October that funding for advice and money management services is allocated on a one year basis for 2014/15, with a three year commissioning cycle being reintroduced from 2015/16 based on an agreed model for the future.

Officers are working with the advice sector to:

- a) Map current provision within the City; and
- b) Explore how Service Level Agreements can be developed to reflect the positive learning from the Council's welfare reform pilot, respond most effectively to government policy developments and leverage the experience and skills of the advice sector in order to reduce the impact on poverty.

Dialogue with the advice sector, prior to April 2014, will include issues such as referring cases, management information requirements, data sharing, provision of specialist advice, training and governance arrangements

### **8.5 Financial Capability**

#### **(Related Themes – Debt, Income & Housing)**

Community Housing will develop an accredited Tenant Ready scheme. The objectives of the scheme are:

- Improved tenancy sustainment for new or prospective social housing tenants (Council or Registered Provider) by improving the financial capacity and life skills of new tenants, and/or
- Improved access of clients to the PRS, by improving the financial capacity and life skills of prospective tenants; making credit checks; making reference checks from previous landlords and presenting better tenancy histories to deposit scheme landlords; etc

In an Open Space Event held in October 2013, Young People raised financial management as a skill they would like to learn. This will be built into the Youth Ambition Programme.

Under the governance arrangements for the Financial Inclusion Strategy (detailed in the following section), the above initiatives will be developed in a co-ordinated approach together with Advice sector, Registered Providers and other relevant organisations.

The Home Choice team plan to work with the Credit Union to help their customers to save up and buy themselves out of the Home Choice scheme. At a time when it is getting harder to find private sector landlords to let to people in receipt of Housing Benefit, it is becoming more important to help people in the scheme move on from it.

## **8.6 Expansion of LA led pilot**

### **(Related Themes – Debt, Income, Housing & Skills)**

Subject to funding being made available, it is intended to develop this pilot further in 2014/15, and try to align it with the work of the Job Clubs which have been established by the Stronger Communities Team. Customers in the pilot have indicated a preference for services to be provided locally so it is intended to deliver this work in the affected communities. The four Job Clubs are based in Wood Farm, Barton, Blackbird Leys and Littlemore and are well placed to support local communities with high levels of unemployment. The Welfare Reform Team will work with customers in these locations so that practical support is immediately to hand, and customers do not need to incur unnecessary travel expenses.

## **8.7 Fuel poverty**

### **(Related Themes – Debt, Income & Housing)**

The Council's intended approach covers four different sectors, supported by appropriate communications and promotions.

Our own housing stock

- Accessing accurate construction and energy data from the recent Stock Condition Survey on our housing stock and rolling out an energy improvement programme according to the need to improve energy efficiency and prioritise vulnerable residents. This will also incorporate renewables such as solar PV, an approach to which is currently being piloted. Available funding will also be assessed to optimise the amount of work that can be done.

The private rented sector

- The Energy Act states that tenants can request 'green dealable' measures on properties with F and G rated Energy Performance Certificates (EPCs). By 2018, landlords will be unable to rent out these properties. Working with the private rented sector, work will be undertaken to promote these legislative changes and available financial assistance. In addition to existing licensing and enforcement work, pilots are being carried out using EPC and thermal imaging in both single occupancy homes and Houses of Multiple Occupation (HMOs) Licensing to address poor energy efficiency in the private rented sector.

Targeting deprived and vulnerable people

- The Council and its delivery partners will continue to pilot different approaches awaiting changes to existing funding mechanisms and building on lessons learned from the Warming Barton project. The Winter Warmth project will build on last year's Warm Homes Healthy People project to deliver affordable warmth outreach work to vulnerable older people via community groups and advice centres.
- Officers will research a meaningful way of monitoring and measuring fuel poverty that takes into account the impacts on health for the use of the Health Improvement Board. This will consider health issues that arise from cold homes and excess winter deaths to add context to the more general fuel poverty indicators.

We will continue to target those most at need of support and develop a communications plan to maximise take up of financial support available to people to pay for their energy costs, generate their own electricity through renewable energy and/or to improve the energy efficiency of their home.

## **8.8 Digital Take-Up**

### **(Related Themes –Skills)**

'Digital by default' is a key plank of the government's reform programme. There is an expectation that applications for benefits and jobs will be processed through online profiles. The monthly payment and transactional bank accounts required by universal credit will mean that more people need to manage their money online. In addition, increasingly the

best and most affordable services including insurance, fuel and products are available online. Anecdotally it appears that many people in Oxford have online access, however they often lack the confidence or skills to manage IT processes adequately.

It is therefore critical that the Strategy has a strong focus on digital inclusion. Such services will be promoted at a local level. Community Associations are well placed to deliver support in the city's most disadvantaged areas, to provide better online access and improve resident confidence, skills and knowledge.

## **9. GOVERNANCE**

- 9.1 This Strategy will be overseen by the Customer First Programme Board.
- 9.2 A working group will be required to ensure the effective delivery of the Financial Inclusion Action Plan. It will require representations from the main areas responsible for delivering Financial Inclusion which would include Customer Services, Stronger Communities, Community Housing and Environmental Development, as well as effective partnership working with a range of external organisations.
- 9.3 The delivery of the Strategy itself will be coordinated on a day to day basis by the Council's Revenues & Benefits Programme Manager.

## **10. ACTION PLAN**

- 10.1 See Appendix 1 attached.



**Appendix One  
Draft Financial Inclusion Action Plan**

THEME	TASK	TIMESCALE	TARGET/OUTCOME	RESP.	DELIVERY PARTNERS
DEBT – Short Term	Agree revised outcomes with Advice Sector and draft revised SLA's for 14/15	By Apr 14	Agree a set of outcomes which reflect the customers' needs and respond to challenges of Welfare Reform and increasing living costs.	Head of Customer Services	Advice Sector
	Map provision of emergency support available in the City to those in crisis (e.g. Foodbanks, grants, loans)	By Jul 14	Ensure Council staff can refer people in crisis to appropriate emergency support	Stronger Communities	Oxfordshire County Council for information on charities
DEBT – Long Term	Monitor performance against SLA's, and use data to inform commissioning process for 15/16 to 17/18	Apr 14 to Dec 14	Complete data sets in relation to outcomes agreed in SLA's (above)	R&B Programme Manager	Advice Sector
	Map advice provision in City, with reference to services required under Localised Support Services Framework(LSSF)	By Jun 14	Understand gaps in service provision which need to be addressed to deliver LSSF	R&B Programme Manager	Stronger Communities Oxford Community & Voluntary Action
	Ensure Corporate Debt Recovery policy is embedded in debt collection processes	By Dec 14	To ensure all Council debts are considered when making payment arrangements, introduction of single Income & Expenditure form for Council debts, and to ensure relevant officers refer customers for debt advice and budgeting support where appropriate	R&B Service Manager	N/A
	Work with Credit Union to promote its service, and to inform the public about the dangers of unaffordable credit	Jun 14 to Mar 15	Increase the number of Oxford residents who are saving with the Credit Union. Ensure Credit Union is offering accessible services to all its potential customers	R&B Programme Manager	Oxford Credit Union

	Ensure provision is made for providing basic bank accounts when retendering the Council's bank contract	By Mar 15	Ensure the Council's provider of banking services has a commitment to providing basic bank accounts for those that require them	Head of Finance	N/A
INCOME – Short Term	Commission research into impact of Welfare Reform in Oxford	By May 15	Use information to inform design of services responding to challenge of Welfare Reform	R&B Programme Manager	Centre of Economic & Social Inclusion
INCOME – Long Term	Train frontline staff to recognise indicators of financial exclusion	By Jan 15	Customers correctly referred for internal or external support. Data gathered on extent of financial exclusion	Customer Contact Manager	NA
	Roll out direct payment of Housing Benefit to all eligible working age tenants	By Jul 15	Prepare tenants and the Council for introduction of Universal Credit	Rents Manager	Advice Sector Local banks Community Housing
	Deliver financial capability training to young people	By Jan 15	Young people better informed to make decisions which impact on their financial wellbeing	Youth Ambition Manager	Oxfordshire County Council Schools
	Gain accreditation with Living Wage Foundation	By Mar 15	Acting as a role model for businesses and other organisations in the City.	Head of Human Resources and Facilities	N/A
	Identify local providers of affordable childcare	By Oct 14	Range of providers identified to be used in assisting people moving into work	R&B Programme Manager	Stronger Communities County Council
	Explore possibility of setting up a child care co-operative	By Mar 15	Establishment of childcare co-operative on of the city's estates	R&B Programme Manager	Stronger Communities County Council
	When reviewing related policies, ensure the aims of the Financial Inclusion Strategy are supported	By Mar 15	Ensure the Council adopts a consistent approach to matters related to Financial Inclusion	All policy leads	N/A

HOUSING – Short Term	Support tenants to downsize where Welfare Reforms mean their rent is unaffordable	Apr 15 to Oct 15	Host further Mutual Exchange Speed Dating events	Landlord Services	Welfare Reform Team
	Monitor & Review Discretionary Housing Payment policy	Mar 14	Ensure DHP budget will cover expected demand in 14/15, and conditionality effectively supports tenants.	R&B Programme Manager	N/A
	Programme of council housing energy efficiency and renewable energy works to be incorporated into Asset Management Strategy based on stock condition data	Sept 14 (AMS timeframe)	Target and prioritisation of stock according to energy efficiency and vulnerable residents. Rolling programme set, adapted according to available funding	Head of Housing & Property	Direct Services
	Introduce a Tenant Ready Scheme	Apr 14	Ensure tenants are equipped with the skills to manage their tenancy, especially payment of rent.	Housing Strategy & Needs Manager	External partners to be agreed
	Pilot project utilising thermal imaging to inform Housing Health & Safety Rating System enforcement action against poorly performing single occupancy properties	May 14	Poorly performing properties enforced against as a result of the additional work	Head of Environmental Development	N/A
	Roll out of Winter Warmth outreach project to help vulnerable old people access guidance and funding for affordable warmth	May 14	Future years dependent on resources available	Stronger Communities	Organisations in receipt of grants supporting this work
	Affordable Warmth grants - currently £25k/y to lever in additional funding.	Mar 14	Continue to use to lever in external funding to alleviate fuel poverty for Oxford households where possible.	Head of Environmental Development	None
HOUSING – Long Term	Programme of insulation, heating and ventilation improvements carried out within the Tower Blocks refurbishment programme	Mar 15 – end date	Better insulated, ventilated properties that result in lower energy bills for residents	Head of Housing & Property	Direct Services
	Pilot to change HMO licensing conditions to necessitate carrying out of recommended measures in EPCs rated F and G	Sep 14	Changes to HMO licensing researched, consulted on as necessary and implemented	Head of Environmental Development	N/A

	Work with Affordable Warmth Network and Health Improvement Board to find a meaningful way to monitor the health impacts of fuel poverty across Oxford (and Oxfordshire)	Mar 15	A standard fuel poverty indicator with health indicators that enable monitoring of impacts of work around fuel poverty	Head of Environmental Development	Affordable Warmth Network Health Improvement Board
	Determine programme of insulation in housing stock, maximising available funding	Aug 15	Clarification of properties to be insulated in priority order, to be carried out as per available funding	Head of Housing & Property	Direct Services
	Investigate ways of minimising the negative impacts of key energy payment meters in council housing	Aug 15	Reduce fuel bills for Council tenants.	Head of Housing & Property	N/A
	Continue to investigate new ways to maximise available funding for insulation and other measures across Oxford as available funding changes	Ongoing	Maximise funding for energy efficiency measures	Head of Environmental Development	N/A
	Use the Building Research Establishment Stock modelling and other data to find private rental areas most at risk of fuel poverty	By Mar 15	Target residents in private rented sector in areas found to be most at risk of fuel poverty	Head of Environmental Development	Affordable Warmth Network
	Identify households covered by the new low income, high cost" definition of fuel poverty and give further consideration to low income, smaller homes that may not meet this classification but still be fuel poor	By Mar 15	Ensure customers in fuel poverty are provided with the support to which they are entitled	Head of Environmental Development	Affordable Warmth Network
	Energy strategy and training to be implemented for all housing staff with communications plan for external promotions	Aug 15	Ensure consideration of fuel poverty is embedded in all Housing services.	Head of Housing & Property	N/A

SKILLS – Short Term	Support customers to access digital services	By Sep 15	As part of Channel shift strategy, ensure support is provided to assist customers in accessing and utilising digital services	Head of Customer Services	Consider whether external partner is required
SKILLS – Long Term	Development of LA led pilot, and planning for LSSF	Apr 14 to Mar 15	Extend scope of work to Private Rented Sector.	R&B Programme Manager	Job Clubs Jobcentre Plus Advice Sector
	Develop the partnership network that was established in the LA led pilot, to include providers that can deliver bespoke training to provide clients with the skills needed for known vacancies	Apr 14 to Mar 15	Maximise the opportunity for people with limited skills to move into employment.	Welfare Reform Manager	Job Clubs Further partners to be sought
	Align work of Welfare reform team to that of the Job Clubs	Apr 14 to Mar 15	Provide locally based, joined up support to people who need help accessing work.	Welfare Reform Manager	Job Clubs
	If bids to the European Social Fund are successful, ensure the funding is used to develop the work carried out by the LA led pilot	Apr 14 to Mar 15	Ensure any additional resources are used consistently, and in support of this strategy	R&B Programme Manager	Job Clubs Jobcentre Plus Aspire Crisis Advice Sector

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## Appendix 2

### Risk Register

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	
		I	P			I	P	Action: Reduce Owner: :	Outcome required:
					<b>Mitigating Control:</b>				
1.	Failure to consult with stakeholders may mean opportunities are missed to improve services to meet customer need.	3	3	Failure to make available a range of consultation activity which all can access and contribute to in a way that suits them.	Ensure a full range of consultation methods are used. Ensure we carefully identify all demographic and hard to reach groups	3	2	Revenues & Benefits Programme Manager	Robust consultation plan that reviews and assesses all outcomes.
2.	Failure to deliver the Financial Inclusion Action Plan	4	2	Service areas don't all engage with managing the delivery of the Strategy	Keep the strategy a high profile both internally and externally by keeping staff and stakeholders updated with progress. Ensure key areas are represented in the Working Group to deliver the Strategy	4	1	Revenues & Benefits Programme Manager	Communication plan detailing relevant activity.
3.	Delivery of the Strategy is ineffective	3	3	Failure to engage properly with delivery partners.	Maintain engagement with partners and ensure both parties are clear about their respective responsibilities.	2	2	Revenues & Benefits Programme Manager	Communication plan detailing relevant activity.
4.	Increase in negative impact of financial exclusion	4	4	Failure to adopt a Financial Inclusion Strategy	Adoption of a corporate approach to tackle all related causes and impacts of financial exclusion	3	2	Revenues & Benefits Programme Manager	Adoption of Strategy

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### Appendix 3 - Equalities Impact Assessment

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The aims and objectives of the Strategy are intended to reduce the level of financial exclusion experienced by various sectors of the population of Oxford. As such the overall impact of this Strategy should be to reduce the disadvantage experienced by those on low incomes or unable to access financial services. There are those that are more vulnerable to this issue than others and the aim of this strategy will be to target those who perhaps have the highest need and are in danger of suffering some form of financial exclusion. These groups can include but are not necessarily limited to;

- Young adults
- City Council tenants
- People on low or insecure incomes
- Benefit recipients
- Those suffering from fuel poverty or deprivation

Although the aim of the strategy is to reduce disadvantage, there are some groups of people who may not be able to take advantage of the support that the Strategy intends to provide. These are those groups of people that already find it hard to access Council Services and would include the elderly, people with disabilities that prevent them leaving their home and people whose first language is not English. As many of these people would be at a risk of financial exclusion, it is important to ensure they do not experience such disadvantage.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

To minimise the impact described above, the Strategy will be implemented jointly with partners in the City to maximise the number of people who can be reached. The various initiatives in the Strategy will be communicated to a wide range of voluntary groups and organisations which provide Housing support. These groups will be able to act as advocates for the work of this Strategy and identify those customers in need of support. In respect of the work to alleviate fuel poverty, specific funding has been made available for third party organisations to provide support to “hard to reach” customers.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

This Strategy will be subject to public consultation. The partners referenced above will be invited to respond to the consultation, and to distribute copies to their clients.  
Forms will be made available in customer facing areas in St Aldates Chambers and Templars Square to capture responses. Members of the public will also be able to complete the consultation online.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

The impacts identified require adjustments to be made to avoid excluding a section of the population that the Strategy is specifically designed to support. The actions outlined in Section 2 above are intended to mitigate this impact.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

A working group will be established to oversee implementation of the Strategy, which will report to the Welfare Reform City Officer Group, which in turn reports to the Customer First Board. The working group will monitor and report on the impacts identified in this assessment.

Lead officer responsible for signing off the EqIA: Helen Bishop

Role: Head of Customer Services

Date: 11 February 2014

**To: City Executive Board**

**Date: 12<sup>th</sup> March 2014**

**Report of: Head of Customer Services**

**Title of Report: CUSTOMER CONTACT STRATEGY**

## **Summary and Recommendations**

**Purpose of report:** To advise the City Executive Board of the outcome of the consultation on the Draft Customer Contract Strategy agreed in September 2013 and to agree the Council's Customer Contract Strategy as set out at Appendix 2.

**Key decision? No**

**Executive lead member: Cllr Susan Brown**

**Policy Framework:**

**Recommendation(s):** To approve the Customer Contact Strategy as attached at Appendix 2.

Appendix 1: Findings of the Consultation

Appendix 2: Customer Contact Strategy

Appendix 3: Risk Assessment

Appendix 4: Equalities Impact Assessment

## **Background**

1. Oxford City Council has an aspiration to create a world-class city for everyone and deliver world-class services.

World class customer service for Oxford City means:

- Consistent; right first time service delivery.
  - Proactively seeking customer feedback to inform service delivery.
  - Customer service being at the heart of our values and behaviours.
  - Working in partnership with complementary organisations to provide added value to our customers
  - Enabling as many customers as possible to access our services using the most efficient and cost effective channels (web and contact centre), whilst ensuring our face-to-face service is available for those customers who most need it.
  - Ensuring our end to end processes are as efficient as possible and that the customer journey and contact can be tracked.
2. A revised draft strategy was agreed for consultation by CEB in September 2013. Attached at Appendix 2 is the final proposed Customer Contract Strategy which has been informed by the outcome of consultation. The three themes for delivering the Strategy are:
    - Accessible User Friendly Services
    - Using Customer Insight to Inform Service Design
    - Embedding Customer Excellence Across the Council

## **Consultation on the Customer Contact Strategy**

3. The consultation took place between September 2013 and January 2014 and aimed to find out what is important to our customers when they contact us and what issues may affect their experience. We sought to understand in particular:

- How they wish to access our services.
- How we can encourage the take up of online services.
- How we can encourage self-service.
- What good customer service looks like.
- What service standards our customers find acceptable.
- How we can improve our current telephony service.
- What partner organisations we should also be working with to provide complementary services.

We used the following methods to reach the widest number of customers we could:

- An online survey advertised on the front page of the Council's website.
- A paper survey made available to all customers who used our offices in St Aldates Chambers and Templars Square and other community buildings.

- The survey was sent to all relevant stakeholders and businesses that we hold on our database.
- Some of the questions in our survey were included in the 2013 Autumn Talkback survey.

4. We received a total of 332 responses either via the online survey, through our reception points or in the post. On evaluation we were pleased to note that we had a representative sample of the residents that make up our customers when compared against our demographic information from the Census 2011. We had less success getting responses from other stakeholders and businesses with just 29 taking part. We received 323 responses from the Talkback Panel. However, although the 900 plus members of the Talkback Panel are representative of Oxford; the responses we received were not representative in respect of age and ethnicity when compared against our demographic information from the Census 2011.

### **Outcomes of the Consultation and Impact on the Customer Contact Strategy**

5. The main findings from the consultation with residents can be found at Appendix 1. The report from the consultation with businesses and stakeholders and an extract from the Talkback Survey Autumn 2013 that concerned Customer Contact are available as background papers.

6. We sought 9 key outcomes from the consultation. These are listed below together with a summary of what we learnt from the consultation and where applicable an explanation of where we have changed the Strategy as a result. The final Customer Contact Strategy for approval is attached at Appendix 2.

- Outcome 1.  
Identification of who the hard to reach groups are in Oxford, and how we can access them.

In our main survey we were broadly able to reach a small but representative sample of our customer base by gender, age, ethnicity and postcode when compared to the Census 2011. We have amended the Strategy to introduce a regular programme of reaching all groups through the lifetime of the strategy.

- Outcome 2.  
The access channels to be used to engage with customers, together with any improvements to existing channels.

Our consultation confirmed that telephony and face-to-face are still very popular channels for customers to access us. The website also scored highly as a way of accessing the Council. We were able to confirm that a significant proportion of our customers were open to using online services and email as a means to both send and receive information and services. We have amended the Strategy to ensure we pursue how we can use email better as an access channel and plan improvements to the current website and online services and electronic forms to ensure consistency and ease of use. A majority said they would not use video conferencing if it was available.

- Outcome 3.

Definitive list of partner organisations we should seek to engage with in order to deliver relevant joined-up customer services.

In general, the surveys did not highlight specific partnership organisations for us to engage with. However, the demographic analysis has identified a number of customer groups, for which we will find relevant organisations to work with. We have also established that the over 50's age group were people we needed more feedback from in 2014. These actions have been captured in the strategy.

- Outcome 4.

Definition of great customer service (including customer contact service standards and providing customer feedback) that could be translated into an organisation-wide promise to all customers.

Being polite, professional and efficient came out across all the surveys as the most important elements of customer service. Responding quickly scored a close second. Customers told us that having multi-skilled staff was one of the most important improvements to telephony followed closely by receiving a call back rather than being put on hold. We have therefore been able to reinforce the current approach to training contact centre staff. Our new telephony system allows for us to offer customers a call back and/or "park" their place in the queue. In the Strategy we have committed to closely monitoring the success of these new services to ensure that customers expectations are met and further improvements are made where necessary.

- Outcome 5.

Specification of what customers need to embrace self-service.

Just under half of customers who responded to the main survey indicated they would use self-serve terminals if available. A further breakdown of results revealed that respondents from more deprived areas were much more likely to use self-serve terminals that were placed in community buildings. The Strategy has been amended to reflect this customer need. Respondents also reinforced the need for further improvements to the website to include simple online forms with as few clicks as possible and automatic email acknowledgement.

- Outcome 6.

Specification of how we can encourage Council tenants to book their housing repairs and appointments online.

The majority of respondents who were tenants of the Council indicated they would definitely; or probably; use a repairs online facility if available. A simple online process with as few clicks as possible together with an opportunity for a representative group of tenants involved in the design of the new service is already planned.

- Outcome 7.

Specification of how we can proactively remind customers about services

The consultation revealed that customers do access the Council's website regularly for information and services but were unaware of the range of activity they could access. Business customers for example have not embraced online billing. The Strategy has therefore been updated to include investment in a rolling promotional campaign for new and existing services as

well as targeted marketing for specific groups of customers, i.e. business customers.

- Outcome 8.

Development of the telephone voice recognition services

The consultation confirmed contact by telephone is still the preferred method of contact for the majority of customers. To meet this need, the Strategy will ensure the continuing development of voice recognition services. From February, customers will be able to report missed bins using this functionality.

- Outcome 9

To inform the Customer Service Excellence Strategy and Implementation Plan

The consultation has enabled us to establish what service standards are important to customers and the importance of ensuring we have consistent customer contact standards across services. The Strategy has been amended to reflect the roll-out of a project across the Council to embed the principles of customer service excellence and where it is appropriate seek Customer Service Excellence accreditation (in some areas another accreditation may be more applicable).

**Risk**

7. A risk assessment is attached at Appendix 3.

**Climate Change/Environmental Impact**

8. There will be no impact on climate change or the environment.

**Equalities Impact**

9. An equalities impact assessment has been is attached at Appendix 4.

**Financial Implications**

10. The costs of implementing the Strategy and any continued consultation with the customer base are contained within the Customer Services and Business Improvement & Technology budgets for 14/15. The efficiencies in the Customer Contact budget scheduled in the medium term financial plan come from the multi-skilling of contact centre staff, process improvements and the telephony system, all of which are part of the existing operation and supported by this strategy.
11. There is a growth bid for two years contained within the budget proposals from 2014-15 for a Customer Services Excellence Manager. This post will coordinate the implementation of Customer Service Excellence across the authority, and will deliver an essential part of the Customer Contact Strategy.

**Legal Implications**

12. There are no legal implications.

**Name and contact details of author:-**

Name: Helen Bishop

Job title: Head of Customer Services

Service Area / Department: Customer Services

Tel: 01865 252233 e-mail: hbishop@oxford.gov.uk

**List of background papers: nil**

**Version number: 1**



## **Customer Contact Consultation Sep 13 to Jan 14- Findings**

### **1. Introduction**

The consultation took place between Sep13-Jan 14 and aimed to find out from our customers what is important to them in their contact with us and what issues may affect their experience. We sought to understand how they wish to access services and how we can proactively encourage access via the web and promote the advantages of self-service.

We used the following methods to reach the widest number of customers we could:

- An online survey advertised on the front page of the Council's website
- A paper survey made available to all customers who used our offices in St Aldates Chambers and Templars Square and other community buildings
- The survey was sent to all relevant stakeholders & businesses that we hold on our database
- Some of the questions in our survey were included in the 2013 Autumn Talkback survey

We received a total of 332 responses either via the online survey, through our reception points or in the post. On evaluation we were pleased to note that we had a representative sample of the residents that make up our customers when compared against our demographic information from the Census 2011. We had less success getting responses from other stakeholders and businesses with just 29 taking part. Although the 900+ members of the Talkback Panel are representative of Oxford; the 323 respondents to the Autumn Talkback Survey were not in respect of age and ethnicity.

### **2. Summary of Findings**

- Across all three surveys few customers reported a problem in making contact with the Council. The telephone came out as the preferred method of contact in all the surveys, followed by face to face appointment and face to face drop-in on the main survey. Email and via the Council website however, were the 2<sup>nd</sup> most popular methods of contact for respondents on the talkback survey and from the business/stakeholder customers.
- On the main survey the telephone is preferred contact for personal correspondence closely followed by letter and email; email is the preferred contact for general correspondence. The letter and email also scored highly in both the Talkback Survey and in the business/stakeholder survey.
- Those with an age range of 65+ overwhelming prefer personal correspondence via a letter.
- Across all three surveys customers view being polite, professional and efficient as the most important element of Customer Service.
- Having multi-skilled operatives is the most important improvement to customers experience on the telephone. Resolving queries at the first call, and answered quickly (i.e receive a call back rather than being put on hold) all featured highly.
- St Aldate's Chambers is the place that customers normally get help or information closely followed by the Council Website.
- Overall a small majority stated that they would not; or probably would not; use video conferencing if it was available.
- A majority of people access the internet via their home broadband with access via mobile phone second and work or place of study third for respondents on the main survey. As expected business/stakeholder customers accessed the internet mainly at work. Although there was a low number who did not; or had no plans to use the

internet; it was nonetheless a significant enough number to conclude that our normal channels of contact are important to these customers.

- Overall of those asked who had accessed the Council's website in the last 6 months, a majority reported that it was a good experience.
- Those surveyed definitely know that Council Tax services can be accessed online but were not so aware of other services that we offer online.
- A majority expressed that simpler online forms requiring fewer clicks, would encourage them to access services online.
- The overwhelming majority of respondents do not access Oxford City Council's Facebook or Twitter accounts.
- The majority of tenant respondents from the main survey and the talkback survey said "yes" or "maybe" they would like to be able to report and book repairs online.
- E-mail was one of the preferred forms of contact for businesses/stakeholders.
- 32% of businesses responding said they didn't use e-billing and although this was only 9 responses out of 29 it is fact that as a whole few businesses have taken up the option; we need to understand why this is and promote the service better.
- Businesses/Stakeholders reported that simple on-line forms, minimal clicks and quicker response times would help their experience with using the web (similar to residents).
- Just under half of those respondents on the main survey said they would or probably would use self-service terminals. The result was much lower on the talkback survey but it was encouraging to note, that when the results were further broken down it was noted that frequent users of Council services such as social tenants would be more amenable.

The detailed report from the main survey follows on pages 3-21. The report of the outcome of the customer contact consultation with businesses & stakeholders and an extract from the Talkback Survey Autumn 2013 that concerned Customer Contact are both available as background papers.

## Customer Contact Consultation Survey Report - Residents

### Aim:

The Council's Customer Strategy is being revised following the successful implementation of the Customer Service Centre and simultaneous development of the web. We are focused on putting customers' needs at the forefront, improving customer service and offering a quality experience across all the ways a customer might contact us. This survey aimed to find out from our customers what is important to them in their contact with us and what issues may affect their experience.

### Highlights:

- Customers prefer to contact by telephone (22.38%) Face to Face Appointment (20.50%) and then Face to Face Drop – in (14.63%). Email and via the Council Website feature closely behind.
- The telephone is preferred contact for personal correspondence; email is the preferred contact for general correspondence.
- Those with an age range of 65+ overwhelming prefer personal correspondence via a letter (36.84%).
- 50.67% of those asked state that nothing has stopped them from making contact with Council services. 44.9% have experienced something that stopped them making contact with Council services.
- Oxford City Council's customers view being Polite, Professional and Efficient as the most important element of Customer Service.
- Having multi-skilled operatives is the most important improvement to customers experience on the telephone.
- St Aldate's Chambers (37.16%) is the place that customers normally get help or information closely followed by the Council Website (26.51%).
- A majority, 53.37%, stated that they probably would not use video conferencing if it was possible.
- A majority of people access the internet via their home broadband with access via mobile phone second on 23.38% followed by Work or place of study at 12.23%.
- A majority (59.74%) of those asked had access the Council's website in the last 6 months and a majority state that it was a 'good' or "very good" experience (63%).
- Those surveyed definitely knew about the Council Tax services that can be accessed online.
- 25.32% already access services online (25.32%).17.74% expressed that simpler online forms would encourage them to access services online.
- An overwhelming majority of those asked do not access Oxford City Council's Facebook or Twitter accounts.
- 67% of tenant respondents said "yes" or "maybe" they would like to be able to report and book repairs online.

### 1. Introduction:

This report shows the results of the Customer Consultation Survey titled '*Making Contact with the Council*' which was made available online and in paper form. The report details the personal data of the responses to qualify whether the survey was representative in relation to the 2011 Census. Following the personal data; the report details each question and results of the questions with specific references to secondary data comprising of the 2011 Census, Demographic Report further analysis (listed as a background paper). The report on

responses from Business/Stakeholder Customers is at Appendix 1. An extract from the Autumn 2013 Talk Back survey that is concerned with Customer Contact is at Appendix 2. The full version of the Talkback Autumn 2013 survey is available as a background paper.

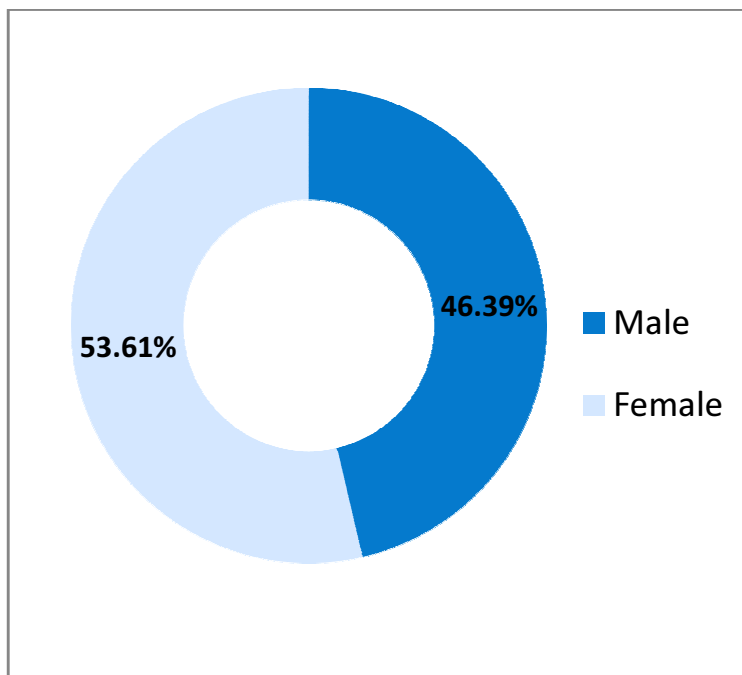
### Personal Data:

For the consultation with residents we decided to collect personal data that the resident wished to disclose. This is to enable us to compare the results with the census data to reveal whether we have captured a true reflection of Oxford City residents.

The personal data allows us to analyse whether a particular age group, district, gender and ethnicity has a particular preference to Customer Contact. We can then ensure we are working to become more inclusive for our customers.

However, out of 332 respondents to the survey 79.2% disclosed their gender and age range. 52.1% gave us their postcode and 75.9% informed us whether their day to day activities are limited or not. 78% of respondents gave us details of their ethnicity which could mean we begin to identify hard to reach groups.

### 2.1 Gender:

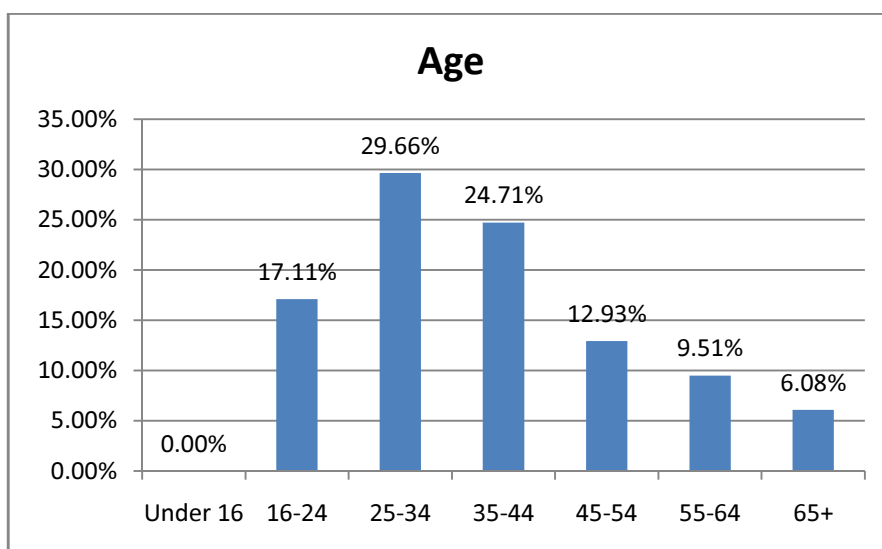


If we compare these figures to the 2011 Census data; 50.42% of the population are female.<sup>1</sup> Further to this, the Demographic Data Analysis indicates that 61.04% of our Customers in 2012 were Female and this trend appears to continue with the figures from August 2013.<sup>2</sup> Our records show that a majority of our customers are female; but, from our consultation, 53.61% classified themselves as female. Therefore, from a gender perspective, our results have a closer resemblance to the Oxford City population.

