

Agenda

www.oxford.gov.uk



Scrutiny Committee

Date: **Monday 6 October 2014**

Time: **6.00 pm**

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

For any further information please contact:

Sarah Claridge

Telephone: 01865 252402

Email: sclaridge@oxford.gov.uk

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

Scrutiny Committee

Membership

Chair Councillor Craig Simmons

Vice Chair

Councillor Tom Hayes
Councillor Mohammed Altaf-Khan
Councillor Farida Anwar
Councillor Van Coulter
Councillor Roy Darke
Councillor James Fry
Councillor David Henwood
Councillor Sam Hollick
Councillor Ben Lloyd-Shogbesan
Councillor Louise Upton

HOW TO OBTAIN AGENDA

In order to reduce the use of resources, our carbon footprint and our costs we will no longer produce paper copies of agenda over and above our minimum internal and Council member requirement. Paper copies may be looked at the Town Hall Reception and at Customer Services, St Aldate's and at the Westgate Library

A copy of the agenda may be:-

- Viewed on our website – mycouncil.oxford.gov.uk
- Downloaded from our website
- Subscribed to electronically by registering online at mycouncil.oxford.gov.uk
- Sent to you in hard copy form upon payment of an annual subscription.

AGENDA

Pages

1 APOLOGIES FOR ABSENCE

The Quorum for this Committee is four and substitutes are permitted.

2 DECLARATIONS OF INTEREST

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

3 OXFORD STANDARD REPORT

1 - 30

Contact Officer: Pat Jones; Tel 01865 252191, phjones@oxford.gov.uk

Background Information
The Oxford Standard is a joint report of the Housing Scrutiny Panel and Tenant's Scrutiny Panel.
Why is it on the agenda?
The Scrutiny Committee is asked to agree the report recommendations before they are considered by the City Executive Board.
Who has been invited to comment?
Panel Members and Pat Jones may wish to comment on the report.

4 UPDATES FROM STANDING PANELS AND REVIEW PANELS

31 - 40

Contact Officer: Andrew Brown; Tel 01865 252230, abrown2@oxford.gov.uk

Background Information
The Scrutiny Committee has established standing panels and review panels to lead on specific areas of scrutiny. The progress of review panels is set out in section 2 of the Scrutiny Work Programme.
Why is it on the agenda?
For the chairs of standing panels and the lead members of review panels to report back to the Scrutiny Committee on the progress of their work.

Who has been invited to comment?

Scrutiny panel chairs and lead members will be invited to provide verbal updates.

5 FORWARD PLAN

41 - 54

Contact Officer: Andrew Brown; Tel 01865 252230, abrown2@oxford.gov.uk

Background Information

Scrutiny has asked to consider decisions that are about to be taken by the City Executive Board and Council. The latest Forward Plan is included which outlines decisions to be taken by City Executive Board or Council.

Indicative agenda schedules for future Scrutiny Committee meetings are set out in section 7 of the Scrutiny Work Programme.

Why is it on the agenda?

The work programme will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Committee.

Members are also asked to select which Forward Plan items they wish to pre-scrutinise, considering the following criteria:

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

A maximum of three items for pre-scrutiny will normally apply.

Who has been invited to comment?

Andrew Brown, Scrutiny Officer, can support the Committee in its discussion.

6 PROPOSAL TO ESTABLISH AN 'INEQUALITIES' REVIEW PANEL

55 - 58

Contact Officer: Andrew Brown; Tel 01865 252230, abrown2@oxford.gov.uk

Background Information

At its meeting on 2 September, The Scrutiny Committee prioritised the establishment of an inequalities review panel to conduct one or more reviews into areas of concern.

Why is it on the agenda?
The Committee is asked to agree to the establishment of an inequalities review panel and to the draft terms of reference, subject to the Committee's comments and suggestions.
Who has been invited to comment?
Andrew Brown, Scrutiny Officer, can support the Committee in its discussion.

7 REPORT BACK ON RECOMMENDATIONS

59 - 64

Contact Officer: Andrew Brown; Tel 01865 252230, abrown2@oxford.gov.uk

Background Information
Scrutiny has asked to be regularly updated on the progress of recommendations. Since the last Scrutiny Committee meeting, recommendations relating to the following items have been added to the tracker, with executive responses: <ul style="list-style-type: none"> - Oxfordshire Growth Board - Treasury Management - Budget Monitoring
Why is it on the agenda?
For members to monitor executive responses to scrutiny recommendations. Members may wish to revisit these issues to review the implementation and effectiveness of any actions taken.
Who has been invited to comment?
Andrew Brown, Scrutiny Officer, can support the Committee in its discussion.

8 EDUCATIONAL ATTAINMENT INVESTMENT

65 - 76

Contact Officer: Anna Wright; akwright@oxford.gov.uk

Background Information
The Scrutiny Committee has asked to review to progress of the City Council's investment in educational attainment at primary level.
Why is it on the agenda?
For Members to review and scrutinise the effects of the City Council's educational attainment programme, including the KRM

model, on educational attainment at primary level.
Who has been invited to comment?
Councillor Kennedy and Anna Wright, Education Advisor, will attend to answer the Committee's questions.

9 OXFORD CITY COUNCIL'S EUROPEAN SOCIAL FUND PROJECT

77 - 86

Lead Member: Councillor Customer Services and Social Inclusion
 Report of the Executive Director of Organisational Development and Corporate Services

Contact Officer: James Pickering Tel 01865 252647,
jpickering@oxford.gov.uk

Background Information
The Scrutiny Committee has asked for this item to be included on the agenda for pre decision scrutiny.
Why is it on the agenda?
The City Executive Board on 15 October will be asked to: a) Note the proposed outcomes and funding arrangements for the project; and b) Give project approval for the European Social Fund Project
Who has been invited to comment?
Councillor Susan Brown and James Pickering, Welfare Reform Manager, have been invited to attend to answer the Committee's questions.

10 TOWARDS MENTAL WELLBEING AND COMMUNITY RESILIENCE IN OXFORD.

87 - 120

Lead Member: Councillor Finance, Asset Management and Public Health

Report of the Head of Policy Culture and Communications

Contact Officer: Val Johnson; Tel 01865 252209, vjohnson@oxford.gov.uk

Background Information
The Scrutiny Committee has asked for this item to be included on the agenda for pre decision scrutiny.
Why is it on the agenda?

<p>The City Executive Board on 15 October will be asked to:</p> <p>a) Note the response to the motion, including the proposed action plan,</p> <p>b) Agree that the Challenge Panel of Elected Member Champions for mental health and wellbeing should act as an informal advisory group to the Executive Board Member for Health and undertake the other actions proposed in the response and action plan,</p> <p>c) Ask the Member Challenge Panel to play an active role in monitoring progress on the action plan.</p>
<p>Who has been invited to comment?</p>
<p>Councillor Turner and Val Johnson have been invited to attend to answer the Committee's questions.</p>

11 CULTURE STRATEGY 2015-18

121 - 148

Lead Member: Councillor Culture and Communities, Sports, Events and Parks

Report of the Head of Policy Culture and Communications

Contact Officer: Ceri Gorton; Tel 01865 252829, cgorton@oxford.gov.uk

<p>Background Information</p>
<p>The Scrutiny Committee has asked for this item to be included on the agenda for pre decision scrutiny.</p>
<p>Why is it on the agenda?</p>
<p>The City Executive Board on 15 October will be asked to approve the consultation of the Draft Culture Strategy.</p>
<p>Who has been invited to comment?</p>
<p>Councillors Simm and Lygo and Peter McQuitty, Head of Service for Policy, Culture and Communications, have been invited to attend to answer the Committee's questions.</p>

12 MINUTES

149 - 154

Minutes of the meeting held on 2 September 2014 attached.

13 DATES OF FUTURE MEETINGS

The following dates have been agreed:-

10 November 2014
8 December 2014
19 January 2015
3 February 2015
2 March 2015
23 March 2015
5 May 2015

14 MATTERS EXEMPT FROM PUBLICATION

155 - 156

If the Committee wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, 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, Part 3 of the Local Government Act 1972.

The Committee 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.

This paper contains one not for publication appendix to the report at agenda item 8

It contains information concerning un-moderated school attainment results.

The public interest in maintaining the exemption from publication is in order not to compromise the business affairs of the schools holding this information, under paragraph 3 of Part 1, Schedule 12A of the Local Government Act 1972.

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.

This page is intentionally left blank

To: City Executive Board

Date: 17th. December 2014

Report of: Housing Scrutiny Panel and Tenant's Scrutiny Panel

Title of Report: Oxford Standard

Summary and Recommendations

Purpose of report: To present the recommendations of the Joint Panel member and tenant Scrutiny Panel on "Oxford Standard" to be included and delivered through the Asset Management Strategy and Action Plan.

Key decision No

Scrutiny Lead Members: Councillor Smith and Celia Matthews (tenant)

Executive lead member: Councillor Seamons

Policy Framework: Housing Stock Asset Management Strategy and Action Plan

Recommendation(s): In the body of the report.

Introduction and Background

1. Oxford City Council owns, lets and manages about 7,800 houses. All income and expenditure related to these properties is managed within the Housing Business Plan created when the Council withdrew from the national subsidy scheme.
2. In order to effectively maintain this significant asset for the benefit of current and future residents a stock condition survey has been undertaken with the aim of informing the production of an Asset Management Strategy.
3. The Asset Management Strategy is broad ranging but will have at its heart the standard to which properties are maintained and how this

standard is implemented over time. Currently works are planned to achieve and maintain the Decent Homes Standard set by the government in 2000. This is Standard is not ambitious and tenants and councillors wished to go beyond this and consider what an “Oxford Standard” might be.

4. A Panel of Scrutiny Councillors and Tenants have considered what the Oxford Standard should be. The report below outlines their findings and recommendations. The Panel wish to see the Oxford Standard embedded in the developing Asset Management Plan and a clear and “Action Planned” commitment to delivery.

Methodology

1. The Panel used a mixture of desk top reviews and consultation to form their views and recommendations. The review was conducted over a relatively short period so the Panel was not able to explore all the areas they wished to.

Consultation

2. Two consultation phases where undertaken the detailed outcomes from which are attached.
 - *Phase one* – Survey asking tenants to prioritise the following five key areas of work ‘new bathrooms’, ‘new kitchens’, ‘environmental improvements’, ‘security’, ‘heating & energy efficiency’. The surveys were carried out through face to face interviews on the doorstep over a seven day period and by including the same questions in this year’s STAR survey.
 - *Phase two* – Two open tenant consultation sessions in the Town Hall. This used the same key areas as above but focused on the detailed specification of what should be included in the works. In addition tenants considered waste & recycling and an ‘other’ category.

Desk Top Reviews

3. The Panel were provided with:
 - Extracts from the results of the current stock condition survey organised around the same works and geographical areas as the consultation.
 - Information from other social housing provider standards.

Conclusions and Recommendations

4. The Panel agreed to make recommendations in the following areas:
- Definition of a standard
 - Deciding on priorities
 - Delivering the Standard
 - Setting General principles
5. The Panel recognises that the recommendations below will have budget implications, some of which the Panel has been able to consider. The Panel however wishes to argue firmly that the extra investment they outline is both of value to the quality of the asset and a necessary investment in tenants homes.

Recommendation 1

To include the Oxford Standard in the developing Asset Management Plan and provide a clear and “action planned” commitment to delivery.

Defining the Standard

Recommendation 2

To include the following categories of work within the Oxford Standard:

- Bathrooms
- Kitchens
- Security
- Efficiency and Heating
- Environment

All these categories of works should include some degree of choice for tenants where this is possible.

Deciding on priorities

Recommendation 3

That the following works are included in the Oxford Standard across the categories recommended. The Panel recognise that the view they have taken of best practice, within social housing providers, has been limited by time and therefore wish to propose this Standard as a minimum. This work should be carried out to programme regardless of condition.

Bathrooms

- OCC will give you a choice of a shower or bath.
- OCC will offer a bath grab rail to all households.

- When installing a new bath OCC will always install a shower fitting over the bath.
- OCC will give you the choice of having either a glass panel or curtain rail fitted over your bath.
- OCC will install height adjustable shower heads.
- OCC will always fit an extractor fan in your bathroom?
- OCC will tile all walls (top to bottom) which are adjacent to the bath and shower
- OCC will give you the choice of mixer taps being fitted (where feasible)
- OCC will plan to replace your bathrooms every 20 years.

Kitchens

- OCC will consult with tenants on layout of their kitchen and facility spaces to fit specific appliances as requested.
- OCC will provide you with a choice of a 1 ½ size sink.
- OCC will install an extractor fan in your kitchen.
- OCC will hard wire carbon monoxide detectors.
- OCC will hard wire smoke detectors.
- OCC will plan to replace your kitchen every 15 years.
- OCC will provide provision for both an electric and gas supply for your cooker.
- OCC will offer a charged for service at the time of planned works to connect appliances.

Security

- OCC will install window locks to all accessible windows.
- OCC will gate (key provided) our side and back alleys.
- OCC will be responsible for the installation and maintenance of the fencing to the side and rear of your homes to a standard agreed with tenants.
- OCC to ensure that all front doors are of high quality and secure.
- OCC to ensure that the locks to front doors are of a high standard.
- When replacing front doors OCC will ensure they have a spy hole.
- In consultation with residents OCC will look to improve the lighting in the shared areas to blocks of flats.
- In consultation with residents OCC will look to improve lighting at the front and rear entrance doors of your home.
- In consultation with residents OCC will look to improve the communal areas leading to your building.

Heating and Energy Efficiency

The Panel did not have enough information in this area to form firm views but note the Council will be setting specific targets for energy efficiency within the stock. Measures may include:

- Installing solar panels that provide hot water or free electricity (where feasible).
- Installing wall and loft insulation to the current government standard.
- Ensuring that all properties have double glazing that meets modern standards.
- Replacing windows and doors together.

The Panel are happy to endorse these but wish to see targets set for energy efficiency and a more detailed action plan outlining how these targets will be achieved.

Environment

The Panel wish to make this an essential part of the Standard but didn't feel they had enough data to define the standard. In particular they were conscious of the link with the Great Estate Funding. They would like to see more consultation and a solution for estates built around a blue print for the whole area rather than responsive investment based on issues and complaints

The Panel note and generally support the following actions but want to see more consultation to provide a lasting environmental standard:

- More parking provision you (where feasible).
- Improved external lighting around homes.
- Secure the bin storage area (where feasible).
- Secured storage areas for prams/buggies/strollers, bikes, mobility scooters etc.
- Improved pathways to and around homes (limited to Oxford City Council land).
- Increased numbers of dog waste bins available in neighbourhoods.
- Improved shared garden areas.
- Windows which tenants are able to clean safely.

The Panel additionally recommend that a Tenant Panel is set to further consider this work.

Deciding on Priorities

Recommendation 4

The priority for delivering the Oxford Standard should be decided by a combination of significant pockets of disrepair (identified with the stock condition survey) and the views of residents. The Panel was conscious that respondents to the surveys were not necessarily representative geographically so would recommend that more work is done on an area by area basis to determine local priorities.

Recommendation 5

Works should be packaged together so that more efficient outcomes for residents and the Council can be achieved. For example:

- If we replace windows then doors should be done at the same time (if needed) to give optimum benefits.
- If the heating is to be replaced or upgraded we should consider insulation and other connected repairs at the same time.

This should be a fundamental part of the planning process

Delivering the Standard

This links with the section above.

Recommendation 6

Delivery of the Oxford Standard should be on an area by area basis with good communication both within and outside of the area so that all tenants can easily access information on when, where, how and why. The Panel would like to review the proposals for this communication.

Recommendation 7

Individual tenants should not be able to “opt out” except in very exceptional circumstances. If there are difficulties these should be recognised and support offered so that the work can take place. Properties should be maintained for both the present and the future.

General Principles

Recommendation 8

As the Panel considered their recommendations a number of principles were voiced that can be found in the recommendations but the Panel wanted to put these in one place for clarity.

- Homes should be maintained for the present and the future so opt-outs from repairs should not be allowed except in very exceptional circumstances. .
- Difficulties of individual tenants should be recognised and support offered.
- Optimum result for residents for the work commissioned
- The “like for like principle” should be removed
- Allow “choice” for tenants where ever possible
- A joined up approach to delivery

- Improved communication plans for tenants on what, where, when and why. Timescale for delivery of the Oxford Standard is available for each area.
- The quality of work should be of a high standard judged both by the Council and tenants.

Report Author: Pat Jones, Committee and Member Services Manager on behalf of the Joint Member and Tenant Panel
Law and Governance
Telephone: 01865 252191
Email: phjones@oxford.gov.uk

Version number: 3

This page is intentionally left blank

Sample Data

Question	Answers	Results
Where do you live?	Barton	2
	Blackbird Leys	5
	Cuttesslowe	6
	Littlemore	4
	Rose Hill	2
	Wood Farm	2
	Other Area	14
		35
What type of property do you live in?	House	7
	Flat	24
	Maisonette	1
	Bungalow	3
		35
Select an age range	16-19	0
	20-29	1
	30-39	4
	40-49	3
	50-59	10
	60-64	6
	65+	12
		36

6

This page is intentionally left blank

Bathrooms

Question	Answers	Totals	Barton	Blackbird Leys	Cotteslowe	Littlemore	Rose Hill	Wood Farm	Other Area
When we replace bathrooms should we give you a choice of a shower or bath ?	Yes	33	2	4	5	4	2	2	14
	No	2	0	1	0	0	0	0	1
Should we always install a shower over the bath ?	Yes	24	1	5	4	2	2	2	8
	No	9	1	0	2	2	0	0	4
If you had a shower fitted over your bath, which would you prefer?	Glass Panel	22	2	3	4	4	1	0	8
	Curtain Rail	14	0	2	2	0	1	2	7
Should we install height adjustable shower heads?	Yes	32	1	4	6	4	2	1	14
	No	1	0	1	0	0	0	0	0
How important is it for you, to have an extractor fan fitted in your bathroom?	Very Important	21	1	4	5	3	1	1	6
	Important	7	1	1	0	0	0	1	4
	Neither important or unimportant	3	0	0	0	1	1	0	1
	Unimportant	4	0	0	1	0	0	0	3
	Very Unimportant	0	0	0	0	0	0	0	0
How important is it that we tile all walls (top to bottom) which are adjacent to the bath and shower?	Very Important	26	1	3	3	4	1	2	12
	Important	5	1	2	0	0	1	0	1
	Neither important or unimportant	1	0	0	1	0	0	0	0
	Unimportant	2	0	0	1	0	0	0	1
	Very Unimportant	0	0	0	0	0	0	0	0
Should you have a choice of mixer taps being fitted (where feasible) ?	Yes	26	2	3	5	3	2	1	10
	No	9	0	1	1	1	0	1	5
Should we replace all bathroom at time of expiry (no matter what the condition of the bathroom may be) ?	Yes	17	1	3	0	2	1	1	9
	No	17	21	2	6	1	1	1	5
Is replacing your bathroom every 30 years (time of expiry) acceptable?	Yes	16	1	2	4	1	0	0	8
	No	21	1	3	2	3	2	2	8
How often should your bathroom be replaced?	Average (in years)	21.2							

This page is intentionally left blank

Kitchens

Question	Answers	Totals	Barton	Blackbird Leys	Cuttleslowe	Littlemore	Rose Hill	Wood Farm	Other Area
Some kitchens are not big enough to have space for all appliances, which is your order of priority ?	Cooker	1st							
	Fridge	2nd							
	Feezer	3rd							
	Washing Machine	4th							
	Dishwasher (where feasible)	5th							
How important is it for you to be provided with 1½ size sink space?	Very Important	21	1	2	3	4	1	2	8
	Important	2	0	0	0	0	0	0	2
	Neither important or unimportant	5	0	3	1	0	0	0	1
	Unimportant	4	0	0	0	0	0	0	4
	Very Unimportant	4	0	0	2	0	1	0	1
How important is it for you to have an extractor fan in your kitchen?	Very Important	27	2	3	5	3	2	2	10
	Important	7	0	2	0	1	0	0	4
	Neither important or unimportant	1	0	0	1	0	0	0	0
	Unimportant	2	0	0	0	0	0	0	2
	Very Unimportant	0	0	0	0	0	0	0	0
Should we install hard wired carbon monoxide detectors?	Yes	32	2	5	6	4	2	2	11
	No	4	0	0	0	0	0	0	4
Should we install hard wired smoke detector?	Yes	34	2	5	5	4	2	1	15
	No	3	0	0	1	0	0	1	1
Should we replace all kitchens at time of expiry (no matter what condition of the kitchen) ?	Yes	23	1	4	4	3	0	1	10
	No	13	1	1	2	1	2	0	6
Is replacing your kitchen every 20 years (time of expiry) acceptable?	Yes	16	1	3	1	0	1	0	10
	No	20	1	2	5	4	1	2	5
How often should your kitchen be replaced?	Average (in years)	14.9							
When replacing kitchens is it important that we give you a choice of having a gas or electric supply (where feasible) ?	Yes	32	2	5	5	4	2	2	12
	No	5	0	0	1	0	0	0	4

This page is intentionally left blank

Waste & Recycling

Question	Answers	Totals	Barton	Blackbird Leys	Cotteslowe	Littlemore	Rose Hill	Wood Farm	Other Area
How would you rate your household rubbish collection services?	Very good	16	1	2	2	2	1	1	7
	Good	12	1	2	2	1	0	1	5
	Neither good or bad	7	0	0	2	1	1	0	3
	Bad	2	0	1	0	0	0	0	1
	Very bad	0	0	0	0	0	0	0	0
How would you rate your household recycling services?	Very good	14	1	2	2	1	1	1	6
	Good	11	1	1	2	1	0	1	5
	Neither good or bad	8	0	1	2	2	1	0	2
	Bad	4	0	1	0	0	0	0	3
	Very bad	0	0	0	0	0	0	0	0

This page is intentionally left blank

This page is intentionally left blank

Security

Question	Answers	Totals	Barton	Blackbird Leys	Cuttleslowe	Littlemore	Rose Hill	Wood Farm	Other Area
How important is it for us to install window locks to all windows?	Very Important	29	1	5	4	4	2	1	12
	Important	2	0	0	0	0	0	0	2
	Neither important or unimportant	3	0	0	0	0	0	1	2
	Unimportant	0	0	0	0	0	0	0	0
	Very Unimportant	0	0	0	0	0	0	0	0
How important is it for us to gate (key provided) our side and rear alleyways?	Very Important	24	2	3	5	3	2	2	7
	Important	6	0	1	1	0	0	0	4
	Neither important or unimportant	3	0	1	0	0	0	0	2
	Unimportant	4	0	0	0	1	0	0	3
	Very Unimportant	0	0	0	0	0	0	0	0
Should we be responsible for the installation and maintenance of fencing to the side and rear of your homes?	Yes	28	1	4	5	3	2	1	12
	No	4	0	1	0	0	0	1	2
Are you satisfied with the quality of your front door?	Yes	20	2	5	3	0	2	1	7
	No	16	0	0	2	4	0	1	9
Do you feel that you need a better lock on your front door?	Yes	18	1	1	4	2	1	2	7
	No	19	1	4	2	2	1	0	9
Is it important to have a spy hole in your front door?	Yes	28	2	5	3	3	2	0	13
	No	9	0	0	3	1	0	2	3
Of which would you prefer your front door to be made?	PVC	18	0	2	3	3	0	1	9
	Timber	18	2	3	2	1	2	1	7
How important is it for us to improve the lighting in the shared areas to blocks of flats?	Very Important	18	0	2	2	1	3	3	7
	Important	4	0	1	1	0	0	0	2
	Neither important or unimportant	1	0	1	0	0	0	0	0
	Unimportant	2	0	0	0	0	0	0	2
	Very Unimportant	1	0	0	0	0	0	0	1
	Not applicable	13	2	1	3	3	0	0	4
How important is it for us to improve lighting at the front and rear entrance doors of your home?	Very Important	25	1	4	6	2	2	2	8
	Important	9	0	1	0	2	1	1	4
	Neither important or unimportant	2	1	0	0	0	0	0	1

	Unimportant	1	0	0	0	0	0	0	0	1
	Very Unimportant	1	0	0	0	0	0	0	0	1
How important is it for us to secure the communal areas leading to your building?	Very Important	17	0	3	2	1	2	2	2	7
	Important	5	0	1	0	0	0	0	1	3
	Neither important or unimportant	1	0	0	1	0	0	0	0	0
	Unimportant	1	0	0	0	0	0	0	0	1
	Very Unimportant	0	0	0	0	0	0	0	0	0
	Not applicable	13	2	1	3	3	0	0	0	4
How import is having CCTV installed in your neighbourhood?	Very Important	24	1	4	2	3	2	2	2	10
	Important	4	1	0	0	0	0	0	1	2
	Neither important or unimportant	7	0	1	3	1	1	0	0	1
	Unimportant	2	0	0	0	0	0	0	0	2
	Very Unimportant	2	0	0	1	0	0	0	0	1

Heating and Energy Efficiency

Question	Answers	Totals	Barton	Blackbird Leys	Cotteslowe	Littlemore	Rose Hill	Wood Farm	Other Area
Would you prefer solar panels that provide hot water or free electricity?	Hot Water	6	0	1	0	1	0	0	4
	Free Electricity	32	2	4	5	3	3	3	12
How important is it to you that your walls and loft are insulated to the highest possible standard ?	Very Important	32	2	5	4	3	2	3	13
	Important	2	0	0	0	0	0	0	2
	Neither important or unimportant	1	0	0	1	0	0	0	0
	Unimportant	1	0	0	0	1	0	0	0
	Very Unimportant	1	0	0	1	0	0	0	0
How important is it that all properties have double glazing that meets the modern standard?	Very Important	39	2	5	6	4	3	3	16
	Important	0	0	0	0	0	0	0	0
	Neither important or unimportant	0	0	0	0	0	0	0	0
	Unimportant	0	0	0	0	0	0	0	0
	Very Unimportant	0	0	0	0	0	0	0	0
When we are replacing your windows, should we also replace your front and back doors as standard?	Yes	35	2	5	5	4	2	2	15
	No	6	0	1	1	0	1	1	2
How important is it that we install noise insulation to you homes (where needed) ?	Very Important	28	2	4	5	3	3	1	10
	Important	7	0	1	0	0	0	2	4
	Neither important or unimportant	2	0	0	0	0	0	0	2
	Unimportant	2	0	0	1	1	0	0	0
	Very Unimportant	0	0	0	0	0	0	0	0

This page is intentionally left blank

Other

Question	Answers	Totals	Barton	Blackbird Leys	Cotteslowe	Littlemore	Rose Hill	Wood Farm	Other Area
Should we allow satellite dishes on flats?	Yes	23	0	4	3	2	2	3	9
	No	5	0	0	0	0	1	0	4
	Not applicable	11	2	1	3	1	0	0	4
Should we install communal satellite dishes on blocks of flats?	Yes	24	0	5	1	2	3	2	11
	No	5	0	0	1	1	0	1	2
	Not applicable	11	2	0	4	1	0	0	4
Would you consider a higher than normal rent increase to enhance standards to your home?	Yes	19	1	3	2	3	2	1	7
	No	21	1	2	4	1	1	2	10
Do you feel that the Oxford Standard should be area/estate specific?	Yes	24	1	3	4	1	2	2	11
	No	16	1	2	2	3	1	1	6
How should we prioritise the delivery of the Oxford Standard?	By area/estate	8	0	4	0	0	0	0	4
	By work type	16	1	0	2	2	1	2	8
	To those most vulnerable first	16	1	2	4	1	2	1	5

This page is intentionally left blank

Oxford Standard Door Knocking Stats

In 7 days we called at 360 properties, and completed 147 surveys. Below is a breakdown of all the data gathered. Out of 142 people who completed the survey with us 72 have said they will come to one of the sessions (1pm to 3 pm = 43, 6pm to 8pm = 29)

The area referred to as 'Other' are any surveys that have been completed outside of our door knocking efforts.