<sup>1</sup>[http://www.oxford.gov.uk/PageRender/decC/Age\\_occw.htm](http://www.oxford.gov.uk/PageRender/decC/Age_occw.htm)

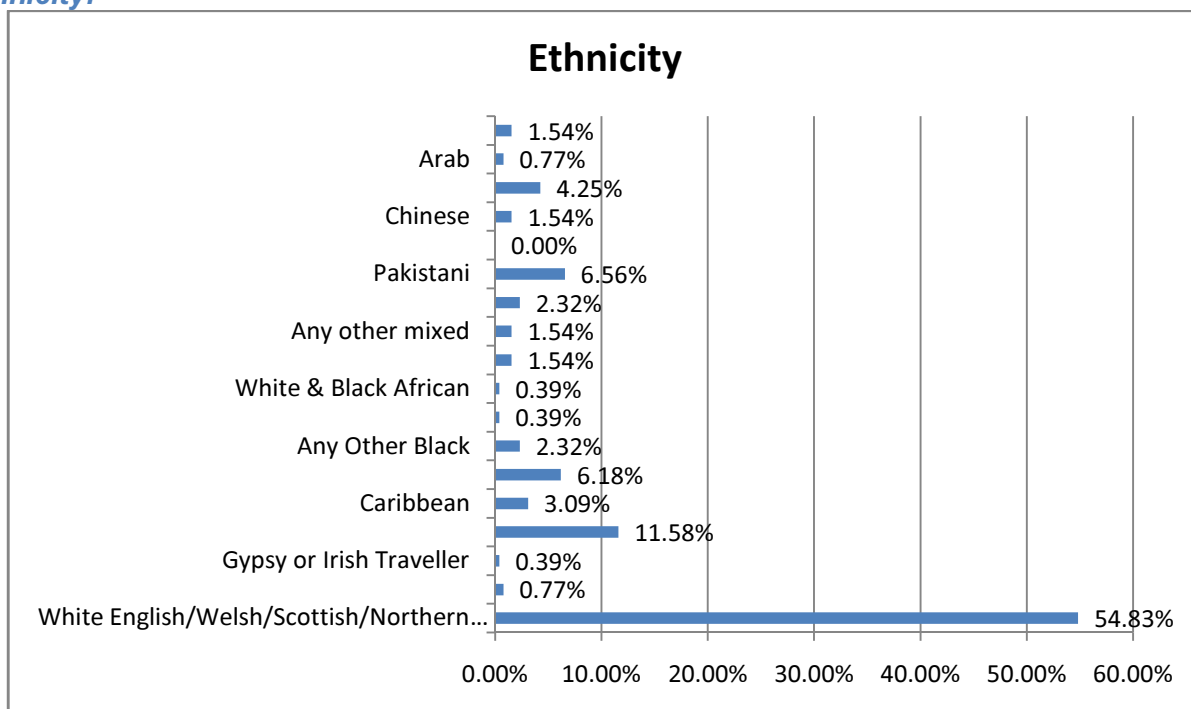
<sup>2</sup> Demographic Data Analysis, [See background papers]

## 2.2 Age:



The majority of the people who replied to our consultation were clearly in the age bracket of 25-35 (29.66%) with 35-44 age range closely behind at 24.71%. We do not have data from our own records of age; however we are able to compare this with the 2011 Census. The 2011 Census shows, in Oxford, 35% of the population are aged between 15 and 29 years which has the youngest median age of 29.9 years.<sup>3</sup> As a result, our consultation results for 'Age' reflected the Census data. However, the 65+ age range was under represented in our Consultation with only 6.08% of respondents compared to the 2011 Census which shows 10.99% of Oxford City population being over 65 years old.

## 2.3 Ethnicity:



We do not have records of our customer's ethnicity; therefore we have to rely on the 2011 Census data to determine whether the Consultation was representative. An overwhelming majority of those surveyed classified themselves as White 'English/Welsh/Scottish/Northern

<sup>3</sup>[http://www.oxford.gov.uk/PageRender/decC/Age\\_occw.htm](http://www.oxford.gov.uk/PageRender/decC/Age_occw.htm)

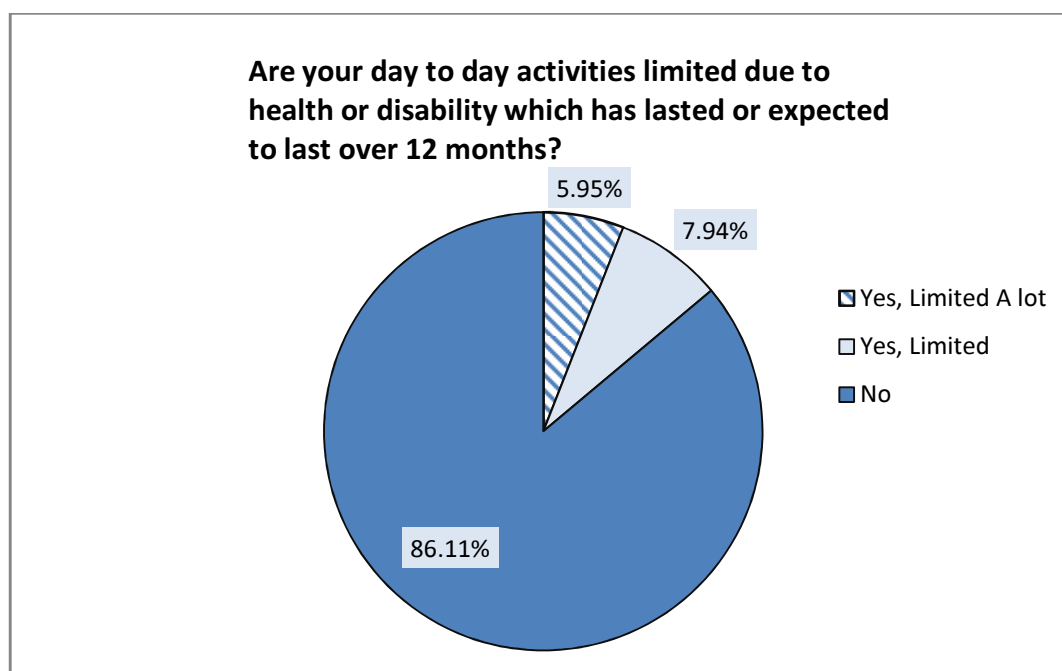
Irish/British' (54.83%). This is a lower majority than the ethnicity data from the 2011 Census which shows 63.61% of the population are 'White English/Welsh/Scottish/Northern Irish/British'. The 2<sup>nd</sup> highest classified ethnicity we surveyed was Any Other White at 11.58% which is similar to the 2011 Census figure of 12.37%.

#### Further details:<sup>4</sup>

- The 2011 Census shows the Pakistani ethnicity at 3.17% of the population and in our survey 6.56% classified themselves as Pakistani.
- The 2011 Census shows 2.92% classify themselves as Indian and in our survey 2.32% classify themselves as Indian.
- From our Consultation 6.18% classify themselves as African and the 2011 Census 2.93% classify themselves as Black African. The issue here is that our Consultation did not specify Black African it simply said 'African'. This may make it difficult to compare.
- Of those surveyed, 1.54% classified themselves as Chinese and in the 2011 Census 2.34 classified themselves as Chinese.

#### 2.4 Limited Day to Day Activities:

We asked: *Are your day to day activities limited due to health or disability which has lasted or expected to last over 12 months?*

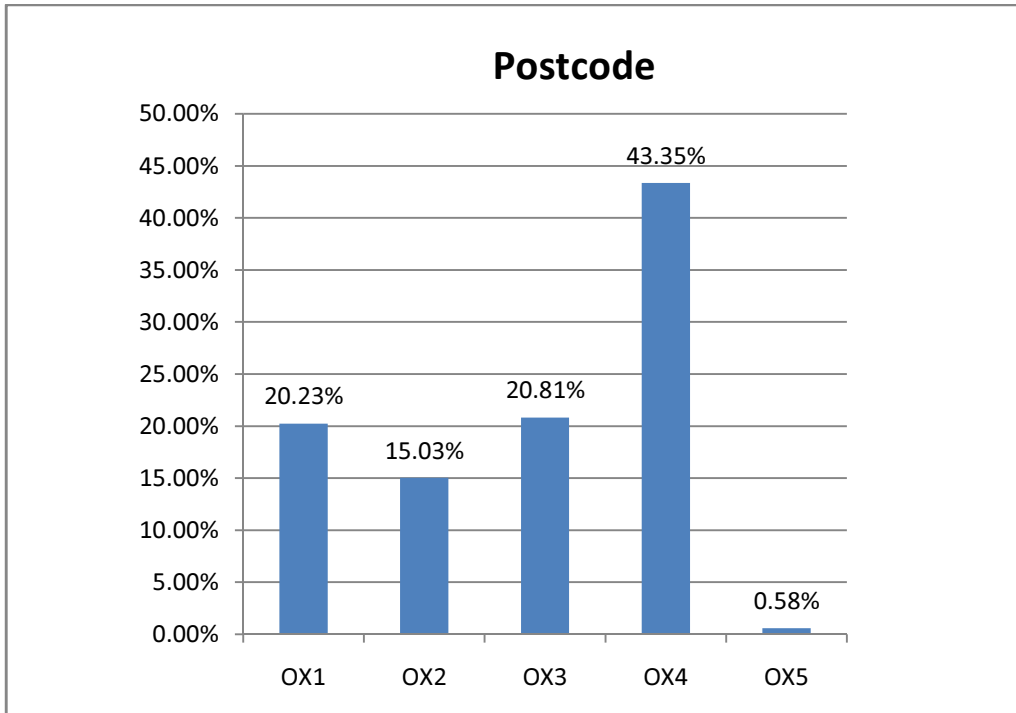


We are able to directly compare these figures with the 2011 Census as the same question was asked. In the 2011 Census 5% of the population stated that their Day to Day activities were limited a lot and 7% of the population stated their Day to Day activities were limited a little. Our consultation mirrors these figures.<sup>5</sup>

#### 2.5 Postcode:

<sup>4</sup>[http://www.oxford.gov.uk/PageRender/decC/Ethnicity\\_occw.htm](http://www.oxford.gov.uk/PageRender/decC/Ethnicity_occw.htm)

<sup>5</sup>[http://www.oxford.gov.uk/PageRender/decC/Disability\\_occw.htm](http://www.oxford.gov.uk/PageRender/decC/Disability_occw.htm)



A majority of those surveyed lived in the area of OX4 (43.35%) which covers wards *Littlemore, Rose Hill & Iffley, Blackbird Leys and Northfield*. Customers from the OX4 area have the highest amount of contact with Oxford City Council.<sup>6</sup>

Oxford City Council has few customers in OX5 where there are a small number of Council Housing but it is worth noting that this area is outside of the Oxford City Council boundaries.

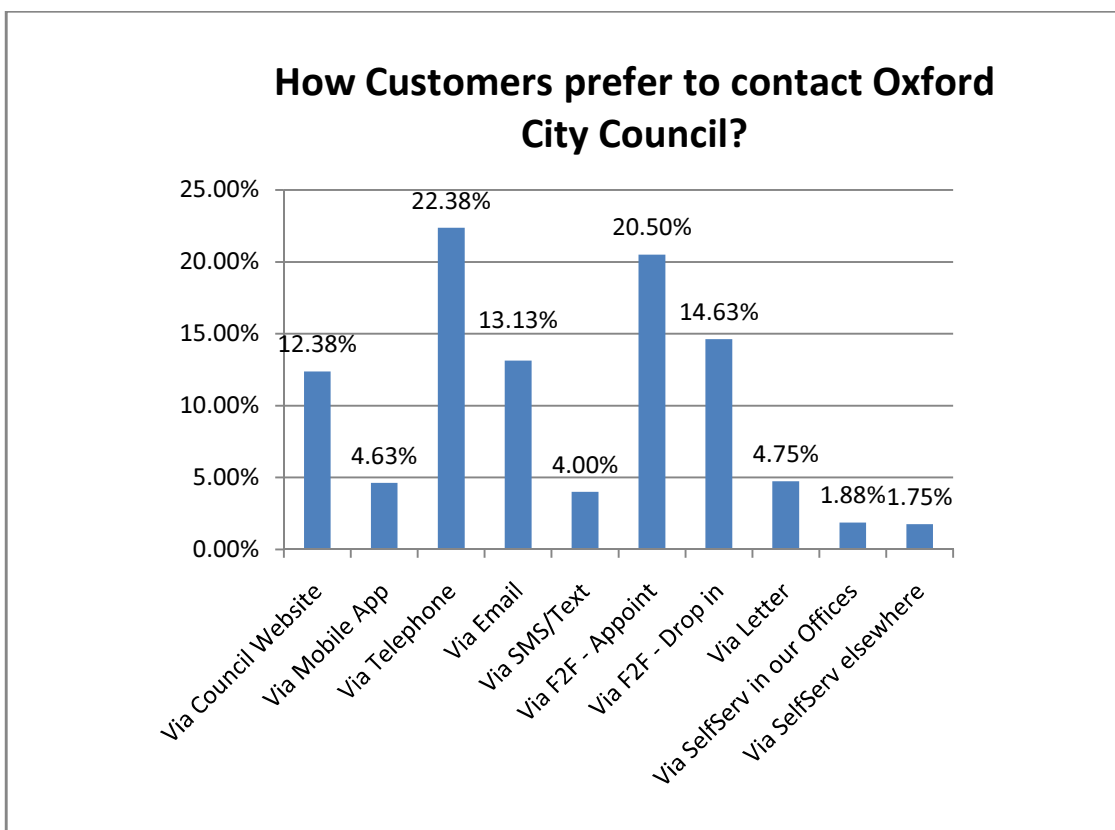
15.03% of those surveyed are from the OX2 area which is the lowest within the Oxford City boundary.

### 3. Making Contact with the Council

Discounting the personal data, the survey consisted of 15 questions – the report goes through each question asked.

#### 3.1 How would you prefer to make contact with the Council?

<sup>6</sup> Demographic Data Analysis, [See background papers]



According to the Consultation, our customers prefer to contact Oxford City Council by telephone (22.38%) followed by Face to Face Appointment (20.50%) and then Face to Face Drop – in (14.63%). Email and via the Council Website feature closely behind.

Closer analysis shows that every age group apart from the 16-24 year olds prefer to contact by telephone. The 16-24 years marginally prefer to contact the Council via a Face to Face Appointment followed by the telephone.<sup>7</sup> Although the age range 25-34 year olds prefer to contact Oxford City Council via telephone and Face to Face Appointment (18.72%); 17.11% of those asked prefer to contact Oxford City Council via the website. Those over the age of 65 prefer to only contact Oxford City Council by telephone, face to face appointment or face to face drop in. No one over the age of 65 state that they prefer to contact via mobile app or SMS/Text.

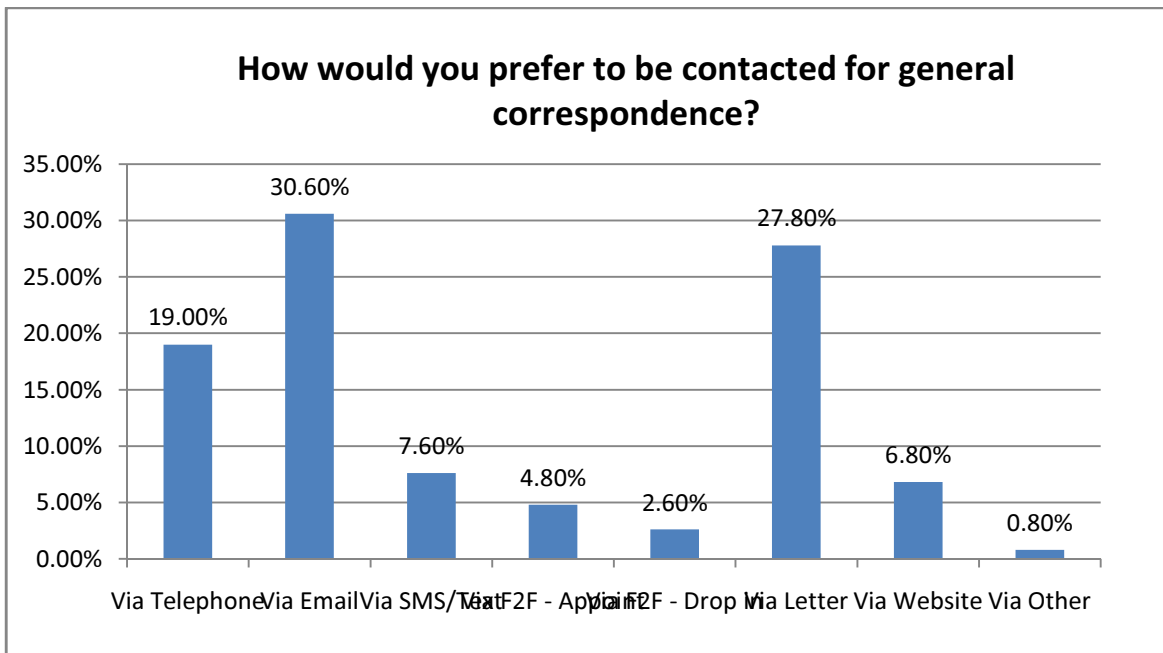
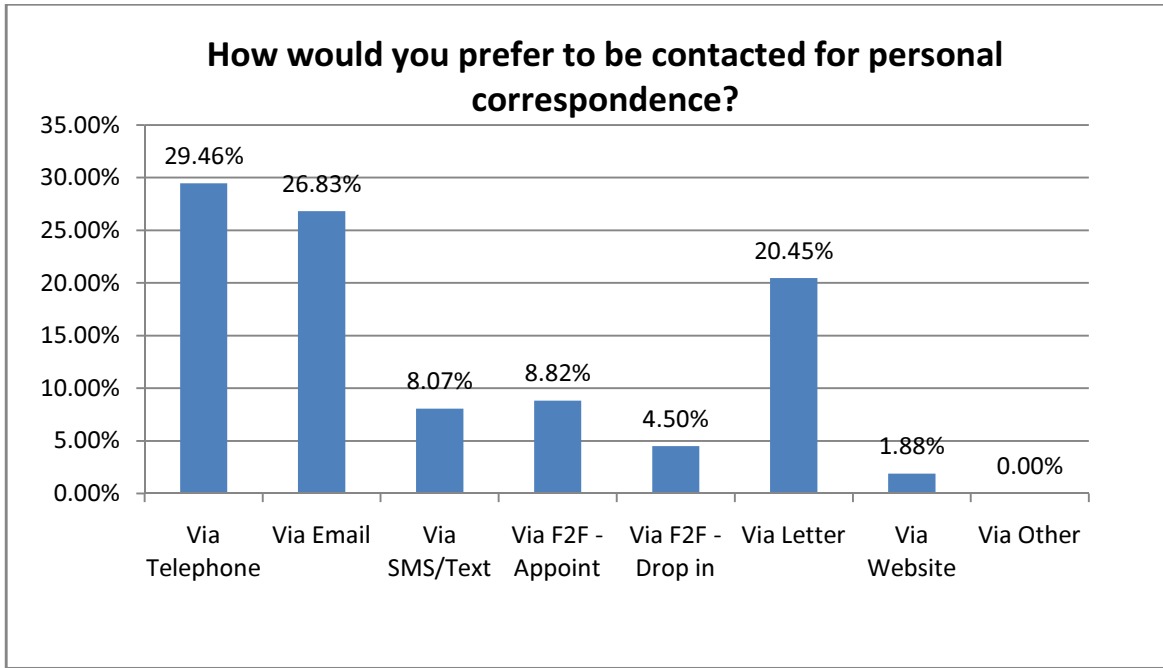
People who consider that their day to day activities are limited a little prefer to contact the Council via a face to face appointment (25.64%).<sup>8</sup> Those that consider they are not limited to day to day activities or limited a lot by day to day activities prefer to contact the Council via telephone.

### ***3.2 If we need to contact you, how would you prefer us to make contact for personal correspondence and, for general correspondence?***

<sup>7</sup> See background papers for further breakdown of statistics.

<sup>8</sup> See background papers for further breakdown of statistics.





We can see from these graphs that customers of Oxford City Council prefer the Council to contact them via telephone, email or letter on all occasions. The telephone is preferred contact for personal correspondence whereas; email is the preferred contact for general correspondence.

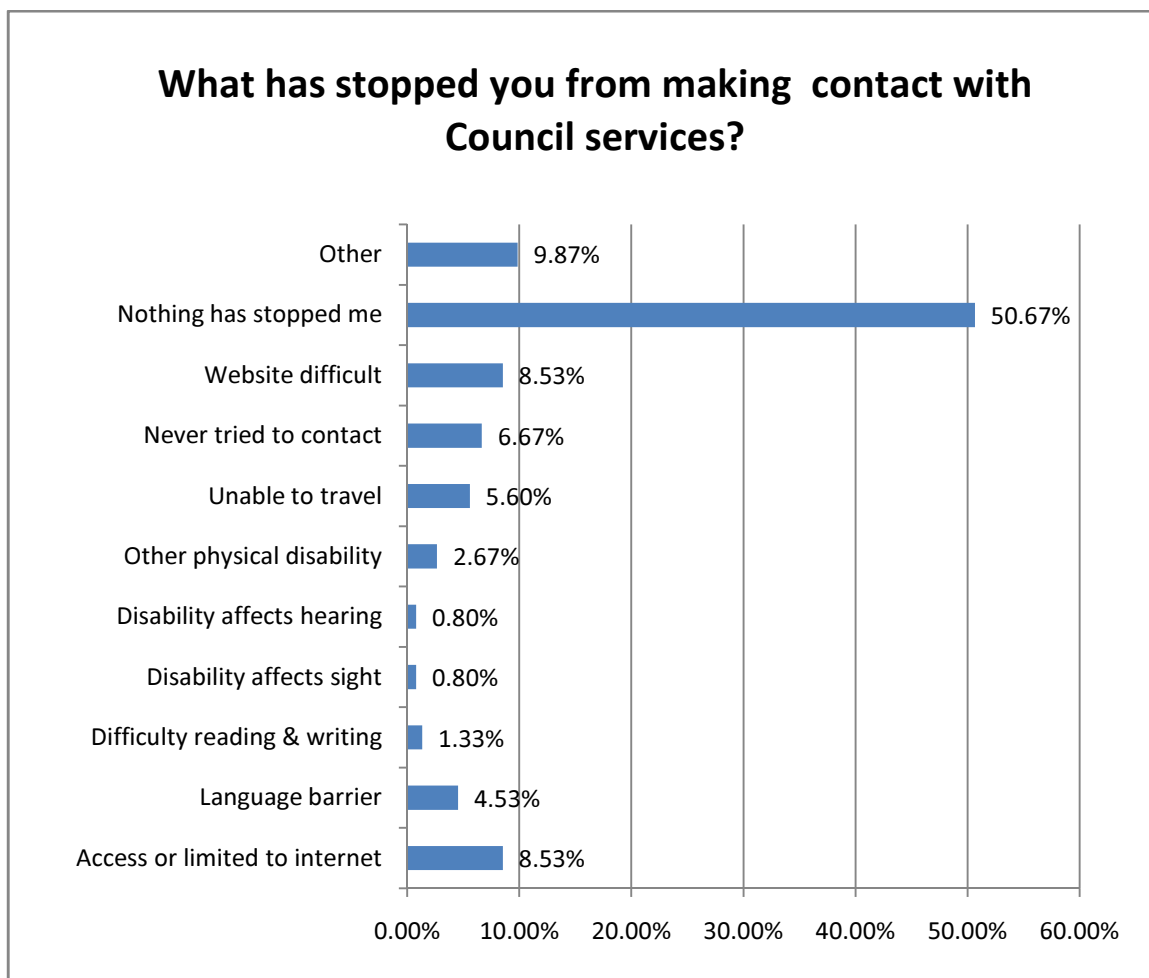
If we break these down by age ranges some differences occur:<sup>9</sup>

<sup>9</sup> See background papers for further breakdown of statistics

- Of those surveyed those with an age range of 25-34 and 45-54 would prefer Oxford City Council to contact them about personal correspondence via email (32.77% and 33.66% retrospectively).
- Of those surveyed those with an age range of 65+ overwhelming prefer personal correspondence via a letter (36.84%).
- Of those surveyed those with an age range of 55-64 and 65+ prefer to be informed about general correspondence via letter (36.11% and 47.06% retrospectively)

The breakdown of the statistics for those that selected 'Yes, limited a lot' and 'Yes, limited a little' in their day to day activities; the results for the personal correspondence reflects the same as the overall statistics where telephone is the preferred option. However, for general correspondence those who consider themselves 'limited a lot' in their day to day activities have a high preference for communication via letter. Those who consider themselves 'limited a little' in their day to day activities score a majority for communication via letter with telephone closely behind. Individuals who consider they are not limited in their day to day activities prefer general correspondence via email.

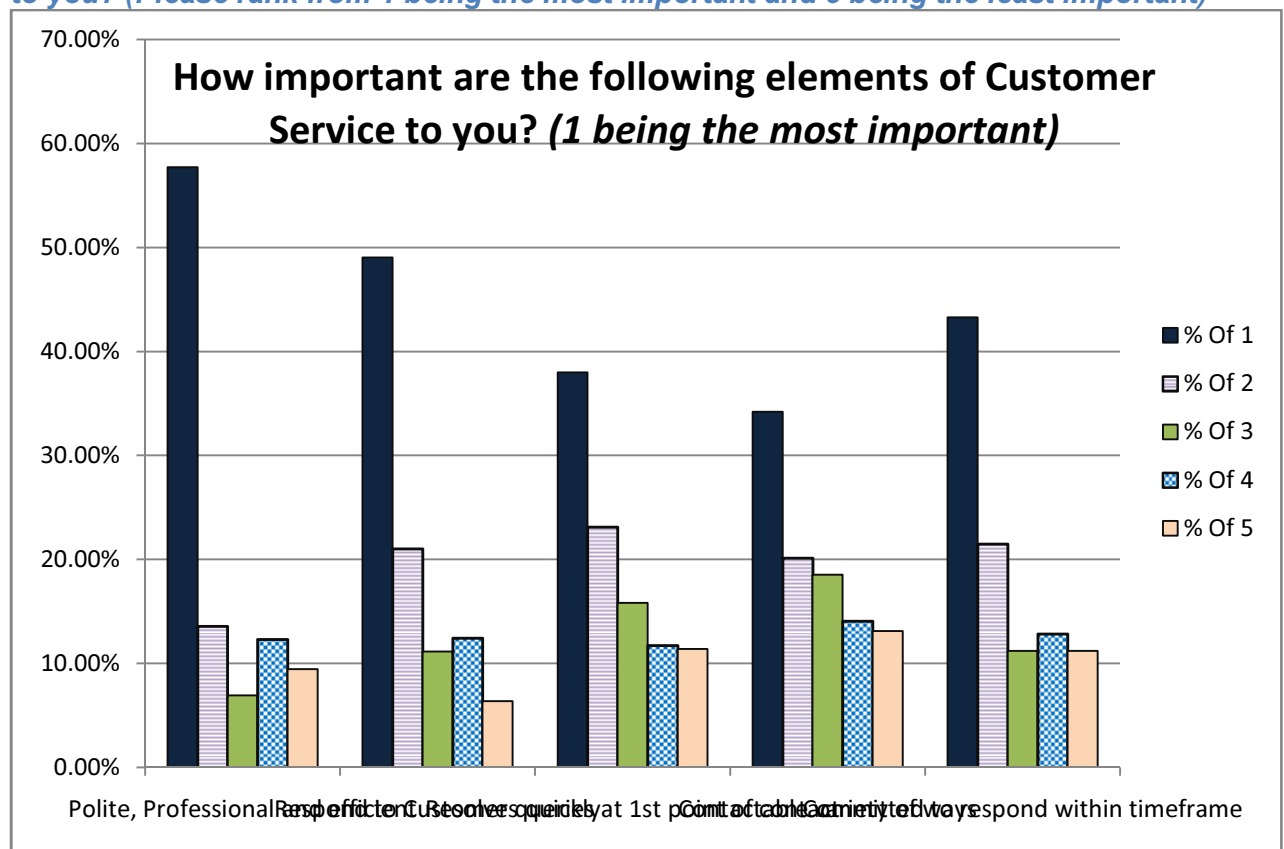
### 3.3 What has stopped you from making contact with Council Services in the way you want?



A majority of 50.67% of those asked state that nothing has stopped them from making contact with Council services.<sup>10</sup> If we take out the figures of 'Never tried to contact', 44.9% of those asked have experienced something that stopped them making contact with Council services.

<sup>10</sup> See background papers for breakdown of comments left by those surveyed when selected 'Other'

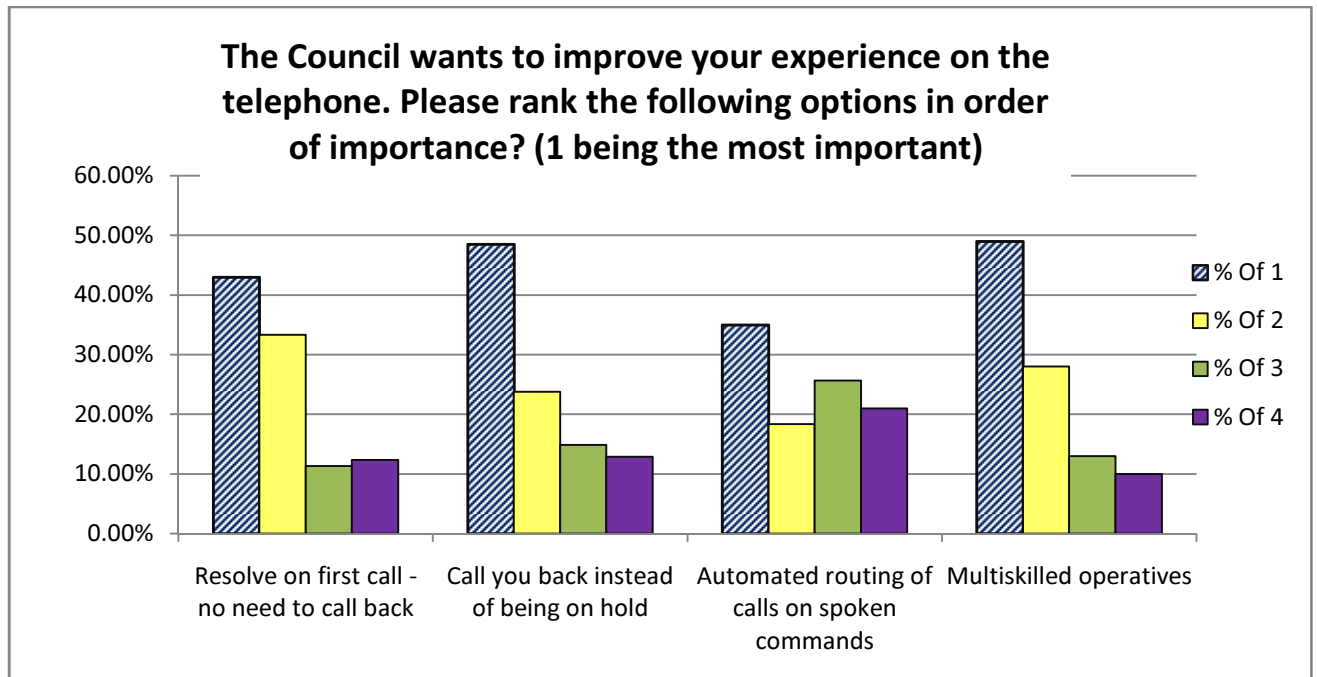
**3.4 How important are the following elements of the City Council's customer service to you? (Please rank from 1 being the most important and 5 being the least important)**



It is visible that Oxford City Council's customer's view being *Polite, Professional and Efficient* as the most important element of Customer Service. This is followed by *Respond to Customers quickly* and then *Committed to respond within timeframe*.

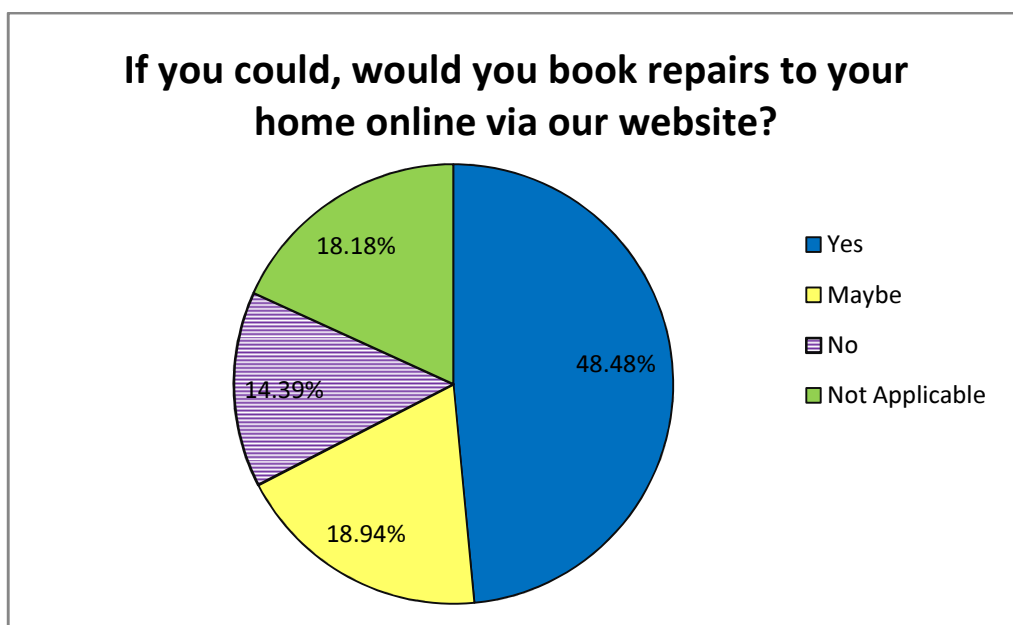
Being *Contactable in a variety of ways* appears to be the least important element of Customer Services as it scores the lowest for the '1' and the highest in the '5'.

3.5 The Council wants to improve your experience of contacting us by telephone. Please rank the following options in order of importance to you? (Please rank from 1 being the most important and 4 being the least important).



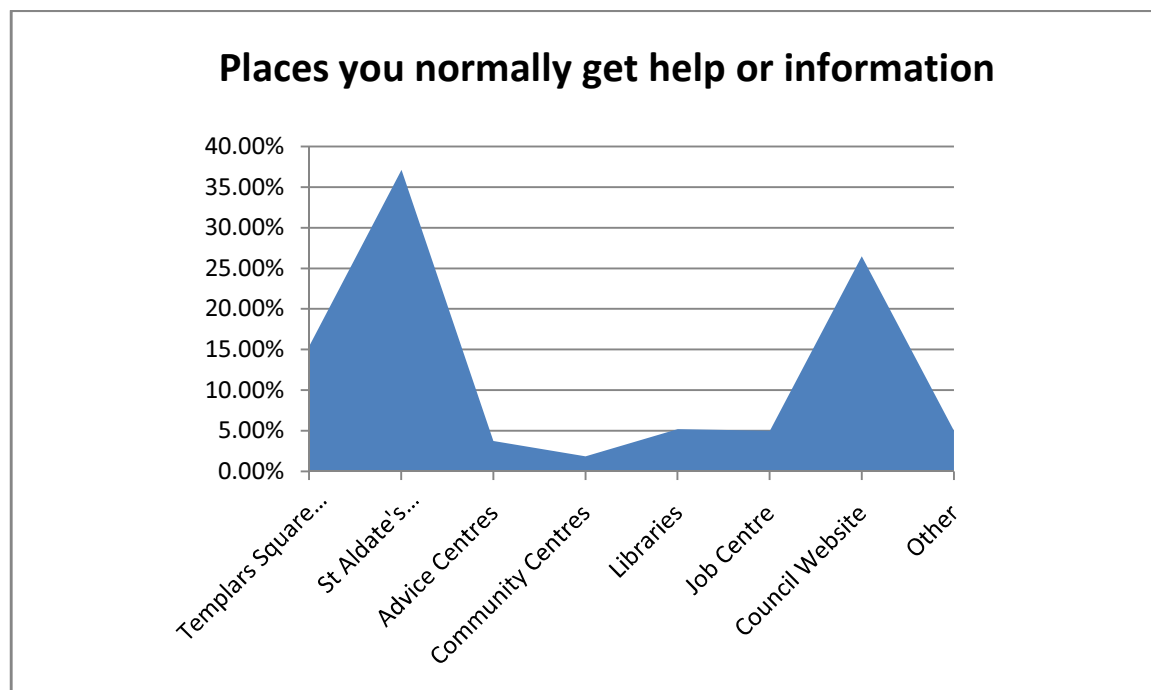
From those surveyed, having multi-skilled operatives is the most important improvement to customers experience on the telephone. But, this is only a narrow majority over *Call you back instead of being on hold* followed by *Resolve on first call no need to call back*. The statistics show that customers rank *Automated routing of calls on spoken commands* as the least important improvement to their experience.

3.6 If you could report and book repairs to your home online via our website, would you use this service [If you are a Tenant of Oxford City Council]?



A large majority of those who completed the question confirmed that if they could, they would book repairs to their home online via our website.

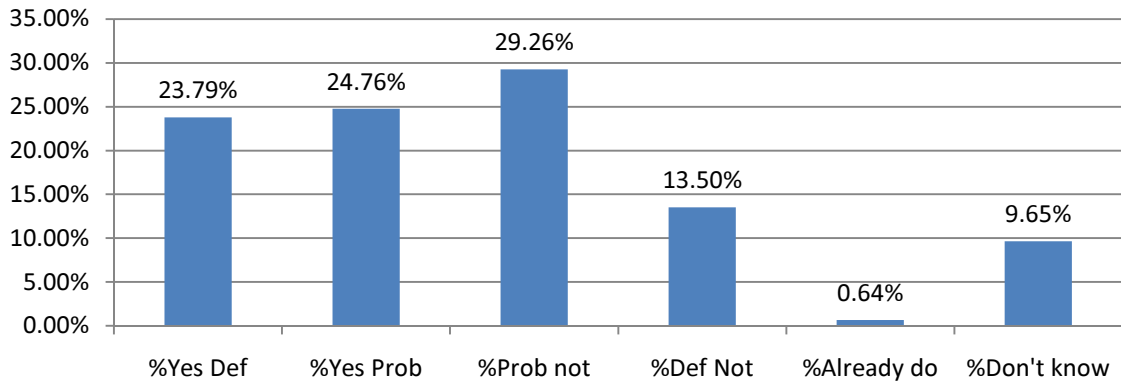
**3.7 At which, if any, of the following places do you normally get help or information about Council Services?**



The survey reveals that St Aldate's Chambers (37.16%) is the place that customers normally get help or information closely followed by the Council Website (26.51%). This reveals the importance of ensuring information is up to date on the website and that St Aldate's Chambers is efficient for customers to get the help or information quickly. From those surveyed; Community Centres are not places to get help or information on Council Services (1.88%).

**3.8 If we were to place a self - service terminal (a computer where you can access and complete online Council forms) in a public building such as a community centre or library near you, would you use it?**

### If we put a Computer in public building would you use it?

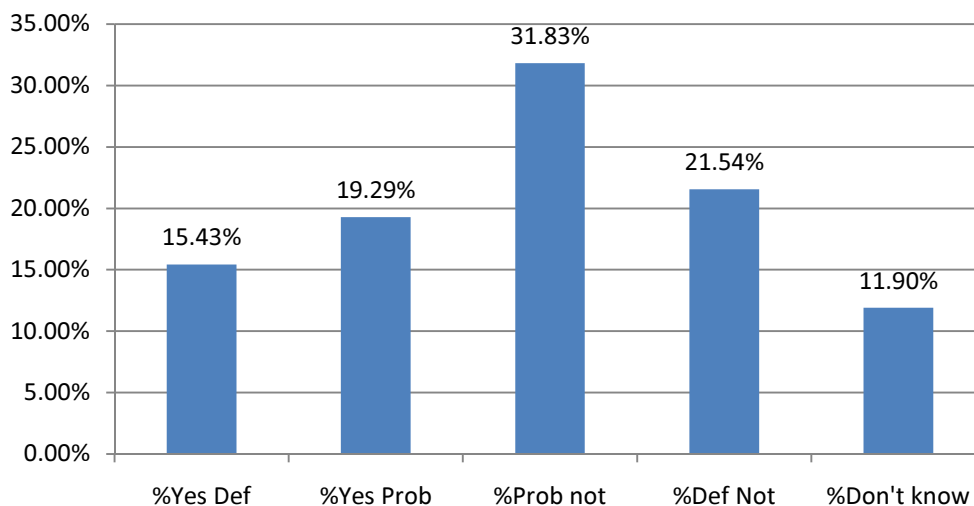


After the previous question, this is an unsurprising result. However, the ‘% Probably Not’ is not an overwhelming majority with ‘% Yes Definitely’ and ‘%Yes Probably’ closely behind.

Taking into account this question and the previous question – If the Council put self-service terminals in public buildings like Community Centres and Libraries would it mean people would be more likely to go to Community Centres or libraries for help and information on Council Services?

### 3.9 If it were possible to contact the City Council using video conferencing (face to face using your PC or in one of our self-service terminals), would you be likely to do this?

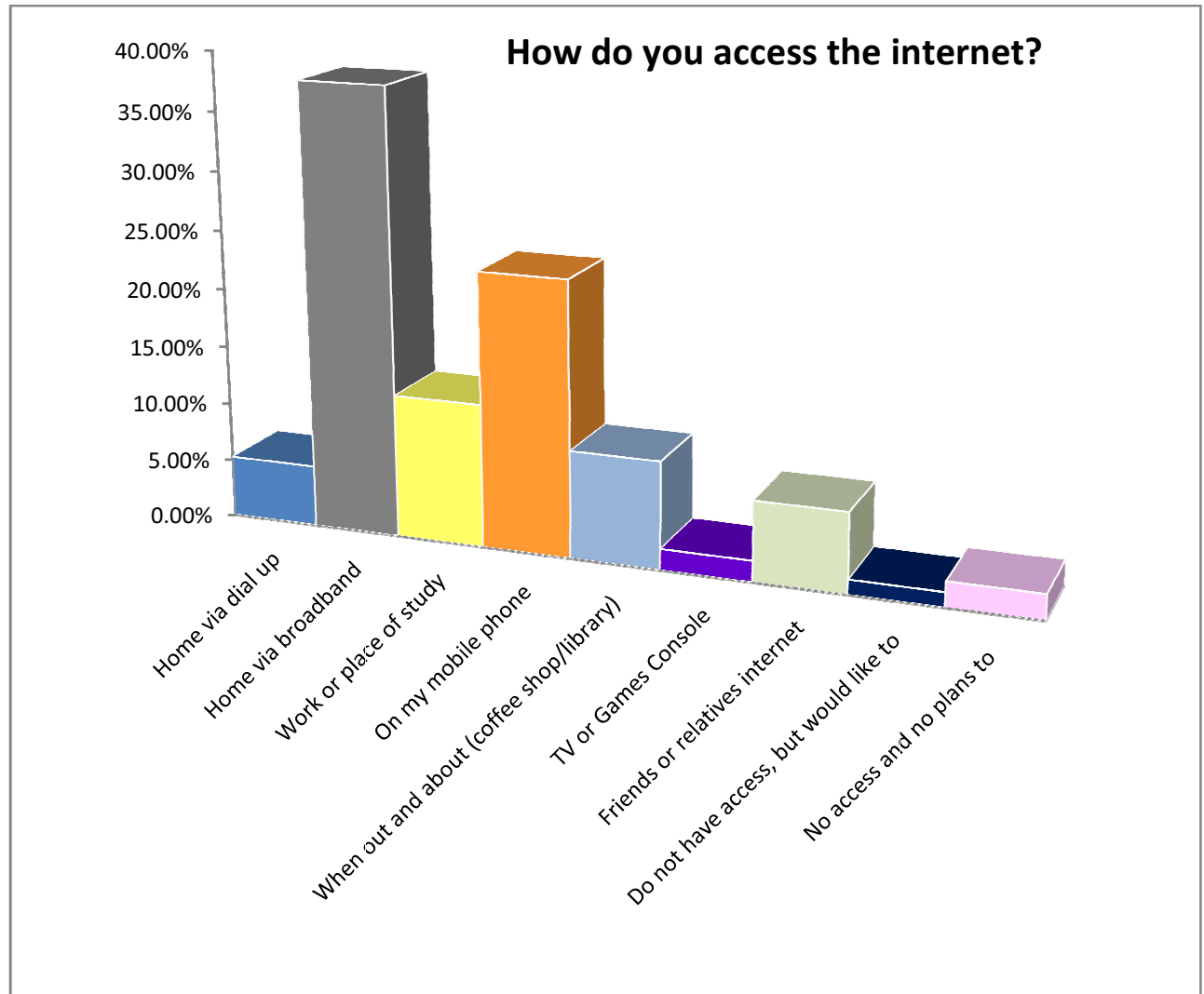
#### If it was possible to contact via video conferencing would you be likely to do this?



A majority of those asked stated that they probably would not use video conferencing if it was possible. This is followed by those that stated they definitely would not use video conferencing.

When the figures are broken down per age range all age groups have either *Probably Not* as the majority or *Definitely Not*. The age range that has the highest positive endorsement is the age range is 45-54 at 29.41% of *Yes Probably*. The age range that has the highest definitive endorsement is the age range 16-24 at 22.22%.<sup>11</sup>

### 3.10 In which, if any, of the following ways do you access the internet?



Overall, a majority of people access the internet via this home broadband with access via mobile phone second on 23.38% followed by Work or place of study at 12.23%. This may seem predictable; but, when you divide this by age range there are some changes.<sup>12</sup>

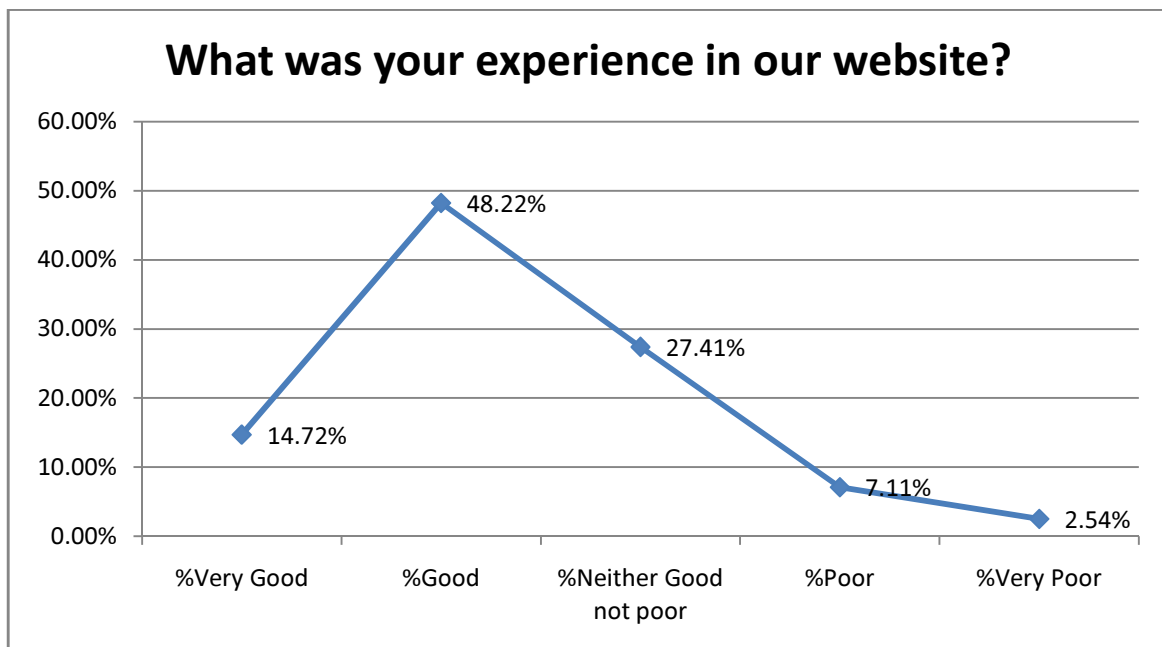
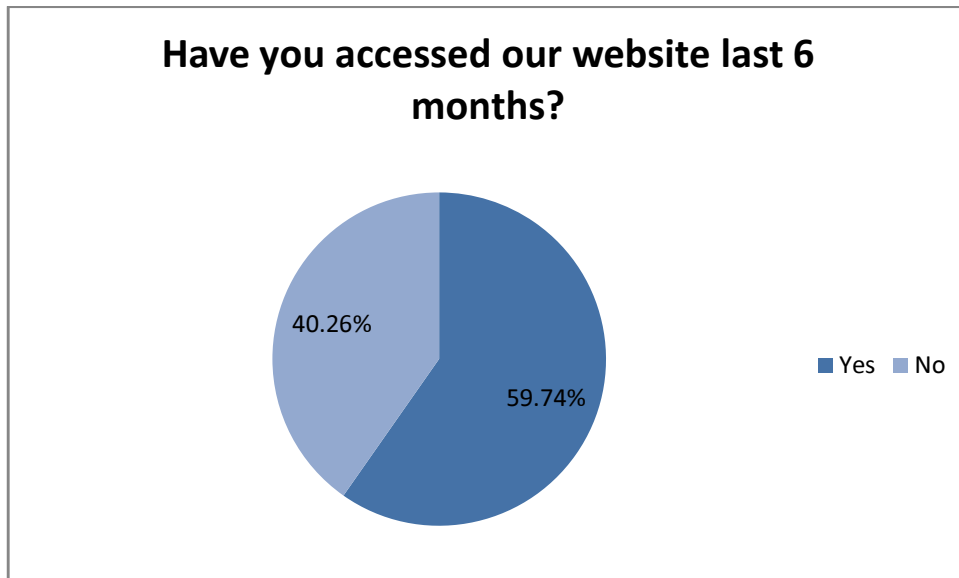
- A majority of 16-24 year olds asked access the internet via their mobile phone at 29.03%. This is followed by Home broadband (27.96%) and then When out and about in coffee shops/library (12.90%)
- Whilst 42.11% of 65+ stated that they use Home Broadband; 36.84% stated that they have no access and no plans to.

<sup>11</sup> See background papers for further graphs on the breakdown.

<sup>12</sup> See background papers for further breakdown of statistics.

For those whose day to day activities are limited a little and not limited the results are similar to the overall results where access via a mobile phone is in second place behind Home Broadband. For those whose day to day activities are limited a lot, Home Broadband dominates the choices with 'When out and about' and 'Friends or Relatives internet' behind in joint second.<sup>13</sup>

**3.11 Have you accessed our website in the last 6 months? And, what was your experience?**



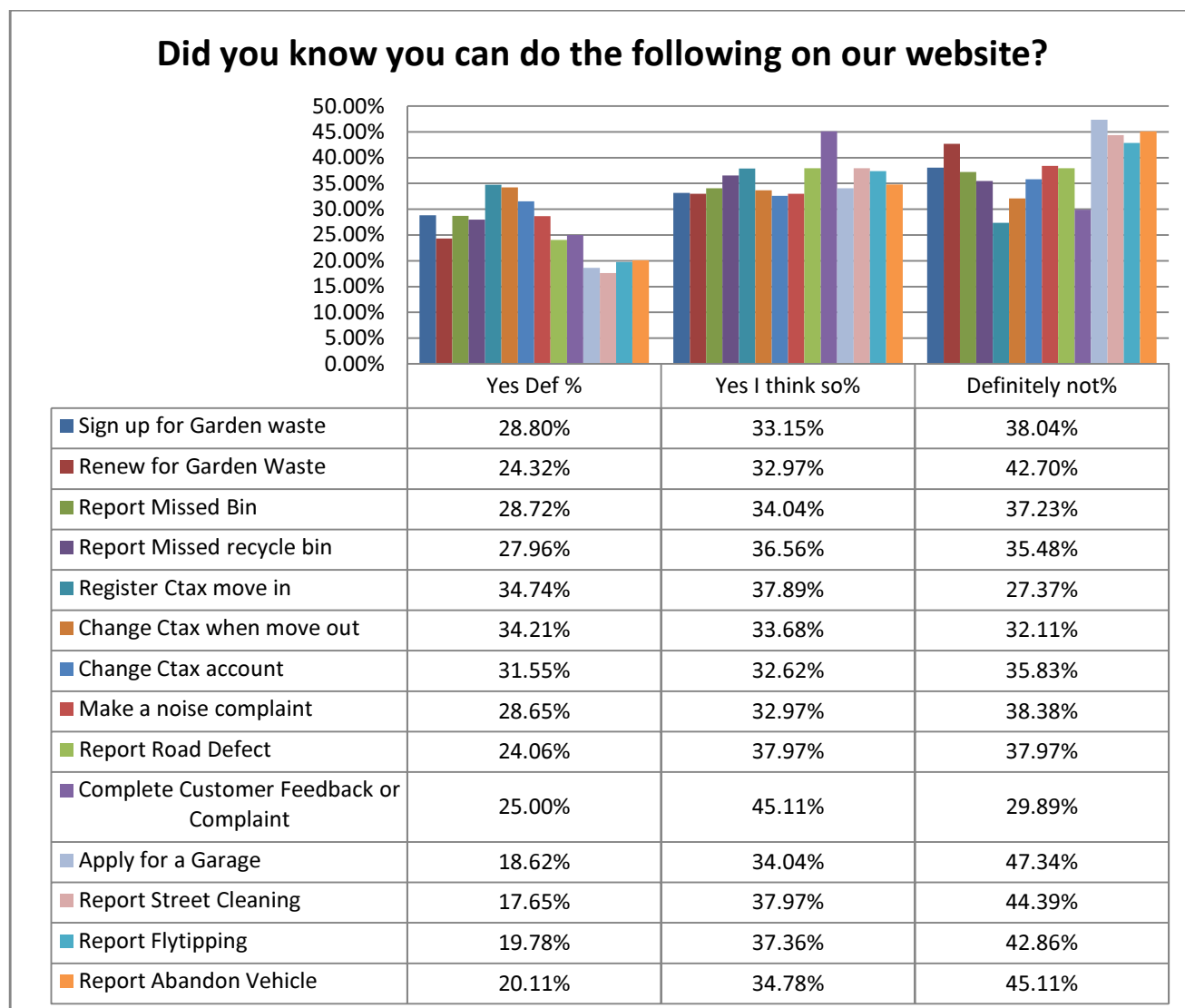
A majority (59.74%) of those asked had access the Council's website in the last 6 months and a majority state that it was a 'Good' experience (48.22%) or "very good" experience (14.72%).

<sup>13</sup> See background papers for further breakdown of statistics.



**3.12 Did you know you can do the following things on the City Council website [www.oxford.gov.uk](http://www.oxford.gov.uk)?**

The survey lists a series of actions that can be carried out online and the individual is asked whether they a) Definitely knew they can do it online, b) Think they know they can do it online or c) Definitely did not know they can do it online.



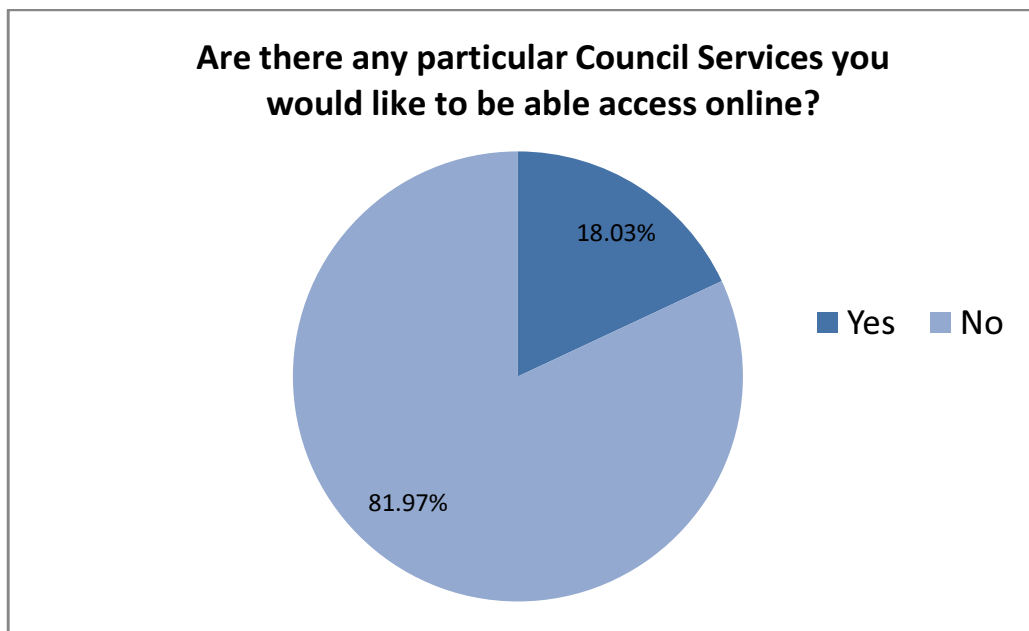
- *Applying for a Garage* scores the highest for 'Definitely Not' when people are asked whether they knew they can do this online.
- *Report Abandon Vehicle* scores the second highest for 'Definitely Not' when people are asked whether they knew they can do this online.
- *Report a Street Cleaning* scores the third highest for 'Definitely Not' when people are asked whether they knew they can do this online.
- Fourth and Fifth places are occupied by *Report Fly tipping* and *Renew Garden Waste* for 'Definitely Not'
- *Register a Council Tax Move in* is the service people definitely know they could do online.
- *Change Council Tax When You Move Out* is the second highest service people definitely know they can do online

- *Change Your Council Tax Account* is the third highest service people definitely know they can do online.

These results tell the Council that those who were surveyed definitely know about the Council Tax services that can be access online. However, what it does not tell you is whether they use these services online. The results illustrate that the Council needs to make customers more aware that the following services can be accessed online:

1. *Applying for a Garage*
2. *Report Abandon Vehicles*
3. *Report a Street Cleaning*

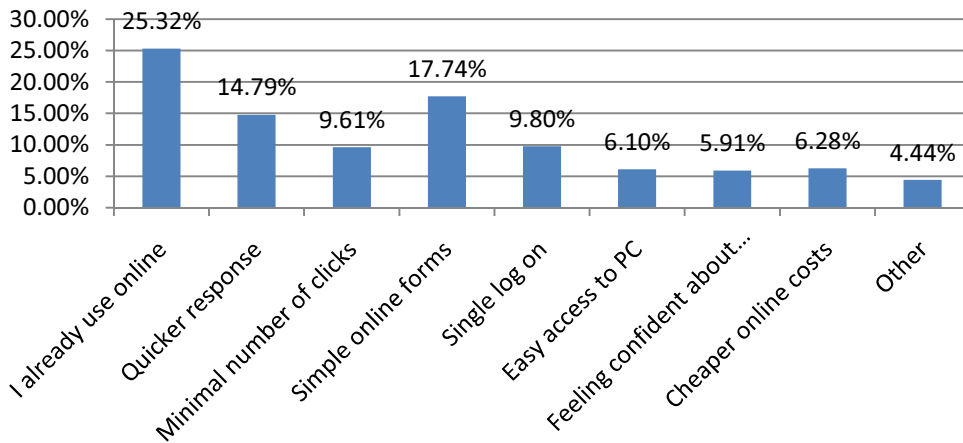
**3.13 Are there any particular Council services you would like to be able to access online?**



A large majority asked stated that there are no particular Council services they would like to be able to access online. Although, there is no indication on what other services the Council provides that is not available online. Following the previous question, the person asked may consider that all the services are covered. This may make this result difficult to analyse

**3.14 What would encourage you to access services online?**

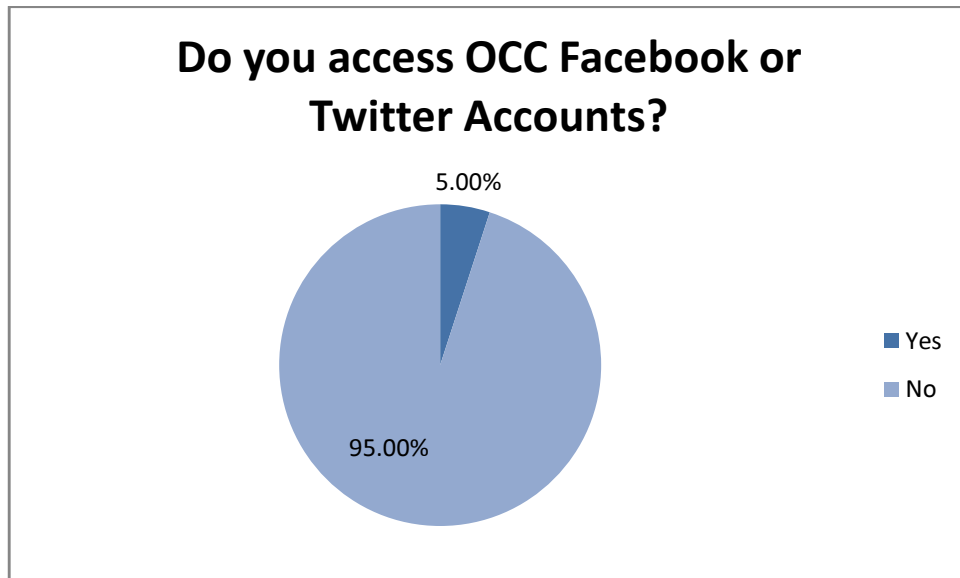
### What would encourage you to access services online?



These results inform the Council that a majority of people asked state they already access services online (25.32%). Interestingly, 17.74% expressed that simpler online forms would encourage them to access services online. 14.79% of those asked stated that a quicker response time would encourage them to access services online.

Aside from the majority that already access services online; those surveyed, would like the Council to focus first on making simpler forms and have a quicker response time to encourage them to access services online.

### 3.15 Do you access Oxford City Council's Facebook or Twitter accounts?



It is quite clear that Oxford City Council's Facebook and Twitter accounts do not add that much value to Customer Service. An overwhelming majority of those asked do not access Oxford City Council's Facebook or Twitter accounts.

#### 4. Conclusions:

- Despite surveying a relatively small section of the population of Oxford; it is clear in the report that the survey is representative, proportionally, with the various sections of the population (when compared with the 2011 Census).
- The report shows that, from the survey, people prefer to contact the Council via the telephone and closely followed by Face to Face Appointments. This does not change when you divide the results by the differing age ranges. When asked about how they would prefer the Council to contact them about personal correspondence, the respondents prefer telephone followed by email and then letter. This is switched when ask about how they would prefer to be contacted about general correspondence where email was the preference followed by letter and then telephone. When the report investigates these questions looking at the differing age ranges the 25-34 and 45-54 age ranges prefer personal correspondence via email. Whereas the 65+ age ranges prefer correspondence via letter for both personal and general correspondence.
- 50.67% of those asked state that nothing has stopped them making contact with Council services. Further work is required to find out who finds it difficult to contact the Council and what action needs to be taken to make it easier for those people to contact the Council, in particular website issues and language barriers.
- Those surveyed indicated that being Polite, Professional and Efficient is the most important element of customer service to them and being 'Contactable variety of ways' as the least important element of customer service. They also indicated that they rank 'Multi skilled operatives' as the preferred improvement to their experience on the phone. This is followed closely behind by 'Call you back instead of being on hold'. Having 'automated routing of calls on spoken commands' the least important improvement to the experience on the telephones.
- A majority of 67% of those asked would or probably would book a repair to their home online via the website, if they could.
- When the respondents were asked about where they normally get help or information about Council services a majority opted for St Aldate's Chambers followed by the Council Website. Community Centres, Libraries and Advice Centre scored the lowest.
- When the survey asked if they would use a computer in a public building if it was available the majority was 'Probably Not' (29.26%). However, the options 'Yes Definitely' and 'Yes Probably' score at 23.79% and 24.76%. Therefore, if a self - service terminal was placed in a Community Centre, Library or Advice Centre, it seems reasonable to assume it would increase the figures to make it a place where people normally get help or information and perhaps alleviate the difficulties with travel that some customers reported stopped them contacting us (5.6% of the 44% who reported something had stopped them contacting us).
- A majority of 53.37% stated that they would definitely or probably would not use video conferencing if it was possible.
- Home Broadband is the preferred method of access to the internet; however access by mobile phone is high. 59.74% have accessed the Council website in the 6 months and a majority of 63% stated that their experience is good or very good.

- The report details about what the residents have stated when asked if they knew certain services are available online. There is a pattern that those asked know that Council Tax Services are available online. However, they are unlikely to know that they can apply for a garage or report abandon vehicle online. This may have something to do with the uptake of these services and the likelihood on when someone would require these services in comparison to Council Tax services.
- It is clear that a majority of 25.32% already use online services and therefore do not need encouragement to access services online. But, 17.74% would be encouraged with simple online forms and 14.79% would be encouraged to access services online if they had a quicker response time.
- 95% of those asked do not follow the Council on Facebook or Twitter.

In conclusion, this is the start of determining who our customers are and what they want from Customer Services. The report outlines a customer base that will use online services but do not want to lose the telephony contact and Face to Face contact. The Council needs to ensure it does not isolate the elderly population by focusing solely on online services as they prefer letter correspondence. However, this should not discourage the possibility of email communication for personal and general correspondence. As mobile phones are used to access online services the Council needs to make sure online forms and services have applications compatible with these devices.

This report gives a valuable insight into our customers and an excellent foundation to build for future surveys and a customer lead customer service.

#### Background Papers

1. Further data analysis by customer services of demographic information
2. Further breakdown of statistics from consultation
3. Breakdown of comments left by those surveyed when they selected "other".

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[www.oxford.gov.uk](http://www.oxford.gov.uk)



# **Customer Contact Strategy**

**2014 - 2017**

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## 1. INTRODUCTION

1.1 Oxford City Council has an aspiration to create a world-class city for everyone, delivering world-class services.

World class customer service for Oxford City means:

- Consistent; right first time service delivery.
- Proactively seeking customer feedback to inform service delivery.
- Customer service being at the heart of our values and behaviours.
- Working in partnership with complementary organisations to provide added value to our customers
- Enabling as many customers as possible to access our services using the most efficient and cost effective channels (web and contact centre), whilst ensuring our face-to-face service is available for those customers who most need it.
- Ensuring our end to end processes are as efficient as possible and that the customer journey and contact can be tracked.

1.2 'Customers First' is one of the Council's transformation themes, focusing on putting customer needs at the forefront of its work and improving customer service. This Customer Contact Strategy sets out where we are now, and using detailed insight and customer feedback sets out the strategic direction for the period 2014/17 together with an action plan to further improve our customer contact and service delivery. The Strategy is built upon the key values of the City Council which are:

- Excellent public service at the heart of everything we do
- Putting communities and customers first
- Taking personal responsibility
- Embracing innovation
- Valuing diversity



## 2. WHERE ARE WE NOW

2.1 Since 2009, the Council's Customer First Programme has delivered the following outcomes:

- Constant measuring of customer satisfaction, which is monitored and benchmarked with over 100 other local authorities. The corporate target for customer satisfaction is set at 75% (and is being achieved), and covers the service experienced in our contact centre, customer service centres and website. Customer satisfaction with the telephone contact centre specifically is at 91%, putting us just outside top ten performances with our benchmark peers. More work needs to be done to improve satisfaction levels with our face-to-face service and the Council's website.
- Single customer contact centre with one telephone number for the organisation, providing access to a wide range of Council services. Over 90% of all customers get through first time using this number. A new telephony software system offering a range of new functionality.
- A modern walk in customer service centre providing access to officers via appointment or "drop in" alongside self-service facilities. The customer service centre is also available for partner surgeries and is being effectively used by Carers Oxfordshire and Shelter to introduce a one-stop-shop of local services.
- Multi skilled Customer Service Officers who are able to deal with a wide range of customer enquiries; Housing Repairs, Tenancy Services, Rents and Homeless, Housing Benefits and Council Tax, Waste Recycling and Garden Waste. Environmental Development – Pest and Dog Warden services and Planning enquiries. Over 90% of all enquiries handled either face-to-face or over the telephone are resolved at point of contact and without hand off to the back office.
- Customer Service Excellence accreditation in June 2013, achieving full compliance with all 57 parts of the standard.