The table below shows the results of our tenants prioritising areas of work to be carried out in their homes. They prioritised the works by giving a score to each area, 1 being their highest priority and 5 being their lowest priority. The higher the score the lower the priority.

Area	New Bathroom	New Kitchen	Environmental Improvements	Security	Heating & Energy Efficiency
Barton (Max score out of 90)	62	59	54	46	49
	5 th	4 th	3 rd	1 st	2 nd
Blackbird Leys (Max score out of 165)	97	98	84	90	81
	4 th	5 th	2 nd	3 rd	1 st
Cotteslowe (Max score out of 95)	51	48	63	60	49
	3 rd	1 st	5 th	4 th	2 nd
Littlemore (Max score out of 105)	56	51	57	38	38
	4 th	3 rd	5 th	1 st	1 st
Rose Hill (Max score out of 105)	68	49	65	73	45
	4 th	2 nd	3 rd	5 th	1 st
Wood Farm (Max score out of 130)	83	64	75	74	43
	5 th	2 nd	4 th	3 rd	1 st
Other	27	19	26	21	27
	4 th	1 st	3 rd	2 nd	4 th
Grand Totals	444	388	424	402	332
	5 th	2 nd	4 th	3 rd	1 st

The table below shows a breakdown of the 360 properties we called on by area.

	Surveys Completed	Doors Knocked
Barton	18	45
Blackbird Leys	33	119
Cotteslowe	19	44
Littlemore	21	59
Rose Hill	21	34
Wood Farm	26	59
Other	9	9
Totals	147	369

The table below shows a breakdown of the property types we called at by area. When organising our routes we deliberately selected areas with a high density of council properties and a variety of property types, this was in an effort to have representative results from the surveys.

	House	Flat	Bungalow	Maisonette
Barton	9	9	0	0
Blackbird Leys	18	9	2	4
Cotteslowe	6	3	10	0
Littlemore	8	4	0	4
Rose Hill	11	10	0	0
Wood Farm	12	8	6	0
Other	1	7	0	1
Totals	65	50	18	9

The table below shows a breakdown of the age range of tenants we spoke to by area.

	16-19	20-29	30-39	40-49	50-59	60-64	65+
Barton	0	1	1	5	4	2	4
Blackbird Leys	0	5	2	5	6	5	10
Cotteslowe	0	0	2	1	3	1	12
Littlemore	0	0	3	2	3	3	5
Rose Hill	0	1	0	3	7	3	7
Wood Farm	1	5	5	2	2	1	10
Other	0	0	2	0	3	1	3
Totals	1	11	14	13	24	14	47

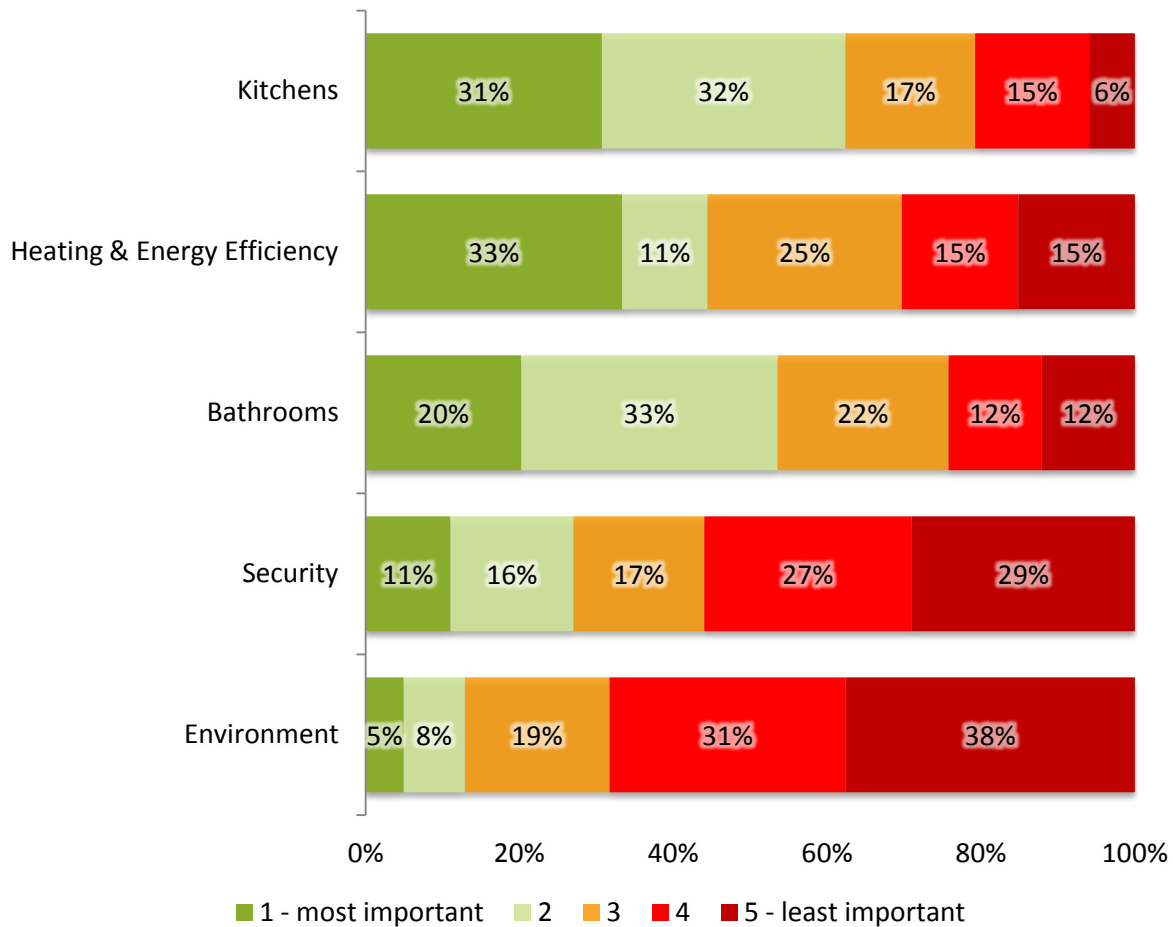
This page is intentionally left blank

10 Priorities within the home

The Council wants to set a new standard for the repair of homes, to be known as The Oxford Standard. Officers are working with a small group of tenants to develop The Oxford Standard but would like to understand tenants' priorities. To ascertain tenant priorities, all tenants were asked to rank in order of importance to them, five areas of work within the home.

From the figure below, it can be seen that tenant priorities are most likely to be centred on areas of work that will directly impact the tenant. One third (33%) of tenants prioritise heating and energy efficiency work as the most important, whilst 31% feel that kitchen work is most important. Combining ratings of 1st and 2nd priorities, 63% of residents feel that kitchen work is most or second most important, whereas 53% of tenants feel that bathroom work is the most or second most important area. It should be noted that the percentages below have been recalculated to exclude the significant proportion of tenants who answered incorrectly at this question.

Figure 49: Priorities within the home (Valid tenant responses)



Unweighted sample bases vary

This page is intentionally left blank

Scrutiny Work Programme 2014 - 2015

This programme represents the work of Scrutiny, including panel work and Committee items. The work programme is divided under the following headings:

1. Standing Panels
2. Review Panels in progress
3. Potential Review Panels (to be established if and when resources allow)
4. Items for Scrutiny Committee meetings
5. Items called in and Councillor calls for action
6. Items referred to Scrutiny by Council
7. Draft Scrutiny Committee agenda schedule

1. Standing Panels

Topic	Area(s) for focus	Nominated councillors (no substitutions allowed)
Finance Panel – All finance issues considered within the Scrutiny Function.	See appendix 1	Lead: Councillor Simmons Councillors Darke, Fooks and Fry
Housing – All strategic and landlord issues considered within the Scrutiny Function.	See appendix 2	Lead: To be confirmed Co-opted Member – Linda Hill Councillors Hollick, Sanders and Wade

2. Review panels in progress

Topic	Scope	Progress	Next steps	Nominated councillors
Thames Water investment to improve flooding and sewerage issues in the City.	<p>Issue carried forward from 13/14 Work Programme.</p> <p>To continue engagement with Thames Water Utilities (TWU) at a senior level to ensure delivery of the agreements reached.</p>	<p>Panel members met with TWU in May and obtained agreement to bring forward a whole area study of the condition of Oxford's sewerage system.</p> <p>The governance of this process and subsequent investment will be monitored and challenged via an Expert Group and a Steering Group including Members from the Scrutiny Panel and Officers.</p>	<p>Catchment study will be publically launched at Flood Alliance meeting on 16 October and a joint press statement issued in advance.</p> <p>Governance arrangements to be established.</p> <p>Panel to meet in early 2015 and again once the catchment study is nearing completion.</p>	<p>Lead: Councillor Darke</p> <p>Councillors Pressel, Thomas, Goddard</p>
Oxford Standard Panel	<p>To give advice to the City Executive Board on the content and definition of the Oxford Standard for all Council properties.</p> <p>To outline the timeframe for delivery of this standard. To use the experience and views of tenants and members when delivering the decent homes standard. To comment on the process of this delivery.</p>	<p>Data from the stock condition survey considered by the Group.</p> <p>Broader tenant consultation underway.</p> <p>Report to be complete in time to feed into the asset Management strategy at CEB in October.</p>	<p>Final report due to go to Scrutiny Committee and City Executive Board in October.</p>	<p>Housing Standing Panel members plus the Tenant Scrutiny Group</p> <p>Joint Chairing</p>

3. Potential Review Panels – to be established if and when resources allow (no particular order)

Topic	Area(s) for focus	Nominated councillors
Budget Scrutiny	Review of budget proposals. Scope to be agreed by Finance Panel in October.	Finance Standing Panel Members
Tacking Inequality	Scope to be determined. Panel to consider which area to focus on first: <ul style="list-style-type: none"> • Child Poverty • Food Poverty • Health inequality The approach could include: <ul style="list-style-type: none"> • Understanding the causes and extent of poverty in Oxford. • Determining the impact that the City Council has on both causing and mitigating poverty in Oxford, either directly or in partnership with others. • Identifying other types of support that are available locally and how people in need can access these. • Recommending how policy, expenditure and partnership working could be strengthened to improve the situations of people affected by poverty. 	Councillors Coulter, Lloyd-Shogbesan, Thomas
Growing a Low-Carbon Economy	Scope to be determined. Panel to consider area(s) of focus which could include one or more of the following: <ul style="list-style-type: none"> • Review the City Council’s approach to growing a low-carbon economy. • Renewable energy generated on Council owned buildings and land. • Review the Council’s Sustainable Energy Action Plan. 	Councillor Upton
Community Engagement	Scope to be determined. Panel to consider area(s) of focus which could include on or more of the following: <ul style="list-style-type: none"> • Review how the City Council engages with community leaders and groups to build an on-going dialogue, and their perceptions of the City Council. • Identify and explore key interfaces with Council services and the satisfaction levels, feedback and common complaints. • Review participation levels in consultations and explore reasons for low participation. 	Councillors Hollick, Lloyd-Shogbesan, Altaf-Khan

Support for the local economy	<p>Scope to be determined. Panel to consider area(s) of focus which could include:</p> <ul style="list-style-type: none"> • Explore how the Council's activities support the local economy and whether there is a case for doing more. • Review efforts to improve relationships with traders and their satisfaction levels. • Explore how smaller businesses can access City Deal funding. 	Councillors Fry, Benjamin, Darke
Cycling	<p>Scope to be determined. Panel to consider area(s) of focus which could include:</p> <ul style="list-style-type: none"> • Review cycling funding including City and County Council contributions. • Explore progress against sought outcomes and value for money achieved. 	Councillors Wolff, Upton
Recycling	<p>Continuation of review established in 2013/14:</p> <ul style="list-style-type: none"> • To receive an update on the Recycling Fund. • To consider community incentives and how to measure their success. • Review of recycling rates (at Scrutiny Committee). 	Councillors Fry, Hayes, Simmons

4. Items for Committee meetings

Topic	Area(s) for focus	Lead and other Councillors
Discretionary Housing Payments	Quarterly updates on spending profiles within a framework agreed by the Committee.	Lead: Councillor Coulter
Performance monitoring	Quarterly report on a set of Corporate and service measures chosen by the Committee.	Councillors Altaf-Khan, Simmons, Coulter & Darke
Educational attainment investment	To consider the academic progress and key stage results at schools operating the KRM model compared to those not.	Councillors Altaf-Khan, & Thomas
Fusion Lifestyle contract performance	Regular yearly item agreed again by the Committee to consider performance against contract conditions.	Lead Member: Councillor Simmons
Research commissioned on the effects of welfare	To consider research into the impact of welfare reforms in the City.	Lead Member: Councillor Coulter

Scrutiny work programme 2014 - 2015

reform		
Highways contract	To review and monitor current arrangements.	TBA
Clean streets	To receive an update on the City Council's approach to keeping Oxford streets clean from graffiti, detritus, littering and waste.	TBA
Living Wage	To review how the living wage is enforced through procurement contracts	TBA
New controls over anti-social behaviour	To receive an update on the City Council's changing approach to anti-social behaviour.	TBA
Low Carbon Oxford	To receive an update on the progress of this scheme and plans to progress the low carbon agenda in Oxford.	TBA
Community and Neighbourhood services	To review aims, activities and outcomes; grant distribution; community centres and associations; volunteering; Neighbourhood plans; how better on-going engagement can be established with different communities.	TBA
Activities for older residents and preventing isolation	To receive an update on services and activities for over 50s, with a focus on preventing isolation.	TBA
Individual voter registration	To receive an update on changes to electoral registration and to monitor how the City Council is maximising registration.	TBA
Taxi Licencing	To review rules and processes; to understand driver issues.	TBA
Any item called from the Forward Plan for pre decision scrutiny.	To consider and comment on issues to be decided by the City Executive Board.	N/A

35

5. Items Called in and Councillor Calls for Action

None

6. Items referred to Scrutiny by Council

None

7. Draft Scrutiny Committee Agenda Schedule

Date (all 6pm, St. Aldate's Room)	Agenda Item	Lead Member; Officer(s)
6 October 2014	<ol style="list-style-type: none"> 1. Oxford Standard Panel Report 2. Educational attainment investment 3. Welfare reform, European social fund project – pre-scrutiny 4. Towards mental wellbeing and community resilience in Oxford – pre-scrutiny 5. Culture Strategy – pre-scrutiny 	<p>Cllr Smith</p> <p>Cllr Pat Kennedy; Anna Wright</p> <p>Cllr Brown, Ian Brooke, Paul Wilding</p> <p>Cllr Turner; Val Johnson</p> <p>Cllr Simm, Cllr Lygo; Peter McQuitty, Ceri Gordon</p>
10 November 2014	<ol style="list-style-type: none"> 1. Budget Scrutiny proposal 2. Consultation and Engagement – interim update report 3. Performance monitoring – quarter 2 4. Enfranchisement and Empowerment - Individual voter registration 5. Discretionary Housing Payments 	<p>Cllr Simmons</p> <p>Sadie Paige</p> <p>Neil Lawrence</p> <p>Jeremy Thomas, Martin John</p> <p>Cllr Susan Brown; Paul Wilding</p>
8 December 2014	<ol style="list-style-type: none"> 1. Research into the local impact of Welfare Reform 2. Corporate Peer Challenge Action Plan 	<p>Paul Wilding</p> <p>Cllr Price; Peter Sloman</p>
19 January 2015	<ol style="list-style-type: none"> 1. New Council controls over anti-social behaviour 	<p>Richard Adams</p>

3 February 2015	<ol style="list-style-type: none"> 1. Performance monitoring – quarter 3 2. Cycle City 3. Community and Neighbourhood services 4. Activities for older residents and preventing isolation 	Neil Lawrence Jo Colwell Ian Brooke Vicki Galvin and Luke Nipen
2 March 2015	<ol style="list-style-type: none"> 1. Consultation and Engagement 	Sadie Paige
23 March 2015	<ol style="list-style-type: none"> 1. Low Carbon Oxford 	John Copley
5 May 2015	<ol style="list-style-type: none"> 1. Recycling – progress of targeted initiatives 	Geoff Corps

Appendix 1 - Finance Panel work programme 2014-15

Items for Finance Panel meetings

Suggested Topic	Suggested approach / area(s) for focus
Budget Scrutiny	Review of the Council's medium term financial strategy.
Budget monitoring	Regular monitoring of projected budget outturns through the year.
Treasury Management	Scrutiny of the Treasury Management Strategy and regular monitoring of Treasury performance.
Capital process	To receive an update on the implementation of the Capital Gateway process.
Maximising European funding	To consider how the City Council can maximise funding opportunities; invite local MEPs to contribute to the discussion.
Municipal bonds	To receive an update on the establishment of a municipal bonds agency.
Ethical investment	To monitor the City Council's approach to implementing an ethical investment policy.
Council tax exemptions	To receive an update on the financial implications of different types of exemptions.

38

Draft Finance Panel agenda schedule

Date, room and time	Agenda Item	Lead Member; Officer(s)
8 October 2014, St Aldate's Room, 5.30pm	<ol style="list-style-type: none"> 1. Municipal bonds 2. Budget Review - scope proposal 	<p>Nigel Kennedy</p> <p>Andrew Brown</p>
21 January 2015, St Aldate's Room, 5.30pm	<ol style="list-style-type: none"> 1. Capital programme process review update 2. European funding 	<p>David Edwards, Stephen Clarke, Nigel Kennedy</p> <p>MEPs, Heads of Service, Mark Lundy?</p>
5 February 2015, St Aldate's Room, 5.30pm	<ol style="list-style-type: none"> 1. Budget monitoring – quarter 3 2. Treasury Management Strategy 15/16 	<p>Nigel Kennedy</p> <p>Anna Winship</p>

Appendix 2 - Draft Housing Panel work programme 2014-15

Items for Housing Panel meetings

Suggested Topic	Suggested approach / area(s) for focus
Performance monitoring	Regular monitoring of performance measures for Estates Regeneration, Housing Supply and Welfare Reform and Housing Crisis.
Housing Strategy	Review headline priorities and sought outcomes in Housing Strategy at draft stage, and the action plan post-consultation.
Increasing the provision of affordable housing	Monitoring of performance measures; scrutiny of the Housing Business Plan and the Housing Strategy; consider alternative options e.g. pre-fabs and 'pods'; possible review topic.
Homelessness	Monitoring of performance measures; scrutiny of the Housing Business Plan and Housing Strategy; pre-scrutiny of homelessness grant allocations; possible review topics.
Rent arrears	Monitoring of performance measures; bi-annual update reports.
STAR survey results	Monitoring of results.
Tackling under-occupancy	Report on efforts to tackle under-occupancy; consider in rent arrears reports.
Oxford Standard	To receive a progress update on the delivery of the Oxford Standard through the Asset Management Strategy and Action Plan, including an update on work to improve thermal efficiency in the Council's housing stock.
Private sector licencing	Update report on the scheme; consider views of landlords and PRS tenants.
Unlawful dwellings	A report on the City Council's approach to tackling illegal dwellings e.g. beds in sheds, given that funding ends in April 2015.
Repairs exemptions policy	To scrutinise proposed changes to the current policy.
De-designation of 40+ accommodation	Update report on the final phase of de-designating 40+ accommodation (expected in April 15).
Sheltered Housing	Scrutiny of changes to the City Council's sheltered housing stock. This could include reviewing the County Council's plans and/or the provision of extra care and virtual extra care.
Fuel Poverty	To receive an update on the City Council's approach to the issue of Fuel Poverty. Commission/review research; consider during other items; possible review topic.
Supporting people	Verbal updates on the joint commissioning of housing support services.

Draft Housing Panel Agenda Schedules

Date, room and time	Agenda Item	Lead Member; Officer(s)
9 October 2014, Plowman Room, 5pm	<ol style="list-style-type: none"> 1. Performance Monitoring 2. Draft Housing Strategy 3. Rent arrears 4. Leaseholder Payment Options for Major Works 	Neil Lawrence Cllr Seamons; Gary Parsons Helen Bishop Cllr Seamons; David Watt
15 January, 5.30pm (TBC)	<ol style="list-style-type: none"> 1. Housing budget Scrutiny session. Key documents include the Housing Business Plan, Housing Strategy and Housing Asset Management Strategy 	Cllr Seamons; David Edwards, Stephen Clarke
22 January 2015, Plowman Room, 5pm	<ol style="list-style-type: none"> 1. Star Survey Results 	Gary Parsons
4 February 2015, St Aldate's Room, 5.30pm	<ol style="list-style-type: none"> 1. Unlawful dwellings 	Ian Wright

FORWARD PLAN FOR THE PERIOD SEPTEMBER - FEBRUARY 2015

The Forward Plan gives information about all decisions the City Executive Board (CEB) is expected to take and significant decisions to be made by Council or other Council committees over the forthcoming four-month period. It also contains information beyond this in draft form about decisions of significance to be taken in the forthcoming year.

What is a Key decision?

A key decision is an executive decision which is likely:-

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

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

Private meetings

Some or all, of the information supporting decisions in the Forward Plan may be taken at a meeting not open in part, or in whole to the press or public. Items that contain confidential information that will be excluded from the public are marked in this plan and the reason for doing so given.

If you object to an item being taken in private, or if you wish to make representations about any matter listed in the Forward Plan, then please contact Democratic Services at least 7 working days before the decision is due to be made. This can be done by emailing cityexecutiveboard@oxford.gov.uk or writing to:

Democratic Services
St Aldate's Chambers
St Aldate's Street
Oxford OX1 1DS

Inspection of documents

Reports to be submitted to the decision-maker and background papers to those reports are available for inspection at the Council offices and will appear on our website <http://www.oxford.gov.uk> 5 working days prior to the date on which the decision is due to be made.