2.2 Customers currently resolve their enquiries by visiting one of the Council's Customer Service Centres at St Aldates or Templar Square, Cowley; telephoning the Customer Contact Centre; or visiting the Council's website. The customer enquiry numbers for 2012/13 for each channel are as follows:

<b>Channel</b>	<b>Enquiries Per Annum</b>
Face-to-face	15,600
Telephone	261,850
Web – on line form usage	25,000
<b>Total</b>	<b>302,450</b>

In the Contact Centre the call volumes per service area for 2012/13 were as follows:

<b>Service area</b>	<b>Enquiry Volumes</b>
Waste	40,000
Elections	2,050
Housing repairs	37,000
Tenancy and rent	22,000
Housing benefit	29,000
Council tax	38,000
Business rates	3,400
Planning	8,900
Pest and dogs	5,500
No option selected by customer *	76,000
<b>Total</b>	<b>261,850</b>

\* This data is taken from the telephone system and denotes customers who do not select a particular option from the automated options presented

2.3 The unit costs associated with each channel compared to the benchmark average are as follows:

<b>Access Channel</b>	<b>Current Unit Cost £</b>	<b>**Benchmark Unit Cost £</b>
Face-to-face	£30	£10 - £14
Telephone	£5.80	£3 – £5
Web		£0.08

\*\* Benchmark sourced from SOCITM and PWC

2.4 Current service performance and future targets for delivering Customer Service through to 2017/18 are:

	Target	Current Position	Targets			
Measure Name	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
Improved customer satisfaction at first point of contact	75%	78%	77%	79%	80%	80%
Percentage of customers getting through first time on the Council's main telephone number	95%	93%	95%	95%	95%	95%
Increased percentage of telephone calls answered within 20 seconds	85	68	80	80	80	80
The level of self-service transactions that are carried out using the Council's website	18%	13.8%	5% *	5%*	5%*	5%*

\*5% year-on-year increase with the baseline for each new year being the outturn performance of the previous year.

### 3. INSIGHT INTO OXFORD CITY CUSTOMERS

3.1 The demographics of Oxford's population dictate to some extent the nature of the service needs. The 2011 Census key headlines are listed below. Further demographic information can be found at Appendix A.

- Rapid population growth over the last decade with large increases in the number of children and young people
- International migration has driven population growth and ethnic diversity has increased and is expected to become increasingly diverse
- Large increase in the number of students
- Large increase in the number of people in the labour market
- More households live in flats, and more rent their home
- Growth in households has been driven by families with children, single adults and 'other' households (e.g. houses in multiple occupation)

3.2 Oxford's population in 2011 was estimated to be 151,900, an increase of 12% since 2001 and is deemed to be one of the fastest growing local authority areas in England. By 2021 it is projected to be @160,000. The Council itself has approximately 7,800 tenants. Because of the very large university student population (which has increased

by 6,000 over the last decade), Oxford's population is very young. 35% of the population is aged between 15 and 29 years (compared to a UK average of 20%). Although the UK is experiencing an ageing population, Oxford's population is expected to get younger in the future, with most population growth coming from the working age population.

- 3.3 The Index of Multiple Deprivation 2010 ranks Oxford 131st out of 354, placing it in the top half most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England. These areas are in the Leys, Barton, Littlemore and Rose Hill areas of the city, and experience multiple levels of deprivation - low skills, low incomes and high levels of crime; the majority of the council's 7,800 tenants live in these areas. Men and women from the least deprived areas can expect to live six years longer than those in the most deprived areas.
- 3.4 In 2012, 80% of all UK households had internet access. 93% of households with Internet access used a fixed broadband connection, of which 30 per cent used a cable or fibre optic connection. In 2012, 67 per cent of adults in Great Britain used a computer every day, rising to over 80% amongst people under 45 years of age. Access to the Internet using a mobile phone more than doubled between 2010 and 2012, from 24% to 51%. In 2012, 32% of adults accessed the Internet using a mobile phone every day.
- 3.5 Whilst we do not have statistics about the level and type of Internet use in Oxford, as the city has a very young population due to the large number of university students, we can expect that internet usage in Oxford is higher than the national average. Education is also an important determinant of whether people have internet access at home. Almost all adults (93%) who have a degree-level qualification are estimated to have internet access at home – compared to 56% of people with no formal qualifications. Oxford has a higher than average proportion of residents with degree-level qualifications, and a lower than average proportion with no qualifications. This is another reason why we can expect internet usage in Oxford to be higher than the national average. However in the deprived areas of the city very high proportions of the population have no qualifications, so in these areas there may be lower than average rates of internet usage.

#### **4. STRATEGIC OVERVIEW**

- 4.1 The country is still in a period of economic austerity and local authorities are facing one of the most difficult public funding climates seen for decades. Significant areas of social policy reform are also being implemented to reduce public spending at a national level. This means that many vulnerable people in Oxford will face new and additional financial pressures, whilst essential services are stretched by unprecedented demand and the loss of key funding streams.
- 4.2 Locally we have a growing population that is increasingly younger, mobile and includes a large number of students; and yet Oxford remains one of the least affordable places to live in the country. There is a growing and significant ethnic population; of whom a high proportion does not have English as their first language. Twelve areas of the City are amongst the most deprived in England, 7,800 of our tenants live predominately in these areas.
- 4.3 It is vital that this Customer Contact Strategy, as far as possible, allows all of our customers, but in particular those alienated by language, skills or income, the ability to access our services easily and efficiently in the way which best suits their circumstances. In addition, to make best use of our resources, our services need to be efficient and allow us to offer least-cost access channels to our customers when

this is the best solution for them. Consequently; we need to focus on improving our website so the optimal numbers of customers find it easy and efficient to use.

4.4 As we have such a diverse population one service solution will not fit all, and it is therefore important to use what we know and learn from our customers as well as involving them in the design of our services, to ensure we make services that are fit-for-purpose and in turn well-used.

4.5 As an organisation we are committed to delivering great Council services. The Customer Service Excellence standard provides a framework which ensures delivery of accessible services through the involvement of customers. Therefore rolling this framework out across the Council will ensure we have a consistent high quality approach to customer contact in all aspects of our business.

4.6 The impact of these national and local drivers combined with what we have learnt from recent consultation, has led to three clear themes that underpin this Customer Contact Strategy:

- Accessible User friendly Services
- Using customer insight to inform service design
- Embedding Customer Service Excellence across the Council.

## 5. DELIVERY OF THE STRATEGY – KEY MILESTONES

5.1 In order to deliver the three key themes of the Strategy we have developed the following key milestones:

### **Accessible User Friendly Services**

- Implement a regular programme to reach all customer groups through the lifetime of the Strategy
- Improve the website in terms of ease of use and access
- Develop partnership working and analyse opportunities for improved service delivery
- Improve current access channels using data analysis and feedback from customers, community groups and businesses
- Deliver what our customers have told us is great customer service

### **Using Customer Insight to Inform Service Design**

- Develop a new repairs online service working with tenants.
- Programme of targeted marketing to promote our services
- Embed learning from customer feedback into service areas and introduce challenge on service redesign as a result

### **Embedding Customer Excellence Across the Council**

- Implement CSE accreditation across organisation where appropriate (in some areas another accreditation may be more applicable)
- Agree areas where City Council can apply for Compliance Plus standard – as an exemplar of best practice in those areas

5.2 This Strategy will be overseen by the Customer First Programme Board, and coordinated on a day to day basis by the Customer First Programme Manager. An action plan detailing the key milestones and actions can be found in Appendix B.

### Demographic Information

1. Oxford is a relatively diverse population in terms of people's ethnicity. In 2011, 22% of the population were from black or minority ethnic backgrounds, compared to an England average of 13%. An additional 14% of residents were of white but non-British backgrounds. This is partly a result of the large number of people born outside the UK - in 2011, 28% of Oxford residents had been born outside the UK compared to 19% in 2001. The largest non-white ethnic groups represented are Pakistani, Indian, Black African, 'other Asian' and Chinese ethnic groups. The diversity of the population varies considerably by age. The child population is considerably more ethnically diverse than the older population and as a result the population is expected to get more ethnically diverse in the future.
2. In 2011, 23,700 Oxford residents said they had a main language which was not English. At 16% of the population, this is twice the 8% national average. Of those residents whose main language was not English, the vast majority reported that they could speak English well or very well. 1.8% of residents (2,600 people) said they could not speak English or could not speak it well. This is similar to the 1.7% national average. After English, the most common main languages were Polish and Chinese languages, followed by French, Portuguese and Spanish. South Asian languages - Urdu, Bengali and Panjabi - made up a large proportion too.
3. The Index of Multiple Deprivation 2010 ranks Oxford 131st out of 354, placing it in the top half most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England. These areas are in the Leys, Barton, Littlemore and Rose Hill areas of the city, and experience multiple levels of deprivation - low skills, low incomes and high levels of crime; the majority of the council's 7,800 tenants live in these areas. Men and women from the least deprived areas can expect to live six years longer than those in the most deprived areas
4. A large proportion of the population – 43% has degree-level qualifications or above. At the other end of the spectrum, 14% (17,000 people) have no qualifications at all. This is strongly age-related – older people are more likely than younger people to have no formal qualifications.
5. Oxford's high housing prices – both in the property market and the rental sector – make it one of the least affordable places in the country. The percentage of households who own their home is relatively low in Oxford - 47% compared to 63% in England. The percentage of households renting their home in the private sector is high - 28% in Oxford compared with 17% in England. Over the last decade the number of households renting their home in the private sector rose by almost 50%, from nearly 11,000 households in 2001 to nearly 16,000 households in 2011. We have approximately 12,000 benefits claimants. The number of households who owned their house declined.
6. 144 households were living in temporary accommodation we provide in the city as of December 2011. At the same time our waiting list figures exceeded 6,000 households. This is a much higher rate than those of neighbouring districts and the South East region.
7. Unemployment rates for Oxford City are presently at 5.7%, compared to an average for Great Britain of 7.9% (2012 estimate). The large universities and hospitals mean that Oxford has a larger than average number of jobs in the service sector – most

notably, 46% of all employee jobs is in the public administration, education or health sectors. The second largest employment sector is financial and business services, accounting for 24% of jobs. Manufacturing accounts for 9% of jobs, half of which are at the BMW car plant. Retail employment accounts for around one-tenth of jobs in Oxford. There has been steady growth in the number of businesses registered in Oxford over the past decade, from 2,600 in 1995 to 4,000 in 2011.

8. In 2012, 80% of all UK households had internet access. This has grown from 57% of households in 2006. 93 per cent of households with Internet access used a fixed broadband connection, of which 30 per cent used a cable or fibre optic connection. In 2012, 67 per cent of adults in Great Britain used a computer every day, rising to over 80% amongst people under 45 years of age. Access to the Internet using a mobile phone more than doubled between 2010 and 2012, from 24% to 51%. In 2012, 32% of adults accessed the Internet using a mobile phone every day.
9. We do not have statistics about the level and type of Internet use in Oxford. However, as the city has a very young population due to the large number of university students, we can expect that internet usage in Oxford is higher than the national average. Education is also an important determinant of whether people have internet access at home. Almost all adults (93%) who had a degree-level qualification are estimated to have internet access at home – compared to 56% of people with no formal qualifications. Oxford has a higher than average proportion of the population with degree-level qualifications, and a lower than average proportion of the population with no qualifications. This is another reason why we can expect internet usage in Oxford to be higher than the national average. However in the deprived areas of the city very high proportions of the population have no qualifications, so in these areas there may be lower than average rates of internet usage.

Appendix B

Customer Contact Strategy Action Plan

Aim	Key milestones	Action	Target Date	Lead Officer /Service
<b>Accessible User Friendly Services</b>	Implement a regular programme to reach all customer groups through the lifetime of the Strategy	Agree timescales and priorities to meet with hard to reach customers (aim to engage with one group per month)	Mar 14 – Mar 15	Customer Contact Service Team
		Identify actions from community group consultation to increase accessibility (in particular usability of the Council's website)	Mar 14 – Mar 15	Customer Contact Service Team
		Utilise the data the Council holds within the Council's IT systems to better understand the demographic makeup of our customers	Mar 14 – Mar 16	Head of Business Improvement & Technology
		Market and publicise self-serve opportunities	Mar 14 – Mar 15	Media & Communications Team
	Improve usability of website (including self-serve opportunities)	Improve the Council's website so it can be used on mobile devices	Jul 14-Sep 14	Head of Business Improvement & Technology
		Improve the website so it is easy to use i.e. minimal clicks	Mar 14 – Mar15	
		Improve the electronic forms including greater integration with back office systems	Sep 14	Head of Business Improvement & Technology
		Promote the usage of electronic forms for claiming benefits and electronic billing for Business Rates and Council Tax Payers	Mar 14 – Mar 15	Head of Customer Services
		Investigate feasibility and on-going costs for providing self-serve PC's in public buildings & in other organisations	Mar 14 – Dec 14	Head of Business Improvement & Technology



		where the council commissions a service.		
Develop partnership working and analyse opportunities for improved service delivery		Using analysed data and engaged community groups to identify partner opportunities	Apr 14	Customer Contact Service Team
		Monitor and improve service level agreements with back office service providers	Mar 14 – Mar 15	Customer Contact Service Team
		Agree and implement a Local Support Services Framework with Job Centre Plus	Mar 14 – Mar 15	Head of Customer Services
		Make partnerships with agencies / community groups identified	Apr 14 onwards	Head of Customer Services
Improve current access channels using data analysis and feedback from customers, community groups and businesses		Review opportunities for voice recognition technology & other new service functionalities in telephony	Jul 14	Customer Contact Centre Manager
		Investigate opportunities for sending email or text in response to customer queries	Dec 14	Head of Business Improvement & Technology
		Continue to develop successful training for Customer Contact staff to meet customer expectation	On-going	Customer Contact Centre Manager
Confirm & deliver what our customers have told us is great customer service		Review current standards for the Customer Contact Centre & Customer Service Centre and introduce a new “Customer Service Charter”.	May 14	Head of Customer Services
		Implement Customer Service standards for the whole Council	May 14	Head of Customer Services

<b>Using Customer Insight to inform Service Design</b>	Develop a new repairs online service working with tenants.	Repair Policy review begins by Head of Housing	Mar14	Head of Housing
		Project Board convened & Tenant participation panel created	Mar-Apr 14	Head of Business Improvement & Technology
		System built for tenants to review (& amended post-feedback)	Mar-Oct 14	
		Market & promote new service to tenants	Nov – Dec 14	
<b>Using Customer Insight to inform Service Design</b>	Programme of targeted marketing to promote our services	Communications Team to produce a programme for ongoing promotion of new and existing services & targeted marketing.	Apr 14	Media & Communications Team
		Analyse use of voice recognition Feb 14-Feb 15 to inform change in services	Feb15	Customer Contact Centre Manager
	Embed learning from customer feedback into service areas and introduce challenge on service redesign as a result	Expand current methods i.e. regular CMT sessions on 3C's, SLA meetings Carry out customer journey mapping Identify avoidable contact Identify opportunities for service redesign	To be agreed with Heads of Service on a rolling monthly basis	All Heads of Service Customer Contact Centre Manager Customer Contact Centre Manager Customer Contact Centre Manager
<b>Embedding Customer Excellence across the</b>	Implement CSE accreditation across organisation where appropriate (in some	Appoint Project Manager	Apr 14	Customer Contact Centre Manager and
		Agree draft programme for implementation	Apr 14	

<b>Council</b>	areas another accreditation may be more applicable)	Agree project plan with service area/s	May 14	Heads of Service
	Submit to CSE Assessor areas where City Council can apply for Compliance Plus standard – as an exemplar of best practice in those areas	Compile business case	Jun 14	Customer Contact Centre Manager

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Appendix 3

Risk Register

No.	Risk Description Link to Corporate Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	
		I	P			I	P	Action: Reduce Owner: :	Outcome required:
1.	Failure to continue to consult with representative samples of customers/residents so opportunities are missed to improve services to meet customer need.	3	3	Failure to make available a range of consultation activity which all can access and contribute to in a way that suits them.	Continue to ensure a full range of consultation methods are used. Ensure we carefully identify all demographic and hard to reach groups	3	2	Customer Contact Manager	Robust consultation plan that reviews and assesses all outcomes.
2.	Failure to use feedback from customers to continuously improve service delivery.	2	3	Failure to consider outcomes from continued consultation to identify trends in feedback	Ensure all customer feedback is regularly reviewed and considered as part of the action plan.	2	2	Customer Contact Manager	Able to evidence how insight into customer views and needs is incorporated into service improvements.
3.	The consultation process has a cost and customers may already be content with the service as it is and do not want to see any change	2	3	First time analysed available information for this purpose, and used it to consult further	Keep costs down by utilizing customer insight already available to City Council, and use streamlined approach to consult customers using existing resources.  As part of consultation process sell the benefits for customers, and assurance that the process will be simple and easy to access	2	2	Customer Contact Manager	Able to evidence utilisation of existing data and resources

## Equalities Impact Assessment

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The proposed Customer Contact Strategy aims to reach all our residents and to use customer insight to further improve our current services and extend others (i.e web access).

We have identified that some groups may not have the resources to access the internet and therefore we will continue to carry out a range of consultation activity that all could take part in; we will also specifically target harder-to-reach residents.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

We have consulted with our customers ensuring that we have reached as wide an audience as possible and have included their views in our final deliberations for the direction of this Customer Contact Strategy.

The final version of the strategy will continue to be informed our customers with a range of customer insight activities detailed in the action plan.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

We have consulted with a representative sample of all residents in Oxford who would need to access our services. Where gaps in demographic groups

have been identified we plan to further consult during 14/15.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

No formal adverse impacts were assessed to result from the proposed Customer Contact Strategy.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

We will continuously monitor throughout the implementation of the action plan within the Customer Contact Strategy.

Lead officer responsible for signing off the EqIA: Helen Bishop

Role: Head of Customer Services

Date: Feb 14

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**To: City Executive Board**

**Date: 12<sup>th</sup> March 2014**

**Report of: David Edwards, Executive Director Regeneration and housing**

**Title of Report: OXFORDSHIRE STRATEGIC ECONOMIC PLAN**

## **Summary and Recommendations**

**Purpose of report:** To provide an update on the progress for the development of the Oxfordshire Strategic Economic Plan and outline the timetable for its submission to Government and any commitments being asked of the City Council.

**Key decision yes**

**Executive lead member: Cllr Bob Price**

**Policy Framework: No**

**Recommendation(s):**

- 1. To formally support the overarching focus of the Oxfordshire Strategic Economic Plan**
- 2. To delegate authority to the Executive Director, Housing and Regeneration, in consultation with the Council Leader, to make an necessary editorial changes and to endorse the final Strategic Economic Plan prior to its submission to Government**
- 3. To delegate authority to the Executive Director, Housing and Regeneration, in consultation with the Council Leader, to lead on negotiations with partners and Government on any invitation to enter into a Local Growth Deal.**

## **Introduction**

- 1. As part of the 2013 Spending Review, the Government announced proposals for strengthening of the role of Local Enterprise Partnerships by introducing the concept of Growth Deals which will be supported by a Single Local Growth Fund. Through Growth Deals Local Enterprise**

Partnerships can seek freedoms and flexibilities from Government as well as a share of the new Single Local Growth Fund. Growth Deals (and access to the Single Local Growth Fund) will be based on the production of a Strategic Economic Plan. The Strategic Economic Plan is to be a new multi-year local growth strategy that demonstrates how Local Enterprise Partnerships will deliver growth based on a strong rationale, value for money and partnerships for delivery.

2. The Government anticipated that a Local Enterprise Partnership's Strategic Economic Plan, City Deals and its European Structural and Investment Funds Strategy will be designed and function as an integrated package. With all three using the same evidence, rationale and contributing to achieving the same vision.
3. Following completion of the Strategic Economic Plan *some* Local Enterprise Partnerships will be invited to negotiate a Growth Deal funded from the Single Local Growth fund. These negotiations will be completed in time for the beginning of 2015/16 financial year.
4. The Single Local Growth Fund is a competitive pot and access to it will depend on the strength of the Strategic Economic Plan. The Growth fund is not new money: it is the bringing together of a number of existing funds – mainly transport related capital funds.
5. A poor Strategic Economic Plan – or one which does not fully support the City's growth potential – could result in a fall in the level of resources available to support growth in the City and a weakening of our credibility with Government.

### **Overview of the Oxfordshire Strategic Economic Plan**

6. The ambition set out in the Strategic Economic Plan builds on the narrative developed as part of the City Deal - that the Oxfordshire economy has the greatest potential of any location in the UK to deliver world leading technology and business innovation building upon our academic research.
7. The overall vision for the Oxfordshire Strategic Economic Plan is:

“By 2030 Oxfordshire will be a vibrant, sustainable, inclusive world leading economy, driven by innovation, enterprise and research excellence”
8. Initial drafting of the Strategic Economic Plan was based around four Thematic Objectives built around innovation and quality of life:
  - Innovative Enterprise – innovation-led growth is at the heart of our strategy, underpinned by the strength of our University research and development capacity, business collaboration and supply chain potential
  - Innovative Place – providing both the quality and choice of homes needed to support growth whilst capitalising upon the exceptional quality of life, vibrant economy and dynamic urban and rural communities
  - Innovative People – delivering specialist and flexible skills at all levels as required by our businesses with full employment and fulfilling jobs

- Innovative Connectivity – allowing people to move freely, connect easily and providing the services and facilities needed by a dynamic, growing and dispersed economy.
9. Late in the process it was decided to add a geographic dimension to the Plan focusing on the three growth points identified in the City Deal (Bicester, Oxford and Science Vale). Whilst this allows the strategic issues facing the City to be expressed it did present a challenge in drafting a coherent strategy for the LEP area within the timescale. The rationale for this geographic focus is to reinforce the Knowledge Spine concept centred on the major economic growth centres: Bicester, Oxford and Science Vale including the Enterprise Zone (Harwell and Milton Park) promoted as part of the City Deal. Indeed many of the interventions put forward in the Strategic Economic Plan are already in the City Deal or are extensions of City Deal activity.
  10. The narrative included in the Strategic Economic Plan that is specific to Oxford reflects the opportunities and challenges identified in the Oxford Economic Growth Strategy developed by the Oxford Strategic Partnership. Oxford City is uniquely placed to contribute to the growth of the Oxfordshire and national economy but faces significant barriers to growth which must be overcome (particularly with regard to local transport connectivity and housing supply and affordability); and has to ensure that in future all of Oxford's residents can share better in the benefits of economic growth.

### **Timetable and Next Steps**

11. Discussions are continuing with the Local Enterprise Partnership and other partners to produce a final Strategic Economic Plan that will be delivered to the Government no later than the 31<sup>st</sup> March 2014.
12. The Government will undertake a formal assessment of the Strategic Economic Plan following its submission in March. The criteria against which the assessment will be undertaken was published in July 2013 (Growth Deals: Initial Guidance for Local Enterprise Partnerships, BIS July 2013). Formal feedback and a final assessment from the Government is expected in June 2014.
13. Whilst there is no formal ranking or 'minimum standard' for the Strategic Economic Plan, the Government's assessment will influence the size and scope of any Local Growth Deal the Local Enterprise Partnership is invited to negotiate. A poor plan will receive a small allocation from the Single Local Growth Fund.
14. Negotiations for Local Growth Deals will begin in June 2014 and be concluded in time for implementation to begin in April 2015.

### **Financial and Resource Implications**

15. The City Council will continue to support the Local Enterprise Partnership to develop and finalise the Strategic Economic Plan by providing staffing support to work alongside County Council and other partners.

16. The City Council will ensure that adequate resources are in place to undertake any necessary work on specific project development and project management relating to key City Council projects and commitments that arise if we are invited to enter into a Local Growth Deal.
17. The City Council is not making any new financial commitments in the delivery of the Strategic Economic Plan.

### **Legal Implications**

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

### **Risks**

19. There are two notable risks associated with the Strategic Economic Plan
20. Firstly; that the Plan does not reflect the issues specific to the City's economy. Officers at the City Council have engaged extensively with the process of developing the Strategic Economic Plan in an effort to ensure the opportunities and challenges specific to Oxford are recognised and reflected in the Plan. The final drafting to the Strategic Economic Plan is the responsibility of the Local Enterprise Partnership.
21. Secondly, that the final Plan is not endorsed by the Government. This is highly unlikely. But it is possible that the Plan is judged by Government to be of insufficient quality to develop into a Local Growth Deal. Whilst the endorsement of the Strategic Economic Plan will be based on its merits in articulating barriers and opportunities for growth, invitations to develop a Local Growth Deal will be a competition based on the quality and deliverability of Plans from other Local Enterprise Partnerships.

### **Climate Change / Environmental Impact**

22. Any projects involving the City Council that come out of the Strategic Economic Plan will have due regard to climate change and environmental impact.

### **Equalities Impact**

23. Any projects involving the City Council that come out of the Strategic Economic Plan will have due regard to equalities impacts.

<b>Name and contact details of author:-</b>
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Name: Robert Hetherington Job title: Economic Development Manager Service Area / Department: City Development Tel: 01865 252012 e-mail: rhetherington@oxford.gov.uk
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**List of background papers: none**

**Version number: two**

## **DRAFT**

**To: City Executive Board**

**Date: 12 March 2014**

**Report of: Head of City Development**

**Title of Report: Oxfordshire Strategic Housing Market Assessment**

### **Summary and Recommendations**

**Purpose of report:** This report summarises the findings and the planning implications of the new Oxfordshire Strategic Housing Market Assessment (SHMA). It sets out the implications of the SHMA projections for future housing provision and the process for accommodating any unmet need. It also advises on the implications for adopted planning policies.

**Key decision?** No

**Executive lead member:** Councillor Colin Cook

**Policy Framework:** The City Council's Corporate Plan priorities include a Vibrant, Sustainable Economy and Meeting Housing Needs. The City Council has just signed the Oxford City Deal. Relevant to the whole Oxford Local Plan/Local Development Framework, but especially to Policy CS22 (Level of Housing Growth) in the Oxford Core Strategy

**Recommendation(s):** That City Executive Board:

1. Notes that the City Council will continue to apply the housing requirement figure from Policy CS22 of the Core Strategy for the purpose of calculating Oxford's five-year housing land supply;
2. Endorses the general approach to accommodating Oxford's unmet housing need set out in the report; and
3. Notes that a further report will be presented to full Council setting out the forecast level of Oxford's unmet housing need that will need to be met by the other Oxfordshire districts.

Appendix 1 – Summary of the recent evidence base for Oxford's development plan

Appendix 2 – Risk Register

## **Introduction**

1. Working through the Oxfordshire Strategic Planning and Infrastructure Partnership, the Oxfordshire Districts and the County Council have jointly commissioned consultants to prepare a new Strategic Housing Market Assessment (SHMA) to supersede the previous SHMA published in 2007. A SHMA is one of the key pieces of evidence underpinning the production of Local Plans, and publication of the new SHMA will have implications for all of the local authorities in the county. This report is brought forward to City Executive Board ahead of the likely publication of the SHMA so that the City Council is aware of the process and the next stages in that process. The report then addresses the process by which unmet housing need in Oxford will be taken forward jointly with the other districts, and highlights legal advice received in relation to the implications of the SHMA for the City Council's adopted planning policies.

### **What is a SHMA?**

2. The National Planning Policy Framework (NPPF) indicates that local planning authorities in a single housing market area should work together to prepare a SHMA to assess their full Objectively Assessed Need (housing needs), working with neighbouring authorities where housing market areas cross administrative boundaries. Paragraph 159 in the NPPF outlines that the SHMA should identify the scale and mix of housing and the range of tenures that the local population is likely to need over the plan period, which:
  - meets household and population projections, taking account of migration and demographic change;
  - addresses the need for all types of housing, including affordable housing and the needs of different groups in the community; and
  - caters for housing demand and the scale of housing supply necessary to meet this demand.

### **Background to the Oxfordshire SHMA 2014**

3. Oxfordshire has long been identified as a relatively cohesive housing market area and in December 2007 an Oxfordshire SHMA was published on behalf of all the Oxfordshire local authorities. The 2007 SHMA has not been updated and there have been some significant changes in circumstances since it was prepared, most notably the revocation of the South East Plan and the publication of the National Planning Policy Framework (NPPF). In light of these factors the Oxfordshire Spatial Planning and Infrastructure Partnership (SPIP) Board resolved in December 2012 to commission a new SHMA.
4. Consultants were appointed to prepare the new SHMA. In relation to the appropriate geographical scale to take forward joint working on the SHMA, the consultants' analysis concluded that the county still remains the most appropriate geography for analysis of housing markets in terms of a functional housing market area.

5. Paragraph 158 of the NPPF emphasises the alignment of the housing and economic evidence base. A key requirement of the brief for the new SHMA was to understand the interaction between the housing market and economy and to examine what level of housing provision might be required to support economic growth within Oxfordshire. The Oxfordshire authorities commissioned Cambridge Econometrics to develop a local economic forecasting model in order to ensure that robust data on anticipated economic growth was used to inform the housing requirements for the housing market area.

### **Findings of the Oxfordshire SHMA**

6. Publication of the SHMA report has been delayed and while expected to be published fairly shortly, at the time of writing the date of publication remains to be confirmed. The SHMA will set out annualised projections of Objectively Assessed Need for the whole housing market area and for each of the individual districts. The projections will cover the period 2011-2031. The SHMA will cover a period five years beyond the end of the adopted Oxford Core Strategy period.
7. For comparative purposes, the provision made in the former South East Plan for Oxfordshire over the 20-year period from 2006 to 2026 was 55,200. This figure includes the original allocation of 4,000 homes to an urban extension south of Oxford.
8. The Oxford Core Strategy 2026 makes provision for a minimum of 8,000 new homes over the period 2006 to 2026, which represents an annualised average of 400 homes per annum.

### **Housing land supply in Oxford**

9. In 2008 the City Council published its first Strategic Housing Land Availability Assessment (SHLAA), which set out realistic assumptions about the likely availability, suitability and viability of land to meet the housing requirement in the then draft Core Strategy. Each year since 2008 the City Council has published an annual SHLAA update each December to reflect the latest housing land supply trajectory.
10. In the first five years of the Core Strategy period (2006-2011) Oxford over supplied against the Core Strategy target by building 2,472 homes against a target of 2,000, leaving a balance of 5,528 to be provided by 2026. The latest SHLAA update published in December 2013 identified that completions in the seven years up to March 2013 numbered 2,913. This leaves a current residual balance of 5,087 homes to be provided over 13 years, an average of 391 per annum. Although housing completions in Oxford have slowed down in the last few years, in line with the national downturn, officers are confident that we have both a five and a ten year housing supply against current targets.
11. The latest SHLAA identifies a total supply of 7,587 homes up to 2026 without relying on windfalls (previously unidentified housing sites), which rises to 8,687 homes when windfalls are factored in.

12. Officers have started work on a full review of the current SHLAA covering the period up to 2031 to correspond with the timeline of the new SHMA. The review includes a new 'call for sites' to landowners, developers and agents across the city and will provide a robust up-to-date assessment of housing land supply to 2031.
13. While it is possible that the call for sites may lead to a few additional sites coming forward, given the extensive land trawls conducted for the first SHLAA and for the Sites and Housing Plan, it is considered unlikely that any significant new source of housing supply will emerge that will comply with the NPPF. Other factors may lead to some increase in future housing supply, such as an improving housing market, conversions from office to residential carried out under national changes to permitted development rights, and Government clarification that certain types of student accommodation should be counted as part of the dwelling stock in housing returns. Nonetheless, the intrinsic constraints that existed when the Core Strategy was prepared are essentially the same now as they were then, for example areas liable to flood, or areas protected for biodiversity reasons. Any increases in supply are likely to be comparatively limited and are likely to fall a long way short of meeting the need identified in the SHMA when it is published.
14. It will come as no surprise to anyone that the forecast housing need in Oxford is likely to be well beyond the physical and environmental capacity of the city to accommodate it. On the demand side, Oxford's population increased by around 10% between 2001 and 2011 and the city has a much younger age profile than the rest of the county. Pressures on the housing stock continue to intensify with 6.2% of households classed as overcrowded according to the latest Census, a large housing waiting list and increasing breaches of HMO and private rented stock regulations. According to the Centre for Cities Outlook 2013, Oxford has overtaken London as the UK's least affordable city for housing, with average house prices now nearly 15 times higher than average annual incomes.
15. On the supply side, the City Council and successive Local Plan Inspectors have acknowledged that the city's housing need cannot be met within Oxford's administrative boundaries because of the lack of suitable development land. The Panel that conducted the South East Plan Examination in Public accepted the case for an urban extension in the Green Belt to the south of the city, in part because of the lack of capacity in Oxford. The Panel who concluded the last Oxfordshire Structure Plan also raised issues about the housing need which could not be met within Oxford, and the failure of the County Towns policy to satisfactorily address this.
16. The City Council has a pro-growth planning strategy and has sought to maximise the delivery of housing across the city by proactively allocating sites for development. This strategy has been developed within the context of the many opportunities and constraints that exist in Oxford. These include:
  - enabling development needed to sustain Oxford's reputation as a world class centre of excellence and innovation in sectors such as higher education, healthcare, research and manufacturing;



- ensuring that Oxford continues to be a vibrant city with a wide range of employment, services, cultural and leisure facilities to meet the needs of its residents, workforce and visitors;
  - facilitating the efficient use of scarce development land and helping to tackle deprivation by promoting physical regeneration and investment;
  - protecting and enhancing the character of the internationally important historic core and the diversity of townscapes across the city;
  - safeguarding Oxford's high-quality natural environment, including the extensive areas of floodplain, parks and other important green spaces, and areas designated for their high biodiversity value;
  - minimising as far as feasible congestion and pollution in a city that is sensitive to traffic pressures because of its physical form and constraints.
17. The planning strategy has therefore sought to balance the urgent need for housing with these other important and potentially conflicting objectives. As the few remaining large development sites such as Barton, the Northern Gateway and Oxpens are developed in the coming years, the available land for new development will inevitably become even more constrained with consequent increased pressure for greater density and scales of development. This is a point noted in the Roger Dudman Way review report, in which Vincent Goodstadt observes that development is constrained "*in a three dimensional sense, since the need to protect Oxford's unique skyline makes tall buildings inappropriate in some parts of the city*". It could be added that downwards development is also constrained by flood risk issues and by Oxford's important archaeological heritage.
18. In this context, the case for outward expansion of the city is becoming ever more compelling and is being made by a range of organisations. For instance the University of Oxford and Science Oxford, with support from the Oxfordshire Local Enterprise Partnership, published a report last year titled "*The Oxfordshire Innovation Engine; Realising the Growth Potential*". This makes the case for significant further growth in and around Oxford to support the city's function as an internationally significant knowledge and science hub. A key recommendation within the report is to allow housing and employment development to the north and south of the existing Oxford urban area, i.e. the area around Begbroke Park and the Northern Gateway to the north, and Grenoble Road/Oxford Science Park to the south. It acknowledges that both locations would require Green Belt adjustments.
19. A further report will be brought to full Council once the SHMA is published setting out the conclusions of the SHLAA review in relation to housing supply within Oxford up to 2031. That report will quantify the extent of Oxford's unmet need and will seek approval to request the other Oxfordshire districts to allocate land to meet that need under the duty to cooperate. This will clearly have implications for those adjoining authorities that will be undergoing Local Plan examinations in the near future.

20. Cherwell District Council has submitted its Local Plan to the Planning Inspectorate for examination, covering the period to 2031. This has been submitted in advance of publication of the SHMA, and without being able to undertake informed discussion with Oxford City Council about their duty to cooperate on the housing numbers.

### **The process for accommodating unmet housing need**

21. In advance of production of the SHMA the Oxfordshire authorities agreed an Oxfordshire Statement of Cooperation, the purpose of which was to set out the scope and structure of cooperation between the parties on a range of issues. In particular it outlines the process and arrangements for cooperation between the local authorities in meeting the objectively assessed housing need identified in the SHMA.
22. Applying the principles of the legal duty to cooperate, the Oxfordshire Statement of Cooperation indicates that if any of the local planning authorities are unable to accommodate their objectively assessed need then the remaining Oxfordshire authorities must seek to accommodate this unmet need. A process is set out for this purpose, which involves all of the authorities working together to jointly identify and test spatial strategy options, agreeing a preferred spatial strategy and then testing site options in accordance with the preferred spatial strategy. The Statement indicates that the parties will act expediently when undertaking joint working in order to avoid unreasonable delay.
23. The Statement of Cooperation indicates that the parties will use the existing partnership arrangements of the Spatial Planning and Infrastructure Partnership (SPIP) to act as a co-ordinating body for joint working and to resolve any disputes. SPIP, however, is not a formal decision-making body and each local authority would need to agree the outcomes of this work. Any additional land allocations would be brought forward by the relevant local planning authorities through the preparation/review of their Local Plans.
24. While the stated commitment of all the Oxfordshire authorities to work together to accommodate any unmet housing need within the county is welcome, the duty to cooperate does not carry with it a duty to agree. At this stage there is no guarantee that the above process will lead to an eventual outcome that is acceptable to the City Council.

### **Implications of the SHMA for adopted planning policies**

25. Given the importance attached to SHMA's in the NPPF, it is possible that when the new SHMA is published some landowners and developers may seek to argue that the five-year housing land supply required by paragraph 47 of the NPPF should be based upon the SHMA figures rather than upon the current development plan requirements. This is likely to be a particular concern to those districts that do not have an up-to-date development plan. Nevertheless, the same argument could also be made in support of planning applications on unallocated sites within the city in an attempt to outweigh other policy objections to residential development.

26. The City Council has obtained Counsel's advice on this matter. That advice is clear that there is no basis for suggesting that an updated SHMA renders a recently adopted development plan out of date. The relationship between a SHMA and a development plan has been clearly expressed by the Court of Appeal in the recent case of St Albans v Hunston Properties Ltd and another [2013]. The Court recognised a distinction between an objectively assessed need for housing and a requirement figure which is subsequently adopted in a development plan. It is the function of the SHMA to advise on the need figure and it is the function of the development plan to decide on the requirement figure. The 'need' is simply the "...*unvarnished figures of household projections*" as the judge put it in this case, whereas the requirement figure is heavily varnished. It takes account of the restrictions, limitations and compromises which are inherent in the production of the development plan.
27. Counsel's advice goes on to observe that Oxford has an up-to-date development plan including a Core Strategy and a site allocations document, and Inspectors have adjudged these plans to be sound notwithstanding that housing provision would not match actual need. For instance, the Core Strategy Inspectors observed that actual need would be well in excess of current supply and targets but that land availability is the key restraining factor. The Inspectors concluded in Part two, paragraph 18 of their report that 8,000 homes represented an "*appropriate and justified housing capacity target, balanced against environmental and other constraints*".
28. Counsel is unequivocal in advising that, in Oxford's circumstances, an increased housing need arising from the SHMA would not justify the grant of planning permission on application or on appeal on a site not allocated for residential development where otherwise permission would be refused.
29. While it may become appropriate in due course to review the Core Strategy, officers consider that at the current time it remains a robust plan and we have not identified any areas of conflict with the NPPF. The Sites and Housing Plan and the Barton Area Action Plan were both examined after publication of the NPPF and were adjudged to be consistent with it. In addition, the City Council and partners have maintained an ongoing refresh of the evidence base underpinning its planning strategy. A number of examples are listed in Appendix 1.
30. Officers consider that the City Council is required to calculate its five-year housing land supply with reference to the housing requirement figure set out in Policy CS22 (Level of Housing Growth) of the Core Strategy. The housing requirement figure of 8,000 in Policy CS22 is expressed as a minimum and will not be used to prevent housing coming forward on sites that are otherwise acceptable in planning terms. Members of Planning Committees can also be confident in continuing to apply full weight to the range of policies contained in Oxford's development plan when determining planning applications, including refusing planning permission for residential development proposals on greenfield sites that are not allocated in the development plan.

### **Level of risk**

31. The risk register is attached as Appendix 2. All risks have been mitigated to an acceptable level.

### **Climate change and environmental impact**

32. The approach advocated in this report is to maximise housing delivery within the scope of the existing adopted policy framework, but not to relax the environmental policies that are currently in place. Given the many environmental and physical constraints that apply in Oxford, the unmet need would need to be accommodating in adjoining districts. The extent of the unmet need will be addressed in a further report to Council in April.

### **Equalities impact**

33. As this report is simply advising on the implications of a jointly produced evidence base document, there are no equalities impacts identified.

### **Financial implications**

34. There are no direct financial implications arising from this report. The SHMA itself was jointly funded from existing budgets by all the Oxfordshire local authorities, with the Local Enterprise Partnership also contributed to the economic forecasting work.

### **Legal implications**

35. The report summarises Counsel's advice to the City Council on the relationship between the new SHMA and the City Council's adopted planning policies. There are no other direct legal implications arising from this report.

### **Conclusion**

36. The publication date of the SHMA is not yet confirmed but officers consider it important to update CEB on the work that is being undertaken and on the process that the Oxfordshire Spatial Planning and Infrastructure Partnership will implement under the duty to cooperate once the SHMA has been published. In addition, this report seeks confirmation from CEB that the planning strategy towards housing delivery in the city, as articulated in the Core Strategy, remains as valid now as it was when the Core Strategy was adopted in March 2011. This is required because the SHMA will postdate the Core Strategy. That strategy is based on an appropriate balance between maximising the delivery of housing and safeguarding Oxford's high quality natural and built environment, including floodplain, parks and other important green spaces, and areas of high biodiversity.

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List of background papers:  
- Oxfordshire Statement of Cooperation  
Version number: 1.3

## **Appendix 1 – summary of recent updates to the evidence base for Oxford’s development plan**

### **Housing**

Oxford Strategic Housing Land Availability Assessment, Oxford City Council, December 2013

Updated Oxford Strategic Housing Land Availability Assessment, Oxford City Council, due to be published March/April 2014

Oxfordshire Strategic Housing Market Assessment, Oxfordshire Strategic Planning and Infrastructure Partnership, due to be published Feb/March 2014

### **Economy**

Oxford Economic Growth Strategy, Oxford Strategic Partnership, January 2013

The Oxfordshire Innovation Engine; Realising the Growth Potential, The University of Oxford and Science Oxford, October 2013

Oxford Strategic Employment Land Availability Assessment, Oxford City Council, April 2013

Oxford and Oxfordshire City Deal, January 2014

Economic Forecasting to inform the Oxfordshire Strategic Economic Plan and Strategic Housing Market Assessment, SQW and Cambridge Econometrics, due to be published Feb/March 2014

### **Retail**

Retail Statement, Aecom on behalf of Barton Oxford LLP, May 2013

Retail Statement, Westgate Oxford Alliance and Turley Associates, September 2013

### **Viability**

Affordable Housing Viability Study, Oxford City Council, and King Sturge, June 2011

Update note to Affordable Housing Viability Assessment , Oxford City Council and Jones Lang LaSalle, September 2012

Affordable Housing Viability Assessment – Smaller Sites, Jones Lang LaSalle, October 2012

Community Infrastructure Levy Analysis, Jones Lang LaSalle, July 2012

Residential Community Infrastructure Levy Analysis – Addendum to Housing Viability Evidence Report, Jones Lang LaSalle, January 2013

Affordable Housing Viability Study – Student Accommodation, CBRE, December 2011

Student Accommodation – Community Infrastructure Levy Analysis, CBRE, March 2012

Updated Viability Evidence Report Community Infrastructure Levy Assessment (also

Community Infrastructure Levy - Non-residential assessment, Jones Lang LaSalle, January 2013

### **Leisure**

Oxford Green Spaces Strategy 2013-2027, Oxford City Council, February 2013

Playing Pitch and Outdoor Sports Strategy 2012-2026, Oxford City Council, 2012

### **Built environment**

The Heritage of Oxford; A Preliminary Statement, Oxford City Council and Oxford Preservation Trust, April 2011

Oxford Character Appraisal Toolkit, Oxford City Council, Oxford Preservation Trust and English Heritage, 2012

Oxford Archaeological Plan (OAP), Oxford City Council, includes various reports published 2011 and 2012

Oxford Views Study, Oxford City Council, Oxford Preservation Trust and English Heritage, due to be published for consultation Feb/March 2014

Oxford Heritage Asset Register (OHAR), Oxford City Council and English Heritage, adoption of register for four pilot areas due to be completed April 2014

Character Appraisals for East Oxford, West Oxford, Blackbird Leys and Summertown, Oxford City Council, due to be published 2014

### **Natural environment**

Oxford City Level 2 Strategic Flood Risk Assessment, Oxford City Council and Atkins, February 2012

Environment Agency Flood Map, 2013

Low Emission Strategy 2013-20, Oxford City Council, May 2013

### **Infrastructure**

Oxfordshire Local Investment Plan, Oxfordshire Strategic Planning and Infrastructure Partnership, May 2013

CIL Infrastructure List and Residual Funding Gap, Oxford City Council, January 2013

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## Appendix 2: Risk Register

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/ Contracts Only)
Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 6	I	P	I	P	I	P			
CEB-001-CD	Insufficient housing delivered to meet identified need	Threat and Opportunity	The new Oxfordshire SHMA is likely to identify a level of housing need in Oxford that is well beyond the capacity of the city to accommodate it	The provision of housing in Oxford is constrained by the city's tightly drawn administrative boundaries and by the many physical and environmental constraints identified in the report	Under-delivery of housing has all kinds of adverse social and economic consequences. Some of the main consequences are severe pressures on the housing stock, high housing waiting lists, overcrowding, and difficulties for employers in recruiting and retaining staff.	12.3.14	2, 3 and 4	4	5	4	3	4	5	Michael Crofton Briggs		
CEB-002-CD	Housing comes forward on inappropriate	Threat	It is possible that some developers and landowners may use the	There will be some unallocated sites within the city that a	Residential development on inappropriate sites could have a variety of	12.3.14	2, 4 and 5	3	3	3	2	3	3	Michael Crofton Briggs		

	ate sites		high level of housing need identified in the SHMA in support of planning applications on sites where there are other policy objections to housing	landowner wishes to develop for housing but which the City Council considers to be unsuitable for housing because it would conflict with other policy objectives	consequences including adverse impacts on the natural or built environment, increased flood risk, loss of other important facilities used by the public etc.												
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Risk ID	Risk Title	Action Owner	Accept, Contingency, Transfer, Reduce or Avoid	Details of Action	Key Milestone	Milestone Delivery Date	%Action Complete	Date Reviewed
CEB-001-CD	Insufficient housing delivered to meet identified need	Michael Crofton Briggs	Reduce	<p>Reduce risk by working jointly with the other Oxfordshire districts to ensure that Oxford's unmet housing need is accommodated in adjoining districts as set out in the Oxfordshire Statement of Cooperation. If necessary make representations and appear at the Local Plan examinations of other Oxfordshire districts.</p> <p>There is an opportunity that publication of the SHMA will prompt a serious debate about housing and eventually lead to adjoining councils allocating additional land in sustainable locations to meet Oxford's unmet housing needs.</p>				

CEB-002- CD	Housing comes forward on inappropriate sites	Michael Crofton Briggs	Reduce	Legal advice has been received that confirms there is no basis for suggesting that an updated SHMA renders a recently adopted development plan out of date. This report advises Members that the City Council will continue to apply the housing requirement figure from Policy CS22 of the Core Strategy for the purpose of calculating Oxford's five-year housing land supply, and that Members can be confident in continuing to apply full weight to the range of policies contained in Oxford's development plan				

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**To:** City Executive Board

**Date:** 12<sup>th</sup> March 2013

**Report of:** Head of Policy, Communication and Culture

**Title of Report:** OXFORD CITY COUNCIL, CHILDREN AND YOUNG  
PEOPLE'S PLAN 2014-17

## **Summary and Recommendations**

**Purpose of report:** To seek approval from the City Executive Board on the proposed Oxford City Council, Children and Young People's Plan 2014-17.

**Key decision:** No

**Executive lead member:** Cllr Steve Curran, Executive Board Member, Youth and Communities

**Report approved by:**

Finance: Emma Burson, Business Partners

Legal: Emma Griffiths, Supervising Lawyer

**Policy Framework:** The Corporate Plan and the Oxford Strategic Partnership Plan.

**Recommendation(s):**

To approve the 'Oxford City Council, Children and Young People's Plan 2014-17', subject to any specified amendments.

Appendices 1: Oxford City Council's Draft Children and Young People's Plan 2014-2017 Summary of consultation response

Appendices 2: Risk Assessment

Appendices 3: Equality Impact Assessment Screening

Appendices 4: Proposed Oxford City Council Children and Young People's Plan 2013-17

### **The purpose of the City Council Children and Young People's Plan**

1. The Children and Young People's Plan sets out the identified needs of children and young people in the city. In particular it sets out changes in the population and the economy, information on poverty, attainment and health and wellbeing and the challenges that this brings.

2. The Plan sets out the vision and key objectives for children and young people in the city and the way in which Oxford City Council services will contribute to meeting these challenges over a three year period.
3. The Plan aims to provide a single overarching plan for Oxford City Council services for children, young people and their families in order to help both the Council and its partners coordinate and integrate the work that they do, and to improve the lives of children and young people. It draws on a number of Oxford City Council service plans, including housing, Leisure, parks and Communities and community safety.
4. The Plan sets out links to the strategies and plans of other agencies and partners, such as Oxfordshire County Council, Thames Valley Police, and the Oxford Clinical Commissioning Group.
5. The Plan builds on the established 'Every Child Matters' aims: for every child to have the support that they need to be healthy; stay safe; enjoy and achieve; make a positive contribution and to achieve economic wellbeing. It supports the recently revised 'Working Together to Safeguard Children' which sets out how organisations and individuals should work together to safeguard and promote the welfare of children.

#### **The development of the Children and Young People's Plan 2014-17**

6. The Draft Children and Young People's Plan 2014-17 builds on the previous 'Oxford City Council Children and Young People's Plan 2010-13'.
7. The Plan is underpinned by the Oxfordshire Joint Needs Assessment and a detailed Needs Analysis commissioned by Oxford City Council to better understand the needs of children and young people living in Oxford.
8. There have been two workshops held with Oxford City Council staff from all the service areas that are engaged with children, young people and families. The Draft Plan has been circulated to all Service Heads and other key officers and members for comment.
9. The Plan has been informed by consultation undertaken on the Youth Ambition Strategy.
10. The Plan has also been circulated for initial comment to key partners in Oxfordshire County Council, Oxford Clinical Commissioning Group, Job Centre Plus and Thames Valley Police.

#### **The Vision for Children and Young People**

11. In Oxford City Council the vision for Children and Young People in the City is that:

'We intend Oxford to be a world class city for children and young people to live in, by ensuring children and young people have the opportunities to develop the skills and confidence they need to fulfil their potential.'

## **The priorities for children and young people in the city**

12. The City Council has identified the following 5 key priorities.

- Improve the health and wellbeing of children and young people.
- Reduce the social, education and economic inequalities for children and young people.
- Keep children and young people safe.
- Develop the skills, confidence and achievement of children and young people.
- To empower young people in decision making and provide a 'youth voice' in how services are delivered.

13. With each priority the Plan sets out the following information:

- What are the needs?
- What we currently do as a City Council
- Actions to focus on over the next 12 months.

## **The key elements of the Plan**

14. The Plan includes the following sections:

- The Oxford City Context
- The Vision and Underlying Principles
- The Priorities
- How we will work together to deliver these priorities

Annex 1: Action Plan

Annex 2: Monitoring –How do we know we are making a difference?

Annex 3: Related Plans and Strategies

## **Managing and monitoring the Plan**

15. The individual elements of the Oxford City Council Children and Young People's Plan will be managed by the relevant service area within the Council. Overall coordination of the Plan will be undertaken by the Oxford City Council Partnership Development Manager.

16. The key actions within the Oxford City Council Children and Young People's Plan will also be overseen by the Stronger Communities Programme Board.

17. It is proposed that the Plan is reviewed on an annual basis, along-side a proposed annual review of safeguarding children and that this is reported to CEB and Council.

## **The public consultation process**

18. Details of the proposed public consultation process are set out in Appendices 1. The consultation ran from 7<sup>th</sup> January 2013 to 9<sup>th</sup> February 2014 on E Consult. There has also been consultation with Children and Young People through .....

19. A summary of consultation responses and how the comments made have been addressed is also set out in Appendix 1.

### **Financial implications**

20. There are no immediate financial implications related to the proposals set out in the Children's Plan 2014-17. All services set out are currently provided within existing City Council budgets.
21. There are no immediate financial implications related to the proposed Action Plan. These will be resourced from within existing budgets. The exception is a budget proposal for an additional 0.5 FTE post to support work around safeguarding children and vulnerable adults (see the Safeguarding Children Review Report elsewhere on this agenda).
22. Oxfordshire County Council is currently consulting on making substantial reductions to budgets which may impact upon children's services in the city. In particular there are some proposals to review Children's Centres and Early Intervention Hubs, although no decisions have yet have been taken.
23. If there is substantial change it may be necessary to revise the focus of services that the City Council is providing and to work even closer with other partners to reduce the impact of these service reductions. It is unlikely that that the implications will be fully understood until March or April 2014.

### **Legal Implications**

24. There is no legal obligation for the City Council to have a Children and Young People's Plan. However, the City Council can be held to account as to how it contributes to the delivery of the Joint Health and Wellbeing Strategy priorities and objectives, including those relating to children and young people.
25. Since the Council does not have direct responsibility for all of the services it is seeking to influence in connection with children and young people, it has to utilise the power contained in section 2 of the Local Government Act 2000, the "well-being power" to do so. The power enables the Council to do anything which it considers likely to achieve the promotion or improvement of the economic, social or environmental well-being of its area. The section provides the legal framework that the Council can utilise to improve the quality of life, opportunity and health of local communities. In using the power the Council must have regard to its sustainable community strategy. The Children and Young People's Plan will directly affect the well-being of the children and young people within the City."

### **Risks**

26. A risk assessment is provided in Appendices 2,
27. A major risk within the Children and Young People's Plan is to ensure that the services provided by the City Council and other agencies meet the needs of the children and young people in the city. To mitigate this risk an evidenced based approach has been adopted using data and performance monitoring information which highlight the specific needs of children and young people within the city.
28. Another major risk is the need for the County Council to make significant budget reductions which may lead to cuts in services for children and young people. To



mitigate this risk the City Council will need to work with partners to ensure that best use of resources is made and to limit the impact on children and young people where possible. The City Council will need to ensure that it is well informed of potential service cuts and that it uses its leadership role to influence decisions of partners and other agencies.

29. The impact of the budget reductions are unlikely to be known until March or April 2014. As a result the focus for actions, set out in the Plan, are only for 12 months, providing an opportunity to review the position for 2015-17.

#### **Climate Change/environmental impact**

30. There is no significant climate-change or environmental impact issues related to this report.

#### **Equalities Impact Screening**

31. An Equalities Impact Screening has been carried out and this is set out in Appendices 3. The evidence indicates that there are significant inequalities within the City in comparison to other parts of Oxfordshire. The Plan aims to address the following issues:

- Poor education attainment, in particular for some ethnic minority groups.
- Poor health and health inequalities.
- Child poverty, the rate of which is higher than the national average
- Severe housing shortage leading to homelessness and overcrowding and poor quality housing.
- Children and young people at risk of abuse and child sexual exploitation.

32. There are a number of actions in the Plan which aims to address these issues. There are no groups which will be disadvantaged by the proposals set out in the Plan.

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**Version number: 3**

## Annex 1

### Oxford City Council's Draft Children and Young People's Plan 2014-2017

#### Summary of consultation response

#### INTRODUCTION

The public consultation on Oxford City Council's draft Children and Young People's Plan opened on 8 January 2014 and closed on 9 February 2014.

The draft plan, accompanying needs analysis and consultation questionnaire were published on Oxford City Council's e-consult system and publicised on the City Council website. All members stakeholder groups and partners were send direct emails with the link to the consultation.

The online consultation received a total of 35 responses including 28 from individuals and 7 on behalf of organisations. Other comments and suggestions for improvements to the plan were made on email and have been considered separately (not included in these overall findings).

#### CONSULTATION RESPONSE

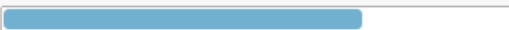




Overall, the vast majority of respondents agreed with the vision, priorities, actions and principles as set out in the draft Oxford City Council Children and Young People's plan.

33 out of the 35 respondents (94%) agreed or strongly agreed with the vision for the Children and Young People's plan.

Our vision for the Children and Young Peoples Plan is as follows:

"We intend Oxford to be a world class city for children and young people to live in, by ensuring children and young people have the opportunities to develop the skills they need to fulfil their potential."

To what extent do you agree or disagree with this vision?

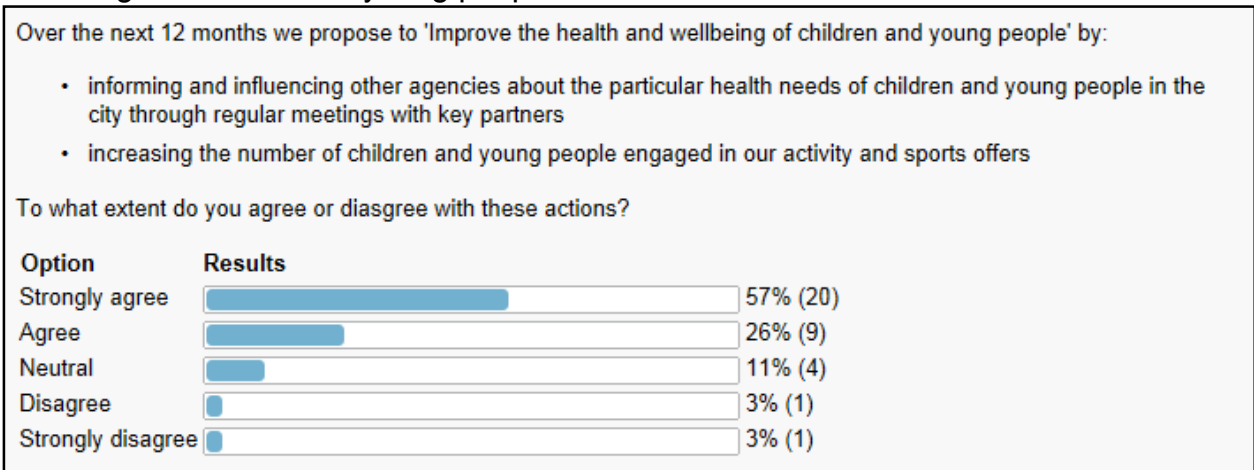
Option	Results
Strongly agree	 71% (25)
Agree	 23% (8)
Neutral	 6% (2)
Disagree	 0% (0)
Strongly disagree	 0% (0)

Over 90% of respondents supported the key priorities of the plan with the exception of "increase the influence and power of young people in the shaping and delivering of services" where 9 respondents were neutral and 2 disagreed.

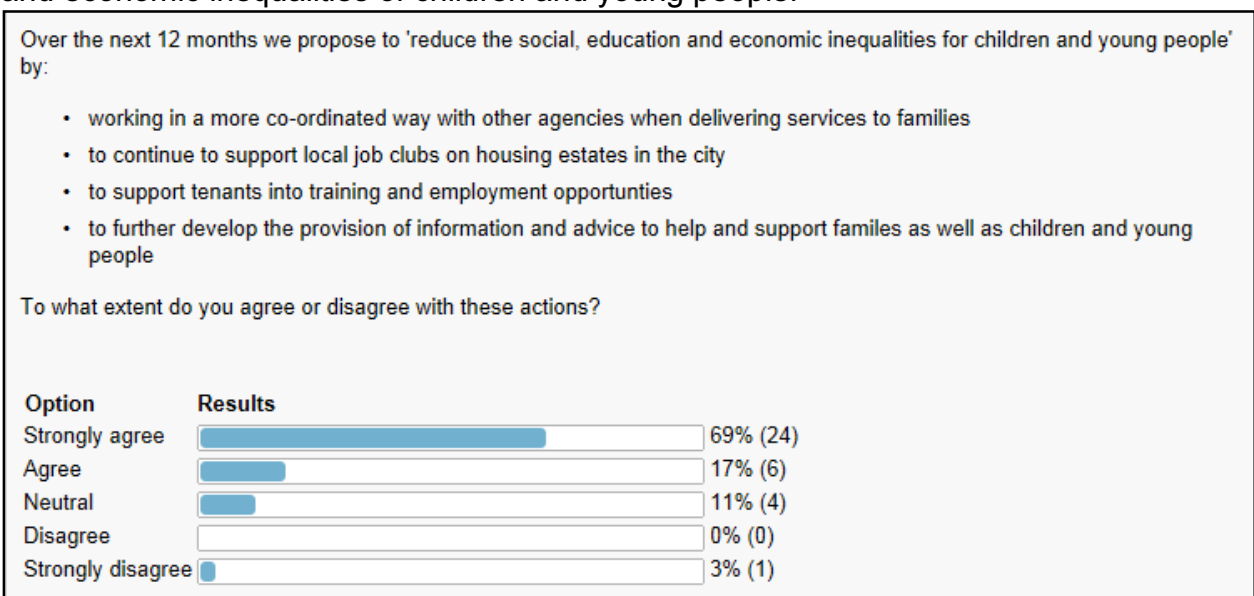


There was strong support for the actions set out in the plan. The area of most disagreement was “increase the influence and power of young people...” where there were concerns about cost, fully representing all types of young people and how to best engage young people.

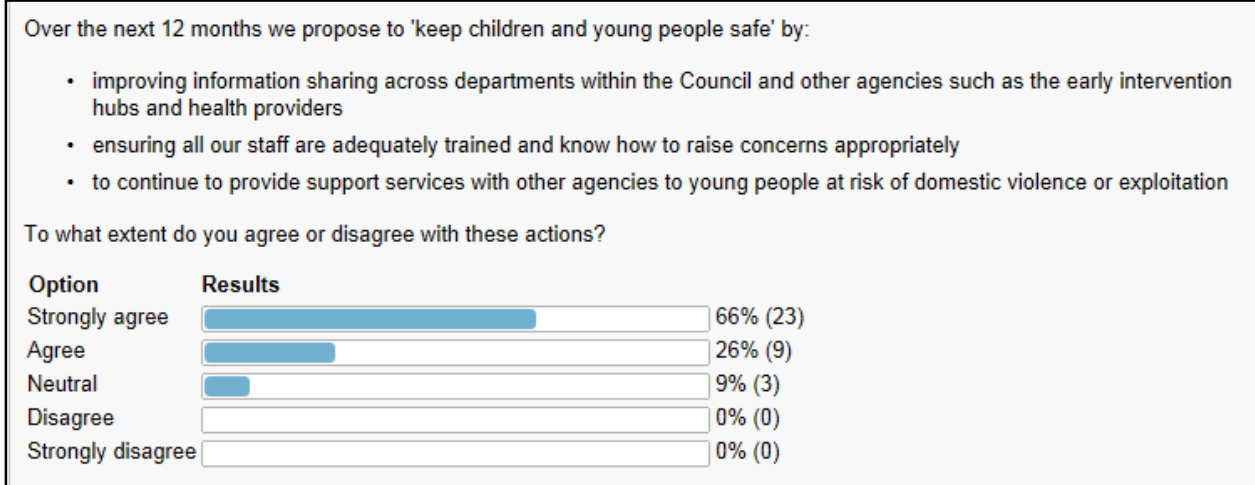
83% agreed or strongly agreed with proposed actions to improve the health and wellbeing of children and young people.



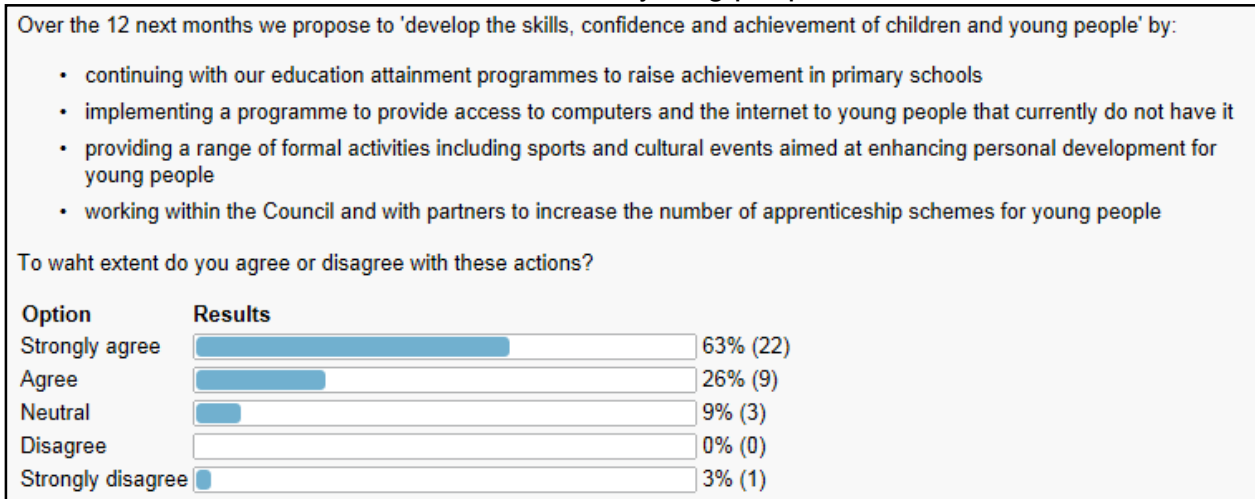
86% agreed or strongly agreed with proposed actions to reduce the social, education and economic inequalities of children and young people.



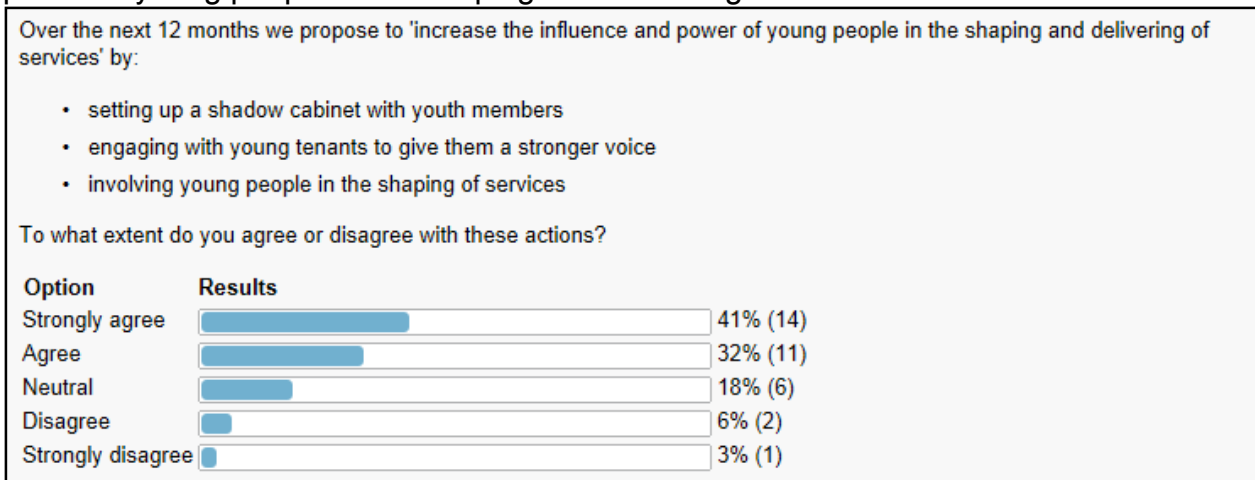
92% agreed or strongly agreed with proposed actions to keep children and young people safe.



89% agreed or strongly agreed with proposed actions to develop the skills, confidence and achievement of children and young people.



73% agreed or strongly agreed with proposed actions to increase the influence and power of young people in the shaping and delivering of services.



80% or more of online respondents agreed or strongly agreed with each of the underlying principles of the plan.

The Plan has been developed based on a number of underlying principles which underpin our approach to delivering services aimed at children and young people and families. These principles are outlined below. To what extent do you agree or disagree with the principles?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Giving young people a voice	<input type="checkbox"/>				
Working with families and helping them to identify their strengths without judging them or their circumstances	<input type="checkbox"/>				
Celebrating diversity and promoting community cohesion	<input type="checkbox"/>				
Ensuring services are provided locally where possible	<input type="checkbox"/>				
Ensuring children and young people and families have access to information, advice and guidance to help them make informed choices	<input type="checkbox"/>				
Improving inter-agency assessment and referral processes at a local level	<input type="checkbox"/>				

## OTHER COMMENTS

Respondents would like to understand how this plan fits with other plans including:

- Plans at county level for children & young people
- Priorities of plans such as the Health and Wellbeing strategy, local transport plan, police etc

Comments highlighted concerns about funding and the need for progress to be measurable:

- *“All seems v sensible. I hope there is budget to implement it fully.”*
- *“I agree with the principles and aims but there is little clarity of how they will be achieved, especially in the current climate and the massive cuts being made to services.”*

Suggested additions or changes include:

- Tackling obesity through everyday walking/cycling;
- Cultural activity / participation;
- Improve environment including green space;
- Voluntary work in the community;
- Links to youth employment and apprenticeships;
- Learn “what worked” from successful young people
- Replace “skills” with “life skills”;
- Distinguish between short term residents (university students) and long term residents;
- Focus limited resources on “those in real need”;
- Working with the third sector and social enterprise.
- ‘Celebrating diversity’ and ‘community cohesion’ are not necessarily the same.