The Council's decision-making process

The agenda papers for CEB meetings are available five working days before the meeting on the council website.

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

City Executive Board Membership and Responsibilities

City Executive Board Member	Portfolio
Bob Price, Council Leader	Corporate Strategy, Economic Development and Planning
Ed Turner, Deputy Leader	Finance, Asset Management and Public Health
Susan Brown	Customer Services and Social Inclusion
Mark Lygo	Sports, Events and Parks
Pat Kennedy	Educational Attainment and Youth Ambition
Mike Rowley	Leisure Contract and Community Partnership Grants
Dee Sinclair	Crime and Community Response
Scott Seamons	Housing and Estate Regeneration
Christine Simm	Culture and Communities
John Tanner	Cleaner, Greener Oxford, Climate Change and Transport

29 SEPTEMBER 2014 - COUNCIL

ITEM 1:	INTEGRATED PERFORMANCE REPORT QUARTER 1 2014/15 ID: I009810
To provide an update of the forecast financial out-turn, the performance of services and the risks faced by the authority based on information as at 30th June 2014.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open
Decision Taker	Council
Executive Lead Member:	Finance, Asset Management and Public Health
Report Owner:	Head of Finance / Head of Business Improvement and Technology
Report Contact:	Nigel Kennedy Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 1:	COMMUNITY ENGAGEMENT PLAN 2014-2017 - ADOPTION OF PLAN ID: I007129
Is this a Key Decision?	No
Is this item open or exempt to the public?	Open
Decision Taker	Council
Executive Lead Member:	Corporate Strategy, Economic Development and Planning
Report Owner:	Executive Director of Community Services
Report Contact	Peter McQuitty Tel: 01865 252780 pmcquitty@oxford.gov.uk

KEY OFFICER EXECUTIVE DECISIONS FOR OCTOBER 2014

ITEM 3:	AWARD OF CONTRACT FOR A NEW TELEPHONY SOLUTION. ID: I009808
<p>The Council currently has</p> <ul style="list-style-type: none"> • Numerous contracts with BT for line rental and call costs • A contract with Vodafone for mobiles. This contract ends later this month and can be extended on a monthly basis. • Various line contracts with Virgin • A Mitel for our switchboard system which has a two year remaining life span <p>The Council's annual telephony spend is approx. is £270k a year and many staff have access to more than one voice device solution.</p> <p>Organisations are moving to providing staff with a single voice device solution depending on their role and work requirement.</p> <p>This supply market is now fairly mature and a number of Councils are already implementing this solution and achieving financial savings .</p> <p>Approval was given at CEB in September to delegate the decision to Executive Director of</p>	

Organisational Development and Corporate Services.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than \$500,000
Is this item open or exempt to the public?	Open
Decision Taker	Executive Director of Organisational Development and Corporate Services
Executive Lead Member:	Finance, Asset Management and Public Health <input type="checkbox"/>
Contact:	Jane Lubbock Tel: 01865 252708 jlubbock@oxford.gov.uk

ITEM 4:	COMMISSIONING ADVICE SERVICES 2015-18 ID: I009633
<p>The report sets out the process for re-commissioning advice services linking the required outcomes to those in the Financial Inclusion Strategy.</p> <p>Approval was given at CEB in September to delegate the decision to Executive Board Member for Customer Services and Social Inclusion and the Head of Customer Services.</p>	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Decision Taker	Customer Services and Social Inclusion, Head of Customer Services
Executive Lead Member:	Customer Services and Social Inclusion <input type="checkbox"/> <input type="checkbox"/> Councillor Susan Brown
Report Owner:	Head of Customer Services <input type="checkbox"/> <input type="checkbox"/>
Report Contact:	Paul Wilding Tel: 01865 252461 pwilding@oxford.gov.uk <input type="checkbox"/> <input type="checkbox"/> Helen Bishop Tel: 01865 252233 hbishop@oxford.gov.uk

ITEM 5:	DEVELOPMENT OF THE NEW ROSE HILL COMMUNITY CENTRE ID: I010054
<p>The proposed development of the new Rose Hill Community Centre will commence upon the appointment of a building contractor. Tenders were submitted on the 8th September with a view to awarding the contact week commencing 22nd September 2012.</p> <p>The value of this contract will be in excess of £500,000.</p>	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than \$500,000
Is this item open or exempt to the public?	Open
Decision Taker	Council <input type="checkbox"/> <input type="checkbox"/> Regeneration and Major Projects Service Manager
Executive Lead Member:	Culture and Communities, Finance, Asset Management and Public Health <input type="checkbox"/> <input type="checkbox"/> Culture and Communities, Finance, Asset Management and Public Health <input type="checkbox"/> <input type="checkbox"/> Culture and Communities
Report Owner:	Head of Leisure, Parks and Communities,

	Regeneration and Major Projects Service Manager□□□
Report Contact:	Customer Services and Social Inclusion□□ Councillor Susan Brown

15 OCTOBER 2014 – CITY EXECUTIVE BOARD

ITEM 6:	APPOINTMENT TO OUTSIDE BODIES 2014 ID: I009844
To fill Outside Bodies vacancies due to recent Councillors' resignations.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Corporate Strategy, Economic Development and Planning
Report Owner:	Head of Law and Governance
Report Contact:	Sarah Claridge Tel: 01865 252402 sclaridge@oxford.gov.uk

ITEM 7:	PUBLIC SPACES PROTECTION ORDERS ID: I010052
The new Anti-Social Behaviour, Crime and Policing Act 2014 introduces a range of new tools and powers. The PSPO is designed to stop individuals or groups committing anti-social behaviour in a public space.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Crime and Community Response
Report Owner:	Head of Environmental Development
Report Contact:	Richard J Adams Tel: 01865 252283 rjadams@oxford.gov.uk

ITEM 8:	ANNUAL MONITORING REPORT 2013/14 ID: I009880
To review the effectiveness of the planning policies in Oxford's Local Plan.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Corporate Strategy, Economic Development and Planning
Report Owner:	Head of City Development
Report Contact:	Adrian Roche Tel: 01865 252165 aroch@oxford.gov.uk, Rebekah Knight Tel: 01865 252612 rknight@oxford.gov.uk

ITEM 9:	ASSET MANAGEMENT PLAN REFRESH 2014-15 ID: I009892
Short refresh of the current Asset Management Plan 2011-14 to extend the document through to end of 2015 ahead of a new Plan for 2016-20	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Finance, Asset Management and Public Health
Report Owner:	Regeneration and Major Projects Service Manager
Report Contact:	Mike Scott mwscott@oxford.gov.uk

ITEM 10:	THE CULTURE STRATEGY 2015-18 ID: I009798
The 2015-2018 Culture Strategy includes the vision and priorities for the Culture team's delivery and investment. It plays an important role in developing partnerships, enhancing cultural provision for Oxford's communities, and highlighting the Council's commitment to cultural regeneration and economic development. CEB will be asked to approve the Draft Culture Strategy so it can go out for public consultation. The Strategy will be revised following this consultation, at which point CEB will be asked to approve and adopt the revised Culture Strategy 2015-18.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board
Executive Lead Member:	Culture and Communities, Sports, Events and Parks <input type="checkbox"/> <input type="checkbox"/>
Report Owner:	Head of Policy Culture and Communications
Report Contact:	Ceri Gordon Tel: 01856 252829 cgorton@oxford.gov.uk

ITEM 11:	HOUSING STRATEGY 2015-2018 ID: I009802
The Draft Housing Strategy sets out the priorities for the next three years, with a new action plan to help deliver these priorities. Approval is being requested to consult on the draft strategy on a wider basis.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Housing and Estate Regeneration
Report Owner:	Head of Housing and Property
Report Contact:	Gary Parsons Tel: 01865 252711 gparsons@oxford.gov.uk

ITEM 12:	REDEVELOPMENT OF FRIDESWIDE SQUARE PROJECT		
	ID: I008876		
Redevelopment of Frideswide Square in partnership with Oxfordshire County Council. Frideswide Square: Consultation response			
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than \$500,000		
Is this item open or exempt to the public?	Open		
Decision Taker	City Executive Board <input type="checkbox"/> Council <input type="checkbox"/> City Executive Board		
Executive Lead Member:	City Development <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		
Report Owner:	Head of City Development		
Report Contact:	Michael Crofton-Briggs	mcrofton-briggs@oxford.gov.uk	

ITEM 13:	LAND QUALITY STRATEGY		
	ID: I008660		
This report will propose the adoption of a land quality strategy for Oxford.			
Is this a Key Decision?	Not Key		
Is this item open or exempt to the public?	Open		
Decision Taker	City Executive Board		
Executive Lead Member:	Cleaner, Greener Oxford, Climate Change and Transport		
Report Owner:	Head of Environmental Development		
Report Contact:	John Copley	Tel: 01865 252386	jcopley@oxford.gov.uk

ITEM 14:	LEASEHOLDER PAYMENT OPTIONS FOR MAJOR WORKS		
	ID: I009294		
Report to identify and select the preferred repayment options to be made available to dwelling leaseholders with regards to rechargeable major repairs undertaken by the Council to their block of flats.			
Is this a Key Decision?	Not Key		
Is this item open or exempt to the public?	Open		
Decision Taker	City Executive Board		
Executive Lead Member:	Housing and Estate Regeneration		
Report Owner:	Head of Finance, Head of Housing and Property		
Report Contact:	David Watt	Tel: 01865 252182	dwatt@oxford.gov.uk

ITEM 15:	OXFORD CITY COUNCIL'S EUROPEAN SOCIAL FUND PROJECT		
	ID: I009907		
<p>The project being undertaking is funded by the European Social Fund (ESF) and the aim is to engage with 600 tenants renting privately in Oxford City who aren't working to determine what support they would need in order to either gain employment or undertake work related training. The project builds on the success of the Local Authority Led Pilot undertaken by OCC during 2013 by identifying a new customer base which will in turn provide more learning on what a Local Support Service Framework (LSSF) could look like once Universal Credit is introduced in Oxford.</p> <p>The report aims to highlight the activity that will be undertaken during the ESF Project.</p>			

Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than \$500,000
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Customer Services and Social Inclusion
Report Owner:	Executive Director of Organisational Development and Corporate Services
Report Contact:	James Pickering Tel: 07909 099571 jpickering@oxford.gov.uk

ITEM 16:	TOWARDS MENTAL WELLBEING AND COMMUNITY RESILIENCE IN OXFORD. ID: I009296
A policy statement which sets out how Oxford City Council's support for mental wellbeing and outlining some specific actions. This document sets out what the council is already doing towards the aims set out in the motion and what else it plans to do.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Finance, Asset Management and Public Health
Report Owner:	Head of Policy Culture and Communications
Report Contact:	Kathrin Luddecke Tel: 01865 252057 kluddecke@oxford.gov.uk

19 NOVEMBER 2014 – CITY EXECUTIVE BOARD

ITEM 17:	BANKING SERVICES PROVIDER ID: I009800
To appoint a new bank to provide banking services for the Council	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than \$500,000
Is this item open or exempt to the public?	Part exempt Contains information relating to the financial affairs of the Council
Decision Taker	City Executive Board
Executive Lead Member:	Finance, Asset Management and Public Health
Report Owner:	Head of Finance
Report Contact:	Anna Winship Tel: 01865 252517 awinship@oxford.gov.uk

ITEM 18:	DRAFT DIAMOND PLACE SUPPLEMENTARY PLANNING DOCUMENT (SPD) ID: I009631
The draft Diamond Place SPD will be in the form of a development brief intended to guide future development of the Diamond Place/Ewert House site in Summertown. The SPD expands on Policy SP14 in the Sites and Housing Plan 2011-2026, which sets out the uses permitted on the site.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open

Decision Taker	City Executive Board □ □ City Executive Board
Executive Lead Member:	Corporate Strategy, Economic Development and Planning □ □ Corporate Strategy, Economic Development and Planning
Report Owner:	Head of City Development
Report Contact:	Sarah Harrison Tel: 01865 252015 sbharrison@oxford.gov.uk

ITEM 19:	HORSPATH ROAD SPORTS PAVILION - REMODELLING OPTIONS ID: I008107		
This report will review the options for remodelling the Horspath Road sports pavilion and for improving sports provision at Horspath Road.			
Is this a Key Decision?	Yes		
Is this item open or exempt to the public?	Open		
Decision Taker	City Executive Board		
Executive Lead Member:	Sports, Events and Parks		
Report Owner:	Head of Leisure, Parks and Communities		
Report Contact:	Ian Brooke	Tel: 01865	252705 ibrooke@oxford.gov.uk

ITEM 2:	LEISURE & WELLBEING STRATEGY ID: I009355		
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards		
Is this item open or exempt to the public?	Open		
Decision Taker	City Executive Board		
Executive Lead Member:	Leisure Contract and Community Partnership Grants		
Report Owner:	Head of Leisure, Parks and Communities		
Report Contact	Ian Brooke	Tel: 01865	252705 ibrooke@oxford.gov.uk

ITEM 21:	OXFUTURES - MOBILISING LOCAL ENERGY INVESTMENT ID: I008833		
This report will be for the Board's information and will update the Board on the subject before a report is submitted concerning the drawing down of further grant monies.			
Is this a Key Decision?	Not Key		
Is this item open or exempt to the public?	Open		
Decision Taker	City Executive Board		
Executive Lead Member:	Cleaner, Greener Oxford, Climate Change and Transport		
Report Owner:	Head of Environmental Development		
Report Contact:	Jo Colwell	Tel: 01865	252188 jcolwell@oxford.gov.uk

ITEM 22:	STATEMENT OF COMMUNITY INVOLVEMENT 2014 REVIEW ID: I010033
The Statement of Community Involvement (SCI) is a statutory document that sets out how the Council will involve the community and others in planning decisions. It covers development control, policy, and design/conservation decisions. The current SCI was adopted in 2006 (reviewed in 2009) so it is now due to be reviewed to ensure it remains up to date.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Corporate Strategy, Economic Development and Planning
Report Owner:	Head of City Development
Report Contact:	Lyndsey Beveridge Tel: 01865 25 2482 lbeveridge@oxford.gov.uk

ITEM 23:	SALE OF TEMPLE COWLEY SWIMMING POOL ID: I010164
To review the bids interested in purchasing the Temple Cowley Pool site.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Part exempt Commercially sensitive information
Decision Taker	City Executive Board
Executive Lead Member:	Leisure Contract and Community Partnership Grants
Report Owner:	Regeneration and Major Projects Service Manager
Report Contact:	Jane Winfield jwinfield@oxford.gov.uk

ITEM 24:	WESTGATE COMMUNITY INFRASTRUCTURE LEVY ID: I010037
Payment to Westgate Oxford Alliance to carry out public realm works outside the planning application site.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Corporate Strategy, Economic Development and Planning
Report Owner:	Head of City Development
Report Contact:	Michael Crofton-Briggs mcrofton-briggs@oxford.gov.uk

1 DECEMBER 2014 - PROVISIONAL REPORTS

ITEM 25:	MEMBERS ALLOWANCES SCHEME ID: I010056
To present the advice of the independent remuneration panel to Council and for Council to agree a new allowance scheme for 2015 – 2018.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Decision Taker	Council
Executive Lead Member:	Corporate Strategy, Economic Development and Planning
Report Owner:	Head of Law and Governance
Report Contact:	Emma Griffiths egriffiths@oxford.gov.uk

ITEM 26:	POLLING PLACES REVIEW ID: I010058
To report the findings of a statutory review of polling places	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Decision Taker	Council
Executive Lead Member:	
Report Owner:	Head of Law and Governance
Report Contact:	Martin John mjoh@oxford.gov.uk

17 DECEMBER 2014 - PROVISIONAL REPORTS

ITEM 27:	AIDS AND ADAPTATIONS POLICY ID: I010042
The document defines who is eligible for support under the aids and adaptations policy, and any limitations. The aim of this policy is to provide a cost effective service taking into account the health and well-being of the tenant and the household. The policy takes into account the following corporate and service priorities: Corporate Priorities Meeting Housing Needs Housing Strategy Objectives Meet the Housing Needs of Vulnerable Groups Support Sustainable Communities	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than \$500,000
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Housing and Estate Regeneration
Report Owner:	Head of Housing and Property
Report Contact:	Stephen Clarke sclarke@oxford.gov.uk

ITEM 28:	BUSINESS RATES ID: I010158
To set the business rates level for the year ahead.	

Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than \$500,000
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> Council
Executive Lead Member:	Finance, Asset Management and Public Health <input type="checkbox"/> <input type="checkbox"/> Finance, Asset Management and Public Health
Report Owner:	Head of Customer Services
Report Contact:	Tanya Bandekar Tel: 01865 252281 tbandekar@oxford.gov.uk

ITEM 29:	CORPORATE BIODIVERSITY STRATEGY ID: I010031
This Strategy will set out how the Council aims to fulfil its duties under the Natural Environment and Rural Communities Act 2006.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Cleaner, Greener Oxford, Climate Change and Transport
Report Owner:	Head of Environmental Development
Report Contact:	Mai Jarvis Tel: 01865 252403 mjarvis@oxford.gov.uk

ITEM 30:	CORPORATE PLAN 2015-19 ID: I010162
Draft of the Corporate Plan 2015-19 for consultation	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than \$500,000
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board <input type="checkbox"/> <input type="checkbox"/> Council
Executive Lead Member:	Corporate Strategy, Economic Development and Planning <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Corporate Strategy, Economic Development and Planning
Report Owner:	Head of Policy Culture and Communications
Report Contact:	Peter McQuitty Tel: 01865 252780 pmcquitty@oxford.gov.uk

ITEM 31:	EXEMPTION POLICY ID: I010046
The Exemption Policy is being updated to better reflect the needs of tenants through more comprehensive targeting support.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Housing and Estate Regeneration
Report Owner:	Head of Housing and Property
Report Contact:	

ITEM 32:	LOCAL DEVELOPMENT SCHEME ID: I010035
To adopt the Local Development Scheme	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Corporate Strategy, Economic Development and Planning
Report Owner:	Head of City Development
Report Contact:	Rona Knott rknott@oxford.gov.uk

JANUARY 2015 - PROVISIONAL REPORTS

ITEM 33:	ORGANISATIONAL DEVELOPMENT STRATEGY ID: I010160
A Refresh of the strategy	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Corporate Strategy, Economic Development and Planning
Report Owner:	Head of Human Resources and Facilities
Report Contact:	Simon Howick Tel: 01865 252547 showick@oxford.gov.uk

11 FEBRUARY 2015 - PROVISIONAL REPORTS

ITEM 34:	GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2015/2016 ID: I009804
This report will set out the recommendations for the allocation of grant funding to the community and voluntary sector from 01.04.15.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Decision Taker	City Executive Board
Executive Lead Member:	Leisure Contract and Community Partnership Grants
Report Owner:	Head of Leisure, Parks and Communities
Report Contact:	Julia Tomkins Tel: 01865252685 jtomkins@oxford.gov.uk

This page is intentionally left blank

Proposal to establish an ‘inequalities’ Scrutiny review panel

Proposed Review Panel	‘Inequalities’
Members of Review Panel	Councillors Coulter, Lloyd-Shogbesan and Thomas. Lib-Dem member to be confirmed. Any co-opted members to be confirmed.
Officer Support and allocate hours	Scrutiny Officer support - approx. 2-3 months of spare capacity between October 2014 and March 2015.
Background and Rationale (key issues and/ or reason for doing the Review)	<p>Oxford is a dynamic and successful city with relatively low long term employment. However, the cost of living is higher than almost anywhere else in the UK and this presents a number of challenges. Some areas of the City suffer multiple levels of deprivation, with low skills, low incomes and poor housing. The City also has significant numbers of homeless and other vulnerable groups. These challenges have been exacerbated by the effects of the economic downturn and by constrained public spending, and are expected to intensify in the years ahead.</p> <p>City Council Members have raised particular concerns which could form the basis of a review:</p> <ul style="list-style-type: none"> - The level of child poverty in the City is 23.2% overall and is as high as 45% in some small areas, where educational attainment is also a significant challenge. - Widening social and health inequalities, in particular the reported worsening health outcomes for children, including increased hospital referrals for scurvy, rickets and malnutrition. This is linked to falling living standards and a decline in food standards since the start of the credit crisis. - The provision of emergency food aid by non-statutory organisations appears to have increased significantly in recent years, which indicates that many families and individuals have reached a point where they can no longer afford to feed themselves. At the same time there has been a weakening of statutory emergency provision. <p>While the City Council does not have the powers and resources to effectively tackle these challenges alone, it can play a pivotal role through:</p> <ul style="list-style-type: none"> - Paying benefits on time,

	<ul style="list-style-type: none"> - The use of various discretionary powers and budgets, - Providing leadership of place, - Working in partnership with a range of statutory and non-statutory agencies, - Councillors acting as advocates for constituents. <p>At its meeting in September 2014, the City Council's Scrutiny Committee agreed to establish a panel to conduct one or more reviews into issues of poverty and inequality in the City.</p> <p>Review Panel Members will meet to agree their initial area of focus.</p>
<p>Purpose of Review/Objective (specify exactly what the Review should achieve)</p>	<p>The nature and purpose of the review will be determined by the Panel Members but objectives could include:</p> <ul style="list-style-type: none"> - Understanding the causes and extent of poverty and inequalities in Oxford. - Review the impact that Oxford City Council has on both causing and mitigating poverty and inequalities in Oxford, either directly or by working in partnership. - Identify what is already being done and what more could reasonably be done to reduce inequalities (e.g. health inequality) in Oxford. - Recommending how policy, expenditure and partnership working could be strengthened to improve the situations of people in or at risk of being in poverty.
<p>Indicators of Success (what factors would tell you what a good Review should look like)</p>	<ul style="list-style-type: none"> - The Panel engages widely with key stakeholders and reviews a range of qualitative and quantitative evidence. - The Panel produces an evidence-based report that includes a number of substantial recommendations aimed at reducing inequalities or making a material difference to local people affected by poverty. - The majority of these recommendations are agreed by decision makers e.g. the City Executive Board.
<p>Methodology/ Approach (what types of enquiry will be used to gather evidence and why)</p>	<p>Evidence gathering could include:</p> <ul style="list-style-type: none"> - Inviting written evidence and/or oral evidence at public hearings from witnesses and experts. - Reviewing and/or commissioning research data. - Undertaking site visits e.g. to a food bank, health centre etc.

	<ul style="list-style-type: none"> - Reviewing key documents and policies. - Considering what could be learnt from other local authorities. - Reviewing local welfare provision and considering how resources can be targeted most affectively to address local needs. 		
Specify Witnesses/ Experts (who to see)	Evidence could be provided by: <ul style="list-style-type: none"> - Oxford City Council Officers - Oxfordshire County Council Officers - Oxford Heath NHS Foundation Trust - Citizen's Advice Bureau - Job Centre Plus - Oxfordshire Community and Voluntary Action - Child Poverty Action Group - Children's Society - Save the Children - The Oxford Food Bank - Oxford Community Emergency Food Bank This list is not exhaustive.		
Background documents (which to look at)	The following documents may help to inform the Panel's area of focus and/or be used as evidence: <ul style="list-style-type: none"> - Oxford City Council Corporate Plan 2014-2018 - Oxfordshire Children & Young People's Trust: Child Poverty Needs Assessment - Nowhere to turn? Changes to emergency support – The Children's Society - Poverty and deprivation statistics - Oxford City Council - Fair Society Healthy Lives - The Marmot Review This list is not exhaustive.		
Projected start date	13 October 2014	Draft Report Deadline	February or March 2015
Meeting Frequency	TBC	Projected completion date	By end March 2015

Indicative timeframe

October 2014
Panel terms of reference considered by Scrutiny Committee on 6 October. Panel members meet to agree area of focus and next steps. Terms of reference updated. Evidence gathering is planned.
November 2014
Review terms of reference considered by Scrutiny Committee on 10 November. Evidence gathering begins.
December 2014 - January 2015
Evidence gathering continues but the Finance Panel's Budget Scrutiny review takes priority.
February 2015

Final evidence gathering takes place. Panel meets to review evidence and identify recommendation areas. Report drafted around recommendation areas. Panel agrees report and recommendations.

March 2015

Final report to Scrutiny Committee meeting on 2 March or 23 March. Recommendations to City Executive Board on 11 March or 1 April.