A detailed response to each comment will be made publically available.

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Oxford City Council  
**Children and Young People's Plan**  
2014 - 2017

[www.oxford.gov.uk](http://www.oxford.gov.uk)



## 1. Foreword

*'We intend Oxford to be a world class city for children and young people to live in, by ensuring children and young people have the opportunities to develop the life skills and confidence they need to fulfil their potential.'*

February 2014  
Version 7



**Oxford City Council**  
**Children and Young People's Plan**  
2014 - 2017

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## 2. Introduction

### The aims of the Plan

The primary aim of the Oxford City Council Children and Young People's Plan is to set out the services that the Council will provide for children, young people and families to achieve our vision for children and young people in the city. It identifies some of the particular challenges that children and young people in Oxford face and highlights specific actions that the City Council is taking, working independently or in partnership with other agencies. The Plan has been informed by our discussions with young people.

The Plan demonstrates how the City Council contributes to the delivery of the Oxfordshire Children's Plan and the Oxfordshire Joint Health and Wellbeing Strategy, Oxfordshire Safeguarding Children's Board and a number of other strategies and plans. (These are set out in detail in Annex 3).

The Plan has been informed by the views of children and young people living in the city through the Oxford's Youth Ambition Strategy consultation and through the Council's own consultation mechanisms.

The Plan builds on the established 'Every Child Matters' aims: for every child to have the support that they need to be healthy, stay safe, enjoy and achieve, make a positive contribution and to achieve economic wellbeing. It supports the recently revised 'Working Together to Safeguard Children', which sets out how organisations and individuals should work together to safeguard and promote the welfare of children and young people.

### What the Plan does

This Plan sets out the vision and key objectives for children and young people in the city and the way in which the City Council services will contribute to the health and wellbeing of children and young people

over a three year period. It builds on the previous 'Oxford City Council Children and Young People's Plan' 2010-13. The Plan will be reviewed annually.

The Plan is underpinned by the Oxfordshire Joint Needs Assessment, which is developed with partners including Oxfordshire County Council and the Oxfordshire Health and Wellbeing Board. Also a detailed Needs Analysis undertaken by the City Council to better understand the needs of children and young people living in Oxford. More information on the needs analysis can be found on:

[www.oxford.gov.uk/Library/Documents/Statistics/CYPPneedsAnalysisFeb2013.pdf](http://www.oxford.gov.uk/Library/Documents/Statistics/CYPPneedsAnalysisFeb2013.pdf)

Oxfordshire County Council is the lead children's authority. However, Oxford City Council has developed this Plan to set out the opportunities and issues faced by children and young people growing up in the city. In particular, it sets out changes in the population and the economy, the challenges that this brings and the City Council's response to address these issues.

It aims to provide a single overarching plan for the City Council services for children, young people and their families in order to help both the City Council and its partners coordinate and integrate the work that we do to improve the lives of children and young people. It draws on a number of the City Council service plans, including Housing, Leisure, Parks and Communities and Community Safety. It makes the links to the strategies and plans of other agencies and partners, such as Oxfordshire County Council, Thames Valley Police, and the Oxford Clinical Commissioning Group.

### 3. THE OXFORD CONTEXT



#### Oxford

Oxford is an economic hub with a world-class knowledge economy that underpins continued prosperity, not just in Oxfordshire, but in the south east of England and beyond. In addition to being a major tourist destination, it is also an important shopping area, and the cultural centre of the region. In marked contrast to other parts of the county, Oxford is ethnically and culturally diverse, being home to the third-highest minority ethnic population in the south-east. The population is not just diverse, but because it has the highest proportion of students in England and Wales, it is young, mobile and transient.

The city is a densely-packed urban space - covering 29 square miles - with very high levels of housing density. There are severe pressures on housing: Oxford is one of the least affordable cities in the UK, with large concentrations of houses in multiple occupation and

significant levels of homelessness and overcrowding.

Some areas of the city have high concentrations of residents with low incomes, poor skill levels and disproportionate levels of crime. People living in some areas of the city are also more likely to do poorly in school, be less healthy and have higher levels of teenage pregnancy and unemployment. The areas of highest multiple deprivation are in parts of Blackbird Leys, Greater Leys, Barton, Rose Hill and Littlemore.

## Oxford City Council

# Children and Young People's Plan

2014 - 2017

### A summary of the key challenges identified to improving the quality of life for children and young people and their families in Oxford

- The number of children born in Oxford each year has risen sharply over the last decade. This means that in 2011 there were 40% more under 5's than ten years earlier. In the next decade, this will mean a much larger population of teenagers.
- Poor educational attainment amongst children and young people, in particular for some ethnic minority groups.
- A high level of young people not in employment, education and training and the need to improve employment, apprenticeships and training opportunities.
- There are areas of the city where children and young people are affected by multiple deprivation. Almost 6,000 children in Oxford live in poverty and there are over 2,500 households with dependent children with no adult in work. Parts of Barton and the Leys are in the top 5% most deprived nationally on the Child Well-being Index.
- The more deprived areas of Oxford also tend to have poorer health and learning outcomes for children. An area of Barton, for example, is the most deprived in Oxfordshire on the Child Wellbeing Index. Barton also has statistically higher proportions of low weight babies, child hospital admissions due to injury and children below the average level of development at age 5.
- Pressures on young people are expected to increase as a result of benefit changes and there is a need to increase support for young people at risk of homelessness and teenage mothers.
- The need to improve access to supported accommodation for vulnerable young people aged 16+ as well as unaccompanied asylum seekers.
- The need to provide families with support to enable them to sustain tenancies.

- The need to help a young population which is increasingly ethnically diverse to feel included.
- The need to continue to promote awareness about safeguarding children, and in particular about sexual exploitation, to young people, staff working with children and young people and local communities.

## 4. THE VISION AND UNDERLYING PRINCIPLES



*'We intend Oxford to be a world class city for children and young people to live in, by ensuring children and young people have the opportunities to develop the life skills and confidence they need to fulfil their potential.'*

### Underlying Principles

We have identified a number of principles which underpin our approach and help us achieve our aims.

#### 1. Giving young people a voice

Nearly one-third of Oxford residents are aged 21 years or below, of which there are one-third university students. However, there is currently no formal mechanism for young people to give their views on priorities and service delivery to the City Council. The City Council is particularly keen to work towards getting a more representative voice of its young non-student residents.

We will develop a 'Youth Voice' involving young people in the development of services as a part of the Youth Ambition Programme. We will target young people in

under-represented groups, providing a youth voice vehicle in each target area. We will develop training for young people to empower them to make decisions and provide young people with access to senior decision makers. We will work closely with Oxfordshire County Council's Engagement Team to avoid duplication.

#### 2. Use a family friendly approach which focuses on strengths and not deficits

Building on what has been learnt from the Governments 'Troubled Families' project (Oxfordshire County Council's 'Thriving Family' programme), we will deliver services in a more personalised way. Starting from where families are, helping them to identify their strengths and not judging them or their circumstances, seeking to take a key worker approach to help us achieve this. When children and young people are referred to our services, we intend to work within a 'whole family' context.

## Oxford City Council

# Children and Young People's Plan

### 2014 - 2017

### 3. Celebrate diversity, cultural heritage and individual identity, and promote community cohesion

Oxford has a large diverse population which is growing and we need to ensure that the services that we provide meet their needs. We will challenge barriers and stereotypes around disability, age, gender, race and ethnicity, sexual orientation, economic deprivation, faith or belief, culture and other areas of potential discrimination throughout our work. We will place a particular focus on ensuring that the needs of ethnic minority children, young people and families are met. We will ensure that the priorities identified in the Culture Strategy 2012-15 focus on work with children and young people in the city.

### 4. Ensure services come together where young people and families use them

We will use the City Council's facilities to promote services for children and young people and encourage our partner agencies to use our community and local facilities. We will aim to ensure that young people, families and carers have access to relevant information and are adequately supported in accessing City Council services. We will seek to provide support close to children and families homes to minimise barriers to access.

### 5. Target resources in the areas of greatest deprivation

Oxford has a number of areas where residents live in poverty, suffer from poor health, low learning outcomes and lack of opportunity. Through the Oxford Strategic Partnership and the Breaking the Cycle of

Deprivation Programme, the City Council will support and engage with local initiatives to safeguard children, improve family support, improve attainment and access to skills and employment and build 'local confidence' in those communities with greatest needs.

### 6. Ensure that children, young people and their families can make choices and access opportunities

We want every child and young person to have access to information, advice and guidance to support them and their families and carers in making informed choices throughout their childhood.

### 7. Improve inter-agency assessment and referral processes at local level

Through undertaking a safeguarding review within the City Council, it has been identified that we make good and appropriate referrals and work well with other agencies. We aim to further improve our coordination to service planning for children, young people and their families in Oxford. We want young people and their families to find it easier to access support and for service providers to work together to offer flexible and joined up services.

## 5. THE PRIORITIES

The five key priorities identified in this Plan are:

1. Improve the health and wellbeing of children and young people.
2. Reduce the social, educational and economic inequalities for children and young people.
3. Keep children and young people safe.
4. Develop the skills, confidence and achievement of children and young people.
5. Increase the influence and power of young people in the shaping and delivering of services.

(Quotes from children and young people to be added)

## 4.1 IMPROVE THE HEALTH AND WELLBEING OF CHILDREN AND YOUNG PEOPLE



**Aim:** Oxford City Council will actively promote the health and wellbeing of children.

All children and young people should have access to a wide range of services to protect and promote health. When health problems occur, they should have access to safe and high quality local health services that aim to get them well as soon as possible.

A healthy start in life begins at conception, runs through pregnancy and onto the first few years of life. By focussing on good health from very early on in life through to adulthood, we can improve the health, education and social outcomes for the children and young people of Oxford. Good nutrition and healthy eating is important to reduce obesity and malnutrition.

For young people access to sexual health services and education is vital to their health, wellbeing and life chances.

### Leading Programmes

The provision of housing, sports and leisure activities, green spaces and cultural events contribute significantly to the health and wellbeing of children and young people. Providing a safe and secure environment is also a significant factor.

The promotion of healthy eating to reduce obesity.



## Oxford City Council

# Children and Young People's Plan

### 2014 - 2017

## What are the needs?

- The incidence of babies with low birth weight is significantly above the English average in Barton, Northway and Blackbird Leys.
- The incidence of obesity in children aged 10-11 years old is significantly above the England average in Greater Leys, Littlemore and Rose Hill.
- The number of children aged under 5 has grown by 40% in Oxford since the 2001 census. There is a year on year increase of emergency hospital admissions for this age group. The most common causes of emergency admission to hospital for young children (under five) are respiratory tract infections, viral infections and gastroenteritis.
- The rate of children and young people's admissions for injury in Oxford is above the national and county average.
- 6% of households in Oxford were classified as overcrowded in the 2011 Census. This is above the national and regional averages. The wards with the highest rates of overcrowding were Northfield Brook, Blackbird Leys and Cowley Marsh.
- Of the 121 households living in temporary accommodation in Oxford, 100 (83%) had dependent children or were expecting babies (August 2013).
- Of those 121 households, 50 (41%) were households with the applicant aged 16-24.
- 63% of young (aged 16-24) homeless households were lone parents, 21% couples with children.
- For 16 to 24 year olds, the most common reason for losing the last settled accommodation was 'parents no longer willing or able to accommodate (53%)'.

## What we currently do

There are a number of key areas where our activities contribute directly to improving the health and wellbeing of children and young people. These are:

## Provision of sports and leisure facilities

### Holiday Playschemes

- Youth Ambition Programme
- Oxford City Council's leisure facilities - Blackbird Leys Pool, Blackbird Leys Leisure Centre, Ferry Leisure Centre, Barton Leisure Centre, Hinksey Pool, Oxford Ice Rink, Temple Cowley Pools and Fitness Centre
- Free swimming for under 17s
- Street Sports Programme, 14 multi-use games areas and two skate parks
- Six large parks (South Park, Bury Knowle Park,

Court Place Farm, Cutteslowe and Sunnymead Park, Florence Park and Hinksey Park), 20 nature reserves, 26 local parks and 22 neighbourhood parks

- 96 play areas
- 24 full-size football pitches with an additional 2 full-size flood-lit training pitches, 20 mini pitches and 8 junior pitches
- One Gaelic football pitch and one rugby pitch
- 39 tennis courts across five sites (includes both grass and hard courts)
- Grant funding to sports groups
- Parks and pitches, play areas and countryside provision
- Community Sports Activation Project

## Oxford City Council

# Children and Young People's Plan

### 2014 - 2017

#### Cultural services

- Events
- Dancin' Oxford Festival
- Three year dance programme aimed at families and children of all ages (including 0-5)

#### Environmental Health

- Premises licensing for alcohol and entertainment, to prevent access by children and young people and to keep them safe
- Test purchasing to reduce underage drinking
- Street pastors and Stay Safe, to control and monitor children and young people accessing unsafe environments
- Houses in Multiple Occupation (HMOs) licensing, to ensure children and young people have safe and secure private sector rented housing

#### Housing services

- Tenants sustainability
- Joint Housing Team (District Councils and Social Services supporting vulnerable young people in supported housing)
- Work to reduce rough sleeping
- Work to reduce homelessness caused by parental exclusions. We are offering a mediation service to all parental exclusion (six month pilot scheme).
- Grant funding to the Young People's Pathway (for homeless young people)
- Affordable warmth and increasing energy efficiency

#### Leisure, Parks and Communities

- Support to voluntary and community projects
- Local health partnerships

#### Customer Services

- Welfare Reform Pilots Schemes
- Support to claimants to access training and employment

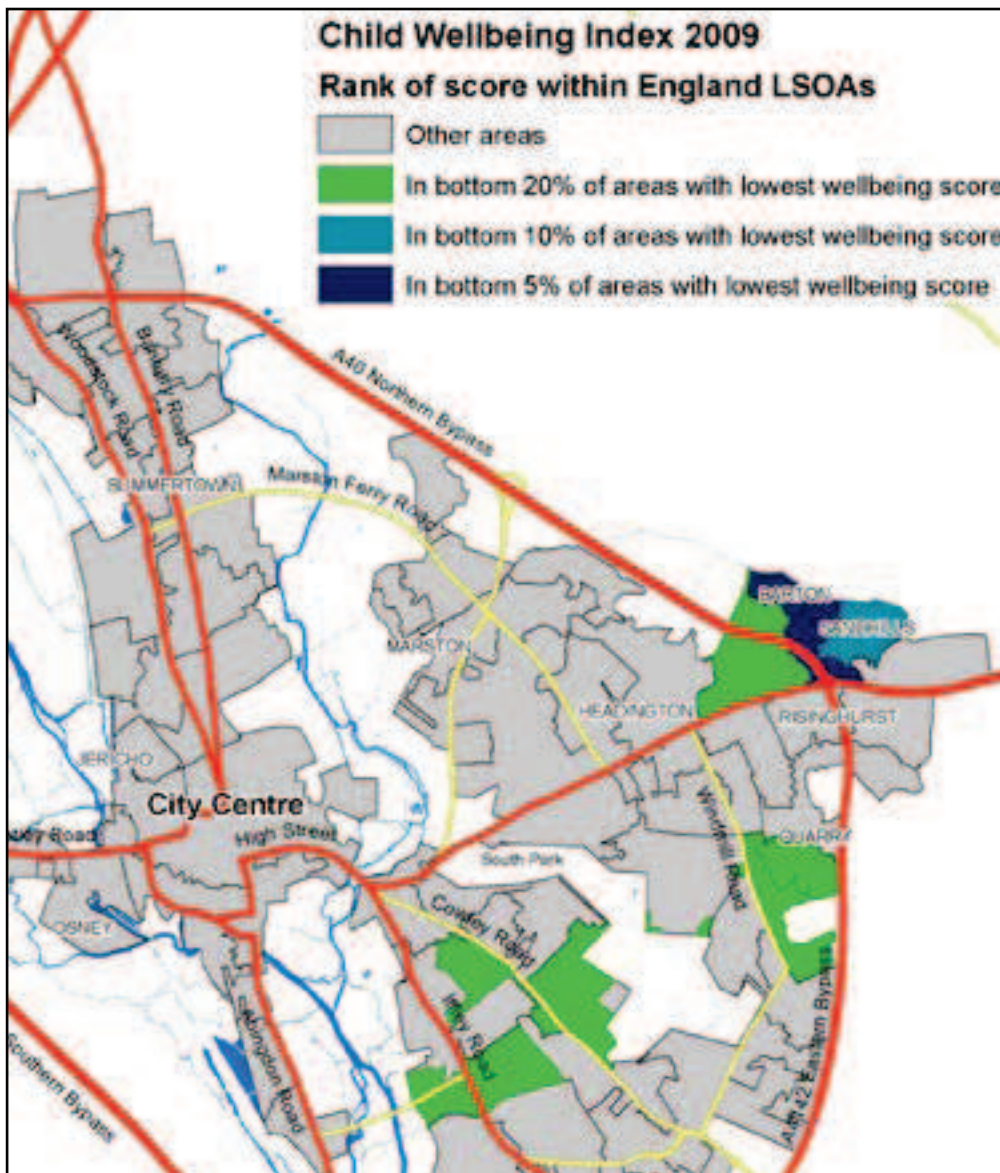
#### Planning Services

- Adopted Local Plan policies on open spaces and cycling
- Health promotion work with the Health Improvement Board
- Reduced environmental health services fees for low income families

#### Actions to focus on over the next 12 months

1. To influence the Health and Wellbeing Board, Children and Young People's Board and Health Improvement Board, to ensure the needs of the city are being addressed.
2. To increase the number of children and young people engaged in our activity and sports offer through the Youth Ambition Programme and healthy eating initiatives.
3. To continue to use cultural activities to promote good health and wellbeing.
4. Joint Housing Team (District Councils and Social Services supporting vulnerable young people in supported housing) review of Supporting People funding
5. To scope, identify opportunities and develop a plan to improve education and awareness of housing options for young people (to be delivered through the Joint Housing Team with Oxfordshire County Council). Implementation of plan dependent upon resources available.
6. To review options for step down accommodation for young persons needing to move on (gaps around 19-21 year olds) (Homelessness Strategy 2013-18)

## 4.2 REDUCE THE SOCIAL, EDUCATION AND ECONOMIC INEQUALITIES FOR CHILDREN AND YOUNG PEOPLE



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## Oxford City Council

# Children and Young People's Plan

### 2014 - 2017

**Aim:** Oxford City Council will actively address the causes and effects of child poverty in areas of deprivation, providing targeted support to families and communities. We aim to have a coordinated and holistic approach to working with partners to deliver services in those areas where deprivation levels are high.

There are a number of areas with significant differences in outcomes for children and young people across health, education and employment. These children and young people face particular challenges and barriers

which impact upon their life chances. Poverty and disadvantage are known to be strongly linked to poor outcomes in educational attainment, skills and employment and wellbeing.

### Leading Programmes

The Breaking the Cycle of Deprivation Programme, working with partners to support families and develop skills and employment opportunities. Working to promote education attainment with schools and work to reduce the impact of Welfare reform.

### What are the needs?

- We have areas with significant levels of poverty and deprivation.
- There are areas of the city where many children and young people are affected by multiple deprivation. Almost 6,000 children in Oxford live in poverty and over 2,500 households with dependent children have no adult in work.
- The Child Wellbeing Index shows that 3 areas in Oxford are in the 5% most deprived nationally on the Wellbeing Index (these areas are in Barton, Sandhills and Northfield Brook).
- The more deprived areas of Oxford also tend to have poorer health and learning outcomes for children. An area of Barton, for example, is the most deprived in Oxfordshire on the Child Wellbeing Index. Barton also has statistically higher proportions of babies with low birth weight, child hospital admissions due to injury and children below the average level of development at age 5.
- Oxford's younger population is increasingly diverse. Nearly half of births (47%) in 2010 were to non-UK mothers, compared to a county average of 26%.

### What we currently do

There are clear links across this priority and priority 4.4 'Develop the skills, confidence and achievement of children and young people'. To avoid duplication, the focus for this priority is family and community support services. Educational attainment, confidence building and skills and employment support services are listed under Priority 4.4.

### Policy and Partnerships

The 'Breaking the Cycle of Deprivation Programme' Action Plans are developed by working closely with partners, such as Public Health, Children and Family Services, Jobcentre Plus and the Oxford Clinical Commissioning Group. These plans are aimed at developing a joined up approach to addressing particular issues in targeted areas around the following themes:

- Skills and employment opportunities
- Support to job clubs
- Family support and early intervention
- Health inequalities
- ESOL(English for Speakers of Other Languages) support

## Oxford City Council

# Children and Young People's Plan

### 2014 - 2017

#### Customer Services

- Welfare Reform pilot schemes
- Welfare Reform outreach

#### Housing services

- Working with the 'Thriving Families' Programme
- Housing sustainability work with families
- Work to reduce the numbers of families in HMO accommodation
- Joint work with social services to support children leaving care

#### Leisure, Parks and Communities

- Grants to community groups that support children and young people activities
- Support to community centres and community associations
- Supporting communities to develop community and area plans
- Supporting community development and networks

#### Environmental Health

- Work to improve standards of HMO's via the licensing scheme

#### Planning

- Physical regeneration programmes in Blackbird Leys and Barton

#### Actions to focus on over the next 12 months

1. To reduce debt and hardship by developing a Financial Inclusion Strategy for the City Council

2. To improve wellbeing and resilience in families by working with partners to develop a joined up approach to delivering services for families, for example the 'Thriving Families' Programme and the Early Intervention Service
3. To develop stronger links across the 'Breaking the Cycle of Deprivation' Action Plans and the Area and Neighbourhood Plans. To reduce poverty and increase access to education, training and employment and improved life chances for children and young people
4. To review and develop the provision of information and advice provided through the advice centres funded through City Council grants
5. To continue to support local job clubs on the estates
6. To develop and embed the Welfare Reform Pilot schemes to support tenants into training and employment opportunities, particularly those relying on additional support from the City Council as their housing benefit payments do not cover their rent
7. To consider how Home Choice tenants (a private rented sector tenants scheme) can be supported to seek access to training and employment opportunities, particularly those relying on additional support from the Council as their housing benefit payments do not cover their rent

*A detailed Action Plan is provided in Annex 1*

## 4.3 KEEP CHILDREN AND YOUNG PEOPLE SAFE



**Aim:** Oxford City Council will actively promote a safe and secure environment for children and young people.

Children need to feel safe and secure if they are to reach their full potential in life. Safeguarding is a key priority and agencies need to work together to prevent, identify and protect children at risk of or living in abusive and neglectful situations.

Safe and secure housing is also crucial.

In households where there is domestic violence, there is a significant impact on the children and young people who witness it, in terms of their mental health and wellbeing. There is a need to prevent child exploitation and to protect and support the victims.

### Leading Programmes

The Safeguarding Review undertaken on Oxford City Council in October 2013 identified that Oxford City Council was good at providing and supporting services for vulnerable children, young people and families. This work was achieved by working in partnership with agencies, such as the Kingfisher Team and Thames Valley Police.

Working with the Community Safety Partnership on a range of initiatives to reduce anti-social behaviour to keep children and young people safe.

## Oxford City Council

# Children and Young People's Plan

### 2014 - 2017

### What are the needs?

1. According to Thames Valley Police, in 2012/13 there were 574 victims of domestic violence in Oxford, compared with 700 in 2011/12, a fall of 18%.
2. The rate of children and young people's hospital admissions due to injury in Oxford is above national and county averages. Five areas in the city are significantly above the national average including Barton/Northway, Cowley Marsh/Temple Cowley, Rose Hill/Littlemore, Blackbird Leys and Greater Leys.

### What we currently do

There are a number of key areas where our activities contribute directly to keeping children and young people safe. These are:

#### Environmental Services

- Involvement in Multi-agency Public Protection arrangements.
- Domestic violence (coordination with other agencies and training)
- Human exploitation (coordination with other agencies and training)
- Sexual exploitation (coordination with other agencies and training)
- Participation in the Kingfisher Team
- Gangs (coordination with other agencies and training)
- Community Response Team (identification and referral of young people to appropriate agencies and activities)
- Anti-social Behaviour Team (identification and referral of young people to appropriate agencies and activities)
- Premises licensing for alcohol and entertainment
- Drug and alcohol reduction
- Operation Stay Safe and Street Pastors

#### Leisure, Parks and Communities

- Positive Futures Programme (diversionary activities for young people)

#### Policy and Partnerships

- Coordination of Safeguarding Policy and Procedures across services and liaison and communication with other agencies

#### Human Resources

- Review of safeguarding training needs
- Development and delivery of the Safeguarding Training Programme

#### Actions to focus over the next 12 months

To embed the Oxford's safeguarding processes by implementing the City Council Safeguarding Section 11 - Action Plan

1. To ensure all projects and services commissioned or funded by the Council have appropriate safeguarding policies and procedures and training in place.
2. To improve information sharing and intelligence across service areas within the City Council.
3. To improve information sharing and intelligence with other agencies, in particular the Early Intervention Hubs and health providers.

*A detailed Action Plan is provided in Annex 1*

## 4.4 DEVELOP THE LIFE SKILLS, CONFIDENCE AND ACHIEVEMENT OF CHILDREN AND YOUNG PEOPLE



**Aim:** Oxford City Council will actively address underachievement in educational attainment, skills and employment, so that every child can reach their full potential and thrive.

Poor educational achievement impacts on the life chances of people in the longer term. It reduces opportunities to take up training and employment and is a key determinant of health and wellbeing.

A key factor is persistent absence at school. Opportunities for informal learning opportunities, such as sports, leisure and cultural activities, are important to develop confidence and aspirations.

### Leading Programmes

Oxfordshire County Council is a key partner and provides a number of services which contribute to this priority. The City Council will work closely with Oxfordshire County Council and other service providers to deliver our ambition.

The Oxford City Council KRM Programme to improve reading and writing and to develop leadership within the schools. The Youth Ambition programme and cultural activities.



## Oxford City Council

# Children and Young People's Plan

### 2014 - 2017

## What are the needs?

- In 2011/12 there was an increase to 78% of all pupils in Oxford achieving Level 4+ in both English and Mathematics at the end of primary school. Oxford is still one per cent behind the national average. Oxford is at 51.8%, well behind the national average of 59% in relation to pupils at the end of Key Stage 4 achieving 5+ A\*– C GCSEs including English and Mathematics in 2011-12 .
- In 2011-12, there were 976 pupils classed as 'persistent absentees' in Oxford's primary and secondary schools (at 7.2% this was above the regional average of 5.3%).
- Oxford remains well above the county average for percentage of young people not in Education, Employment and Training (NEETs). In December 2012, this was 9.19%, of 16-18 year olds, compared to 6.1% across Oxfordshire. NB: See footnote.
- In 2011 there were 1,000 claimants seeking Job Seekers' Allowance in the city aged 16-24 years old.
- About 10% of students in secondary schools in the city are digitally excluded, which impacts on their levels of 'education attainment', training and employment opportunities.

Activities include:

### Regeneration and Major Projects

- Development of Economic and Growth Action Plan
- Physical Regeneration Programmes and opportunities for apprenticeship schemes and employment.
- Links with employers
- Partnership working with the Local Enterprise Partnership

### Policy and Partnerships

- Educational attainment KRM Programme
- Educational attainment Leadership Programme
- Educational attainment Digital Inclusion Programme
- Learning Through Stories programme
- Free Cultural activities and events
- Free heritage offer at the Museum Oxford

## What we currently do

There are a number of key areas where our activities contribute to improved 'education attainment,' skills, confidence and achievements of children and young people.

The City Council aims to increase training and employment opportunities through its physical regeneration programmes and investment in capital programmes. Work is being undertaken to ensure that young Oxford residents are enabled to access these opportunities whenever possible.

*Footnote:* In December 2012, the current status of half of Oxfordshire young people was recorded as not known. Although the figures have been adjusted by estimating the number of 'not known' young people who were in fact 'NEET,' the high proportion of these 'not known' young people means that the figures are less precise than they would otherwise be. When they are published the figures for 2013, yet to be published are expected to have substantially fewer 'not known' destinations and therefore be more reliable.

## Oxford City Council

# Children and Young People's Plan

### 2014 - 2017

- A range of opportunities through culture and arts
- Two Cultural Apprenticeships
- Partnership working with the Oxfordshire Skills Board

### Housing

- Affordable Housing Scheme for Teachers Programme

### Leisure, Parks and Communities

See also Section 4.1 'Improving the Health and Well-being of Children and Young People'

- Youth Ambition Programme
  - \* Developing a Youth Voice
  - \* Raising confidence and skills through sports development and volunteer programmes
- Community lans
- Support to community job clubs
- Enable community groups to deliver more activities that engage children and young people from ethnic minorities
- Coaching and volunteering activities and sports leadership programmes

### Human Resources

- City Council Apprenticeships
- Support to job clubs

### Actions to focus on over the next year

1. To ensure Educational Attainment KRM Programme raises achievement
2. To ensure the Educational Attainment Leadership Programme improves leadership which raises attainment, assisting schools through an assisted housing scheme to recruit better leaders
3. To implement a programme to increase digital inclusion in secondary schools in the city
4. To implement the Learning Through Stories Programme to improve literacy in 16 schools
5. To fully establish the Youth Ambition Programme to enable all young people to access informal activities and volunteering. This will include sports, cultural and community engagement and is aimed at enhancing personal development
6. To work with partners to establish more apprenticeship schemes
7. To continue to contribute towards activities to reduce the number of NEETs
8. To provide opportunities for cultural exploration, celebration and participation through arts and cultural activities.
9. To involve young people in the design and delivery of these services

*A detailed Action Plan is provided in Annex 1*



# Oxford City Council Children and Young People's Plan 2014 - 2017

## 4.5 INCREASE THE INFLUENCE AND POWER OF YOUNG PEOPLE IN THE SHAPING AND DELIVERING OF SERVICES

**Aim:** To enable young people to have a voice and to help shape services delivered by Oxford City Council independently or with partner agencies.

The benefits of giving young people a voice include increased confidence in children and young people and enabling them to develop a wide range of person-

al and social skills. There are also benefits to the City Council, such as increased legitimacy and accountability and ultimately improved service provision.

### Leading Programmes

- The Youth Ambition Programme and appointment of the Youth Engagement Officer.

### What are the needs?

- Nearly one-third of residents are aged 21 years or below, yet there is currently no formal mechanism for young people to give their views on priorities and service delivery to the City Council.
- The City Council is particularly keen to work towards getting a more representative voice of its young non student residents.

### What we currently do

This is a new priority area for the City Council. So far, work has included:

### Communities and Neighbourhoods

- Youth Engagement Officer in post
- Youth Voice Plan in the process of being developed
- Consultation undertaken to shape the Youth Ambition Programme
- Joint work with Oxfordshire County Council's Engagement Team
- Promotion of volunteering opportunities for young people
- Work with ethnic minority community groups

### Policy and Partnerships

- eConsult consultations
- Participation and Engagement Strategy

- Working with partner agencies to develop a Participation and Engagement Framework for working together, reducing duplication and sharing best practice.

### Actions to focus on over the next 12 months

1. Engage young tenants and give them a voice
2. Set up a Shadow Cabinet with Youth Members to influence policy and service delivery.
3. Influence other organisations to listen to children and young people
4. Involve young people in service area reviews and the development of services
5. Ensure that the voice of young people is representative of the city population

## 6. HOW WE WILL WORK TOGETHER TO DELIVER THESE PRIORITIES



### Working with partner agencies

Oxford City Council is committed to working in partnership with other agencies and to ensure effective use of resources and joined up service delivery

The City Council will continue to work with existing partners and will actively seek to develop new partnerships in areas such as businesses and to work more effectively with young people and residents

### Working through the Oxford Strategic Partnership (OSP)

This partnership brings together Leaders across the city from Oxfordshire County Council, Oxford University, Oxford Brookes University, Thames Valley Police, Oxford Clinical Commissioning Group, Oxford Preservation Trust, Experience Oxfordshire and the business and voluntary sectors.

The stated aims of the partnership are:

- To provide a clear and ambitious vision for Oxford, developing its environmental, economic and social future in a positive and sustainable way
- To improve the quality of life of all sections of the community, reducing inequalities, and supporting the needs and aspirations of residents in their local areas
- To foster and promote closer working between local agencies to deliver responsive and high quality services across the city

The delivery and execution of these aims are carried out through a number of Working Groups. These drive forward partnership activities on:

- Economic development and growth

## Oxford City Council

# Children and Young People's Plan

### 2014 - 2017

- Safer Communities
- Stronger Communities, including:
  - \* Breaking the Cycle of Deprivation
  - \* Educational Attainment
  - \* Youth Ambition
  - \* Ageing Successfully

### Working through the Oxfordshire Partnerships

The Council is actively involved in the work of the following Oxfordshire Partnerships:

- Oxfordshire Health and Wellbeing Board
- Oxfordshire Children's Board
- Oxfordshire Health Improvement Board
- Oxfordshire Local Enterprise Council
- Oxfordshire Skills Board
- The Back to Work Group

### Working with the community and voluntary sector

The City Council recognises and values the contribution that community and voluntary organisations (CVO's) make to their communities. One of the ways we support CVO's is through grant aid.

The City Council provides grants to organisations that:

- Promotes community activities and cohesion
- Get more people involved with the arts
- Tackle anti-social behaviour and improves community safety
- Promote and protect the natural environment and biodiversity
- Tackle social inequality

### We offer grants through three programmes, which are:

- Annual open bidding programme, to which CVO's can apply for a one-off grant of up to £10,000.
- Small grants programme, to which CVO's can apply for a one-off grant of up to £500.
- The Commissioning programme, which is funding for activities that have been identified by the City Council as making a substantial contribution to the achievement of our corporate goals.
- Youth Ambition Fund
- Youth Ambition Schools Fund

There is also funding available through the City Councillors' Social Inclusion Fund

### Performance Management

The performance indicators and monitoring arrangements are linked to the Oxfordshire Children's Plan and Health and Wellbeing Board Performance Management Frameworks.