Scrutiny Recommendation Tracker 2014-15

Budget Monitoring 2014/15 – Quarter 1 – Finance Panel 4 September				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That urgent action is taken to avoid a loss of subsidy relating to the overpayment of benefits.	Y	Extra action is already being taken, looking at training and processes. The threshold is more stringent this year due to the removal of Council Tax benefit from this calculation.	Cllr Turner / Helen Bishop	Y
2. If necessary to avoid slippage, a flexible approach should be taken to spending the £2m investment in Homelessness Property Acquisitions in 2014/2015. This could include investing in social housing instead.	In part	Note sentiment but other uses are likely to take longer.	Cllr Turner	N/A
3. The premises for the heavy vehicle testing facility should be flexible enough that it can be used for other purposes in the event that the testing facility is not successful.	Y	The facility is expected to be successful.	Cllr Turner	March 2015
4. The capital programme should be a red risk in performance reports until the new capital gateway process proven to be effective.	N	Risks are measured using the Risk Management Framework agreed by Council.	Cllr Turner	N/A
Treasury Management – Finance Panel 4 September				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That consideration is given to how the capital process can be made more flexible so that approved projects can	In part	Noted. Where possible a flexible approach will be taken. Changes to the capital programme have to be agreed	Cllr Turner	N/A

be brought forward to mitigate slippage elsewhere in the programme.		by Council.		
Oxfordshire Growth Board - Scrutiny Committee 23 June				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. For the Terms of Reference to explicitly set out that meeting agendas and minutes will be publicly available and that access to meetings will be possible for Councillors and members of the public.	Y	This suggestion will be referred to the Board	Cllr Price	Dec 2014
Community Engagement Policy Statement - Scrutiny Committee 23 June				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
5. To provide a clear statement in the principles on the ambition for engagement focusing on depth as well as breadth.	Y	Merged with recommendation 3.	Cllr Price; Sadie Paige	N/A
6. To provide information on the engagement ambitions set for all consultations during the last year, what was achieved and how this fits with the principles set within the Policy Statement.	Y	To provide this information for all consultations would be a huge piece of work so a sample will be used instead, together with a forward-looking approach.	Cllr Price; Sadie Paige	10 Nov 14
7. To suggest to the Scrutiny Committee an up and coming engagement/empowerment exercise that can act as a pilot study to demonstrate the effectiveness of the principles within this report.	Y	Two consultations identified as candidates for the pilot as per CEB suggestion. Project brief created for the pilot, which includes the objectives, and a reporting template.	Cllr Price; Sadie Paige	2 March 14
8. To provide a table that shows how all	Y	Expected at 10 November Scrutiny	Cllr Price;	10 Nov 14

comments received during the consultation on this Policy Statement have been handled.		Committee meeting.	Sadie Paige	
End of Year Integrated Report – 2013-2014 - Scrutiny Committee 23 June				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N
2. The Committee supports the purchase of the Iffley Road building as an asset of value to the community and recognises that negotiations are on-going. There is a gap between the asking price and the money available and the City Executive Board is asked to do what it can within reasonable value for money criteria to secure the purchase of this property.	Y	Noted (£250k has been earmarked for acquisition of property).	Cllr Turner; Nigel Kennedy; Jane Lubbock	N
3. To consider the contingency available to support homelessness in light of county proposals for implementing cuts in the Supporting People and if underspends from 13/14 should be maintained within this budget.	N	Current level of contingency considered to be sufficient.	Cllr Turner; Nigel Kennedy; Jane Lubbock	N/A
Fusion Lifestyle Performance 2013-2014 - Scrutiny Committee 23 June				
Additional information requested	Agreed Y/N	Outcome	Lead Member & Officer	Implemented Y/N
Facility running costs It was agreed at the June meeting in 2013 that the running costs of the facilities would be shown including all capital investment and loan cost in the next report. This hadn't been done.	N/A	Information papers considered by Scrutiny Committee on 2 September.	Cllr Rowley; Lucy Cherry	N

<p>Performance outside of expectations Members asked how poor performance was addressed and asked to see the issues raised and the actions/penalties taken over the last year.</p> <p>Publicity Campaign An issue was raised concerning literature used to highlight the Active Women Campaign. The images used were considered to be too stereotypical and gendered. The Committee asked that this issue be taken up with Sports England who run this national campaign.</p> <p>Views of non-card users at facilities The Committee asked to see any information on the views and experiences of non-card users.</p> <p>Falling attendance amongst young people The Committee were concerned to see this and wanted some more detailed data and information to understand more fully the reasons behind it and whether it was a particular set of circumstances or a trend.</p> <p>Information excluded from the public The Committee heard a complaint from a member of the public that the information</p>				
--	--	--	--	--

<p>provided outlining the running costs to the Council of each Leisure Facility should be made public because if the Council was still running these centres then the information would be available publically. The Committee heard that this was commercial information but asked that this exclusion is reconsidered by Fusion.</p> <p>Investment financing Members were interested in why the City Council financed investment spending that Fusion Lifestyle was originally required to finance, and in how much this saved the partnership.</p>				
--	--	--	--	--

This page is intentionally left blank

To: Scrutiny Committee

Date: 26 September 2014

Report of: Board Member for Educational Attainment and Youth Ambition

Title of Report: Review of the education attainment programme including the KRM Programme

Summary and Recommendations

Purpose of report: For the Scrutiny Committee to review the progress of the City Council's educational attainment programme, including the KRM programme.

Key decision: No

Executive lead member: Councillor Pat Kennedy

Report Author: Anna Wright, Education Advisor

Policy Framework: Corporate Plan 2014-2018

Introduction

1. Oxford City Council, under the aegis of the Oxford Strategic Partnership, has committed significant funding to raise attainment in primary schools in Oxford City. It has set an ambitious target of raising levels of attainment in the primary schools which serve the most disadvantaged communities to 10% above the national average in 2011. This means:
 - 95% achieving level 2 in Reading at age 7 and
 - 84% achieving Level 4 in English and Maths at age 11 by 2016/17
2. The ambition is for schools in Oxford City serving the less advantaged communities to be world class in their ability to raise attainment. The programme is titled 'The Oxford Challenge: Achieving World Class Teaching.' The aim of this report is to provide an update on progress on the attainment programmes:

- The KRM programme - an instructional programme to improve reading, writing and mathematics. This training and development is provided through a contract with KRM Psychological and Educational Research Consultants;
- The world class leadership programme run by Oxford University and Oxford Brookes University;
- A shared equity loans scheme;
- The digital inclusion programme run in partnership with Oxford University and 3 secondary schools;
- The Business Class Programme run in Partnership with Business in the Community;

Review of the KRM programme

3. The KRM programme is an instructional programme established by research to particularly enhance reading, writing and numeracy skills in children from disadvantaged communities.
4. KRM Reading combines two approaches, the use of real books and phonics. Research conducted by KRM¹² demonstrates their impact in raising standards of reading, writing and spelling. The framework for teaching literacy includes the following: a 15 minute teaching session that is presented three times a day which covers synthesis and segmentation of sounds, phonics, 100 high frequency words, reading real books and vocabulary development.
5. KRM maths highlights three core concepts that are fundamental to developing children's mathematical knowledge. These are: (i) counting skills, (ii) the equality principle in balancing equations and (iii) mathematical language. It also focuses on a 15 minute teaching session that is presented three times a day
6. The attached table shows the dates for schools in the programme:

Table 1: Schools initially participating in the Project			
School	Programme	Dates in the KRM programme	Number of terms
Larkrise	KRM Maths	Nov 2012 to present	5.5
John Henry Newman	KRM Reading and Writing	Nov 2012 to Jan 2014	5
East Oxford	KRM Reading and Writing	Jan 2013 to July 14	5
St Francis	KRM Maths	Jan 2013 to present	5
Pegasus, BB Academy	KRM Reading	April 2013 July 14	4
Orchard Meadow BB Academy	KRM Reading	April 2013 July 14	4

¹Shapiro, L and Solity, J (2008) Delivering phonological and phonics training within whole-class teaching *British Journal of Educational Psychology*, 78 597-620.

²Shapiro, L and Solity, J (2009) Developing the practice of educational psychology through theory and research. In *Educational and child psychology* Vol 25, 3 119-145

Windale, BB Academy	KRM Reading	April 2013 July 14	4
St John Fisher	KRM Reading	April 2013 to Oct 2013	2

7. Teachers were trained in each programme through six after school workshops of approximately 1.5-2.0 hours. Each workshop is followed by a school visit where each teacher is observed in the classroom and given feedback on how well the KRM Programmes are being implemented in the classroom.
8. In 2012-13, 103 workshops and observation visits took place in the schools. Two schools which had a change of headteacher withdrew from the programme -St John Fisher withdrew from the programme in October 2013 during the period of appointment of an interim headteacher. John Henry Newman withdrew in January 2014 after a new headteacher had started in September 2013.
9. The costs for introducing the programme in each year were £30,000, the costs of continuing the programme in a subsequent year were £25,000. The reason for the high costs of continuing the programme were two-fold. One is that the schools had an extremely high turnover of staff – for example in the three schools comprising the Blackbird Academy there was a turnover of 75% of staff. The second reason is that in the second year there is a more in depth focus on children who are making slower progress, and teachers are training in individualized criterion referenced assessment and precision teaching to help accelerate learning for these children.
10. Each school involved with the programme was visited to ascertain the school's views on the programme and the impact it was having on the students. In some schools the review was undertaken with the headteacher, in others a wider group of school leaders was present. In each school, assessment data for KS1 teacher assessment 2012-14 were examined. KS2 results will not be available until December.
11. Overall the 6 schools reported that the benefits of the programme are:
 - Pupils are learning numeracy and literacy skills at a faster pace than previously
 - The gap is narrowing for particular groups eg girls versus boys and children on free school meals and children not on free school meals
 - The programme helps children at all levels and schools have examples of increased confidence in children and fluency in demonstrating skills
 - Younger children are achieving skills previously not achieved until they are older eg double digit addition at age 6
 - The programme has triggered more conversations about teaching approaches amongst staff in the schools
 - Children particularly like the approach to learning vocabulary and have responded very well to this using the new language in their writing
 - The standard of teaching in KRM sessions was judged to be generally

good and sometimes better than in non KRM sessions

- The longer the school persisted with KRM the higher the attainment gains

12. The areas where there were challenges were as follows:

- Teacher turnover has significantly affected the consistency and quality of the programme as each year many teachers are new to it.
- The programme requires a major culture change in the school and needs committed and courageous leadership to deliver it – changes in headteacher resulted in two schools ceasing the programme
- Parents in two schools needed reassurance about the programme, but meetings with the parents and demonstration KRM lessons reduced their anxieties.
- Some schools needed to supplement the programme, for example schools felt they needed to continue with guided reading.

13. It is important to note that most schools did not start the programme until April 2013. Implementation required strong leadership in persuading staff to persist with the programme, despite some initial reservations in abandoning familiar methods. The schools that continued the programme were mainly led by experienced headteachers who were able to manage the risks that occurred during the transition, endorse the culture change and inclusive approach to the programme, and work with staff to build confidence in the programme despite some teething problems during the training in some schools.

14. As at July 2014, the two schools doing the maths programme have confirmed that they would definitely like continued support from KRM next year. Their results have improved very strongly but there will be a need for some training for new staff coming into the schools so that they can sustain the programme as they are both losing their maths coordinators. Other schools have decided to discontinue the KRM reading programme formally but will continue using the elements they have found most beneficial e.g. use of real books and daily practice sessions for phonics and vocabulary development. They will not need support from KRM next year. The impact on attainment is discussed in paragraph 20.

Review of the leadership programme

15. The University of Oxford, Oxford Brookes University and Education Excellence in Oxfordshire, (now the *Oxfordshire Teaching Schools Alliance*), were commissioned by Oxford City Council to develop a programme to improve the quality of leadership in Oxford City schools and in so doing improve pupil outcomes. The programme that was developed was the Leadership for Learning programme and the first cohort of leaders completed the programme in November 2013. The second year of the programme is now under way with

another cohort. The total cost of the programme is £300,000 for 80 leaders in 12 schools.

16. Over years 1 and 2, 70 participants from 11 schools across Oxford City have taken part in the programme and a group of leaders from Leicester also contributed to the programme. Governors were also offered the opportunity to attend public seminars and core workshops. During the programme 5 governors representing 4 schools engaged in various aspects of the programme, such as the public seminars and the core workshops.
17. The programme's objectives were to provide leaders with access to leading edge research about what works in leading schools to raise attainment. Headteachers' reasons for sending leaders onto the programme included:
 - wanting them to develop an understanding of the different levels of leadership;
 - strengthening middle leadership to be more effective in role, resulting in having a greater impact on pupil outcomes; and
 - providing an opportunity for a head to work alongside their senior leaders and develop their strategic thinking in relation to school improvement.
18. An interim evaluation of the programme has indicated the following benefits of the programme
 - The action learning sets and the coaching training were seen as particularly valuable aspects of the course feeding directly into changes in practice
 - Improved confidence in middle leaders in leading change in their schools including learning the best ways of improving the quality of teaching of other teachers in the school through modelling and devising new strategies
 - Developing coaching and mentoring skills to help teachers develop their own improvements
 - Using video as a tool for helping teachers reflect on the impact of their teaching on children and seeing how to improve it
 - Helping headteachers to put in place strategic change for example new behaviour policies, a new system for SEN and a new participative leadership approach
 - More sophisticated use of data to drive improvements in teaching
19. The areas where there were challenges were as follows
 - Staff turnover between the end of the summer term and the start of the autumn term had an impact on some schools in the project. One group of schools experienced 75% turnover during the summer break. There was a change of head in 3 of the schools and changes of heads of school in the 3 schools in the academy chain. The particular challenge of newly

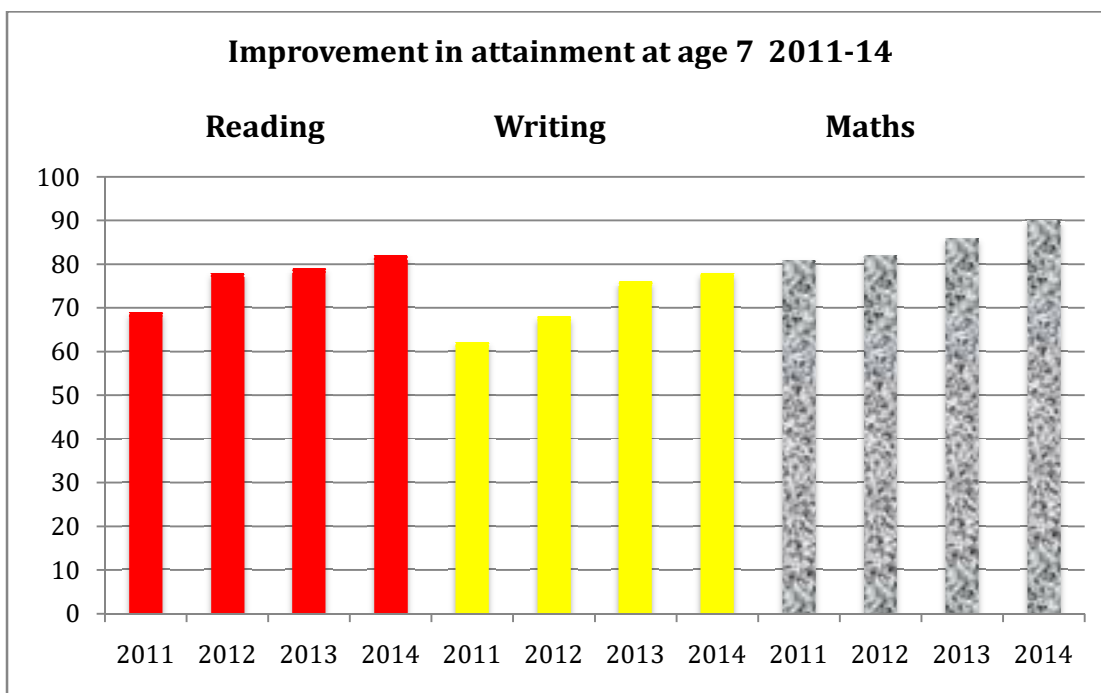
appointed heads joining part way through the programme had an impact on continuity in terms of the work of the action learning sets.

- Whether heads ‘bought into’ the programme or not had a significant impact on the participants being able to extend their learning back in their schools. Where heads were actively involved in the programme they were able to provide opportunities to engage their leaders in continued professional dialogue following a programme event when they were back in their schools. Heads championing the programme in their schools was a significant feature of successful completion. There has been a much greater involvement of headteachers in Year 2.
- The headteachers of the schools have particularly highlighted the facilitated sharing of good practice between schools as being a very particular benefit from the leadership programme. They have visited Coventry as part of the programme and seen their excellent network of small clusters of school sharing practice at all levels e.g. between headteachers, middle managers, SENCOs etc. They will be replicating this in Oxford and will be setting up a learning network with the support of Oxford University and the City Council to continue this best practice sharing.

Attainment data

20. The results from this year’s Key Stage 1 assessments and phonics are presented in Annex 1. These results indicate that all schools in the project have made progress since the start of the project in Autumn 2012. Overall results for the schools have risen as follows

Programme	KS1 Level 2+ Reading				KS1 Level 2+ Writing				KS1 Level 2+ Maths			
	2011	2012	2013	2014	2011	2012	2013	2014	2011	2012	2013	2014
Leadership for learning only	71	77	81	63	71	71	73	79	83	81	86	87
Leadership for learning and KRM	67	78	78	81	60	67	77	80	67	84	86	92
Project schools	69	78	79	82	62	68	76	78	78	82	86	90
Oxford	78	83	85		82	77	83		87	86	90	
Oxfordshire	86	88	89		80	83	86		90	91	93	
England	85	87	89		81	83	85		90	91	91	



21. Over the two years, reading has increased by 4 percentage points, writing by 10 and maths by 8 percentage points. This is good progress and some schools have made accelerated progress. The results of the two schools doing KRM maths are now above the national average and both have reached the City Council's target of 95% level 2 and above in maths. Others have moved closer to the average, but not all schools have improved.
22. In particular the 3 schools in the Blackbird Academy (Pegasus, Orchard Meadow and Windale) have not made progress this year in reading and writing, despite implementing KRM reading. They had a 75% turnover of staff in September 2013 and after some challenges in recruitment, have just appointed 8/9 new assistant headteachers who will start in September 2014. The school has experienced significant change this year and has not had sufficient leadership capacity to drive speedy improvement. They have also not been able to participate in the leadership programme so far this year, although the Leadership for Learning programme has offered support in September with coaching training and action learning sets.
23. The attainment results demonstrate that the programme has been a partial success. The main difficulties continue to be the huge challenges these schools have in recruiting staff, particularly middle and senior leaders. There needs to be sufficient senior leadership capacity in schools to drive improvement.

Update on shared equity loan housing scheme

24. The current position with the equity loan scheme is that Catalyst have issued the credit agreement they will use for individual loans, based on the Financial

Conduct Authority's Directive, and agreement on the final changes to the Service Level and Funding Agreement is expected shortly.

25. The priority is to support recruitment to senior leadership posts and officers have kept track of the vacancies advertised over the last school year. The job now is to confirm the posts filled with each of the programme schools so that the Council can establish which ones would be eligible and target them with information. Catalyst can then follow up any interest from potential applicants.

Update on the digital inclusion programme

26. This project was launched in June 2014 in Cheney School, Cherwell School and The Oxford Academy. Oxford City Council is working with Oxford University Education Department and Internet Institute who have appointed a part time research assistant to support the programme. Schools have purchased laptops for the students and the City Council has worked with Shebang and British Telecom to provide broadband access. This has proved complex as both organisations have had to adopt new business models to support this ground breaking work.
27. Most students are students who will start year 10 this year but about 5 students involved start year 11 this year and 7 will start year 9. The aim is to raise attainment at GCSE. The University is providing ongoing support in each school to assess the impact of the programme. All three schools are very enthusiastic about the programme, which will reach approximately 35 students. The City only needs to fund broadband for about 27 of these students as about a quarter of the parents already have broadband at home but were without a computer.

Update on the business class programme

28. In September 2013, the Leader of the Council asked for steps to be taken to improve the links between Oxford City secondary schools and businesses. As part of the research on how to facilitate this, Oxford City Council was approached by Business in the Community to sponsor Business Class in Oxford City Schools and also act itself as a business partner to one school, Cherwell School. Business Class is a long-term (three year minimum commitment) needs-driven approach run by the charity. It enables a business to partner with a school and engage in the most appropriate and meaningful way to support the raising of standards and attainment. As a partner to a school in Business Class, schools are able to participate in a cluster – a local and national network of school/business partnerships which enables the sharing of best practice and resources. The total cost of this is £5k a year for three years, £15,000 in total. In exchange for this Business in the Community has committed to:
 - Secure 5 partnerships of a business and Oxford secondary schools

- Facilitate the needs assessment process with the partner school
 - Convene and facilitate introductory action planning meetings.
 - Provide practical support, advice and guidance to support the smooth running of the partnership, including support at termly partnership reviews
 - Support one intervention activity with the partner school each term e.g. through the sharing of materials and best practice, and signpost as appropriate to other strategic partner delivery organisations
 - Undertake an annual review meeting between the partnership
 - Convene and facilitate cluster meetings (one per term – three per year) which will be attended by other Business Class schools and businesses
 - Facilitate the monitoring and evaluation of the partnership
 - Promote and share the best practice of Business Class in Oxford
29. The project started in Spring 2014 and progress so far in each school business link, including the link with Oxford City Council, has been excellent. Schools and businesses are enthusiastically engaging in the programme and interventions with students and staff have started. Full details are given in Annex 2.

Future initiatives

33. The education project was a 4-year programme and the last financial year of the programme is 2015-16. There will be a further report which proposes the way forward for both education and youth strategy during the Autumn.

Annex 1: KS1 results for schools in Oxford City's Education Attainment Project 2011 to 2014

74

School	Reading Level 2+			Writing level 2+			Maths Level 2+			% EAL	% FSM
	2011	2012	2013	2011	2012	2013	2011	2012	2013		
Bayards Hill Primary School	62	64	67	51	56	60	78	70	85	25	42
Church Cowley St James C of E School	77	82	83	73	80	78	82	82	93	44	24
Cuttleslowe Primary School	68	70	77	56	65	74	88	83	77	29	29
Wood Farm	71	80	86	64	77	74	82	86	86	36	43
St John Fisher Catholic Primary School	79	90	90	72	76	80	83	86	87	23	22
Larkrise Primary School	83	85	90	80	83	93	81	82	95	41	20
St Francis CofE Primary School	75	89	79	65	72	82	88	89	87	32	30
East Oxford Primary School	58	80	72	53	63	65	66	77	78	68	32
Orchard Meadow Primary School	63	77	81	66	48	72	82	86	84	25	47
Pegasus Primary School	73	82	88	68	72	83	97	88	93	17	40
Windale Primary School	55	56	53	38	56	70	62	78	79	18	30
The John Henry Newman Academy	66	80	80	50	74	74	84	89	89	22	31
Project schools	69	78	79	62	68	76	81	82	86		
Oxford	78	83	85	72	77	83	87	86	90		
Oxfordshire	86	88	89	80	83	86	90	91	93		
England	85	87	89	81	83	85	90	91	91		

Annex 2: Business Class update September 2014

Unipart /Oxford Academy School:

Sally Andreou, (the project manager for the scheme), has been liaising between Unipart and Oxford Academy to discuss a plan of interventions which include:

- Mentoring to 6th form students
- Mock Interviews with Year 11
- Year 9 Speed Career Networking Event
- Employability Skills.

Dates for the interventions are under review with the Academy's senior leadership team.

• Gi Recruitment /St. Gregory the Great Catholic School:

Students have received their third mentoring session last week and are proceeding well:

- In the New Year, Gi Group plan to invite their mentees to witness one of their large scale interview sessions so they can see the selection process first hand.
- May 2015, there are plans to run a large Speed Career Working intervention, utilising staff from Gi Group's locations around the UK.
- Support is being offered to help draft HR policy on Lateness for Staff and Students for the school.

Oxford City Council/Cherwell School:

15 Mentors and 17, Year 10 Mentees attend the Mentor Matching session in July. The feedback on both sides after the event was extremely positive.

- The first mentor sessions will take part on 16th October for 8 sessions until 4th June 2015.
- Mentor Matching session for 6th form students, date to be announced.
- Speed Career Networking, date to be announced.

Sharp Laboratories of Europe (SLE) /Oxford Spires:

First intervention was a Careers Workshop, explaining their jobs and career progression within the science industry to Gifted and Talented Science students. 7 volunteers from SLE talked to the young people about their roles, qualifications and educational backgrounds. Data from all 3 sets of questionnaires (BITC's student/volunteers and Oxford Spires Internal) showed:

Students overall:

- 67% enjoyed the activity
- 87% Strongly agreed/Agreed that they understand more about the different options open to them after school
- 93% knew more about the qualifications and skills need to follow different career paths

Student Responses from the Question: *Which part of the activity was most useful in helping you improve your skills and think about your future career?*

- "learning what the scientist's daily routine consists of"
- "knowing what GCSE paths and career options are useful to get a job"
- "giving you ideas in a career choice that you probably wouldn't have thought of"

Overall volunteers:

- 100% felt that pupils improved their knowledge of qualifications and skills for various careers
- 85% felt more motivated and positive about their organisation and job

Following from the first intervention, SLE invited 14, Year 10 students to their offices at the Oxford Science Park to discuss an initiative they had been asked to engage in from their Japanese Head

Office. SLE wanted to include a wider demographic than its own employees, and invited students from Spires to discuss their ideas on 'Food, Air and Water'. The intervention was very well received by both the business and school.

Future interventions in discussion:

- SLE has obtained funding from the Engineering Trust for 1-2 visits by Oxford Spires to take a tour round their offices.
- Mentoring 6th Formers who are first generation University applicants.
- Enterprise Day for Year 8/9 students
- SLE staff giving a presentation to Business students on running a company

British Gas/Meadowbrook College:

Partnership meeting between Emma Canter, HR Director British Gas, Alan Todd, HR Director and Andrew Creese, Headteacher at Meadowbrook College proceeded on Wednesday 10th September. It was a extremely positive meeting, with many synergies. Next meeting planned before October half term to discuss priorities of the College, and plans for first intervention.

Wiley and Sons/Cheney School:

Dawn Bova, Head of HR, and Philip Carpenter VP at Wiley met with Alistair White, Cheney's Deputy Headteacher on Friday 20th June.

- Alistair has been invited to attend Wiley's Forum meeting to discuss their partnership on 7th October.
- Speed Career Networking event planned in October.

Nominet/Matthew Arnold School:

This is the final partnership to Business Class Cluster, only coming on board in July. Nominet and Matthew Arnold already had a firm but tenuous relationship beforehand, and were keen to develop it on a firmer footing. The partnership meeting date is in discussion.

Oxford Cluster Meeting: Wednesday 18th September 2014

This was our second Cluster meeting, the first being held a Unipart on 10th June. It was the first meeting, however, with all the 7 partnerships complete. Some of the overall aims of the Cluster include:

- Raising Literacy levels
- Developing soft skills levels and attitude to employment
- Raising Aspirations to achieve

Proposed Cluster interventions:

- **Overview of the Unipart Way:** A two hour workshop for schools and businesses from 5-7pm, date tbc. Frank Nigriello will share how Unipart has developed a philosophy of working that engages everyone in the organisation in problem solving and continuous improvement (please see Briefing document-attached).
- **Understanding the Cluster Businesses:** The opportunity for school staff with career advice responsibility, to visit each cluster business for a two hour induction. The aim is for them to have an understanding of business, and their expectations and requirements of young employees.
- **Literacy Festival:** June/July 2015 in Cowley/Blackbird Leys/Wood Farm area to promote the fun and enjoyment of reading through story telling. Potential for the Cluster to gather good quality donated books and give them to children attending.
- **Speed Career Networking/Question Time Assembly:** An opportunity for the Cluster to work together on an easy, high impact intervention.

To: City Executive Board

Date: 15 October 2014

Report of: Head of Customer Services

Title of Report: Oxford City Council's European Social Fund Project

Summary and Recommendations

Purpose of report: To advise the City Executive Board of the purpose of the European Social Fund Project and associated funding.

Key decision? Yes

Executive lead member: Cllr Susan Brown, Board Member for Customer Services and Social Inclusion

Policy Framework: None

Recommendations: The City Executive Board is asked to:-

1. Note the proposed outcomes and funding arrangements for the project; and
2. Give project approval for the European Social Fund Project

Appendices

1. Breakdown of project costs
2. Risk Register
3. Equalities Impact Assessment

Introduction

1. Following the conclusion of the successful Local Authority (LA) Led Pilot undertaken by Oxford City Council during 2013, the Council was invited by the Department for Work and Pensions (DWP) to bid for unallocated European Social Fund (ESF) money in order to build on the learning from the LA Led Pilots.
2. The City Council's bid was based on applying the learning from its LA Led Pilot project, which focused on customers affected by the Benefit Cap and Bedroom Tax (Under Occupancy Regulations), to a different customer base, namely customers currently renting privately in the city. The customer group was selected for a number of reasons including:
 - They are a group of residents we know very little about;

- There is an ever growing gap between the amount of Housing Benefit customers can receive due to the Local Housing Allowance (LHA) rates councils are obliged to use to assess Housing Benefit, and the amount of rent being charged by landlords in the private sector.
 - The private rented sector in Oxford stood at 28% as at the census in 2011 and this makes it the largest sector after owner occupiers.
3. Based on the learning from the LA pilot; the ratio of customers to caseworkers and the type of support required, the outcomes for the project are to engage with 600 tenants within the private rented sector. The welfare reform team aim to help 90% of tenants in this group to undertake training in either access to work, financial capability or digital capability with a view to at least 10% entering employment.
 4. As the customer base is different however, it is envisaged that the barriers to employment will also differ to some extent.
 5. The project was signed off by the DWP in early March 2014 and runs from March 2014 to June 2015 with the first three months dedicated to recruiting resources to the project and setting up the appropriate procedures. A detailed breakdown of the recruiting and finance of the project is included in the Finance section below.
 6. Customer contact started in early June 2014 to test the processes and determine what additional partners would be needed for this project based on customer need.

Ongoing Support for Customers Impacted by the Welfare Reform Agenda

7. The Welfare Reform Team will continue to support customers affected by the Benefit Cap and the Bedroom Tax, even if they do not meet the criteria for the European Social Fund project. There are currently 100 such households who are receiving support from the Welfare Reform Project Officers and the Discretionary Housing Payment (DHP) Officer. This is to support people to downsize to smaller accommodation but also to seek help with debts, applying for an exempting benefit or with training and work where this is a viable option for customers.
8. The Discretionary Housing Payment (DHP) Officer provides the majority of the support for customers who require smaller, or more affordable accommodation (60 customers). The Welfare Reform Project Officers providing support to households where work is an option, or where additional support is required due to the presence of multiple barriers to work (40 customers).

Finance

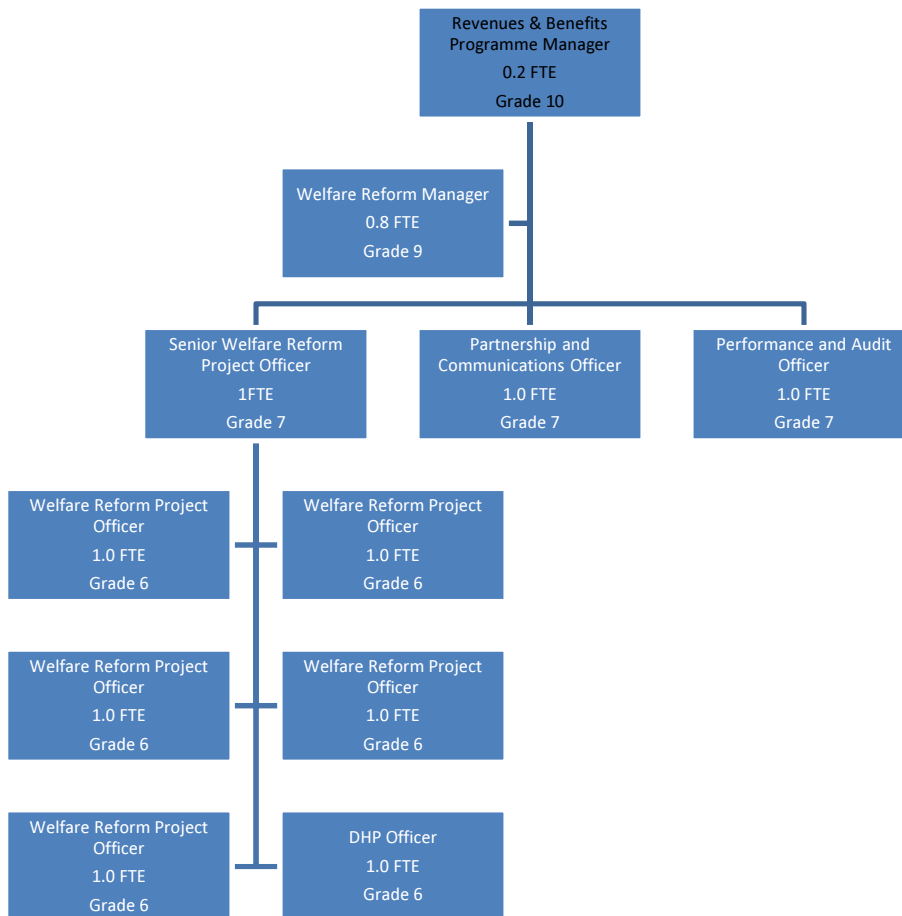
9. The total project cost is £593,648 of which £292,787 is grant funding provided from the European Social Fund. A large proportion of the funding has been spent on recruiting four additional posts to deliver the project: two caseworkers to engage and work with customers, a Partnership Development and Communications post and a Performance and Audit Officer. All of the posts have been recruited to on a temporary basis with all except one recruited internally on a secondment basis. These posts are shown on the structure chart in paragraph 16 below.
10. £81,000 of the grant is to fund participants' training or work related activity and travel. If participants do not incur these costs, the grant is forfeit.

Total project costs

Total project cost	£593,648
Total ESF support	£292,787
Total match funding available from OCC	£300,862

11. The match funding for the project is made up from posts within the Welfare Reform Team highlighted in blue and orange in the structure chart below. The posts highlighted in green are the posts recruited as part of the project and are temporary appointments.
12. The Discretionary Housing Payments Officer post highlighted as orange is a temporary post within the Welfare Reform Team.
13. The Revenues and Benefits Programme Manager and the Welfare Reform Managers costs are apportioned on the amount of time they will be spending on the project.

14. ESF Project Structure Chart



15. The grant conditions require that project expenditure is claimed retrospectively on a quarterly basis through an invoicing mechanism. The Council will not make its final claim until September 2015. The Council is also required to submit regular updates on progress of the project to the funding body.
16. A Performance and Audit Officer has been recruited for the life of the project to ensure that quarterly claims are made in a timely fashion and the all expenditure claimed is eligible as part of the project.
17. The Council have agreed the co-location of a member of the Jobcentre to work within the Welfare Reform Team to provide employment advice. This post attracts no additional cost, but is helping the Council to better understand how the organisations could potentially work together in the future under the terms of the Local Support Services Framework.

Monitoring

18. The outcomes of the project are being monitored via an established performance management framework developed as part of the LA Led Pilot.

19. The funding body undertook a baseline visit in May 2014. Based on the preparatory work undertaken and the procedures in place, the Team were satisfied that the project would be managed in a robust and effective manner.

20. The project will report monthly updates to the Organisational Development and Customer Services Board. The project will also report to the Welfare Reform Officers Group which in turn reports to the Welfare Reference Group for Members.

Risk

21. An evaluation of the risks associated with the implementation of this project has been carried out. A detailed Risk Register is attached at Appendix 3.

Environmental Impact

22. No impact

Equalities Impact

23. An initial impact assessment was carried out as part of the European Social Fund bid and can be found at Part 5 of Appendix 1. No undue, adverse impacts have been identified. A separate assessment can also be found at Appendix 3.

Financial Implications

24. The total cost of the project exceeds £500k although this funding includes matched costs. Resources for this project are committed until June 2015. Any expenses incurred in carrying out the project can be claimed from the European Social Fund, up to the value of the total funding agreed.

Legal Implications

25. Funding for this project is provided by the European Social Fund – England 2007-2013 Operational Programme. Our application is made as a non co-financing organisation.

Name and contact details of author:-

James Pickering
Welfare Reform Manager
Benefits, Customer Services
Tel: 01865 252647 e-mail: jpickering@oxford.gov.uk

Project Costs

Total project cost	£593,648
Total ESF support applied for is	£292,787
Total match funding available	£300,862

Staff costs

2014	Name of post	Amount
Match	Programme Manager, 7.40 hours, part time	
Match	Welfare Reform Manager, 29.6 hours, part time	
Match	Senior Project Officer, 37 hours, full time	
Match	Welfare Reform Project Officer, 37 hours, full time	
Match	Welfare Reform Project Officer, 37 hours, full time	
Match	Welfare Reform Project Officer, 37 hours, full time	
Match	DHP Officer, 37 hours, full time	
	2014 Total Matched Staff Cost	£227,189
ESF	Welfare Reform Project Officer, 37 hours, full time	
ESF	Welfare Reform Project Officer, 37 hours, full time	
ESF	Performance & Audit Officer, 37 hours, full time	
ESF	Partnerships & Communications Officer, 37 hours, full time	
	2014 Total Staff Cost to be funded from ESF	£121,554
2015		
Match	Programme Manager	
Match	Welfare Reform Manager	
Match	Senior Project Officer	
Match	Project Officer 1	
Match	Project Officer 2	
Match	Project Officer 3	
Match	DHP Officer	
	2015 Total Matched Staff Cost	£73,672
ESF	Project Officer 4	
ESF	Project Officer 5	
ESF	Performance & Audit Officer	
ESF	Partnerships & Communications Officer	
	2014 Total Staff Cost to be funded from ESF	£40,518
	Total	£462,934

Participant costs

Year	Description of expected costs	Amount
2014	Participant Training (£120 per participant for 360 participants)	£43,200
	Participant Allowances (travel etc. at £15 per participant)	£5,400
2015	Participant Training (for 240 participants)	£28,800
	Participant Allowances (travel etc.)	£3,600
	Total	£81,000

Expected indirect other costs

Year	Indirect cost item	Amount
Total	Recharges	£49,714

Risk Register

Nos.	Raised by	Date Raised	Probability	Impact	Gross Risk Score	Proximity	Description	Mitigation	Owner	Target Date	Revised Probability	Revised Impact	Residual Risk Score
ESF 01	JP	30/4/13	2	3	6	Short term	Council fails to claim funding in an accurate and timely manner	Audit & Performance Officer with experience recruited to oversee this element	JP	30/06/15	1	2	2
ESF 02	JP	30/4/13	3	3	9	Short term	Expenditure allocated in the budget is not spent	Audit & Performance Officer with experience recruited to oversee this element. PMF to track expenditure closely.	JP	30/06/15	1	3	3
ESF 03	JP	30/04/13	2	2	4	Long term	Not enough customers can be engaged with in the private sector and therefore targets not met.	Resource brought in from JCP and links being built with partners to help with the identification of suitable customers. There is no financial penalty for not meeting targets.	JP	30/06/15	2	1	2

Initial 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?

As this project provides additional support to customers, no group(s) should be disadvantaged. This is because the existing support available will not decline as a result of the project. In general, tenants in the private sector are less able to access support due to the insecure nature of their tenancies and less emphasis being put on this group.

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

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 are not consulting externally on the project but have engaged with parties in the 3rd sector and also the organisations who deliver services to ensure no negative impacts arise as a result of the project.

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

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 bi-monthly evaluation of the project will be undertaken and we will be tracking the diversity of our caseload on an ongoing basis to mitigate any risks.

To: City Executive Board

Date: 15 October 2014

Report of: Head of Policy, Culture and Communications

Title of Report: Towards Mental Health and Wellbeing in Oxford

Summary and Recommendations

Purpose of report: Oxford City Council agreed a motion on [3rd February 2014](#), setting out its support for mental wellbeing and outlining some specific actions.

In response, this document sets out what the Council is and will be doing to turn the Council motion into operational reality.

Key decision Yes (city-wide)

Executive lead member: Councillor Ed Turner, Board Member for Finance, Asset Management and Public Health

Policy Framework: The Corporate Plan: Strong, Active Communities

Recommendations: That the City Executive Board:

- a) Notes the response to the motion, including the proposed action plan
- b) Agrees that the Challenge Panel of Elected Member Champions for mental health and wellbeing should act as an informal advisory group to the Executive Board Member for Health and undertake the other actions proposed in the response and action plan
- c) Asks the Member Challenge Panel to play an active role in monitoring progress on the action plan

Appendices to report:

- Appendix 1 Response to the motion with action plan (with Annexes 1-6)
- Appendix 2 Risk register

Appendix 3 Initial equality impact assessment

Appendix 4 Draft outline – Member Challenge Panel for Mental Health and Wellbeing

Introduction

1. Council confirmed its support for people with mental health conditions in February this year. It acknowledged that it is not directly responsible for healthcare provision, including mental health, but nonetheless has an important role to play in:
 - a) taking action itself (both as an employer and as a provider of services), involving a number of service areas and elected members
 - b) supporting mental health work and best practice in partnership forums.

The response to the motion

2. The City Council has developed a response to help turn the motion into actions in partnership with key stakeholders within and outside the Council, including Oxfordshire MIND.
3. The document includes additional information:
 - Annex 2 summarises key points from the 2013 report on *Building Resilient Communities* by the Mental Health Foundation and MIND, referred to in the Council motion
 - Annex 3 gives a range of examples of Council services already making a positive contribution to mental health and wellbeing
 - Annex 4 gives an overview of the national context and local responsibilities and work around mental health
 - Annex 5 provides an overview of evidence (a separate background paper on selected local indicators for mental health and wellbeing is also available on www.oxford.gov.uk/oxfordstats)
 - Annex 6 includes links to relevant national and local documents.

The action plan

4. An action plan has been developed to show how the Council will:
 - deliver on specific proposals included in the original motion
 - embed wellbeing approaches across key services and work with partners.
5. Actions are set out in the body of the response document, with further details in a table in Annex 1. They are organised under the following headings, in line with the Council motion:
 - a) Elected members

- b) Mindful employer
- c) Promoting wellbeing
- d) Partnership working.

Level of risk

- 6. A risk register has been completed and is included as Appendix 2.

Equalities impact

- 7. An initial equality impact assessment has been completed and is included as Appendix 3. It shows that a positive impact on equalities is anticipated from adopting the proposed response and action plan.

Financial implications

- 8. There are some very limited financial implications. For example, there will be a small fee, payable every two years, for membership of the Mindful Employer Network. The panel of elected member champions might also need support. It is intended that these will be delivered within existing resources. Priorities within the relevant service area will be reviewed if it becomes apparent that this is not possible.
- 9. Where the Council is contributing towards mental wellbeing and community resilience by reviewing existing policies or contracts, any financial implications will be considered as part of that process. This includes re-commissioning advice services, revising the Housing Strategy and developing a Leisure and Wellbeing Strategy.

Legal Implications

- 10. There are no legal implications for the Council.

Name and contact details of author:-

Name Kathrin Luddecke Job title Policy Officer Service Area / Department Policy, Culture and Communication Tel: 01865 252057 e-mail: kluddecke2@oxford.gov.uk
--

List of background papers:None

This page is intentionally left blank

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

October 2014

1. Background

In February 2014 Oxford City Council agreed a motion, setting out its support for action on mental health and wellbeing.

Motion agreed by Oxford City Council (3 Feb. 2014)

Put forward by Councillor Ed Turner, Executive Board Member for Health, with an amendment by Councillor Ruth Wilkinson.

This Council supports the work of MIND and the Mental Health Foundation and asks the City Executive Board to consider appointing a member of Council to be a Champion of Mental Health Issues in much the same way as we have an Older People's Champion.

Council acknowledges it is not directly responsible for healthcare provision but believes it nonetheless has an important role to play. Council requests the City Executive Board to play a full role in the Health and Well Being Board and other partnership forums to maximise support for mental health work, and also to ensure its work providing and funding advice services is accessible to people with mental health problems.

Council believes councillors can support the wellbeing of people in their areas through both casework and their strategic role within the council. Council welcomes the practical steps set out by Mind and the Mental Health Foundation, whose new report, *Building Resilient Communities*, that can be taken to promote wellbeing, build resilience and help to prevent mental health problems – including steps that can be taken by Councillors.

Furthermore, Council wishes to meet best employer practice regarding mental health, and to encourage a commitment from all front line contractors and existing and prospective employers to follow its lead. Council requests that the Chief Executive signs MIND's Charter for Employers who are Positive About Mental Health on behalf of Oxford City Council. It also requests that the Chief Executive writes to his counterparts at the County Council, Oxford Brookes University and the University of Oxford to invite their organisations to follow the City Council's lead as a Mindful Employer to sign up to the Charter too.

2. Purpose of this paper

This paper sets out what the City Council is already doing to turn the Council motion into operational reality and what else it will do, working with partners where appropriate. It is not outlining a new strategy. Following the content of the motion, actions have been organised under the following headings:

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

1. Elected members
2. Mindful Employer
3. Promoting wellbeing
4. Partnership working.

The intention is for actions that support mental health and wellbeing to be part and parcel of how the Council does business. Doing so clearly links to wider corporate priorities, such as our ambition for “communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own wellbeing and that of their communities”.

In drafting this response, we have been guided by the evidence and recommendations in the Mental Health Foundation’s report *Building Resilient Communities* (see Annex 2). We have also benefited from the involvement and support of stakeholders within and outside the Council. We are especially grateful for the guidance and expertise provided by Oxfordshire Mind.

3. The City Council’s contribution

Council services already make a contribution towards mental health and wellbeing in the city; examples are included in Annex 3. This section gives details of other actions the Council will take to turn the motion into operational reality.

3.1. Elected members

The motion called for a councillor champion for mental health issues to be appointed, to advise the Executive Board member with responsibility for Health. Elected members themselves have played a key role in shaping the proposal to appoint an informal cross-party Member Challenge Panel on mental health and wellbeing. This panel is to be chaired by a lead champion, linking into the national Mental Health Challenge Network. More details are set out in a separate paper (appendix 4 to the CEB report).

We also aim to enable all city councillors to become advocates for mental health and wellbeing. The Council is in the process of adapting the *Councillors’ guide to mental health*, produced by the Royal College of Psychiatrists in 2013 as part of the Mental Health Challenge, for local use.

3.2. Mindful Employer

As called for by the motion, the Council is signing the Mindful Employer Charter and becoming a member of the network. This commits us to ensuring that:

- all staff involved in recruitment and selection are briefed on mental health issues and The Equality Act 2010, and given appropriate interview skills
- all line managers have information and training about managing mental health in the workplace.

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

The Council already piloted a 'Go Active at work' programme aimed at supporting employees' physical and mental health as part of the staff wellbeing pilot in our Customer Services Team. We are now extending this across the Council through our new two year Employee Development and Wellbeing Programme, including:

- organising health and wellbeing workshops
- developing internal health and wellbeing champions
- investing additional money for employee training in service areas.

This is in addition to our accreditation to Investors in People, Two Ticks "Positive about disabled people" and being a Stonewall Diversity Champion as well as a Living Wage Employer. The Council will also:

- look to sign the 'Time to Change' pledge to highlight its commitment to reducing mental health stigma
- share our successful 'Go Active at work' programme with other local employers, such as the Oxford University Hospitals Trust and British Gas
- encourage partners to embrace Mindful Employer principles where they do not already do so
- encourage suppliers to consider the benefits of working towards employer best practice regarding mental health, for example by facilitating Mind to take part in events for local businesses.

3.3.Promoting wellbeing

The motion refers to the practical steps that councils and others can take, as set out in the recent *Building Resilient Communities* report. The report suggests that "shaping existing services in such a way that they encourage behaviours that promote the five ways to wellbeing" is one important step (see Annex 2).

This section highlights where the Council sees opportunities to promote wellbeing further, as we are developing or reviewing some of our strategies and programmes of work. This includes:

- A new *Leisure and Wellbeing Strategy* 2014 – 2019 is being developed which will encourage behaviours that support the five ways of wellbeing, such as 'being active' and 'giving' by encouraging volunteering. An initial meeting between Council officers and Oxfordshire Mind has already taken place. The Council's *Culture Strategy* is also being reviewed with these aims in mind.
- One revised *Housing Strategy* will consider what the need and demand is for customers that suffer from mental health problems, and whether current provision needs to be reviewed. It will then assess whether there is a gap that needs to be filled through re-provision or new build.
- As part of their Welfare Reform pilot this year, our Customer Services team will work with Mind and Restore to help their team in dealing with people with mental health issues. They will also support those customers as well, for example removing some barriers to employment, an important factor in improving wellbeing.

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

- Our Electoral Services team is developing an action plan to make Oxford residents aware of the changes to voter registration, working with a wide range of partners and community groups. It is aware of the need to ensure that new processes for electoral registration do not exclude isolated people or those with mental health issues from the democratic process.

Finally, the motion called for advice services to be accessible to people with mental health problems. Advice services commissioned by the Council to date are based in communities, including in areas where evidence indicates an increased risk of lower wellbeing (see Annex 5). They have also developed close working relationships with mental health service providers, for example having an advisor from Oxfordshire MIND in their offices, making it easy to refer clients.

The Council is working with these existing providers to develop a new specification for advice services to be re-commissioned for three years from April 2015. Services will focus not just on emergency support but also on forward planning and the longer term impact of their work, including setting out pathways to employment, an important determinant for wellbeing.

This is in the context of advice agencies across the county being involved in a partnership programme supported by the Big Lottery Fund's Advice Services Transition Fund. As part of this, Oxfordshire Mind is currently working with advice agencies to mainstream mental health to:

- help their staff and volunteers understand mental health problems, share expertise and improve referral pathways
- improve resilience for clients by providing support to manage stress and anxiety and building confidence.