*Details are provided in Annex 2*

### Oxford City Council grants for voluntary and community groups

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## Annex 1: Action Plan

*Action Plan for delivering the vision and priorities set out in Section 4*

*NB: Performance measures set out in Annex 2*

### Improve the health and wellbeing of children and young people

Action	Milestones/ timescales	Link to outcomes	Responsibility
1) To influence the Health and Wellbeing Board, Children and Young People's Board and Health Improvement Board, to ensure the needs of Oxford residents are being addressed.	Ongoing	1.4. Reduced emergency admissions 1.7. Reduce level of obesity 1.10 Reduce levels of drug and alcohol consumption	Executive Board Member for Health Policy and Partnership Team Manager
2) To increase the number of children and young people engaged in our activity and sports offer through the Youth Ambition Programme and healthy eating initiatives.		1.4. Reduce emergency admissions 1.7. Reduce level of obesity 1.10 Reduce levels of drug and alcohol consumption	Head of Leisure and Parks
3) To continue to use cultural activities to promote good health and wellbeing		1.4. Reduce emergency admissions 1.7. Reduce level of obesity 1.10 Reduce levels of drug and alcohol consumption	Cultural Development Manager

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Action	Milestones/ timescales	Link to outcomes	Responsibility
4) Joint Housing Team (District Councils and Social Services supporting vulnerable young people in supported housing) review of Supporting People funding	To be completed April 2015	OCC2. Reduce number of households in temporary accommodation	Housing Needs Manager
5) To scope, identify opportunities and develop a plan to improve education and awareness of housing options for young people (to be delivered through the Joint Housing Team with Oxfordshire County Council). Implementation of plan dependent upon resources available.	To commence in January 2013. Further detail to be included within revised Homelessness Strategy Action Plan (Homelessness Strategy 2013-18)	OCC2. Reduce number of households in temporary accommodation	Housing Needs Manager
6) To review options for step down accommodation for young persons needing to move on (gaps around 19-21 year olds) (Homelessness Strategy 2013-18)		OCC2. Reduce number of households in temporary accommodation	Housing Needs Manager

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**Reduce the social, education and economic inequalities for children and young people.**

Action	Milestones/ timescales	Link to outcomes	Responsibility
1) To reduce debt and hardship by developing a Financial Inclusion Strategy for the City Council		OCC3: Households affected by Benefit Reform	Head of Customer Services
2) To improve wellbeing and resilience in families by working with partners to develop a joined up approach to delivering services for families, for example the Thriving Families Programme and the Early Intervention Hubs	Ongoing	2.3. Reduced teenage pregnancies 2.12. Support to Troubled Families	Policy and Partnerships Team Leader
3) To continue to work with partners on the Breaking the Cycle Programme to develop area action plans.	Ongoing	2.3. Reduced teenage pregnancies 2.12. Support to Thriving Families	Policy and Partnerships Team Leader
4) To review and develop the provision of information and advice provided through the advice centres funded through City Council grants.			Head of Customer Services
5) To develop stronger links across the 'Breaking the Cycle of Deprivation' Action Plans and the Area and Neighbourhood Plans.	Pilot scheme in place in Barton to be reviewed quarterly.	2.3. Reduced teenage pregnancies 2.12. Support to Troubled Families	Policy and Partnerships Team Leader.



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Action	Milestones/ timescales	Link to outcomes	Responsibility
6) To develop and embed the Welfare Reform Pilot schemes to support tenants into training and employment opportunities, particularly those relying on additional support from the City Council as their housing benefits do not cover their rent.			Head of Customer Services
7) To consider how Home Choice tenants (a private rented sector tenants scheme) can be supported to seek access to training and employment opportunities, particularly those relying on additional support from the City Council as their housing benefits do not cover their rent			Head of Customer Services

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## 4.3 Keep children and young people safe

Action	Milestones/ timescales	Link to outcomes	Responsibility
1) To improve the City Council safeguarding processes by implementing the Safeguarding Section 11 Action Plan	TBC	3.3. Child exploitation 3.5 QA(Quality Assurance) audits	TBC
2) To provide a range of training courses for front line staff on key safeguarding issues.	Training Programme for 2024-5 in place by April 2014	3.1. Reduce risk of domestic violence 3.3 Child exploitation	Head of Human Resources
3) To improve information sharing across service areas within the City Council	TBC	3.1. Reduce risk of domestic violence 3.3 Child exploitation 3.5. QA Audits	Policy and Partnership Team Manager
4) To improve information sharing with other agencies, in particularly the Early Intervention Hub and health providers	To review current processes and procedures with city Early Intervention Hub Manager	3.1. Reduce risk of domestic violence 3.3 Child exploitation 3.5. QA Audits	Policy and Partnership Team Manager

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## Develop the skills, confidence and achievement of children and young people

Action	Milestones/ timescales	Link to outcomes	Responsibility
1) To ensure the Education Attainment KRM Programme raises achievement		4.2, 4.3, 4.4, 4.7, 4.8. 4.9, 4.11. Improved educational attainment  4.12, 4.14 Reduced absence	Specialist Education Advisor
2) To ensure the 'Education Attainment' Leadership Programme improves leadership which raises achievement and to support schools through an assisted housing scheme to recruit more effective leaders.		4.2, 4.3, 4.4, 4.7, 4.8, 4.9, 4.11. Improved educational attainment  4.12, 4.14 Reduced absence	Specialist Education Advisor
3) To implement a programme to reduced digital exclusion in secondary schools in the city.		4.2, 4.3, 4.4, 4.7, 4.8. 4.9, 4.11. Improved educational attainment  4.15 Reduced NEETs	Specialist Education Advisor
4) To implement the Learning through Stories Programme to improve literacy in 16 schools.		4.2, 4.3, 4.4, 4.7, 4.8. 4.9, 4.11. Improved educational attainment	Specialist Education Advisor

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Action	Milestones/ timescales	Link to outcomes	Responsibility
5) To fully implement the Youth Ambition Programme	See Youth Ambition Strategy	4.2, 4.3, 4.4, 4.7, 4.8. 4.9. 4.11. Improved educational attainment  4.12, 4.14 Reduced absence  4.15 Reduced NEETs	Head of Leisure, Parks and Communities
6) To work with partners to establish more apprenticeship schemes		4.15 Reduced NEETs	Specialist Education Adviser  Head of Human Resources
7) To continue to contribute towards activities to reduce the numbers of NEETs		4.15 Reduced NEETs	Specialist Education Adviser
8) To provide opportunities for cultural exploration, celebration and participation through arts and cultural activities.		4.2, 4.3, 4.4, 4.7, 4.8. 4.9. 4.11. Improved educational attainment  4.12, 4.14 Reduced absence  4.15 Reduced NEETs	Cultural Development Manager
9) To involve young people in the design and delivery of these services		4.2, 4.3, 4.4, 4.7, 4.8. 4.9. 4.11. Improved educational attainment	Youth Engagement Officer

**To empower young people in decision making and provide a  
 'youth voice' in how services are delivered**

Action	Milestones/ timescales	Link to outcomes	Responsibility
1) Engage young tenants and give them a voice.			Youth Engagement Officer
2) Set up a Shadow Cabinet of Youth Members to influence policy and service delivery.	To be achieved by the March 2015		Electoral Services
3) Influence other organisations to listen to children and young people			Senior Officers and Members
4) To involve young people in service area reviews and the development of services			Heads of Service Youth Engagement Officer
5) To ensure that the voice of young people is representative of the city population			Youth Engagement Officer

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## Annex 2: Performance Measures

The *Oxfordshire Children's Plan Joint Monitoring Framework* identifies the areas where we need to work together as partners to improve the outcomes for children, young people and families.

The Framework has been amended to focus on those measures that Oxford City Council can contribute towards and an additional column has been added to include Oxford results.

Some figures still to be finalised.

Improve the health and wellbeing of children and young people			
	<i>Oxfordshire</i>	<i>Oxford</i>	
1.4	Reduce the rate of emergency admissions to hospital with infections for under 18's from 177.5 per 10,000 to 159.8 per 10,000	The rate of emergency hospital admissions is ... which is above county and national averages, Five areas are significantly above.	
1.7	Ensure that the obesity level in Year 6 children is 15% (in 2012 this was 15.6%)	The obesity level in year 6 children is... Five areas are significantly above the England average in children aged 10-11 years.	
1.10	Drug and alcohol target		
<i>Oxford City Council corporate measures</i>			
OCC1	Number of individual HMO subject to agreed licence provisions	2014/15	3,540
		2015/16	3,890
		2016/17	4,100
OCC2	Number of households in Oxford in temporary accommodation	2014/15	120
		2015/16	120
		2016/17	120

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**Reduce the social, education and economic inequalities for children and young people**

<i>Oxfordshire Children Plan</i>		
	<i>Oxfordshire</i>	<i>Oxford</i>
2.3	Maintain the improved rate of teenage pregnancies, currently at 23.3 women aged 15-17 per 1000 (in quarter 1 of 2012, this was 65)	Teenage pregnancy was significantly higher in 2013. It is now not significantly different to the England average.
2.12	Identify, track and measure the outcomes of all 810 families in Oxfordshire meeting the national Troubled Families criteria (improve attendance and behaviour in school; reduce anti-social behaviour and youth offending; increase adults entering work)	Check on the numbers of families in the city
<i>Oxford Corporate measures</i>		
OCC3		Households affected by benefit reforms: 150 households affected by benefit cap 962 households affected by Bedroom Tax. A total of "1200 children live in these affected households.

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## Keeping all children and young people safe

	<i>Oxfordshire</i>	<i>Oxford</i>
3.1	In 2013/14, maintain the reduction in risk for victims of domestic abuse considered to be high risk to medium or low risk through multi-agency risk assessment (currently 85% for 2012/13 based on a single agency assessment by the independent Domestic Violence Advisory Service)	In 2011/12 there were 675 victims of domestic violence in Oxford. This is a 17% fall in relation to 2010/11, when the figure was 820. The latest data shows that the 10 months data is at the same level of 2011/12. The full 112 months are likely to show as an increase.
3.2	Every child considered likely to be at risk of Child Sexual Exploitation (identified using the Child Sexual Exploitation screening tool) will have a multi-agency plan in place	Numbers in Oxford?
3.5	A regular pattern of quality assurance audits is undertaken and reviewed through the Oxfordshire's Safeguarding Children Board covering the following agencies: children's social care, youth offending service; education services, children and adult health services, early intervention services and services provided by the police. Over 50% of these audits will show a positive overall impact	To ensure that Oxford City Council participates fully in Common Assessment Framework and Team Around the Child and audits show a positive impact.
3.7	Numbers of referrals?	
3.8	Numbers of children and young people with Plans?	
3.11	Number of repeat plans?	



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<b>Develop the skills, confidence and achievement of children and young people</b>		
	<i>Oxfordshire</i>	<i>Oxford</i>
4.2	80% (5,700) of children will achieve Level 2b or above in reading at the end of Key Stage 1 of the academic year 2012/13 (currently 78% or 5,382 children for the academic year 2011/12)	Oxford results
4.3	80% (4,800) of children at the end of Key Stage 2 will achieve Level 4 or above in reading, writing and maths (currently 78% or 4,800 children)	Oxford results
4.4	61% (3,840) of young people achieve 5 GCSEs at A*-C including English and Maths at the end of the academic year 2012/13 (currently 57.9% or 3,474 children)	Oxford 51.8% in 2011/13
4.5	At least 70% (4,400) of young people will make the expected three levels of progress between key stages 2-4 in English and 72% (4,525) in Maths (currently 65% or 3,800 young people for English and 71% or 4,170 young people for Maths)	
4.6	Increase the proportion of pupils attending good or outstanding primary schools from 59% (29,160) to 70% (34,590) and the proportion attending good or outstanding secondary schools from 74% (26,920) to 76% (27,640) - (currently 67% primary and 74% secondary).	

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4.8	To reduce the persistent absence rates in primary schools to 2.6% (1,070 children) and secondary schools to 7.2% (2,250 young people) by the end of 2012/13 academic year. (The current rates are 3.0% or 1,233 children for primary schools and 8.0% or 2,500 children for secondary schools)	Oxford schools 4.2%. Needs to be broken down by primary and secondary schools
4.9	Reduce the number of young people not in education, employment or training to 5% or 870 young people (currently 5.4% or 937 young people)	As of December 2012, 9.1% of young people were NEETs in Oxford. Oxford remains well above the county average, compared with 6.1% across Oxfordshire. Concentrations are in the south east of Oxford and Barton..Probably note that 25% are missing from these figures.

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## Annex 3

### RELATED PLANS AND STRATEGIES

**The Oxford Community Strategy 2013-17 has five key priorities that can add value to this Plan.**

- Safer Communities
- Low Carbon
- Economic Growth
- Oxford Stronger Communities
- Breaking the Cycle of Deprivation
  - \* Families and Children
  - \* Employment and Skills
  - \* Health Inequalities

**The Oxford City Council Corporate Plan 2013-17 contains the following key themes that relate to this strategy.**

- Vibrant Sustainable Economy
- Meeting Housing Needs
- Strong, Active Communities
- Cleaner, Greener Council
- Efficient and Effective Council.

#### Major Universal Plans

- Oxfordshire Children & Young People's Plan
- Oxfordshire Safeguarding Children Policy and Procedures
- Community Safety Strategy for Oxford
- Oxfordshire Skills Board Business Plan
- Oxfordshire Local Enterprise Partnership Business Plan
- Health and Wellbeing Board Joint Strategy
- NHS Primary Care Trust's strategic plans for services for children and young people
- The Oxfordshire Transport Plan 3 (LTP)

#### Thematic Plans

- Child & Adolescent Mental Health Strategy
- Oxfordshire DAAT Treatment Plan
- Oxfordshire Domestic Violence Strategy
- Housing Strategy for Oxford 2013-18
- Oxford Cultural Strategy
- Oxford Homelessness Strategy 2013-18
- Oxford City Council Community Centre Strategy
- Oxford City Council Corporate Equalities Policy
- Oxford City Council Health and Wellbeing Strategy

#### Service Area Plans

Oxford City Council Services have their own specific business plans which will also connect to the above plans.

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www.oxford.gov.uk



## Document Control

Document	Oxford City Council Children & Young People's Plan 2014-18
Owner	Val Johnson, Partnership Development Manager
Author	Val Johnson Policy, Culture and Communications vjohnson@oxford.gov.uk 01865 252209
Date	17 February 2014
Review due	
Version	7
Notes	

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<i>Version No.</i>	<i>Date</i>	<i>Notes</i>
1)	3 July 2013	Workshop with staff to propose vision and key objectives and to map services and areas for development.
2)	29 July 2013	First draft (based on earlier 2010-13 version) of the Oxfordshire C&YP Plan and the detailed Needs Analysis. There has also been substantial consultation with children and young people on the Youth Ambition Programme which has been used to inform the development of this Plan.
3)	August 2013	First drafting of Children's plan.
3)	13 September 2013	First draft circulated for comments: Peter McQuitty, Anna Wright, Mark Fransham
3)	18 September 2013	Circulated to Policy Officers Group and key contributors to children's services. Deadline for comments 2 October 2013
4)	3 October 2013 Comments received from Richard Adams, Paul Wilding, Mark Fransham, Lena Haapalahti, Linda Ludlow, Simon Howick.	Revised version circulated to: Cllr Pat Kennedy Cllr Steve Curran Cllr Mark Lygo Cllr Ed Turner Cc to Cllr Bob Price

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<p>5) Revised following comments from members. Amended version circulated to members for comment.</p>	<p>22 October 2013</p>	<p>Revised following comments from members. Re-circulated to members for comment.</p> <p>Circulated to key partners for comment:</p> <ul style="list-style-type: none"> <li>• Maggie Scott, Oxfordshire County Council</li> <li>• Frances Craven, Oxfordshire County Council</li> <li>• Sarah Breton, Oxfordshire County Council</li> <li>• Ben Threadgold, Oxfordshire County Council</li> <li>• Jackie Wilderspin, Oxfordshire County Council</li> <li>• Tan Lea, Oxfordshire County Council</li> <li>• Jonathan McWilliam, Oxfordshire County Council</li> <li>• Catherine Coughlan, Department of Work and Pension</li> <li>• Rachel Coney, Oxfordshire Clinical Commissioning Group</li> <li>• Christian Bunt, Thames Valley Police</li> <li>• Diana Shelton – West Oxfordshire District Council</li> <li>• Sally Truman –South &amp; Vale District Council</li> <li>• Chris Rothwell Cherwell District Council</li> <li>• Margaret Ounsley, University of Oxford</li> <li>• Ann Gwinett, Oxford Brookes University</li> <li>• Ian Francis, Oxford Cherwell Valley College</li> </ul>
<p>6) Revised following comments received from Oxfordshire County Council</p>	<p>11 November 2013</p>	<p>Draft finalised for public consultation</p>
<p>7) Revised following comments received from consultation process</p>	<p>17 February 2014</p>	<p>Draft finalised for democratic services</p>

**Report Risk Register  
APPENDIX 1**

**Title City Council Children and Young People's Delivery Plan 2010-13**

**Risk Score Impact Score:** 1 = Insignificant; 2 = Minor; 3 = Moderate; 4 = Major; 5 = Catastrophic      **Probability Score:** 1 = Rare; 2 = Unlikely; 3 = Possible; 4 = Likely; 5 = Almost Certain

No.	Risk Description Link to Corporate Objective	Gross Risk	Cause of Risk	Mitigation	Net Risk	Further Management of Risk: Transfer/Reduce/Avoid	Monitoring Effectiveness	Curr ent Risk
1	Reputation That members cannot agree the priorities and actions contained within the Delivery Plan	3	Lack of consultation with members and officers and political disagreement with the content of the Plan.	There has been a clear process of consultation within the City Council. Draft Plan has been circulated to all key officers and members and there has been consultation with Partners.  Level of Effectiveness: H	4	<p><b>Action:</b> Negotiation of wording in the plan.</p> <p><b>Action Owner:</b> Val Johnson</p> <p><b>Mitigating Control:</b> In event that the Plan is not agreed to inform other partners on the Trust the reasons why.</p> <p><b>Control owner:</b> Peter McQuitty</p> <p><b>Outcome required:</b> Plan is agreed by Oxford City Council and the potential risk to the Councils' reputation and loss of face with other partners is reduced.  Milestone Date: 6<sup>th</sup> December 2010</p>	Q	2
2	Reputation The Oxford City Children and Young People's Plan does not adequately reflect or address the needs of children and young people in the City. Thus reflecting badly on the City Council	4	Lack of needs analysis and failure to use an evidence based approach.	The evidence of need is clearly set out in the Delivery Plan and where the City has particular needs that are different to the rest of Oxfordshire the causes are evidenced.  Level of effectiveness: H	4	<p><b>Action:</b> To continue. to review the evidence base to ensure any significant changes are identified and agreed when the Delivery Plan is reviewed.</p> <p><b>Action Owner:</b> Val Johnson</p> <p><b>Mitigating Control:</b> City Council representation on the Children's trust Performance Review Sub Group and involvement and input into the Oxfordshire joint Needs Assessment.</p> <p>Control Owner: Peter McQuitty</p> <p><b>Outcome required:</b> To ensure the needs of children and young people in the City are addressed.</p> <p>Milestone Date: Ongoing</p>	Q	4

3	Regulatory The City council failing to fulfil the statutory duty of cooperating with the children's Trust Board in delivering the Children and Young People's Plan.	3	4	Changes in regulatory requirements not fully understood and requirements not met.	Executive Board members to receive a future report on the statutory requirements once the position becomes clearer <b>Level of Effectiveness: H</b>	3	3	<b>Action:</b> Partnership Development Manager to monitor and regularly review the announcements on new government guidelines <b>Action Owner:</b> Val Johnson <b>Mitigating Control:</b> For the City Executive Board to receive a future report <b>Control Owner:</b> Peter McQuitty	<b>Outcome required:</b> Clarity about how the City council contributes to the delivery of the Oxfordshire Children and Young People's Plan. <b>Milestone Date:</b> April 2011	Q Q Q Q	Q Q Q Q	1 1 1 1
4	Loss of budgets and related loss of services for children and young people within the City. Lack of control over where other agencies cut services within the City.	4	5	Government Spending Review requiring substantial reductions in local authority and public sector budgets.	To work with partners where possible to ensure that cuts are in services that have the least impact on children and young people. To use Leadership to influence partners in the decision making processes where possible.  To seek to work with partners to share resources and become more effective and efficient in the delivery of services to children and young people.  Having a City Council Delivery Plan for Children and Young People's Services clearly sets out the needs of children and young people in the City and identifies priorities for action. <b>Level of Effectiveness: M</b>	3	3	<b>Action:</b> Partnership Development Manager to monitor and regularly review the announcements on cuts in services for children and young people. <b>Action Owner:</b> Val Johnson <b>Mitigating Control:</b> For the Partnership development Officer to keep the senior management team and Portfolio Holder informed of any reductions in children's services within the city. <b>Control Owner:</b> Peter McQuitty	<b>Outcome required:</b> To reduce the impact on service cuts for children and young people in the City. <b>Milestone Date:</b> Ongoing	Q	Q Q Q Q	4 4 4 4





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### **Appendices 3: Equalities Impact Screening Document Oxford City Council Children and Young People's Plan**

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The aim of this plan is to reduce inequalities for children and young people.

Before the Plan was drafted a detailed 'Oxford City Children and Young People's Needs Analysis' was undertaken. This identified particular groups of children and young people who suffer disadvantaged. These are:

- Children and young people with poor education attainment, in particular some specific ethnic minority groups
- Children and young people with poor health and who are experiencing health inequalities.
- Children living in poverty, the rate of which is higher than the national average
- Children and young people who are homeless or living in overcrowded and poor quality housing.
- Children and young people at risk of abuse and child sexual exploitation.

The proposals have been developed to address these inequalities and therefore there are no groups of people that have been identified as being potentially disadvantaged by the proposals.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

This Plan builds on the previous Children and Young People's Plan 2010-13 and the priorities for action have not changed significantly.

The priorities for actions are as follows.

1. Improve the health and wellbeing of children and young people.
2. Reduce the social, education and economic inequalities for children and young people.
3. Keep children and young people safe.
4. Develop the skills, confidence and achievement of children and young people.
5. To empower young people in decision making and provide a 'youth

voice' in how services are delivered.

Each priority has a number of specific actions. A detailed action plan is set out in Annex 1 of the Draft Children and Young People's Plan 2013-17, including a timetable and those responsible for taking the actions forward.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

Consultation has already been carried out with Oxford City Council staff and key partner agencies. The Plan has been informed by the consultation with children and young people on the Youth Ambition Strategy.

A detailed consultation plan is set out within Annex 1 of the covering report. It includes:

- E consult
- Presentations to meetings e.g. Neighbourhood Partnerships and Forums.
- Promotion through the city council web site and other agencies web sites
- Consultation with children and young people through the City Council Youth Engagement officer and in conjunction with the County Council Sounding Boards.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

Actions have been identified to address the inequalities identified. These are set out in detail within the Action Plan in Annex 1 of the Draft Plan.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

The performance indicators and monitoring arrangements are linked to the Oxfordshire Children's Plan and Health and Wellbeing Board Performance Management Frameworks. Details are provided in Annex 2 in the Draft Plan.

There will be an annual review, overseen by the Stronger Communities Programme Board. There will be an annual review on Safeguarding Children and Young People which will be reported to CEB and to Council.

Lead officer responsible for signing off the EqlA: Jarlath Brine

Role: Organisational Development & Learning Advisor/ Equalities & Apprenticeships

Date: 31<sup>st</sup> October 2013

Note, please consider & include the following areas:

- Summary of the impacts of any individual policies
- Specific impact tests (e.g. statutory equality duties, social, regeneration and sustainability)
- Post implementation review plan (consider the basis for the review, objectives and how these will be measured, impacts and outcomes including the "unknown")
- Potential data sources (attach hyperlinks including Government impact assessments where relevant)

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**To:** City Executive Board  
Council

**Date:** CEB - 12<sup>th</sup> March 2014  
Council – 14<sup>th</sup> April

**Report of:** Executive Director, Community Services

**Title of Report:** OXFORD CITY COUNCIL'S REPORT ON ITS  
INVOLVEMENT IN TACKLING CHILD SEXUAL  
EXPLOITATION

## Summary and Recommendations

**To report on Oxford City Council's involvement in tackling child sexual exploitation.**

**Report Approved by:**

**Finance:** Emma Burson  
**Legal:** Jeremy Franklin

**Policy Framework:** Strong and Active Communities

**The Committee is recommended to:**

- i) Note the report**

### **Overview of the report**

1. A paper on Child Sexual Exploitation in Oxfordshire was considered by the County Council's Cabinet on November 26 2013. Subsequently Local Authority Chief Executives in Oxfordshire agreed to report to their executive committees the role their organisations play in responding to child sexual exploitation.
2. Oxford City Council has played a significant role in the identification of, and development of services to support victims of, child sexual exploitation. From raising the issue back in 2009 to writing and delivering training materials on behalf of the Oxfordshire Safeguarding Children Board, the council has been committed to bringing these heinous crimes to the attention of statutory services and the public. The council's recent external review of our Section 11, Children Act 2004 requirements found that the city council, as a second tier local authority, has a robust response to safeguarding.
3. Oxford City Council takes seriously the findings of the Home Affairs Select Committee's second report into child sexual exploitation and response to localised grooming. The report states that district councils have an important role to play in tackling child sexual exploitation, particularly in terms of sharing

information and concerns from frontline workers, and in their strategic roles as housing and licensing authorities.

4. The report of Oxford City Council's involvement in tackling child sexual exploitation provides an overview of the work the council has been involved in, before and after, Operation Bullfinch. The latter led to the conviction of seven men for a variety of sexual offences against children. The report has four sections that describe:
  - Child Sexual Exploitation in Oxfordshire and the national context.
  - Key areas of activity by Oxfordshire County Council and the Oxfordshire Children Safeguarding Board.
  - Oxford City Council's contribution to tackling child sexual exploitation in Oxfordshire.
  - Conclusion
5. For further information on the nature, extent and activities in response to child sexual exploitation, the Oxfordshire County Council Cabinet report can be found here:

<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=115&MId=3571>

#### **Financial Implications**

6. There are no financial implications in the report.

#### **Legal Implications**

7. There are no legal implications in the report.

#### **Climate Change/environmental impact**

8. There is no significant climate-change or environmental impact issues related to this report.

#### **Equalities Impact Screening**

9. An Equalities Impact Screening assessment is contained within the CEB report elsewhere on this agenda; Children and Young People's Plan 2014-17 (as the overarching Children's Plan for the Council).

#### **Recommendations**

10. The Committee is recommended to:
  - i. Note the report.

**Name and contact details of report author:**  
**Richard Adams**  
**Environmental Protection Service Manager**

**Appendix One:** Report: Oxford City Council's involvement in tackling child sexual exploitation



## **Oxford City Council's response to Child Sexual Exploitation in Oxfordshire**

### **Background**

A paper on Child Sexual Exploitation in Oxfordshire was considered by the County Council's Cabinet on November 26 2013. Local Authority Chief Executives in Oxfordshire agreed to report to their executive committees on the role their organisations play in responding to child sexual exploitation.

As highlighted in the Home Affairs Select Committee's second report into child sexual exploitation and response to localised grooming, district councils have an important role to play, particularly in terms of sharing information and concerns from frontline workers, and in their strategic roles as housing and licensing authorities. This report describes the activities Oxford City Council has undertaken in response to child sexual exploitation, within the wider context of activities led by Oxfordshire County, Thames Valley Police, Oxfordshire Safeguarding Children Board and other partners.

Oxford City Council is a Responsible Authority on the Oxford Safer Communities Partnership, a statutory partnership responsible for tackling Oxford's community safety priorities. In 2010, the partnership developed an action plan to respond to reports from front-line practitioners of child sexual exploitation in the city. The focus of the action plan centred on training and raising awareness for professionals, support for organisations that were dealing with potential victims and developing pathways for referrals. The investigation and enforcement activities that became Operation Bullfinch were kept out of the action plan and led by the police and social services.

The report covers four sections:

1. Child Sexual Exploitation in Oxfordshire and the national context.
2. Key areas of activity by Oxfordshire County Council and the Oxfordshire Children Safeguarding Board.
3. Oxford City Council's contribution to tackling child sexual exploitation in Oxfordshire.
4. Conclusion

For further information on the nature, extent and activities in response to child sexual exploitation, the Oxfordshire County Council Cabinet report can be found here:

<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CIId=115&MIId=3571>

## Section one: Child Sexual Exploitation in Oxfordshire and the national context

1. The 2013 Operation Bullfinch trial involving Oxfordshire victims of child sexual exploitation and defendants has been one of the most high profile of a series of similar recent cases across the country. In May 2013 seven men were found guilty of a total of 59 counts including rape, conspiracy to rape, rape of a child, sexual activity with a child, using an instrument to procure a miscarriage, facilitating child prostitution, conspiracy to facilitate child prostitution and supplying class A drugs. The men are now sentenced to a total of 95 years of imprisonment, including five life sentences.
2. The model used by the Operation Bullfinch perpetrators is known as 'street grooming'. This involves offenders deliberately targeting their young victims with affection, alcohol and drugs; isolating them from friends and family, and then subjecting them to extreme violence, sexual abuse and trafficking. The trial highlighted the local aspects of what is now recognised as a national issue and a not uncommon offence.
3. Operation Bullfinch has demonstrated that victims do not always understand that they are being exploited. Social workers and other staff had tried hard to address difficult behaviour. However the prevailing culture some five to six years ago meant that all agencies working with these children did not always understand the grooming process or recognise it as sexual abuse.
4. In recent years there has been a change in the understanding of, and response to child sexual exploitation, seeing the young people at the heart of the issue much more as victims rather than chaotic individuals who are difficult to manage. This paradigm shift has been central to the change in approach by social services and the police across the UK.
5. Child sexual exploitation is a national issue. Over the past few years there have been a number of high profile trials in the Midlands and north of England. In May an investigation by the Daily Mirror identified more than 50 active police investigations across the country and a number of trials underway.
6. In December 2010 a report was written by the Oxford Safer Communities Partnership on child sexual exploitation, based on a survey of 23 frontline practitioners. The report contained 13 recommendations to address the four initial findings of the survey:
  - No data collection of children and young people who are 'at risk' or who are affected by sexual exploitation
  - No specific child sexual exploitation training for professionals
  - Care pathways are generic and do not address specific concerns for children and young people who are being sexually exploited
  - No specialist service which can offer support to those at risk, victims and/or parents/carers.
7. The report was sent to Facelt managers within Oxfordshire County Council Children and Young People Service, to ensure their staff were aware of the challenges of child sexual exploitation. The Oxford Safer Communities Partnership continued to deliver their action plan based on the findings of the report.

## **Section two: Key areas of activity by Oxfordshire County Council and the Oxfordshire Children Safeguarding Board.**

### **Serious Case Review**

8. The Oxfordshire Safeguarding Children Board has commissioned a Serious Case Review that will examine the robustness of the professional responses and whether appropriate local and national policies and professional standards were followed. The serious case review is unlikely to be completed before the end of 2014.

### **The Kingfisher Team**

9. In November 2012, Oxfordshire County Council, Children's Social Care and Thames Valley Police set up a special joint team called Kingfisher, with support from the local health service and other statutory and voluntary agencies, to prevent, protect and prosecute cases of child sexual exploitation. A peer review of the early impact of the Kingfisher team by the Local Government Association in March 2013 identified it as good practice. The review also commented on strong co-operation between Kingfisher and secondary schools.
10. We are building on the work of the Kingfisher team to develop a new Multi-Agency Safeguarding Hub (MASH) - one of the recommendations of the Home Affairs Select Committee report into child sexual exploitation.
11. Since September 2012, Oxford City Council's Human Exploitation Coordinator has been working with the Oxfordshire Safeguarding Children Board to support their work on tackling child sexual exploitation. The officer spends one day per week working with the Kingfisher team and developing and delivering training sessions on behalf of the Board.

### **Oxfordshire Safeguarding Children Board Strategy**

12. The Oxfordshire Safeguarding Children Board is responsible for the co-ordination of the work of agencies responsible for safeguarding children. Its role is not operational but is about assurance that all agencies have appropriate arrangements in place and work together effectively. It is an independent body, with an Independent Chair.
13. The Board has produced a strategy for tackling child sexual exploitation that seeks to outline a tailored response to different models of exploitation and protect all young people. The strategy has five key strands; Oxford City Council is mostly involved in the first, third and fifth strands:
  - Raising awareness to improve early identification of sexual exploitation
  - Improve statutory responses and the provision of services
  - Improve the evidence base
  - Improve prosecution procedures
  - Disruption activity
14. Awareness-raising amongst professionals of the "warning signs" of child sexual exploitation is a critical area for the Board, who have responded with a new screening tool.

15. Child protection training for staff working with children now includes a designated section on spotting the signs of, and responding to, child sexual exploitation. To date this training has been delivered to more than 3,500 multi-agency staff in Oxfordshire, including all frontline staff working with children.
16. Oxford City Council and the Oxford Safer Communities Partnership activities to tackle child sexual exploitation contribute to the OSCB overarching strategy.

### **Securing resources to tackle child sexual exploitation**

17. Oxfordshire County Council has increased its children's social care budget from £24m in 2006/7 to £48m in 2013/14, an increase of 80% in real terms. The county council spent in excess of £3m during Operation Bullfinch on social work and other support to the investigation. In 2013-14 county councillors agreed to provide an additional £1.4m to enable the recruitment of an additional 21 child protection social workers.
18. The county council has committed to building four new children's homes in the county to keep children closer to home.
19. Thames Valley Police has also invested substantial additional resources and money into safeguarding children in the Child Abuse Investigation Units.

### **Absconding and placements**

20. Actions to prevent absconding include strong management oversight and high expectations of school attendance and attainment; ensuring that social workers are immediately aware if a child fails to attend school and that immediate action is taken.
21. The Oxfordshire Safeguarding Children Board Inter-agency Procedure for Children Missing from Home or Care has been updated to reflect the latest guidance. The monthly Missing Persons Panel tracks and monitors all young people at highest risk within the county.
22. The county council is also seeking to improve the packages of support that are available to support children to keep their placements. This involves more integrated work with mental health and youth offending services.

### **Work with schools**

23. The county council has briefed headteachers and chairs of governors across the county on child sexual exploitation.
24. The Kingfisher team has developed a model for regular multi-agency forums on child sexual exploitation which have a dual function: awareness raising and practice development of all agencies, including schools; and intelligence gathering on children of concern.

### **Improving behaviour and attendance include:**

25. Notifying carers of looked-after children immediately if the child fails to turn up for school.
26. Ensuring that looked-after children who are placed in Oxfordshire from outside the county are immediately placed on a school roll at the County Council's Pupil Referral Unit and provided with tutor support.
27. Work with schools to help children understand the risks that they may face and alert them to the types of child sexual exploitation. Earlier in 2013

all Oxfordshire state school year 8 and 9 children saw a play about sexual exploitation called Chelsea's Choice. It has now been seen by around 12,000 secondary school children in Oxfordshire. This was complemented by a letter and leaflet for parents.