3.4. Partnership working

The motion highlighted the importance of working with partners to ensure that mental wellbeing is sufficiently taken into account in decision making and service delivery. This reflects the principles set out in the cross-governmental mental health strategy *No Health Without Mental Health* (see Annex 4).

Many of the strategies and action plans already mentioned include a strong element of partnership working. Other examples include:

- Oxford City Council is the local lead partner for the *Making Every Adult Matter* pilot project, one of nine local authority areas chosen to work with four national partners (Clinks, Homeless Link, Mind and DrugScope) to deliver improved outcomes and interventions for people with multiple needs.
- The council is a partner agency for the *Supported Independent Living (SIL)* pathway, to help people with a mental health diagnosis move out of hospital. Our support focuses on housing-related matters and the links to the pathway relating to adults. As part of the SIL pathway we also contribute a number of houses (units) at subsidised rent.

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

- The Oxford Safer Community Partnership is discussing how to take forward the action plan included in the national *Mental Health Crisis Care Concordat. Improving outcomes for people experiencing mental health crisis* (Department of Health and Concordat signatories 2014).
- The City Council and partners on the Oxford Strategic Partnership will play an active part in the *Commission on Health Inequalities*, which is being proposed by the Clinical Chair of the Oxfordshire Clinical Commissioning Group, Dr Joe McManners.
- As part of the Oxford Strategic Partnership's Stronger Communities theme group, a *Needs Analysis for Older People in Oxford* has been undertaken in October 2013, overseen by the Oxford City Ageing Successfully Group. Two pilot projects aimed at addressing older people's isolation have also been evaluated. Both of these documents are informing the development of an action plan.

The Council already plays an important role in helping support client groups at higher risk of experiencing low mental wellbeing, through its housing, homelessness and community safety services. Specific examples can be found in Annexes 3 and 4. To further improve joint working in this area, we developed a *Health and Housing Working Together Action Plan* jointly with partners in public health earlier this year. Specific actions that are relevant to mental health and wellbeing are to:

- include the County Council's Public Health Promotion Programme as part of the City Council's communication calendars (internal and external), supporting National Mental Health Awareness Week and World Mental Health Day
- hold initial discussions with other agencies about referral paths (Mental Health, Hospital Trusts, Social Services, Community Safety) to prevent clients falling between agencies
- have initial discussions with partner agencies on how services can be co-designed and commissioned for complex needs client groups
- request that the Oxfordshire Clinical Commissioning Group consider harm minimisation, especially for vulnerable groups, as part of their mental health commissioning.

4. Next steps

Together with existing work captured in Annex 3, these actions will help turn the motion into operational reality. The table in Annex 1 gives a more detailed overview of all actions, under the same four headings as set out in this report. The aim is to embed and mainstream support for mental wellbeing and the action plan will be accommodated within existing service areas and monitoring arrangements.

While it is not thought that separate reporting mechanisms will be required, the Mental Health Challenge Panel of elected members in the City can play a role in monitoring progress on actions. It is proposed in the separate appendix to the CEB report that the Panel will report back to Council as part of the existing regular partnership reports.

Towards Mental Health and Wellbeing in Oxford.
A response to a motion agreed by Oxford City Council.

Annex 1: Action Plan

Action (existing / new)	Resources	Responsible / lead	Target outcomes ¹	Target date
1. ELECTED MEMBERS				
Appoint elected member Mental Health Challenge Panel with lead champion (new)	Limited – within existing	Councillors PCC (Val Johnson)	<ul style="list-style-type: none"> Appoint panel of champions with role description, to advise Board Member for Health Agree lead champion to be part of the National Mental Health Challenge champions network Any measures to be set by the panel 	Autumn 2014
Offer elected members information and support on mental health awareness (new)	Limited – use existing materials	PCC (Val Johnson)	<ul style="list-style-type: none"> Help members support the wellbeing of people in their areas through both casework and their strategic role within the Council Measures to be agreed by the panel 	Start autumn 2014, then on-going
2. MINDFUL EMPLOYER				
Chief Executive to sign Mindful Employer Charter for Employers who are Positive About Mental Health (new)	> £500 accreditation and review	HR (Jarlath Brine)	<ul style="list-style-type: none"> Be accredited as a Mindful Employer Access information and support in relation to staff who experience stress, anxiety, depression and other mental health conditions through Mindful Employer network Monitor recruitment: Annual Workforce Equalities Report (May/June) – note mental health information reliant on self-declaration by applicants 	October 2014

¹ Actions and outcomes should be reviewed as part of the standard processes and procedures set for managing policies and projects.

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

Action (existing / new)	Resources	Responsible / lead	Target outcomes ¹	Target date
Sign the Time to Change Pledge and create a plan to tackle MH stigma (new)	Minimal	HR (Chris Harvey) PCC (Comms)	<ul style="list-style-type: none"> Highlight the Council's commitment to reducing mental health stigma Measures to be included in the plan 	December 2014
Develop and implement Employee Development and Wellbeing Programme incl. mental health and wellbeing (existing – in development)	Budget £75k each year for 2 years	HR (Chris Harvey)	<ul style="list-style-type: none"> Improve staff survey results Other measures to be defined and developed in the Employee Development & Wellbeing Programme 2014-16 	Started
Write letters to partners to consider becoming Mindful Employers (new)	n/a	Chief Executive PCC (Val Johnson)	<ul style="list-style-type: none"> Write to the County Council, Oxford Brookes University and the University of Oxford to invite their organisations to follow the City Council's lead as a Mindful Employer 	November 2014
Encourage suppliers to aim for best practice in employment practices (existing – in development)	Minimal	Procurement (Caroline Wood)	<ul style="list-style-type: none"> Suppliers to be positive about mental health Measure information provided, e.g. by facilitating Mind attending events for local businesses 	December 2014
3. PROMOTING WELLBEING				
Strengthen the Council's policy development and review process (existing)	Minimal	PCC (Val Johnson)	<ul style="list-style-type: none"> Help mainstream consideration of the impact of new policies on promoting mental wellbeing and resilience across Council services 	November 2014
Publicise Mental Health training opportunities for Council staff (existing – in development)	Existing	PCC (Val Johnson)	<ul style="list-style-type: none"> Equip council and partner staff, including front-line staff and volunteers, to identify mental health and wellbeing issues and signpost as appropriate 	January 2015

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

86

Action (existing / new)	Resources	Responsible / lead	Target outcomes ¹	Target date
Re-commission local Advice Services (existing – in development)	Existing	Customer Services (Helen Bishop, Paul Wilding)	<ul style="list-style-type: none"> Ensure Council funded advice services are accessible to all Any measures to be included in service specification (one year development and pilot phase during 2014) 	New contract from April 2015
Develop relationship with mental health support providers (existing – in development)	Existing (European funding)	Customer Services (Helen Bishop, Paul Wilding)	<ul style="list-style-type: none"> Help long-term unemployed overcome key barriers to getting into work (Welfare Reform work) Measures to be set as part of project 	Started
Understand housing need and demand for people with mental health problems (existing – in development)	Tbc	Housing (Gary Parsons)	<ul style="list-style-type: none"> To be considered and addressed through revised Housing Strategy Measures to be included there 	March 2015
Identify how leisure and culture services can best support five ways to wellbeing (existing – in development)	Tbc	Leisure (Ian Brooke), PCC (Ceri Gorton)	<ul style="list-style-type: none"> Work towards best practice recommendations To be considered and addressed through revised Leisure & Wellbeing Strategy and Culture Strategy Measures to be included there 	March 2015
Identify and work with partners to raise awareness and support Individual Voter Registration (IER) (existing – in development)	IER Public Engagement funding	Electoral Services (Martin John)	<ul style="list-style-type: none"> Identify partners that can support IER and ensure they have information (e.g. Mind, Rethink, Restore, Community Glue, Oxfordshire Unlimited, CAB, Oxfordshire Link) Minimise disenfranchisement and disengagement from the democratic process 	December 2014, then on-going

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

66

Action (existing / new)	Resources	Responsible / lead	Target outcomes ¹	Target date
			due to mental health issues	
4. PARTNERSHIP WORKING				
Play an active role in specific relevant partnerships and projects (existing)	Existing or new external funding	All Community Safety (Richard Adams)	<ul style="list-style-type: none"> • Make the most of opportunities to work with partners to support mental health and wellbeing in Oxford, across the population and for those with mental health issues or disorders, e.g.: <ul style="list-style-type: none"> ○ Making Every Adult Matter pilot project ○ Supported Independent Living Pathway ○ Mental Health Crisis Care Concordat ○ OCCG Health Inequalities Commission ○ Oxford City Ageing Successfully Group 	On-going
Develop and deliver Health & Housing Working Together action plan (existing)	Existing	Housing (Stephen Clarke), PCC (Val Johnson) Community Safety (Richard Adams)	<ul style="list-style-type: none"> • Review how Health and Housing services can work better together to improve outcomes: <ul style="list-style-type: none"> A) Joining up and targeting health promotion campaigns B) Working across Oxford City Council services and with the housing sector C) Improving referral processes, joint working and information capture across agencies D) Supporting those with complex needs • Measures included there 	Started
Influence Health & Wellbeing Board (existing)	Existing	Representatives on partnerships (Cllr Ed Turner, Val Johnson)	<ul style="list-style-type: none"> • Support the JSNA reflecting the importance of mental as well as physical health and wellbeing • Influence through new membership of the Mental Health Joint Management Group 	Started

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

Annex 2: Building Resilient Communities

This joint 2013 report by Mind and the Mental Health Foundation is mentioned in the motion. It contains useful analysis and recommendations, including for local authorities such as the City Council, by:

- “setting out the types of services, resources and infrastructure that need to be in place locally to support resilient communities, helping people to ‘feel good and function well’” (p.3)

It defines what is to be understood by “resilient communities” and why this is important (see also Annex 3 and 4):

- “Resilience is the capacity of people to confront and cope with life’s challenges and to recover from, or adapt to, adversity. ... It is not only important that communities have high levels of wellbeing but also that they are resilient to maintain this wellbeing in difficult circumstances.” (p.11)

It also suggests some key areas to focus on for the council in developing its actions:

- “The New Economics Foundation’s (NEF) report Five Ways to Wellbeing sets out five actions that promote wellbeing.

Five ways to wellbeing

A review of the most up-to-date evidence suggests that building the following five actions into our day-to-day lives is important for well-being:

- **Connect...**
With the people around you. With family, friends, colleagues and neighbours. At home, work, school or in your local community. Think of these as the cornerstones of your life and invest time in developing them. Building these connections will support and enrich you every day.
- **Be active...**
Go for a walk or run. Step outside. Cycle. Play a game. Garden. Dance. Exercising makes you feel good. Most importantly, discover a physical activity you enjoy and that suits your level of mobility and fitness.
- **Take notice...**
Be curious. Catch sight of the beautiful. Remark on the unusual. Notice the changing seasons. Savour the moment, whether you are walking to work, eating lunch or talking to friends. Be aware of the world around you and what you are feeling. Reflecting on your experiences will help you appreciate what matters to you.
- **Keep learning...**
Try something new. Rediscover an old interest. Sign up for that course. Take on a different responsibility at work. Fix a bike. Learn to play an instrument or how to cook your favourite food. Set a challenge you will enjoy achieving. Learning new things will make you more confident as well as being fun.

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

- **Give...**

Do something nice for a friend, or a stranger. Thank someone. Smile. Volunteer your time. Join a community group. Look out, as well as in. Seeing yourself, and your happiness, linked to the wider community can be incredibly rewarding and creates connections with the people around you.

New Economics Foundation (2008)

Importantly, these are not just a person's individual responsibility, but can be influenced by 'upstream' interventions; shaping existing services or providing new services in such a way that they encourage behaviours that promote the five ways to wellbeing." (p.3)

- "It is important that we provide these 'upstream' interventions rather than relying solely on individual behaviour change which can be hindered by personal challenges or structural inequalities." (p.21)

Of the five ways to wellbeing, social connectedness has been found to have a particularly strong evidence base and to underpin the other ones. The report suggests that it is one of the most important components of longer term resilience and essential for future-proofing wellbeing:

- "Building social connections is also an area where local authorities, community groups and service providers can make a significant impact." (p.3)

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

Annex 3: Council services - case studies

1. Background

In exploring how the council can best deliver on the motion we found a variety of work already taking place that contributes towards improving mental health and wellbeing. This section gives a range of examples to help illustrate the breadth of work that has a positive impact on the wider social determinants of health, including mental health. It is clear even from this small selection that this work does not take place in isolation but involves partners and often an element of co-production, that is involving service users in shaping provision to ensure it is accessible and effective.

2. Peer support

A number of people told us that what they value most are social connections with people who have been through similar experiences. This peer support is invaluable in helping people to deal with difficult circumstances, whether that's unemployment, physical or mental health problems, bereavement or other difficult circumstances.

Building Resilient Communities (Mind & Mental Health Foundation report), p.30

One of the council's community development officers in the **Communities and Neighbourhoods Team** helped secure two years' funding from Response and Oxfordshire Mind for an independent group in the Leys focusing on mental health issues and disabilities. The group called Survivors has been running for nearly twenty years, offering its fifty members the opportunity to share and support each other. Previous funding had been cut, putting this work at risk.

3. Community development and capacity building

Community development, capacity building and social integration programmes have also been found to have significant returns on investment as well as impacts on wellbeing and resilience; with an estimated £325 saved annually per person who takes part in befriending schemes and £850 per member of a time bank⁴⁶, a reciprocal scheme where people give their time in exchange for that of other people.

Building Resilient Communities, p.18

The **Welfare Reform Team** in Customer Services have worked with a number of customers who have had agoraphobia, or just struggled with confidence and motivation. We have engaged partners who have provided coaching and mentoring to support these customers to access the job market, or at least to remove some of their barriers to employment. This work will be developed further this year; see above 3.3.

The Barton Job Club supported by the **Communities and Neighbourhoods Team** have helped an older long-term unemployed person re-build their confidence and self-esteem, by coaching and encouraging volunteering. This helped the person to complete a training course in an area of work in which they had some previous

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

experience. They are now set up as self-employed, feeling for the first time in many years that “my life has a sense of purpose and direction”. One of their first customers was the charity they had initially volunteered for.

4. Volunteering

An extensive review of the published literature on the health benefits of volunteering found that volunteering was shown to decrease mortality and improve self-rated health, mental health (including levels of depression and psychological distress), life satisfaction, the ability to carry out activities of daily living, social support and interaction, healthy behaviours and the ability to cope with long-term illness⁷⁰.

Building Resilient Communities, p.27

Oxford City Council **Parks Team** actively promotes volunteering opportunities, including working alongside council gardeners and rangers, weekly conservation sessions, surveying flora and fauna or belonging to one of 16 ‘Friends’ groups.

A team of around ten people volunteer every Thursday to work at sites across the city to coppice, construct fences, built and bridges and willow screens and cleared ponds and scrub areas. Elsewhere residents are working together as a ‘Friends’ groups to make their local green spaces cleaner, more accessible and improve the habitats for local wildlife. Friends groups are not restricted to parks, several groups are working in closed churchyards and cemeteries.

The **Communities and Neighbourhoods Team** have established a job club for Wood Farm. The co-ordinator there is working with the Children’s Centre and their volunteer co-ordinator to set up volunteering opportunities for female clients who would like to work with children. Recently a client has volunteered to support pupils with reading at a school.

5. Staff training

A number of providers of local services that we spoke to said that they would like to do more to support the wellbeing of the people that they work with, but that they did not have enough information or support. Many frontline staff have had no mental health training at all, and where they have it is often focused entirely on supporting people living with severe mental health problems.

Building Resilient Communities, p.27

In 2012, staff in the **Environmental Protection Service** who work with single homeless people and rough sleepers in Oxford were trained to increase their skills in working with complex trauma. An intensive course on “Personality: People and Pathology” was delivered to a smaller number of staff in the service.

The **Parks Rangers** deal with a wide range of antisocial behaviour issues in parks. This regularly entails contact with people who have mental health, alcohol and substance abuse problems. The Rangers have attended mental health, drug and

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

alcohol awareness training and have gained considerable experience in this area since the Ranger Service was formed in 2006. They have also built up excellent working relationships with a number of support agencies, and often accompany outreach workers to visit people rough sleeping in the city's green spaces. The Rangers' training and experience in this area also helps keep them safe when dealing with this high-risk group.

The **Communities and Neighbourhoods Team's** officer with a lead on health has worked with GreenSquare housing association to encourage frontline workers and volunteers in Rose Hill attend free Mental Health First Aid Training delivered by Mind. They also organised in-house training, running the same accredited two day course for eleven of their own frontline staff earlier this year.

6. Creative and accessible activities

Creative and arts-based activities were popular with many of those who attended the focus groups. They took part in a range of creative activities, including attending choirs, film groups, reading groups, acting classes, art groups, photography groups, cooking, making and listening to music and visiting museums. The groups said that creative activities gave them a sense of pride and distracted them from negative thoughts and situations.

For a significant number of people, the accessibility of services and support is in itself a wellbeing issue. Being unable to take part in an activity because it is inaccessible to or inappropriate for people with particular disabilities or mental health problems, people who have low levels of literacy, for whom English is not their first language or who are from a particular religion can have a significant impact on that person's wellbeing.

Building Resilient Communities, p.27 and p.40

The council is hosting the Reminiscence Officer and Community Engagement Partnership Officer posts, seconded to the Museum of Oxford within the Council's **Culture Team** from Oxford University Museums and funded by Arts Council England via Oxford Aspire. Working with volunteer helpers, they are leading on a wide range of activities with a positive impact on the wellbeing and happiness of participants. Examples include outreach to bring services to where people are:

- reminiscence work with older people in Oxford's day centres and hospitals, including work with a specialist mental health ward
- targeted project work with groups who have potential barriers to cultural experiences, in partnership with local providers including Mind and Oxfordshire County Council Learning and Skills.

The Sleeping and Single Homelessness Team in **Housing Services** work towards being accessible by jointly funding a Mental Health Practitioner with Oxford Health. This officer completes joint visits with our Outreach to target rough sleepers with mental health problems. They also hold drop in sessions in hostels and daycentres for this group.

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

7. Activity out of doors

Physical activity that takes place out of doors has been found to be particularly beneficial for people's wellbeing, with evidence that outdoor walking groups have a greater impact on participants' self-esteem and mood than the equivalent activity indoors⁵⁷. ...

People told us that they found allotment groups particularly helpful as they combine a range of different elements that have a positive impact on their wellbeing, including physical activity, being in a social group and being outdoors.

Building Resilient Communities, p.23

Oxford City Council **Parks Team** provides 36 allotments across the city in partnership with the Oxford and District Federation of Allotment Associations. This means that all residents within Oxford are within a 1,900 metre walking distance of an allotment.

Our **Go Active Team** is running a programme of health walks across the city, through the Department of Health's Walking for Health initiative. The walks are led by volunteers trained by the team and the aim is for each ward to have access to a walk nearby. The team have also started working with volunteers to run friendly introductory jogging courses for those able to take part.

8. Physical activities

Leisure and recreation facilities were also extremely important for many members of the focus groups who said that they used local gyms, swimming pools, parks and footpaths to take part in physical activity, which had a significant impact on their wellbeing.

Members of the focus groups who were less physically mobile, particularly older people and those living with disabilities and long-term physical health conditions, highlighted the importance of providing suitable opportunities for physical activity that they could also take part in; physiotherapy, chair-aerobics and walking groups were all raised as examples.

Building Resilient Communities, p.23

As part of the Council's Dance Development Programme, the **Culture Team** delivered a year-long 'Get Moving!' programme of activities for over 50's living in Oxford, funded by Awards for All. Over 200 older people benefited from the project designed to help them keep active, reduce isolation and to celebrate ageing in a creative and innovative way. This included chair users, some of whom occasionally danced out of chairs. Classes continue at Oxford Options day centre, Iffley and the Pegasus Theatre.

A 'Dance for Parkinson's' project started in Oxford in January 2013 as a pilot project for those affected and their carers, run in partnership with English National Ballet.

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

Alongside the project has been a BUPA award-winning research project into the impact on people with Parkinson's. Other work has focused on attracting young people in Barton to dance, with 28 people engaged in an Urban Summer Dance Week in 2012 and saying they will continue this on a weekly basis.

9. Co-production

Involving local people in the co-production of services not only provides an opportunity for people to take part in the five ways to wellbeing, but will result in better services that are more appropriate for and appealing to the local population, as well as being more effective.

Building Resilient Communities, p.4

The **Virtual Staff College** has commissioned a resource pack to help local authority services build community resilience through co-producing services with users. A number of council managers and staff have taken part in a special training day this summer, trialling the resource pack before it is published. The workshop was led by Anna Wright, ex-Director of Children's Services at Reading and Specialist Education Advisor for Oxford City Council, together with Melani Oliver, a Director at the Innovation Lab. Partners working with children, young people and families also took part. Since then, we have included information about co-production in our consultation toolkit and are looking for other ways of following up on this workshop.

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

Annex4: National and local context

1. National context

As the motion recognises, Oxford City Council is not directly responsible for healthcare provision. As part of the new **public health duties** of local authorities, it has a supporting role to play in helping improve the health of the population in the city (*Health and Social Care Act 2012*).

The **Marmot Review** on health inequalities *Fair Society Healthy Lives* (2010) led the way in recognising the importance of the wider social determinants of public health. They have been defined as the factors that impact on health and wellbeing, such as the circumstances in which we are born, grow up, work and age – or the causes of the causes of illness and low wellbeing. The Review also set out that:

- social connections can make communities more resilient and help defend against the increased mental health problems associated with poverty
- actions must be universal to reduce the steepness of the social gradient, but with a scale and intensity that is proportionate to the level of disadvantage (proportionate universalism) – i.e. actions are taken at universal or population level but where those at higher risk can be identified, they should be targeted in proportion to that increased risk to prevent further widening of inequalities.

The government has also made clear how important it considers mental health and wellbeing to be for the wider public health agenda. Its **cross-government mental health strategy** for people of all ages, *No Health Without Mental Health* (2011) wants public services to reflect the importance of mental health in their planning, putting it on a par with physical health.

No Health Without Mental Health – Six shared objectives

Two of these are particularly relevant to the broader aspirations towards building resilient communities set out in the motion approved by council. The other four objectives focus specifically on people with existing mental health issues.

Objective 1) More people will have good mental health:

- More people of all ages and backgrounds will have better wellbeing and good mental health.
- Fewer people will develop mental health problems – by starting well, developing well, working well, living well and ageing well.

Objective 6) Fewer people will experience stigma and discrimination:

- Public understanding of mental health will improve and, as a result, negative attitudes and behaviours to people with mental health problems will decrease.

An [Implementation Framework](#) for *No Health Without Mental Health* was published in 2012 by a working group including the Centre for Mental Health, Mind and others. It states that: “Mental health is everyone’s business.” and that: “Local authorities can

Towards Mental Health and Wellbeing in Oxford.
 A response to a motion agreed by Oxford City Council.

take a leading role in improving the mental wellbeing of people in their area, as well as improving the lives of people living with mental ill health.”

This is not to detract from, or take on the role, of organisations for which the Framework suggests actions, including Clinical Commissioning Groups, service providers, upper tier authorities or health and wellbeing boards. Figure 1 explains the new health and care system introduced by the Health and Social Care Act (2012).

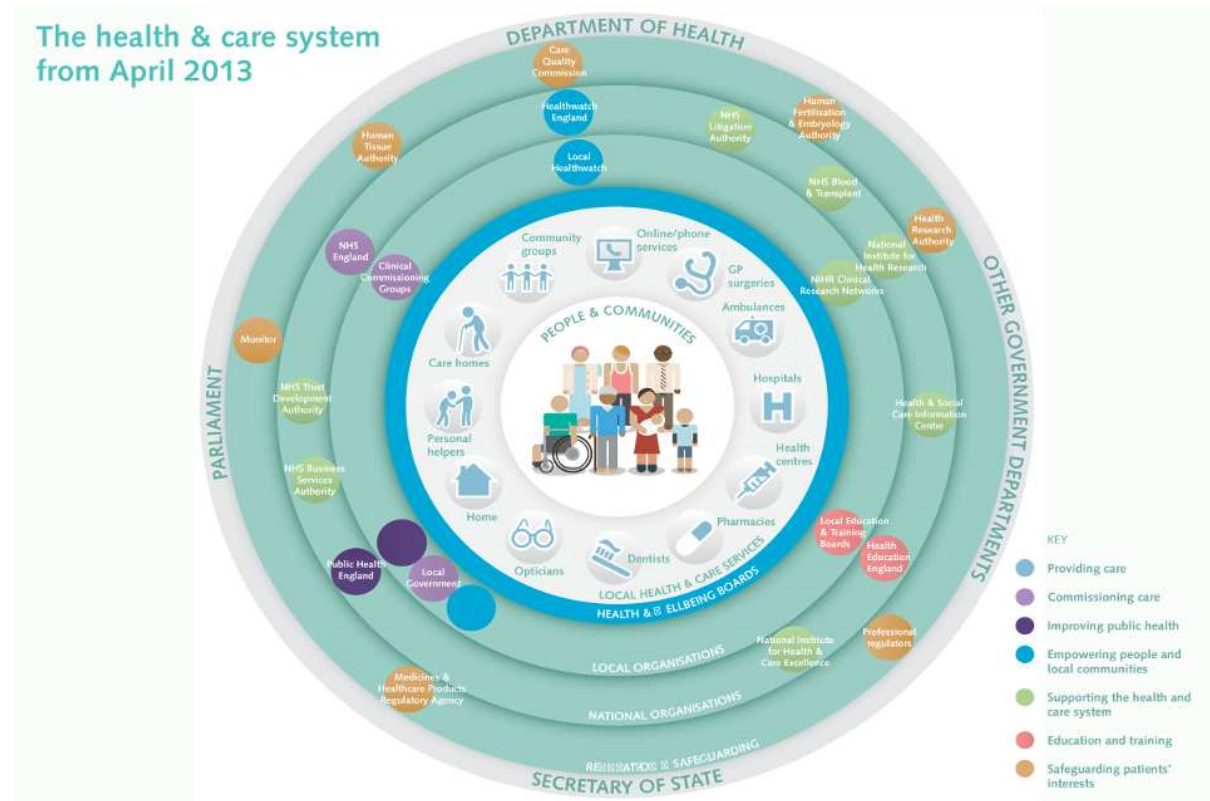


Fig. 1 [The health and care system explained](#), published by the Department of Health

2. Local responsibilities and work

The **Health and Wellbeing Board** is a partnership between local government, the NHS and the people of Oxfordshire. It includes local GPs, councillors, [Healthwatch Oxfordshire](#), and senior local government officers.

It is made up of a Public Involvement Network and three partnership boards which report directly to main Board; these are:

- [The Health Improvement Board](#)
- [The Adult Health and Social Care Partnership Board](#) (under review)
- [The Children and Young People’s Board](#)

A key requirement of the Health and Wellbeing Board is to oversee the delivery of the *Joint Health and Wellbeing Strategy*, which sets out what we want to do to improve the health and wellbeing of people of all ages across the county. The board has also collected lots of useful information telling us who lives in Oxfordshire, what

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

we are already doing well and what the problems are, in what is called a [Joint Strategic Needs Assessment](#). The City's Executive Member for Health is a member of the Health Improvement Board.

The **Oxfordshire Clinical Commissioning Group (OCCG)** has the lead commissioning role for budgets pooled with Oxfordshire County Council, as set out in the [Joint Mental Health Commissioning Strategy for Oxfordshire 2012-15](#). It also manages a *Better Mental Health Oxfordshire Commissioning Programme* coming to an end on 1 May 2015, which focuses on the improvement of mental health and mental wellbeing for the people of Oxfordshire.

For the future, mental health is an area selected for introducing [Outcomes Based Commissioning](#) (OBC), focusing first on four out of eight target groups (Anxiety and depression; Alcohol and substance abuse; Psychosis including schizophrenia; Behavioural and developmental disorders).

The **Community Safety Team** at the City Council has a strong strategic relationship with commissioners across the county, including the OCCG, to ensure working as efficiently as possible across the homelessness and mental health (Supported to Independent Living) client groups which overlap significantly. It (co-)funds a number of specialist services for clients with complex needs, such as a Homelessness Mental Health Practitioner and tenancy sustainment work.

The **community and voluntary sector** plays an important role, both in representing user groups and as service providers, in addition to Oxford Health NHS Foundation Trust which provides specialist mental health services to people of all ages in Oxfordshire. Providers in Oxford include Oxfordshire Mind as well as Restore and Response among others. The Oxford Mental Health Forum is web resource aimed primarily at people living in Oxfordshire affected by mental illness and those who have an interest in mental health. It has been commended by The British Medical Association in the BMA 2013 Patient Information Awards.

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

Annex 5: Evidence base

1. Impact of mental wellbeing

A wide range of policy documents and resource sheets produced since *No Health Without Mental Health* was published in 2011 (see Annex 5) reflect the evidence available about:

- the positive impact of the mental wellbeing of individuals and communities on other outcomes, such as improved educational attainment, safer communities and improved productivity and employment retention
- the economic costs of mental ill-health and lack of resilience that will be felt across communities and public service providers, making strategies to prevent mental health problems and build resilience cost-effective.

The annual cost of mental disorder in England is estimated at £105 billion⁴. By comparison, the total costs of obesity to the UK economy are £16 billion a year⁴² and £31 billion for cardiovascular disease⁴³.

[*Guidance for Commissioning Public Mental Health Services* \(2013\), p.10](#)

2. Risk and protective factors for mental wellbeing

These and earlier documents also identify a number of factors that indicate a higher or lesser risk of having low mental wellbeing and resilience. The Joint Commissioning Panel for Mental Health's *Guidance for Commissioning Public Health Services* sets out a comprehensive list of these factors (see Annex 6).

We have pulled together a table to give an overview of the factors most frequently identified:

Risk factors: higher risk of low wellbeing	Protective factors: lower risk of low wellbeing
<ul style="list-style-type: none">• On low incomes or unemployed, including children in low income households	<ul style="list-style-type: none">• In employment and on higher incomes
<ul style="list-style-type: none">• Socially isolated (with less than three close relatives or friends), e.g. older people, pregnant women or new mothers, refugees and migrants, prisoners	<ul style="list-style-type: none">• Social engagement and strong personal, social and community networks
<ul style="list-style-type: none">• From black or minority ethnic groups	<ul style="list-style-type: none">• Positive self-esteem, spirituality
<ul style="list-style-type: none">• Other characteristics protected under the Equalities Act 2010, e.g. gender, age, disability, sexual orientation	<ul style="list-style-type: none">• Positive living environment, including street scene, green spaces and recreation facilities
<ul style="list-style-type: none">• Long-term physical health conditions	<ul style="list-style-type: none">• Good general health
<ul style="list-style-type: none">• Complex needs, risky behaviours (e.g. alcohol, smoking, drug use) and homelessness	<ul style="list-style-type: none">• Low fear of crime and safety issues, fewer street level incivilities

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

<ul style="list-style-type: none">• At a transition stage in life, e.g. pre-school, going to / moving school, starting work, redundancy, retirement, bereavement	<ul style="list-style-type: none">• Engaged in activities such as learning and exercising
<ul style="list-style-type: none">• Genetic and early environmental factors, e.g. parenting style and attachment	<ul style="list-style-type: none">• Genetic and early environmental factors, e.g. positive peer influence and opportunities to succeed

It is important to note that:

- these risk factors do not mean that people with them will in fact, or have to, experience low mental wellbeing
- people with mental health issues or disorders can still feel and function more or less well, depending on other factors.

3. Indicators for Oxford

The government has published a national *Mental Health Dashboard* with a wide range of indicators for all the six objectives of its cross-cutting strategy *No Health Without Mental Health* (see Annex 5). This includes the two broader objectives for 'more people to have better mental health' and 'fewer people will experience stigma and discrimination'. In addition, some of the indicators for the broader *Public Health Outcomes Framework for England 2013-2016* are relevant, for example the measures of subjective wellbeing.

The *Guidance for Commissioning Public Health Services* lists a variety of sources of information about local levels of mental wellbeing (p.32). This includes *Community Mental Health Profiles* available at county level, published by the Network of Public Health Observatories, most recently in 2013. The *Oxfordshire Joint Strategic Needs Analysis 2014* also includes a range of relevant data, such as on groups with protected characteristics, wider determinants of health and healthy lifestyles and behaviours (see Annex 6 for both).

Due to the number of indicators used in relation to mental health and wellbeing, some of them proxy, it is not feasible to include all of them here. In some cases data is also not available at district level. However it will be important to ensure relevant information is used to help understand local circumstances, performance and trends when developing specific policies and projects, using data sets down to the most local level available. This will be part of the Council's policy review framework, supported by its social research service and consultation and engagement plan.

In summary, it appears that overall people and groups with at higher risk of low wellbeing and mental issues tend to be in more deprived areas of the city. Particular individuals at higher risk of low wellbeing or mental health issues may of course live in any area. An additional background paper with more details about selected indicators for the city is available on the statistics section of the Council website (www.oxford.gov.uk/oxfordstats).

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

Annex 6: Useful links and documents

1. National documents

New Economics Foundation (2008): *'Five Ways to Well-being'*
www.neweconomics.org/projects/entry/five-ways-to-well-being

Professor Sir Michael Marmot (2010): *'Fair Society Healthy Lives'*
www.instituteofhealthequity.org/projects/fair-society-healthy-lives-the-marmot-review

National MWIA Collaborative (England) (2011): *'Mental Well-being Impact Assessment. A toolkit for well-being'*
www.apho.org.uk/resource/item.aspx?RID=95836

Department of Health (2011): *'No health without mental health – a cross-government mental health outcomes strategy for people of all ages'*
www.gov.uk/government/publications/the-mental-health-strategy-for-england

Department of Health (2012) with wider Working and Reference Groups: *'No health without mental health: implementation framework'*
www.gov.uk/government/publications/national-framework-to-improve-mental-health-and-wellbeing

Department of Health (2012) with on-going progress updates: *'Public Health Outcomes Framework for England 2013 to 2016'* (including subjective wellbeing measures)
www.gov.uk/government/publications/healthy-lives-healthy-people-improving-outcomes-and-supporting-transparency and www.phoutcomes.info

Mental Health Strategic Partnership (2012): *'No Health without Mental Health: a guide for...'* (a series of briefings, including one for local authorities)
www.centreformentalhealth.org.uk/publications/NHWMH_guides_for_local_services.aspx

Local Government Association and Department of Health (2012): *'Living well: mental health, wellbeing and communities (Resource sheet 11)'*
www.local.gov.uk/c/document_library/get_file?uuid=b6638d50-5edc-43f3-a9dc-05bce132bc7d&groupId=10180

Department of Health (2013): *'No health without mental health' Mental Health Dashboard*
www.ons.gov.uk/ons/rel/wellbeing/measuring-subjective-wellbeing-in-the-uk/index.html

Mental Health Foundation / Mind (2013): *'Building Resilient Communities'*
www.mentalhealth.org.uk/publications/building-resilient-communities

Royal College of Psychiatrists, as part of the Mental Health Challenge (2013): *'Councillors' guide to mental health'*

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

www.mentalhealthchallenge.org.uk/wp-content/uploads/2013/08/MHC-councillors.pdf

Office for National Statistics: *Measuring Subjective Wellbeing in the UK*
www.ons.gov.uk/ons/rel/wellbeing/measuring-subjective-wellbeing-in-the-uk/index.html

Mindful Employer
www.mindfulemployer.net

2. Oxfordshire links

Better Mental Health in Oxfordshire Commissioning Programme Board: *The Joint Mental Health Commissioning Strategy for Oxfordshire 2012-15*
<https://consult.oxfordshireccg.nhs.uk/consult.ti/bmho/consultationHome>

Oxfordshire Clinical Commissioning Group (2013 onwards): *Outcomes Based Commissioning (OBC)– Older People's Services and Mental Health*
www.oxfordshireccg.nhs.uk/about-us/work-programmes/outcomes-based-commissioning/

Network of Public Health Observatories (2013): *Oxfordshire Community Mental Health Profile*
www.nepho.org.uk/cmhp/index.php?pdf=E10000025

Adult Social Care: *Mental Health Services, Dementia Advice and Support*
www.oxfordshire.gov.uk/cms/content/mental-health-services
www.oxfordshire.gov.uk/cms/content/dementia-advice-and-support

Oxford City Council and partners (2013): *Making Every Adult Matter project*
<http://mycouncil.oxfordshire.gov.uk/documents/s23374/Making%20Every%20Adult%20Matter%20Report.pdf>

Oxfordshire Health and Wellbeing Board (2013): *Joint Strategic Needs Assessment 2014 and Joint Health and Wellbeing Strategy (to 2016)*
www.oxfordshire.gov.uk/cms/content/focus-health-and-wellbeing-board

Oxford City Council and partners (2014): *Health and Housing Working Together Action Plan*
<http://mycouncil.oxfordshire.gov.uk/documents/s25440/Housing%20and%20Health%20Working%20Together%20Report%20Final%20to%20the%20Health%20Improvement%20Board%20on%2029th%20May%202014.pdf>

Oxford Mental Health Forum: a web resource aimed primarily at people living in Oxfordshire affected by mental illness and those who have an interest in mental health.

www.oxfordmhf.org.uk with www.oxfordmhf.org.uk/links.html

Oxford Health NHS Foundation Trust with links to external support
www.oxfordhealth.nhs.uk/support-advice/useful-links/mental-health-links/

Towards Mental Health and Wellbeing in Oxford.

A response to a motion agreed by Oxford City Council.

Document Control

Version No.	Date	Notes
1	March 2014	Discuss with Oxfordshire Mind and agree for Mind to act as mentors during development.
2	April 2014	Agree brief and start consultation with elected members and service heads.
3	May 2014	Map existing actions across the council and draft action plan (policy officer group, relevant programme boards).
4	June to mid-July 2014	Feedback on first draft with: <ul style="list-style-type: none">• focus group with elected members, including the Executive Member for Health• Service Heads or other internal key meetings / groups• key stakeholders and partners (incl. Mind and Public Health).
5	Late July 2014	Revising first draft based on feedback (deadline Legal & Finance 1 August).
6	Late August 2014	Revising second draft based on feedback (deadline Legal & Finance 8 September).
7	6 Oct. 2014	Council Scrutiny to discuss the draft.
8	15 Oct. 2014	Final draft to CEB for decision making.

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Councillor support	political	threat	Elected members no longer show such strong support for this work - e.g. in relation to particular actions proposed or their delivery	Difficulties in getting sufficient political direction and challenge on action plan and delivery	July 2014	Val Johnson	# #	4	2	3	2	2	Accept the risk, Reduce the risk	Element of reducing the risk as far as officers can do so, by keeping all interested members informed and involved in this work - including the proposal agreed by ruling group to set up a members challenge panel on the issue	Sept 2014, then on-going with Members Panel	in progress	65	Val Johnson
Relations with partners	reputational	threat	OCC seen as taking on role and responsibilities of others (e.g. County, OCCG) re mental / public health	Strained relations with key partners, potentially lessened influence as a result	March 2014	Val Johnson	# #	3	2	3	2	3	Reduce the risk	Feb. council motion that is basis for action plan already explicitly recognises partners' responsibilities, this is followed through in the action plan - key partners are being kept informed and involved in its development	on-going	in progress	on-going	Val Johnson
Lack of outcomes	reputational	threat	Action plan too ambitious - could be under any heading, but esp. applies to influencing / partnership working actions	OCC unable to deliver on commitments and action plan	July 2014	Val Johnson	# #	4	2	3	1	3	Transfer the risk, Reduce the risk	Actions are developed by services concerned who will be responsible for managing this risk (indications are that impact will be minimal and majority of actions can be delivered successfully) A risk that remains partly with PCC team is around delivery of actions requiring influencing of partners (mainly at strategic level) - we will actively engage in relevant partnerships	Sept 2014, then Sept 2015	in progress	70	Val Johnson
Mental health and wellbeing	reputational, political, financial	opportunity	Motion to council (Feb. 2014) notes role it can play in maximising support for mental health work and wellbeing	OCC contributing to improved mental health and wellbeing in the city	February 2014	Val Johnson	# #	3	4	4	4	4	Accept the risk [opportunity]	Council work and services have the potential to contribute to the mental health and wellbeing of its staff, service users and the wider community as well as elected members (directly or by impacting on the wider social determinants of health) - this work is helping people across the council actively consider such impacts and gives guidance and suggestions to maximise positive and minimise negative impacts	on-going	in progress	on-going	Val Johnson
Incur new costs	financial	threat	Action plan commits council to additional expenditure	Increased budget pressure	March 2014	Val Johnson	# #	3	2	2	1	2	Transfer the risk, Reduce the risk	Actions are developed by services concerned who will be responsible for managing this risk (indications are that impact will be minimal and majority of actions can be delivered within existing resources) A risk that remains with PCC team is around resources required for supporting proposed new member panel (see other risk)	Sept 2014	in progress	85	Kathrin Luddecke

115

This page is intentionally left blank

Initial screening EqIA template

Prior to making the decision, the Council's decision makers considered the following: guide to decision making under the Equality Act 2010:

*The Council is a public authority. All public authorities when exercising public functions are caught by the Equality Act 2010 which became law in December 2011. In making any decisions and proposals, the Council - specifically members and officers - are required to have **due regard** to the **9** protected characteristics defined under the Act. These protected characteristics are: **age, disability, race, gender reassignment, pregnancy and maternity, religion or belief, sex, sexual orientation and marriage & civil partnership***

The decision maker(s) must specifically consider those protected by the above characteristics:

- (a) to seek to ensure equality of treatment towards service users and employees;*
- (b) to identify the potential impact of the proposal or decision upon them.*

The Council will also ask that officers consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults

If the Council fails to give 'due regard', the Council is likely to face a Court challenge. This will either be through a judicial review of its decision making, the decision may be quashed and/or returned for it to have to be made again, which can be costly and time-consuming diversion for the Council. When considering 'due regard', decision makers must consider the following principles:

- 1. **the decision maker is responsible for identifying whether there is an issue and discharging it.** The threshold for one of the duties to be triggered is low and will be triggered where there is any issue which needs at least to be addressed.*
- 2. **the duties arise before the decision or proposal is made, and not after and are ongoing.** They require **advance** consideration by the policy decision maker with conscientiousness, rigour and an open mind. The duty is similar to an open consultation process.*
- 3. the decision maker must be **aware of the needs of the duty.***
- 4. the **impact of the proposal or decision must be properly understood first.** The amount of regard due will depend on the individual circumstances of each case. The greater the potential impact, the greater the regard.*
- 5. **Get your facts straight first!** There will be no due regard at all if the decision maker or those advising it make a fundamental error of fact (e.g. because of failing to properly inform yourself about the impact of a particular decision).*
- 6. What does 'due regard' entail?*
 - a. **Collection and consideration of data and information;***
 - b. **ensuring data is sufficient to assess the decision/any potential discrimination/ensure equality of opportunity;***
 - c. **proper appreciation of the extent, nature and duration of the proposal or decision.***
- 7. **Responsibility** for discharging can't be delegated or sub-contracted (although an equality impact assessment ("EIA") can be undertaken by officers, decision makers must be sufficiently aware of the outcome).*
- 8. **Document the process** of having due regard! Keep records and make it transparent! If in any doubt carry out an equality impact assessment ("EIA"),*

to test whether a policy will impact differentially or not. Evidentially an EIA will be the best way of defending a legal challenge. See hyperlink for the questions you should consider
<http://occweb/files/seealsodocs/93561/Equalities%20-%20Initial%20Equality%20Impact%20Assessment%20screening%20template.doc>

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?

No group of people has been identified as being potentially disadvantaged by the proposals.

In fact, the overall aim of the action plan is to help promote and improve mental wellbeing and community resilience in Oxford, making a positive impact on a range of local people from elected members, council staff to service users and the wider community.

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

The draft policy statement recognises that some groups are more likely to experience low wellbeing or mental disorder. Based on expert information and evidence from a wide range of national documents (Annex 5), it includes an overview of:

- which these groups are – e.g. socially isolated, black or minority ethnic groups, on low incomes or unemployed
- where they can be identified in the city
- both risk and protective factors.

It is expected this information will also be helpful for developing other strategies, policies and action plans with an impact on mental wellbeing and community resilience in Oxford. It will be signposted as part of the council's policy review process.

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

Oxfordshire MIND have been involved in developing the draft policy statement and action plan right from the start, acting as mentors to council officers. Other relevant partners such as the County Council (Public Health) and the Oxfordshire Clinical Commissioning Group have also been consulted.

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 adverse impacts have been identified.

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

No changes have been proposed to date.

An important aim of this work is to mainstream and embed consideration of the impact on mental health and wellbeing across council services. The action plan lists a number of specific strategies and work programmes that have been identified as contributing to mental health and wellbeing; these will be developed and monitored by relevant services.

Lead officer responsible for signing off the EqIA: Jarlath Brine

Role: Organisational Development & Learning Advisor/ Equalities & Apprenticeships | Human Resources & Facilities

Date: 21st July 2014

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)

This page is intentionally left blank

To: City Executive Board

Date: 15 October 2014

Report of: Head of Policy, Culture and Communications

Title of Report: Culture Strategy 2015-18

Summary and Recommendations

Purpose of report: This report provides background to the development of the Culture Strategy and an overview of the vision and priorities of the proposed Culture Strategy 2015-18.

Key decision: No

Executive lead member: Cllr Christine Simm, Board Member for Culture and Communities

Policy Framework: Corporate Plan 2014-2018: Strong, Active Communities and Vibrant, Sustainable Economy.

Recommendation: That the City Executive Board approves the consultation of the Draft Culture Strategy as set out at Appendix 1.

Appendices

Appendix 1: Consultation of the Draft Culture Strategy 2015-18 (this will be sent to a professional proof-reader before the final version is published)

Appendix 2: Initial Equalities Impact Assessment

Appendix 3: Risk Assessment

Background

1. The 2015-2018 Culture Strategy plays an important role in developing partnerships, enhancing cultural provision for Oxford's communities, and highlighting the Council's commitment to cultural regeneration through new projects.

2. An evaluation of the Council's Culture Strategy 2012-15 will commence in April 2015.
3. Since the publication of the last Culture Strategy there have continued to be substantial changes to Government policies, restructuring of the national development agencies including the addition of Museums, Libraries and Archives to the Arts Council England portfolio, and reduced national funding for arts and culture. Cultural organisations find themselves competing locally and externally for ever-decreasing pots of money.
4. It will become increasingly important to identify efficiencies and delivery models over the next three to five years. Our new Culture Strategy is ambitious and also realistic in its ability to support and innovate.
5. The levels of disadvantage in the city underpin the City Council's belief that access to high quality cultural experiences can play a significant role in social as well as economic regeneration. We aim to work through partnerships to create a truly "joined-up" Oxford for our local communities.

Consultation

6. Subject to CEB approval, we will send invitations to join the consultation on the Draft Culture Strategy to a comprehensive database of around 500 Oxford-based cultural, educational and community organisations. This consultation will be open from end of October-December 2014.
7. The Culture Strategy will be revised following this public consultation and the updated version will be sent to City Executive Board in February 2015. At this point, we will ask CEB to recommend the final version of the strategy to full Council for adoption.

Draft vision and priorities

8. Our shared vision for culture is to ensure people in Oxford have access to and are inspired by affordable and excellent cultural activities. We will work in partnership with key stakeholders to deliver and support affordable and excellent cultural activities and events; enhance and leave a legacy in the lives of Oxford's individuals and communities; encourage youth attainment; engage our diverse communities; and develop skills and businesses in the city's creative sector.
9. Our three key priorities are to:
 - I. Support the sustainability of Oxford's cultural sector and improve the skills and diversity of the city's current and future creative workforce.
 - II. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.

III. Improve opportunities for young people to access and actively participate in cultural activities.

10. The Culture Strategy (Appendix 1) sets out objectives for each of these priorities. Underpinning each of these priorities is a commitment to work in partnership, explore the barriers to participation faced by different sectors of the community and find ways of removing these barriers to cultural engagement.

Level of risk

11. The Culture Strategy is low risk, although its non-adoption might result in the reduction or loss of funding to arts partners and City Council cultural programmes such as the Museum of Oxford. A summary risk assessment is set out in Appendix 3.

Climate Change/Environmental impact

12. The strategy adheres to the City Council's policy on climate change. In 2013, the Culture team worked with Environmental Development to make Oxford City Council the first council in England to require funded cultural organisations to develop environmental sustainability action plans, measuring and reducing their energy use. This initiative has been nationally recognised and praised by Arts Council England.

Equalities impact

13. An initial Equalities Impact Assessment is provided at Appendix 2. The City Council's overriding concern in formulating its Culture Strategy has been to engage communities currently excluded from participation in the city's cultural life.

Financial implications

14. The Culture Strategy can be delivered through existing financial resources and through partnership agreements.

Legal Implications

15. Issues relating to governance and/or contractual matters may arise where cultural partners assist with delivery of objectives within the strategy. There are no other current legal implications.