28. A youth mentoring project is in development focused on preventing young men from getting involved in sexual offending. A parents' worker post is being created within a local voluntary sector organisation to support parents whose children are or have been at risk of sexual exploitation.
29. Foster carers have also received targeted training on identifying potential warning signs of child sexual exploitation.

### **Working with communities**

30. The county council is working closely with the police to liaise with community leaders and faith groups and taking action as needed. For example, work focused on families of potential perpetrators and targeted youth mentoring projects.
31. Multi-agency funding has been secured to employ a national charity, StreetUK, to identify young people and their families 'at risk' in hard to engage communities in relation to child sexual exploitation.

### **Working with partners**

32. Oxfordshire Health and Wellbeing Board has included tackling child sexual exploitation as a priority in the new Joint Health and Wellbeing Strategy.
33. The Oxfordshire Safer Communities Partnership (OSCP) and the District Community Safety Partnership (CSPs) are bringing together key players to share intelligence and take appropriate actions to prevent and tackle child sexual exploitation.
34. Police and Crime Commissioner funding will be used to raise awareness about how to recognise the signs of potential abuse.
35. The health service has a key role to play in terms of identifying potential victims of this abuse and supporting their health needs, which can often be complex.
36. There is support within the criminal justice system for the introduction of specialist child sexual abuse courts and further protection and support for victims, including offering video-recorded cross examination, and for the recommendation to limit repeated cross-examination by multiple defence barristers when witnesses give evidence.
37. The county council has reviewed its approach to commissioning housing services for children, families and vulnerable adults to ensure that risks are minimised.

### **Section Three: Oxford City council's response to CSE**

38. Oxford City Council has played an active role in raising the profile of and development of services to prevent and support victims of child sexual exploitation principally as a key member of the Oxford Safer Communities Partnership.
39. The council's recent external review of our Section 11, Children Act 2004 requirements found that the city council, as a second tier local authority, has a robust response to safeguarding.
40. The review demonstrates that Oxford City Council has responded effectively to the findings of the Home Affairs Select Committee's second report into child sexual exploitation and response to localised grooming. The report states that district councils have an important role to play in tackling child sexual exploitation, particularly in terms of sharing information and concerns from frontline workers, and in their strategic roles as housing and licensing authorities.
41. Oxford City Council has contributed through management reviews and a number of current and former staff have been interviewed as part of the process to the Serious Case Review of Operation Bullfinch, instigated by the Oxfordshire Safeguarding Children Board. The publication of the review is due in summer 2014.

#### **Governance and accountability**

42. Oxford City Council's Executive Director, Community Services, chairs the Oxford Safer Communities Partnership. The partnership has funded a Human Exploitation Coordinator to lead on the local response to child sexual exploitation since 2009. The officer is a member of the Oxford City Council Community Safety Team, works to the partnership's action plan and is the principal professional advisor to Oxford City Council and partners.
43. The Oxford Safer Communities Partnership is accountable to the Oxford Strategic Partnership, delivering on its aim to tackle people's concerns about crime, and to reduce crime and prevent people becoming victims of crime
44. The Director and the Board Member for Education, Crime and Community Safety, are both members of the Oxfordshire Community Safety Partnership. This board coordinates community safety activities that cross district council boundaries and comprises representatives from Oxfordshire's four district Community Safety Partnerships.
45. This approach is supported by the Oxfordshire Safeguarding Board who encouraged all community safety partnerships in Oxfordshire to raise awareness among its membership about how it plans to prevent child sexual exploitation. The Oxford Community Safety Team was asked to present their action plan to the other Oxfordshire CSPs, and to encourage them to adopt relevant actions. This was completed and child sexual exploitation is now on the agenda of all community safety partnerships in Oxfordshire.
46. The Director is Oxford City Council's strategic lead for safeguarding and plays a key role embedding safeguarding responsibilities across the organisation.
47. Oxford City Council's representation on the Oxfordshire Safeguarding Children Board is the Partnerships Manager within Policy, Culture and Communications.

## **Training and awareness-raising**

48. In the autumn of 2010, the Human Exploitation Coordinator became a member of the National Working Group for Sexually Exploited Children and Young People. The network of 109 projects/organisations is UK wide and includes practitioners, policy makers and researchers working with children and young people who are at risk of, or who experience, sexual exploitation.
49. In January 2011, the Oxford Safer Communities Partnership presented a child sexual exploitation scoping report to the Oxfordshire Safeguarding Board, summarising the findings of a survey of frontline practitioners. The Board welcomed the report and asked their Oxfordshire Sexual Violence Strategy Group to lead on the issue.
50. In September 2011, members of Oxford City Council's Community Safety Team met with the Children's Commissioner to discuss child sexual exploitation.
51. The Human Exploitation and the Domestic and Sexual Abuse Coordinators have written the Oxfordshire Safeguarding Children Board's one-day child sexual exploitation training course for front-line practitioners, and are currently delivering numerous training events. In addition, a half-day, two-hour and 20-minute "buzz" session have been written for those who don't require an in-depth understanding of the issue.
52. These sessions are being delivered internally, most recently to 50 housing staff. Other teams who have, or will be receiving the training, include the Community Response Team, Anti-Social Behaviour Investigation Team, Positive Futures Teams, General Licensing and Miscellaneous Licensing teams, other critical staff and members.
53. The training course complements the Generalist Safeguarding Children training that all relevant staff are in the process of attending. A principal part of this training is an understanding of the referral procedure and an embedding of the ethos that, if an officer is in any doubt whether to refer, then the referral should be made.
54. The Human Exploitation Coordinator contributed to the "Say Something If You See Something" toolkit for frontline employees within the taxi and entertainment industries. The toolkit was launched in Parliament in the summer, and will be rolled out in Oxfordshire. Financial support has been given by the Police and Crime Commissioner, via the Oxford Safer Communities Partnership to deliver this toolkit to local communities and businesses.
55. Oxford City Council's Community Safety Team developed a sexual consent campaign that was launched in September 2013. The Thames Valley-wide campaign highlights the issues of consent and healthy relationships.

## **Information sharing**

56. Through the safeguarding children training, staff are made aware of how to refer to social care and who to speak to for advice if they have a concern.
57. The need for speedy and robust information sharing has been tested recently within the city council and all departments involved have come across no barriers to information exchange. Examples include the exchange of information from various housing teams, the Anti-Social Behaviour Investigation Team, Direct Services, taxi and alcohol licensing teams, Environmental Health and the Community Response Team, to the police and social care.
58. Since November 2012 informal meetings have been held between the interim Head of Children's Social Care, Kingfisher staff, the police and, from Oxford City Council, the Director of Community Services and Environmental Protection Service Manager. These continue on a regular basis to ensure that relevant operational and strategic issues are addressed and incorporated into the local Community Safety Partnership Action Plan. Oxford City Council uses its statutory powers in the areas of taxi licensing, landlords, publicans and housing management to protect public safety

## **Licensing Authority duties**

59. Oxford City Council is undertaking, on behalf of the Oxfordshire Safeguarding Children Board, research into best practice relating to the licensing of regulated entertainment and taxis. A number of areas in the country have introduced licensing measures in response to child sexual exploitation including mandatory customer care courses and training. Appropriate measures will be introduced to Oxford and the city will encourage the other Oxfordshire Licensing Authorities to adopt similar measures.
60. The council's taxi Licensing Authority function works with the other Oxfordshire local authorities to exchange information relevant to the transportation of vulnerable people.
61. The council will be working with Thames Valley Police to train organisations in the "Say Something if you See Something" toolkit for the retail, transport and hospitality industries who have a vital role in identifying those at risk of sexual exploitation and trafficking.

## **Housing placements**

62. The Chief Executive has requested that Oxfordshire local authority housing services inform him of all housing placements in the city. The city council will then be in a position to challenge inappropriate housing allocations.

## **Diversions activities for young people**

63. Oxford City Council's holiday programme and Positive Futures Programme provide young people with positive activities that keep them engaged and out of risk. Where young people are identified as being at risk by frequenting places that put them at risk, the Positive Futures team run an outreach service to engage with the young people and direct them into available activities. The team are also trained to identify behaviours that signal a potential risk and will make a safeguarding referral.
64. Financial support has been given by the Police and Crime Commissioner, via the Oxford Safer Communities Partnership, to the voluntary sector to engage



with young people in the city and the county, educating them in the risk of child sexual exploitation.

### **Safeguarding Annual Audit: Section 11, Children's Act 2004**

65. Oxford City Council completes an annual assessment of its safeguarding duties under Section 11 of the Children's Act 2004. In December 2012 the Council submitted Section 11 Self-Assessment to the Oxfordshire Safeguarding Children's Board. Informal feedback was that the City Council has effective policies and procedures in place and no further actions were identified as being necessary. However, the Council decided to seek independent and specialist advice to ensure that it is working to best practice and that it is embedded throughout the organisation.
66. In October 2013 the Council commissioned an Independent Review to ensure compliance with Section 11 Audit, with a particular focus on:
- Leadership and Accountability
  - Partnership Working
  - Safe workforce
  - Policies and procedures
67. The Review identified that the Council shows clear ambition from the top to improve outcomes for vulnerable children and their families; that it makes a valuable contribution to the work of the Oxfordshire Safeguarding Board; has a comprehensive training programme for staff and its recruitment processes comply with statutory requirements and best practice.
68. However a number of areas for improvement were identified and an Action Plan has been developed, in conjunction with the Oxfordshire Safeguarding Board.
69. A full report on the Independent Review and Action Plan is elsewhere on this agenda.

#### **Section four: Future direction - longer term strategic issues identified by the county council**

70. The Oxfordshire County Council Cabinet report identified a number of longer term strategic risks and issues relating to child sexual exploitation. A selection of the issues is set out below and it is expected that these will be supplemented by the formal recommendations arising from the Serious Case Review when it reports in 2014. For more information on the proposed responses to these issues, please refer to the Oxfordshire County Council Cabinet Report, using the web link on the first page of this report.

- How to best work with vulnerable adolescents who may demonstrate challenging behaviours?
- How to support victims who are currently being abused and do not recognise what is happening to them, or want to be supported?
- How to look for patterns 'horizontally' rather than 'vertically'?
- How to work as effectively as possible with the police and other agencies?
- What is the role of the Oxfordshire Safeguarding Children Board?
- What else is needed for an effective prevention strategy?
- What more is needed to work as effectively as possible with partners, including district councils, health, the criminal justice system, schools, the voluntary and community sector?
- How can the county council best use commissioning arrangements to keep children safe?
- Should the county council bring safeguarding approaches within children and adults services closer together?
- What can other areas learn from Oxfordshire?

**To:** City Executive Board

**Date:** 12<sup>th</sup> March 2013

**Report of:** Head of Policy, Communication and Culture

**Title of Report:** INDEPENDENT REVIEW OF OXFORD CITY COUNCIL'S  
SAFEGUARDING CHILDREN – SECTION 11 SELF-  
ASSESSMENT

## **Summary and Recommendations**

**Purpose of report:** To note the findings of the Independent Review of Oxford City Council's Safeguarding Children-Section 11 Self-Assessment and to agree the proposed Action Plan.

**Key decision:** No

**Executive lead member:** Cllr Pat Kennedy, Executive Board member for Education Crime and Community Safety

**Approved by:**

Finance: Emma Burson, Business Partner  
Legal: Emma Griffiths, Supervising Lawyer

**Policy Framework:** The Corporate Plan and the Oxford Strategic Partnership Plan.

**Recommendation(s):**

To note the findings of the Independent Review of Oxford City Council's Safeguarding Children-Section 11 Self-Assessment.

To agree the proposed Action Plan as set out in Annex 1.

Appendices 1: Draft Action Plan

### **Background**

1. Oxford City Council commissioned SMH Associates Ltd to undertake an independent review of Oxford City Council's Safeguarding Children - Section 11 Self-Assessment.
2. Oxford City assessed itself in December 2012 as meeting all the standards fully; a subsequent Oxfordshire Safeguarding Children Board (OSCB) peer

review in March 2013 had confirmed this, and did not identify any further actions as being needed.

3. In the expectation of an Ofsted inspection of Oxfordshire County Council's arrangements for Looked-After Children and Child Protection, which include an inspection of multi-agency work and partnership working, the City Council wished to test that its Safeguarding Section 11 Self-Assessment was in order and robust, to ensure that it could demonstrate that this informed good practice for front line staff and service development, and to identify any potential areas of weakness and to develop action plans to address them.
4. The team consisted of two consultants with considerable strategic and operational experience of safeguarding in the context of local authorities, one of whom is independent chair of two local safeguarding children boards (LSCBs), both of whom have significant experience in assisting councils and partners to improve services.
5. A variety of methods was used to gather information and opinions, which included: a review of relevant documentation and a number of semi-structured interviews with individuals and groups from the City Council, the County Council and the LSCB.
6. Following the initial desktop review, four broad areas of focus were identified within which the twelve section 11 standards could be grouped. The four areas of focus are:
  - Leadership and accountability
  - Partnership working
  - Safe workforce
  - Policies and procedures
7. A Four Level Impact Model was used as a Framework for evaluating the different stages of development in safeguarding arrangements in Oxford City Council.

### **A summary of the findings**

8. Oxford City shows very good evidence of changes at the first two levels, with some examples of work that is directly changing outcomes for children.
9. A full copy of the report is available in a link in the Background Paper Section of this report.
10. The Key Recommendations are as follows:

#### ***Leadership***

- a) In order to strengthen leadership and accountability, the City Council should establish a single line of accountability, supported by regular and systematic reporting, at Executive Director level.

- b) Develop the leadership role of the designated officers group, to include terms of reference and a workplan which supports relevant corporate safeguarding priorities.
- c) Develop engagement of members in leadership of the safeguarding agenda.
- d) Establish a system of regular 'safeguarding assurance' reporting throughout the organisation, including at member and executive director level.

### ***Partnership Working***

11. In order to strengthen partnership working, the City Council should:

- e) Initiate discussion with Oxfordshire Safeguarding Children Board and the County Council about alignment of its services with the EI hubs across the City;
- f) Review referral processes to ensure that all staff are aware of current procedures and thresholds for services;
- g) Establish clear expectations regarding the initiation and completion of common assessments;
- h) Use the Safe Network core safeguarding standards as the basis for work with OCVA and OAYP in further supporting voluntary sector partners to develop their safeguarding arrangements.

### ***Strengthening the workforce***

12. In order to strengthen the safety of its workforce, the City Council should:

- i) Build on established good practice to integrate safeguarding fully into HR processes such as induction, appraisal and supervision, across the council;
- j) Develop, with the assistance of OSCB, a range of methods for assessing and demonstrating the impact of training on safeguarding practice;
- k) With the assistance of the County Council LADO, review and strengthen the current policy, procedures and approach to raising concerns and managing allegations against staff and volunteers.
- l) In order to improve the effectiveness and impact of its *Safeguarding Children, Young People and Vulnerable Adult Policy*, the City Council should:
- m) Review its approach to recording concerns and making referrals, with a view to using a single, streamlined system;

- n) Develop and promote a reliable, well understood system for collating referrals to the County, which is regularly reviewed and reported on;
- o) Refresh the information sharing protocols within the City Council itself, and with the County Council and OSCB;
- p) Develop a range of methods for monitoring the impact of its policy, procedures and safeguarding activity across its own services and those it commissions.

### **Taking the recommendations forward**

- 13. Following consultation with Oxford City Council staff and discussions with the Oxfordshire Safeguarding Children's Board officers an Action Plan was developed to take forward these recommendations. The proposed Action Plan is set out in Appendix 1.
- 14. These are the same actions as identified in the City Council Section 11 Submission to the Oxfordshire Safeguarding Board 2013 (with an overall green rating).

### **Managing and monitoring the Action Plan**

- 15. To oversee the implementation of the Action Plan there is a Named Safeguarding Lead Officer within each service area (for Children, Young People and Vulnerable Adults).
- 16. Named Safeguarding Officers listen to any concerns raised by members of staff, provide them with reassurance and advice and to help make a referral if required. This group also acts as a sounding board for the Section 11 Self-Assessment and the development of relevant policies and procedures.
- 17. The Designated Officers Group is in the process of reviewing its terms of reference to strengthen its oversight of the development and implementation of safeguarding children, young people and vulnerable adults policy and procedures.
- 18. It is proposed that CEB and Council receive an annual report on the outcome of the Section 11 Self-Assessment and an annually revised Action Plan.

### **Financial implications**

- 19. There are no immediate financial implications related to the proposals set out in the Children's Plan 2014-17. All services set out are currently provided within existing City Council budgets.
- 20. This Review has focussed on the safeguarding of children and young people. The Executive Board may wish to consider undertaking a similar detailed review in relation to safeguarding vulnerable adults. This will have financial and resources implications.
- 21. There are no immediate financial implications related to the proposed Action Plan. These will be resourced from within existing budgets, with the exception

of a budget proposal for an additional 0.5 FTE post. This post would support work around the implementation of the Action Plan for safeguarding children and young people and to the development and improvement of the policy and procedures for safeguarding children and vulnerable adults.

### **Legal Implications**

22. Section 11 of the Children Act 2004 places duties on a range of organisations and individuals to ensure their functions, and any services that they contract out to others, are discharged having regard to the need to safeguard and promote the welfare of children. The City Council is one of the organisations to which the requirements in Section 11 apply.

23. Working Together 2013 (the statutory guidance) elaborates further.

*'Organisations should have in place arrangements that reflect the importance of safeguarding and promoting the welfare of children, including:*

- *A clear line of accountability for the commissioning and/or provision of services.*
- *Senior board level lead to take leadership responsibility for the organisation's safeguarding arrangements;*
- *A culture of listening to children and taking account of their wishes and feelings, both in individual decisions and the development of services;*
- *Arrangements which set out clearly the processes for sharing information, with other professionals and with the Local Safeguarding Children Board (LSCB);*
- *A designated professional lead for safeguarding'*
- *Safe recruitment practices for individuals whom the organisation will permit to work regularly with children,*
- *Policies on when to obtain a criminal record check;*
- *Appropriate supervision and support for staff, including undertaking safeguarding training;*
- *Clear policies in line with the Oxfordshire Safeguarding Children Policy and Procedures.*

24. The Oxfordshire Safeguarding Children's Board is responsible for evaluating the degree to which each partner organisation fulfils its responsibilities under Section 11.

### **Risks**

25. A risk assessment is contained within the CEB report elsewhere on this agenda; Children and Young People's Plan 2014-17 (as the overarching Children's Plan for the Council). There are risks if the Council does not comply with the Section 11 Guidance, to the safety and wellbeing of children and young people and for the reputation and financial potential costs to the Council.

### **Climate Change/environmental impact**

26. There is no significant climate-change or environmental impact issues related to this report.

### **Equalities Impact Screening**

27. An Equalities Impact Screening assessment is contained within the CEB report elsewhere on this agenda; Children and Young People's Plan 2014-17 (as the overarching Children's Plan for the Council).

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## Draft Action Plan

### 1. To strengthen leadership and accountability

*Those actions highlighted in italics still need to be discussed and agreed with relevant officers.*

<b>Recommendation</b>	<b>Action</b>	<b>Timescale</b>	<b>Person responsible</b>
Establish a single line of accountability, supported by regular and systematic reporting, at Executive Director level.	To name the Executive Director of Community services as the lead Director for Safeguarding within the Safeguarding Policy and Procedures.  Annual report to City Executive Board (CEB) and Council	March 2014 then annually	TS/VJ
Develop the leadership role of the designated officers group, to include terms of reference and a work plan which supports relevant corporate safeguarding priorities.	To review the current terms of reference within the Policy and Procedures.  To publish the Work Plan (previously known as our Section 11 Review Action Plan) with the report to CEB and Council	March 2014 the annually	TS/VJ
Develop engagement of members in leadership of the safeguarding agenda	To implement mandatory safeguarding training for all members (course materials currently being finalised).	TBC	JT/TS
Establish a system of regular 'safeguarding assurance' reporting throughout the organisation, including at member and executive director level.	Annual report to CEB and Council.	March 2014 the annually	TS/VJ

### 2. To strengthen partnership working

<b>Recommendation</b>	<b>Action</b>	<b>Timescale</b>	<b>Person responsible</b>

Initiate discussion with Oxfordshire Safeguarding Children Board and the County Council about alignment of its services with the EI hubs across the City.	The Partnership Manager to attend the Operational Steering Group on the development of the new Multi-Agency Safeguarding Hubs.  Discussions at a senior management level on EIH and alignment of services.	In place and on-going	VJ/TS
Review referral processes to ensure that all staff are aware of current procedures and thresholds for services.	Review of referral processes to be undertaken in the light of discussions above.	By October 2014	VJ/TS
Establish clear expectations regarding the initiation and completion of common assessments.	Review following discussions above.	October 2014	VJ/TS
Use the Safe Network core safeguarding standards as the basis for work with OCVA and OAYP in further supporting voluntary sector partners to develop their safeguarding arrangements.	To review contracts with OCVA and OAYP to ensure compliance with the Safe Networking standards.	April 2014	AC/TS

### 3. To strengthen the safety of its workforce

Recommendation	Action	Timescale	Person responsible
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Build on established good practice to integrate safeguarding fully into HR processes across the council.	To fully implement safeguarding checking and training requirements on ITrent?	December 2014	SH
Develop, with the assistance of OSCB, a range of methods for assessing and demonstrating the impact of training on safeguarding practice	Discussions have taken place with the OSC Team to develop a standard method for assessing the impact on training on safeguarding practice.  Aim to roll out new process by June	June 2014	SH
With the assistance of the County Council LADO, review and strengthen the current policy, procedures and approach to raising concerns and managing allegations against staff and volunteers.	Discussions with County Council LADO, develop and implement actions as required	Oct 2014	SH

**4. To improve the effectiveness and impact of its *Safeguarding Children, Young People and Vulnerable Adult Policy***

<b>Recommendation</b>	<b>Action</b>	<b>Timescale</b>	<b>Person responsible</b>
Review the approach to recording concerns and making referrals, with a view to using a single, streamlined system	To be reviewed following discussions on the development of Multi-Agency Safeguarding Hubs.	October 2014	VJ/TS

Develop and promote a reliable, well understood system for collating referrals to the County, which is regularly reviewed and reported on	To be reviewed following discussions on the development of Multi-Agency Safeguarding Hubs.	October 2014	VJ/TS
Refresh the information sharing protocols within the City Council itself, and with the County Council and OSCB.	This issue has been raised with the OSCB Team and it has been agreed to undertake a review.	April 2014	VJ/TS
Develop a range of methods for monitoring the impact of its policy, procedures and safeguarding activity across Oxford City Council Services and those it commissions.	Discussions have been held with the OSCB Team and it has been agreed to develop a standard quality assurance system, including the review of files and information sharing with other agencies,  To include any required actions within the Work Plan reported to CEB in February 2014	June 2014	VJ/TS

## CITY EXECUTIVE BOARD

Wednesday 12 February 2014

**COUNCILLORS PRESENT:** Councillors Price (Leader), Turner (Deputy Leader), Brown, Cook, Curran, Kennedy, Lygo, Rowley, Seamons and Tanner.

### **128. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **129. DECLARATIONS OF INTEREST**

No declarations of interest were received

### **130. PUBLIC QUESTIONS**

No public questions were submitted.

### **131. SCRUTINY COMMITTEE REPORTS**

The following reports from Scrutiny were submitted and are appended to the relevant minutes.

- Budget and Medium Term Financial Strategy 2014/15 to 2017/18 and 2014/15 Budget
- Treasury Management Strategy 2014/15
- Covered Market Strategy
- Educational Attainment Programme – Progress

The reports were taken with this minute but for completeness are attached and referred to under the related minutes 133, 135, 137 and 142.

### **132. COUNCILLOR ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA**

With the agreement of the Chair, Councillors Campbell, Fooks, Hollick and Simmons addressed the Board on the subject of minute 133 (Budget and Medium Term Financial Strategy 2014/15 to 2017/18 and 2014/15 Budget), minute 135 (Treasury Management Strategy), minute 137 (Covered Market Strategy), minute 138 (Town Hall Strategy) and minute 142 (Educational Attainment Programme – Progress). A summary of the addresses is contained in the relevant minutes.

### **133. BUDGET AND MEDIUM TERM FINANCIAL STRATEGY 2014/15 TO 2017/18 AND 2014/15 BUDGET**

The Head of Finance submitted a report (the main report) (previously circulated, now appended) and a supplementary report (also previously circulated, now appended). The Board also had before it a Scrutiny report (previously circulated, now appended). With the agreement of the Chair, Councillor Simmons addressed the meeting and spoke to the Scrutiny report and generally.

Resolved:-

(1) To RECOMMEND Council to approve:-

- (a) The Council's General Fund Budget Requirement of £24.080 million for 2014/15 and an increase in the Band D Council Tax of 1.99% or £5.34 per annum as set out in Table 1 of the supplementary report of the Head of Finance, representing a Band D Council Tax of £273.53 per annum;
- b) The continuance of the Council's Council Tax Support Scheme (formerly Council Tax Benefit) as referred to in paragraph 44 of the main report of the Head of Finance;
- c) The Housing Revenue Account budget for 2014/15 as set out in Appendix 4 to the main report and an increase in average dwelling rent of 5.42% representing £5.25 per week and taking the annual average rent to £102.08 as set out in Appendix 5 to the main report;
- d) The Capital Programme for 2014/15 -2017-18 as set out in Appendix 6 to the main report;
- e) The Fees and Charges Schedule that forms Appendix 7 to the main report;
- f) The changes to the level of exemptions and discounts on empty homes and unoccupied properties as outlined in paragraph 44 of the main report;

(2) To adopt a retail relief scheme for business rates on the terms set out in paragraph 19 of the main report and to delegate the authority to administer the Retail Relief Scheme to the Head of Customer Services in conjunction with the Section 151 Officer;

(3) On the recommendations from Scrutiny:-

- a) To agree recommendation 1, 3, 4, 6, 11 and 13;
- b) Not to agree recommendations 5, 7, 9 (noting that the supplementary report of the Head of Finance dealt with the Government's announcement on 'excessive council tax' levels and the setting of the Council Tax), 10 and 12, all for the reasons set out in the Board Member's response as contained in the Scrutiny report;

- c) On the five parts of recommendation 2, to agree parts 2, 4 and 5; on part 3 to note that an additional £25,000 for the low carbon Oxford budget line was proposed to be added and that no further budget provision was felt to be necessary; and on part 1, not to agree for the reasons given in the response to the recommendations as contained in the Scrutiny report;
- d) On recommendation 8, to record that officers would be seeking to develop good quality outcome monitoring for 2014/15 from the Council's involvement in youth activities.

### **134. CORPORATE PLAN 2014-18 - OUTCOME OF CONSULTATION - PLAN ADOPTION**

The Head of Policy, Culture and Communications submitted a report (previously circulated, now appended). The Board also had before it a Scrutiny report (previously circulated, now appended).

Resolved to:-

- (1) Agree, in the light of consultation amended copy and targets for the Corporate Plan 2014-2018;
- (2) RECOMMEND Council to agrees the Corporate Plan 2014-2018;
- (3) Delegate authority to the Head of Policy, Culture and Communications to make minor textual amendments where necessary, in preparation for formal publication of the Corporate Plan 2014-2018.

### **135. TREASURY MANAGEMENT STRATEGY 2014/15**

The Head of Finance submitted a report (previously circulated, now appended). With the agreement of the Chair, Councillor Simmons addressed the meeting and spoke to the Scrutiny report and generally.

Resolved to RECOMMEND Council to:-

- (1) Adopt the Treasury Management Strategy 2014/15, and to approve the treasury prudential indicators at paragraphs 13 – 28 of the report;
- (2) Approve the Investment Strategy for 2014/15 and the detailed investment criteria as set out in paragraphs 29 – 48 of and Appendix 1 to the report, including the changes highlighted in paragraph 9 of the report;
- (3) Approve the Prudential Indicators and limits for 2014/15 to 2017/18 as set out in paragraphs 50-51 of and Appendix 2 to the report;
- (4) Approve the Minimum Revenue Provision statement (which sets out the Council's policy on repayment of debt) at paragraphs 18 – 28 of the report;

- (5) On the recommendations from Scrutiny, to respond to them in the terms set out in paragraphs 7-10 of the Scrutiny report.

### **136. COMMUNITY AND VOLUNTARY ORGANISATIONS - GRANT ALLOCATIONS 2014/15**

The Head of Customer Services and the Head of Leisure, Parks and Community Services submitted a report (previously circulated, now appended).

Resolved, subject to Council agreeing the grants budget on 19<sup>th</sup> February 2014, to approve:-

- (1) The recommendations for the commissioning programme as listed in Appendix 1 to the report, noting that at the Board's meeting on 9th October 2013 it had agreed that 2014/15 would be a one year funding programme with a three year commissioning cycle from April 2015 (minute 80 refers);
- (2) The recommendations as amended and listed in Appendix 2 to the report for the Arts and Culture commissioning theme;
- (3) The recommendations for the applications received to the grants 2014/15 open bidding programme as set out in Appendix 3 to the report.

### **137. COVERED MARKET STRATEGY**

The Regeneration and Major Projects Team Manager submitted a report (previously circulated, now appended). The Board also had before it a Scrutiny report (previously circulated, now appended). Councillor Campbell and Fooks addressed the meeting. In summary they referred to the need for a clear positioning of the Council in respect of its responsibility for the Covered Market and that this should be made clear in the Asset Management Strategy; that a market manager should be appointed as soon as possible and work should then commence as a priority with the traders to develop the Covered Market for the future and to improve trust between the traders and the Council; and that the physical development of the Covered Market on the Market Street frontage was important.

Resolved to:-

- (1) Note the consultants' recommendations and the responses to the public consultation on the consultants' report;
- (2) Instruct the officers to prepare a detailed, costed action plan and programme, that plan to consider, among other things, the content of Scrutiny recommendations 5-8 and to emphasise the importance of a market committee to facilitate this, among other purposes;
- (3) Subject to funds being available in the Council's Budget, to be agreed by Council on 19<sup>th</sup> February, to endorse the appointment of an interim market manager;



- (4) On Scrutiny recommendations 1, 3 and 4, generally to endorse them; and on recommendation 2, that a market manager would be appointed subject to funds being available in the Council's Budget (resolution (3) above refers).

### **138. TOWN HALL STRATEGY**

The Head of Human Resources and Facilities submitted a report (previously circulated, now appended). With the agreement of the Chair, Councillor Hollick as member for the Ward in which The Town Hall was located addressed the meeting. Councillor Fooks also addressed the meeting with the Chair's agreement.

In summary, Councillor Hollick referred to the unavailability of the Town Hall toilets when the Town Hall was closed on a Sunday because no events were taking place; that there needed to be transparency in terms of community interest group status (paragraph 5.8 of the report refers); that the average annual percentage increase figures in Appendix 1 to the report were, in his view, understated; and that the Town Hall staff restructure, as he saw it, had caused stress and anxiety to the staff involved. Councillor Fooks referred to the viability of the Town Hall café and also to the Town Hall staff restructure.

In response the Leader said that the Town Hall could not be open simply to keep the toilet facility available when otherwise there were no activities in the Town Hall; that in terms of fees and charges increases, the Council's proposed charges compared favourably with competitors as set out in paragraph 5.4; and that there would be member oversight of the use of Town Hall accommodation by community interest group. As to the Town Hall staff restructure, this was a separate issue. It had been carried out under the Council's change management policy agreed by Council (in other words Council had agreed a policy within which restructures were carried out by officers).

Resolved to:-

- (1) Note progress on the operational plan and the commissioning of an options appraisal for future utilisation of the Town Hall;
- (2) Agree the proposed opening times as set out in Section 4 of the report;
- (3) Agree the charging arrangements set out in Section 5 of the report and that those charges be incorporated into Appendix 7 of the main Budget report considered at minute 133;
- (4) Agree the changes to the budgeted income as set out in the table in Section 6 of the report.

### **139. LEISURE FACILITIES DEVELOPMENT AND MANAGEMENT CONTROL - REVIEW**

The Head of Leisure, Parks and Communities submitted a report (previously circulated, now appended). The Board also had regard to a not for publication

annex to the report that contained a consultants' report on a review of the delivery of leisure services for the Council.

Resolved to:-

- (1) Agree that the contract for the development, management and operation of the City's leisure centres with Fusion Lifestyle be extended for a five year period to April 2024;
- (2) Delegate authority to the Director of Community Services to conclude negotiations and complete the necessary contract arrangements;
- (3) To thank Lucy Cherry (Leisure, Parks and Communities) for her work in managing the Fusion contract.

#### **140. ROSE HILL COMMUNITY CENTRE DEVELOPMENT - NEXT STEPS**

The Head of Leisure, Parks and Communities and the Regeneration and Major Projects Team Manager submitted a report (previously circulated, now appended).

Resolved to:-

- (1) Approve the project to progress the construction of a new community hub in Rose Hill;
- (2) Grant authority to the Executive Director, Community Services to approve the award of the construction contract for the building of the Rose Hill Community Centre, subject to tenders being within budget.

#### **141. RED BRIDGE WASTE RECYCLING CENTRE**

The Regeneration and Major Projects Manager submitted a report (previously circulated, now appended). The Board also had before it a not for publication appendix relating to costings.

Resolved that the Council enter into an agreement with Oxfordshire County Council whereby a rent of £20,000 per annum is agreed in respect of the review due on December 2011, and that the earlier outstanding reviews are not pursued by the City Council on the basis that the County Council for its part will not activate the annual rolling break, and will be committed to operating the waste recycling centre for a period of five years from the date of the agreement, unless an alternative site approved by the City Council is located and made operational.

#### **142. EDUCATIONAL ATTAINMENT PROGRAMME - PROGRESS**

The Head of Policy, Culture and Communications submitted a report (previously circulated, now appended). The Board also had before it a Scrutiny report (previously circulated, now appended). With the agreement of the Chair, Councillor Campbell addressed the meeting. In summary he expressed concern at the large turnover of staff at schools participating in the programme; that

comparison with schools in other local authority areas was important; and he commented on the KRM and 'digitally excluded' programmes.

In response on staff turnover, the Leader said that this was not untypical of schools.

Resolved to note the progress outlined in the report.

#### **143. FUTURE ITEMS**

Nothing was raised under this item.

#### **144. MINUTES**

The minutes of the meeting held on 22<sup>nd</sup> January 2014 were approved as a correct record and signed by the Chair.

**The meeting started at 5.00 pm and ended at 6.37 pm**

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