Name and contact details of author:-

Name: Dr Ceri Gorton

Job title: Cultural Development Manager

Culture Team, PCC

Tel: 01865 252829 e-mail: cgorton@oxford.gov.uk

This page is intentionally left blank

Culture Strategy 2015-18

1. Introduction

This strategy, developed with the support and engagement of the cultural sector and community groups in our city, explicitly links the City Council's vision for culture and the arts to the needs of the city's communities. There are significant levels of disadvantage in the city and the City Council believes that access to high quality cultural experiences - creating more quality cultural experiences for more people, more often - can play a vital role in regenerating communities and sustaining the city's economy.

The City Council develops and invests in cultural experiences that enrich people's lives. We deliver and support a range of arts and heritage activities in Oxford, including dance, music, theatre, literature, film, digital art, the Museum of Oxford and the city's archives.

In 2013/14, the City Council invested a budget of £389,000 to develop and sustain these cultural experiences for as many residents as possible. This investment helped leverage in an additional £6.6million to the city's economy from grants, donations and earned income. In the same year, the cultural organisations and activities supported by the Council engaged audiences of more than 700,000 people, including 114,000 for cultural events organised by the City Council's Culture Team and 85,000 visitors to the Museum of Oxford.¹

This strategy:

- Provides demographic and other contextual information about Oxford
- Details the contribution of culture and the arts to the delivery of the City Council's Corporate Priorities, in particular Vibrant, Sustainable Economy and Strong, Active Communities
- Outlines the City Council's priorities for culture and the arts over the next three years
- Sets out objectives for each of the priorities and information about how progress will be monitored.

The City Council has three key priorities for culture:

1. Support the sustainability of Oxford's cultural sector and improve the skills and diversity of the city's current and future creative workforce.
2. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.
3. Improve opportunities for young people to access and actively participate in cultural activities.

¹In 2013/14, commissioned organisations reached an audience of 483,847, received total of £274,262 grants and leveraged in an additional £6,114,276. Culture Fund Round 1 projects reached an audience of 7130, were awarded total £5,820 grants and leveraged in an additional £125,887. Culture Fund Round 2 projects were awarded total £5,163 grants. Round 2 data on leveraged income and audiences will be received by October 2014. Programming Grants projects reached an audience of 4,086, were awarded total £5,600 and leveraged in an additional £4,570. The Museum of Oxford reached an audience of 85,421, cost the Council £35,014 and leveraged in an additional £131,078 towards delivery. Cultural City Events reached an audience of 114,000, cost the Council £56,223 and leveraged in an additional £150,943 towards delivery. Dancin' Oxford's 2013 programme reached an audience of 6955, cost the Council £7,095 and leveraged in an additional £67,421 towards delivery. 2013/14 Totals (excluding Culture Fund Round 2 leveraged income and audience data): Audiences 701,018, Council investment (grants and project delivery) £389,177, Leveraged income £6,594,175.

The strategy's time-span reflects national funding arrangements. The funding for Arts Council England's National Portfolio Organisations (NPOs) ends in March 2018 and their delivery programmes and 3-year targets also run to this timetable. As this will mark a time of change for cultural funding at a national level, we will update Oxford's Culture Strategy in 2018.

2. Our vision for culture and the arts

Our shared vision for culture is:

To ensure people in Oxford have access to and are inspired by affordable and excellent cultural activities. We will work in partnership with key stakeholders to deliver and support affordable and excellent cultural activities and events; enhance and leave a legacy in the lives of Oxford's individuals and communities; encourage youth attainment; engage our diverse communities; and develop skills and businesses in the city's creative sector.

This vision will be delivered through partnership working, high quality cultural experiences and a commitment to accessibility.

Partnership

The City Council is committed to retaining a partnership model for delivery of culture and the arts. Oxford City Council directly delivers some cultural services, for example the Museum of Oxford, city events and culture forums for skills development. We also help develop and sustain the city's cultural sector through the provision of core and project funding and by supporting cultural partnerships. Partnership working with the city's major stakeholders (the two Universities, County Council, the Oxford Strategic Partnership and the LEP) will enable us to create a collective vision of Oxford's cultural offer for its residents, artists, businesses and tourists. Working together already has and will continue to create more and better cultural opportunities, reduce duplication, and maximise funding potential.

This has been demonstrated through the activities of the Cultural Partnership Group, which fulfils a key strategic leadership role for culture in the city. This group comprises the various Oxford-based organisations core funded by Arts Council England (ACE) and the City Council, as well as the city's other cultural funders; Oxford University, Oxford ASPIRE Museums Consortium and Oxfordshire County Council. Current members are: Oxford Playhouse, Pegasus Theatre, Modern Art Oxford, Oxford Contemporary Music, Film Oxford, OVADA, Arts at the Old Fire Station, Ark T, Fusion, Cowley Road Works, the Story Museum and Experience Oxfordshire. See Appendix 1 for full details of members. The City Council is working with the Cultural Partnership Group and Arts Council England to share best practice and develop sustainable projects with arts and cultural organisations. Working in partnership enables organisations to make the most of public funding and ensures arts and culture in the city can be world-class and available to all.

In 2013, the Culture Team worked with the City Council's Environmental Development team, Julie's Bicycle and Arts Council England to become the first UK Council to require funded arts organisations to develop environmental sustainability plans to reduce energy use in the sector. We will continue to co-ordinate with other City Council departments to enhance sustainability, overcome practical barriers to delivering cultural activity and to embed the arts in future Council infrastructure development.

Quality

The City Council and its partners believe that cultural provision – whether it takes the form of museums that reflect our past and present, or the arts through which we share and celebrate our experiences – plays a profound role in shaping people’s attitudes and aspirations. As such, the quality of cultural provision can benefit our communities and economy as well as providing opportunities for creative work. Excellent cultural provision reflects the talent, ambition and skill of our cultural sector and the diversity of our communities.

National funders such as Arts Council England make evidence of quality a prerequisite for their grants; an approach which also underpins funding decisions made by the Council’s Culture Team. We will continue to work closely with key national agencies such as Arts Council England and we support their strategic aims.

“The importance of the relationship between excellence and engagement cannot be understated. For example, the value of museums is generated not only by the excellence of their collections, but by how these collections are interpreted, how they inspire, and how they change the people that visit or encounter them. Arts organisations also achieve excellence when their work fully engages with, challenges or connects with an audience.”

Great Art and Culture for Everyone, Arts Council England

Accessibility

We believe that access to high quality cultural experiences is the right of all our citizens. We are committed to providing and supporting opportunities for all of Oxford’s residents to engage with arts and cultural events and activities, with a particular focus on work which reaches and represents our young people and diverse communities. We want to ensure that more people of all ages, ethnicities and locations within Oxford have the opportunity to engage in great cultural experiences, particularly those people who are currently least engaged with arts and heritage.

The City Council and its partners believe that access to excellent cultural experiences can be a significant driver of regeneration and economic sustainability and community cohesion by encouraging different groups to enjoy and share their different traditions. Our aim - working with our partners in the cultural sector - is to increase access from all our communities to good quality cultural opportunities and events, at affordable prices, in a range of venues and locations.

The City Council will continue to work closely with other regional funders and authorities to identify collaborative opportunities to enhance and ensure access to culture. In particular, we will work with Arts Council England and Oxfordshire County Council through the Cultural Partnership Group, Oxfordshire Arts Partnership, Oxford Strategic Partnership and the Oxfordshire LEP.

3. Building a world class cultural offer for everyone

Oxford has a long history of cultural innovation. The country’s first Botanic Garden, the world’s first public museum (the Ashmolean in 1682) and the world’s first music room (Holywell) are part of the city’s cultural heritage.

Oxford is one of the most photographed, filmed, and written about cities in the world. The enduring images are of historic Oxford, where much of the city's heritage environment and many of its cultural attractions directly reflect the University of Oxford's influence on the development of the city. These images are central to our flourishing tourist industry because it is the historic heart of Oxford that millions of tourists visit every year.

Oxford's contemporary cultural sector is also innovative, rich and diverse. It includes national museums and world-famous heritage sites, a commercial creative sector, a myriad of voluntary arts organisations, literary, folk and dance festivals, and vibrant community events such as the Christmas Light Festival, May Morning, Alice's Day and the Cowley Road Carnival. It has a world-class and highly innovative music scene and thriving contemporary art and theatre produced and showcased by nationally-recognised organisations such as Oxford Playhouse, Modern Art Oxford, Oxford Contemporary Music, and Pegasus. It also has a strong reputation as a source of innovative rock music, including Radiohead and Foals.

The combination of prestigious, world-famous institutions alongside a more informal, but still high quality, network of smaller venues and organisations is central to Oxford's cultural identity and strength. Appendix 1 includes details of the organisations we fund which contribute to the city's vibrant cultural scene.

Historic Oxford is only one part of our city's story. Contemporary Oxford is a densely packed urban space, with a population of around 152,000 living in an area of only 17.6 square miles. Oxford's population grew by 12% over the decade 2001–2011, making it the sixth fastest growing English city. The population is projected to continue to grow, reaching 161,000 by 2019. There are 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.

There are major inequalities in life chances and life expectancy in our city. Relative to the rest of Oxfordshire, Oxford has high levels of deprivation. The Index of Multiple Deprivation 2010 ranks Oxford 131 out of 354, placing it in the top half of the most deprived local authority areas in England. Of 85 areas in Oxford, 12 are among the 20% most deprived areas in England, with one area in Northfield Brook ward among the 10% most deprived. Around 22% of Oxford's children live in low-income households, and child poverty is a key concern in eight neighbourhoods which feature among the 10% worst affected in England. In some areas, half of all adults have no qualifications and this is linked to lower incomes, poor health and child poverty. Oxford has over 9,000 working-age residents claiming benefits – the highest percentage in the county. Life expectancy in the most deprived areas is up to ten years less than in the wealthiest areas.

Our diverse communities

We are committed to engaging Oxford's diverse communities with the city's cultural opportunities and consider diversity not only in terms of ethnicity, but also age, disability, and economic circumstances.

The 2011 Census showed that 16,000 Oxford residents were retired, 21,000 were self-employed or working part time, 43,000 worked full time, 33,000 were full time students over the age of 16, and 25,000 were children up to the age of 15. According to the 2011 Census, 12% of Oxford's population (18,850 people) said they suffered from a limiting long-term

illness or disability; 3,100 people aged 16-74 years said they were permanently sick or disabled and therefore not working or looking for work (3% of this population); and 11,700 people said that they had caring responsibilities.

According to the Office of National Statistics 2012 mid-year estimate, 24% of Oxford residents (36,507) were over the age of 50. A Needs Assessment for Older People in Oxford undertaken in October 2013 included feedback from older people which confirmed that they have a huge variety of interests and social preferences. The report also highlighted a strong sense that mental health issues among the older population are often directly linked to isolation and loneliness. Research in the report demonstrates that tackling isolation is fundamental to fully addressing all other need relating to income, employment, health, safety, security and access to information.

In marked contrast to the surrounding county, Oxford is an ethnically and internationally diverse city. 22% of residents were from a black or minority ethnic group in 2011, compared to 13% in England. An additional 14% of residents are from a white but non-British ethnic background. Ethnic diversity increased markedly between 2001 and 2011; the number of people from all ethnic groups increased, with the exception of people in the White British and White Irish ethnic groups. The largest non-white ethnic groups represented in Oxford are Pakistani, Indian, Black African, 'other Asian' and Chinese ethnic groups. The child population is considerably more ethnically diverse than the older population, which is one reason why the population is expected to become more ethnically diverse in the future.

Oxford has long been a destination for international migrants, be it for work or study. There are over 30,000 students studying full-time at the two universities, and there is significant annual turnover in their number. The 2011 Census showed that 28% of Oxford's population was born outside the UK. The most common countries of birth were Poland, USA, Germany, India and Pakistan. In 2011, 6,800 people - 4% of the city's population - said they had moved to Oxford from outside the UK in the last 15 months.

Our young people

As part of its commitment to building a world class city for everyone, Oxford City Council aims to reduce the extent of inequality and to improve the lives of the most vulnerable members of our society. We particularly want to improve outcomes for young people.

This is particularly important for our young people in Oxford, where there are major inequalities in life opportunities. For a long time, attainment levels of pupils in Oxford's state schools have been significantly lower than the national average. Although they have been improving in recent years, in 2012/13 56% of Oxford pupils gained five or more A* to C grade GCSEs including English & Maths, still below the 61% national average. Pupils living in economically deprived areas have particularly poor results. Improving educational attainment and access to cultural education and experiences are integrally related and are key priorities for the City Council.

The City Council has invested in improving educational attainment in the city, particularly in the more deprived neighbourhoods. Access to quality cultural experiences and exposure to the practical skills that the arts require play a key role in high performing educational environments and this will also be the case in Oxford.

4. Public Attitudes to Cultural Facilities and Services

According to Arts Council England Stakeholder Focus Research from April 2014, the majority of the general public support public funding of the arts, with levels of support at their highest level since records began. When asked what public funding of the arts should achieve, the three objectives considered to be most important are;

- Giving every child the opportunity to access arts and culture
- Enabling access to arts and culture for people who would not normally have that opportunity
- Encouraging more ordinary people to engage with arts and culture

This increase in support for public funding is mirrored by an increase in levels of arts engagement. According to national Taking Part Survey results, in 2012/13, 9 in 10 children aged 5-15 had engaged with the arts in the last week, marking a significant increase since 2008/09. Levels of adult engagement with the arts are also increasing year on year. Cultural events such as the Christmas Light Festival received almost three times as many visitors in 2013 compared to 2012, while the majority of Oxford's adult residents have attended a theatre performance in the previous year. Adults from black and minority ethnic communities, however, continue to have lower levels of engagement with museums, galleries, or the arts than white adults.

According to the City Council's Living in Oxford Talkback Survey in Spring 2014, an increasing proportion of Oxford residents consider cultural facilities to be among the most important attributes in making the city a good place to live, and satisfaction with these facilities is improving. Satisfaction with Museums and Galleries is amongst the highest of all City Council services.

Nationally, Museum and Gallery attendance rates are also at their highest since surveys began, with the majority of adults having visited a museum or gallery in the last 12 months. The Museum of Oxford has experienced this increase in visitor numbers, with a 20% increase in attendance in 2013/14.

With increasing levels of demand and interest in arts and heritage activities, along with recognition of the educational, health and wellbeing benefits of cultural engagement, there has never been a stronger need to deliver and support high quality cultural activity in order to make it accessible for all.

5. Culture and community benefit

Corporate Priority: Strong, Active Communities
Our ambition: Communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own well-being and that of their communities.

Culture has the potential to bring people together from all areas of life, break down barriers, and build strong communities by increasing the sense of local identity and belonging. Oxford City Council works with its cultural partners to co-ordinate and strengthen cultural provision, working particularly with the more deprived communities of the city.

The success of the Christmas Light Festival, which received 100,000 visitors in 2013, and the Cowley Road Carnival, which was attended by 45,000 people in 2014, strongly illustrate the value and popularity of opportunities for people to come together through community

events and festivals. It is particularly positive to note that 68% of respondents to the Talkback Survey in Spring 2014 agree that Oxford is a place where different nationalities and ethnicities get on well together.

Many of the city's cultural organisations already offer successful and well resourced outreach services. The Museum of Oxford received 85,000 visitors in 2013/14 and runs formal and informal learning programmes which reach almost 4,000 residents each year. Funded organisations including Film Oxford, Modern Art Oxford, Pegasus and Oxford Playhouse provide free cultural activities in leisure centres as part of the council's Youth Ambition programme. The City Council's Christmas Light Festival in 2013 worked with almost 800 young people from 27 city schools and community groups to create a spectacular lantern parade inspired by Oxford's industrial and cultural heritage, from William Morris' cars to CS Lewis' Narnia characters.

CASE STUDY: Health and Wellbeing / Dance for Parkinson's

The City Council's Dance for Parkinson's Project is run in partnership with English National Ballet, engaging with 21-25 participants on a weekly basis. ENB commissioned a Roehampton University research study into the effects of dancing with Parkinson's, and the results were compiled into a BUPA award-winning study. That study concluded that dancing positively affects people with Parkinson's, enabling them to achieve more physically and helping them to rise above some of the limitations of their neurological condition. Participants relish the social interaction and, in some, it encourages a more positive outlook on their lives. One of the most noticeable aspects of the project was how it engenders confidence, as well as body awareness and relative physical dexterity. The study argues that faced with an unpredictable disease, a project that encourages confidence, greater awareness of one's own movement potential, social interaction and communal bonding is vitally important to those who live with Parkinson's.

CASE STUDY: New models for social inclusion / Arts at the Old Fire Station

The Old Fire Station is a flagship project for the City Council. One of the most innovative projects in the country, it brings together the Crisis Skylight Centre – a training centre for homeless people - and Arts at The Old Fire Station – a professional arts centre for the public. The centre combines a theatre, dance and artists' studios, a cafe, a gallery and a shop selling hand-made contemporary craft and design. It also provides training and support to help homeless people into further training or work. This is a unique model of social inclusion bringing artists, homeless people and the public into the same space. Over the coming years, the Old Fire Station will extend its offer to the public, support more emerging artists and find more ways to include vulnerable adults in making, presenting and supporting high quality work. They will also be evaluating impact and the significance of including marginalised people in a high quality, highly valued public arts centre.

CASE STUDY: International connections / Pegasus

Pegasus, Oxford's theatre for young people in East Oxford – consolidated by a £4m rebuild – continues to go from strength to strength. Since 2011, Pegasus has led Mesh, Oxford's first International Youth Arts Festival. Mesh is co-planned, run and hosted by and for young people from Oxford, France, Germany, the Netherlands, Croatia, Lithuania and Russia. Mesh 2014 was made possible by the support of many individuals and organisations including British Council Youth in Action Programme, Oxford City Council, Oxfordshire County Council and Oxford Bus Company. This project complements the work done through the City Council's own international links programme and offers opportunities for exchange projects involving young people from our twin cities.

6. Culture and economic benefit

Corporate Priority: Vibrant, Sustainable Economy
Our ambition: A strong local economy, supported by effective education and training.

The cultural sector benefits Oxford's economy through direct job creation and skills development, attracting other businesses and their employees to locate in a world-class cultural environment, and using City Council support to leverage income from other funders and visitors.

Every £1 of City Council investment in cultural organisations in 2013/14 equated to more than £22 of extra funding and benefit.²

With high levels of economic as well as social return on investment, the City Council is committed to supporting Oxford's creative and cultural industries. The UK's Creative Industries are the most successful in Europe. They contribute more than £8m per hour to the UK economy, generate more than £70bn a year, and are outperforming all other sectors of the UK economy. Jobs in the creative and cultural sector are expected to increase up to a third by 2020, while volunteering in the sector continues to provide skills development opportunities and enhance community engagement.

In keeping with this national trend, Oxford's cultural sector contributes significantly to building a vibrant and sustainable local economy. Culture has a strongly positive economic impact on Oxford, with cultural events attracting secondary spend up of more than £1million over a single weekend, tourists to the city spending £721million in 2012, and arts organisations funded by the City Council leveraging more than £6million of additional funding from grants, donations, sponsorship and earned income with our support.³

CASE STUDY: Creative Economy jobs

Total Creative Economy employment across the UK increased by 8.8% from 2.4 million jobs in 2011 to 2.6 million jobs in 2013. This increase compares with a 2.4 per cent increase in the total number of jobs in the wider UK economy over the same period. By 2013, one in every 10 jobs in the South East was in the Creative Economy, with 50,000 of these jobs in Music, Performing and Visual Arts, 40,000 jobs in Publishing and 16,000 jobs in Museums, Galleries and Libraries. Oxford is recognised internationally for its cultural sector which provides employment for thousands of the city's talented workers. The challenge over the next three years will be in supporting the resilience of cultural sector organisations and ensuring our current and future workforce is appropriately skilled to sustain and grow the sector.

CASE STUDY: Cultural Events

The Christmas Light Festival in November 2013 attracted an audience of more than 100,000 people over three days, making it the largest annual cultural event in the city and generating a total gross expenditure of £1.8million. The festival weekend also resulted in an increase in footfall of 20,750 people in Cornmarket compared to the previous, non-festival weekend.

²Commissioned cultural organisations received total of £274,262 grants and leveraged in an additional £6,114,276 in 2013/14. Every £1 of grants awarded enabled organisations to leverage £22.29 from other sources.

³ The total gross expenditure generated by the 2013 Christmas Light Festival was estimated at £1.8million.

Audience data revealed an average spend of £17 per person, with an estimated transport spend of £102,000 by festival audiences. The event secured funding from Arts Council England, MINI Plant Oxford, British Gas, Westgate and the University of Oxford, as well as a range of local businesses. With events such as the Light Festival, Cowley Road Carnival and OxfordOxford attracting large audiences, the city's economy will continue to benefit from cultural events as long as we work with partners to enable them to happen.

CASE STUDY: Cultural Tourism

Oxford's dazzling architectural heritage, and the rich offerings of the Ashmolean and other museums, means that tourism plays a key part in the local economy. In 2013, Oxford was the seventh most visited city in the UK and is the tourism gateway to the rest of Oxfordshire. We attract approximately 9.5 million visitors per year, generating £770 million of income for local Oxford businesses. We would like visitors to stay longer in the city and to explore areas beyond the city as well. In order to facilitate this we worked with partners to set up Experience Oxfordshire, an organisation working to improve the management and marketing of tourism in Oxford and throughout Oxfordshire. Oxford led the way in formalising the link between culture and tourism, acknowledging that culture is an attraction for visitors and that tourism can be an audience development tool for the cultural community. Currently, cultural tourism tends to focus on historic Oxford. While Oxford's heritage will always be the primary attraction, Oxford also has a thriving contemporary cultural scene which is under-represented in the tourist offer.⁴ We are working with Experience Oxfordshire and cultural partners to maximise the role that culture can play in Oxford's tourism offer. This has the potential to bring further benefit to the local economy.

7. Funding

Since 2010, the Government - while acknowledging the ability of the cultural sector to deliver economic, social and wellbeing benefits - has cut funding to arts and heritage and is promoting philanthropy and increased earned income as the solution to this funding gap. In reality, many cultural organisations lack the capacity and connections to make philanthropy work for them, despite the fact that their work can have a transformative effect on the communities they engage. Even regional organisations with the skill and time to secure corporate and donor support struggle with 68% of all business investment and 90% of individual giving in the arts going to London. Continuing reductions to local government funding are also impacting on the ability to fund culture (and other services). Cultural organisations find themselves competing locally and externally for ever-decreasing pots of money.

Despite the current context of reduced national funding for culture, the City Council remains committed to funding arts and cultural organisations in Oxford, as well as supporting them to diversify their income streams and enhance their sustainability. Core funding from public sources helps to encourage innovation and new initiatives at the grass-roots level and to ensure that engagement with and participation in cultural activities is available to everyone, not just the wealthy.

Oxford City Council core-funded 10 cultural organisations in 2013/14 at a total cost of £274,000. With this support, these organisations leveraged in more than £6 million of additional funding from other sources, including sponsors, national funding bodies and earned income. In 2014/15, the City Council added 2 organisations to the core funded group and increased the total awarded to £278,000.

⁴ See Appendix 1 for examples.

Art projects and activities funded through Oxford City Council's open bidding, small grants and ward member budgets in 2013/14 totalled £17,761.20, providing support for activities including dance sessions for older people, free film screenings in parks and a women's music project in Cowley. In 2012/13, the City Council piloted the Culture Fund, awarding £6,000 to 6 projects that contributed to the delivery of the Culture Strategy. This support enabled these projects to leverage in an additional £85,188 from other sources, equating to more than £14 of extra funding and benefit for every £1 of Council investment. Results for 2013/14 Culture Fund grants are currently being collated. Since 2013, Oxford City Council has also allocated between £21,000 and £25,000 per year to Culture Fund grants and cultural development projects, supporting skills development and training for artists and funding projects which contribute to delivering Culture Strategy priorities. The City Council will build on these successful initiatives over the next three years.

CASE STUDY: Arts Council England investment in Oxford

Between 2015 and 2018, Arts Council England will invest £5.4m in its Oxford NPOs and a further £4.4m in the Oxford ASPIRE museum consortium. This investment will make a significant contribution to Oxford's economy and is dependent on the City Council's support for many of these organisations. Arts Council England explicitly state that they will not enter a position where they become the sole public funder in a local authority area. It is extremely positive to see City Council funding enabling Oxford's cultural organisations to leverage in such significant investment, providing jobs as well as high quality cultural activity for our residents and visitors.

CASE STUDY: Investing in High Speed Broadband

The City Council's Super Connected Oxford team have worked with cultural partners to raise awareness of the opportunities afforded by this DCMS funding to boost wireless infrastructure and broadband speeds, with museums and galleries in the city looking set to benefit from approximately £300,000 of support by the time the project is complete in 2015. Making wireless broadband freely available to the public in the city's cultural venues is expected to enable new types of audience engagement from internet of things installations to bespoke app tours.

CASE STUDY: Investing in Oxford's cultural infrastructure

Four members of the Cultural Partnership Group - The Museum of Oxford, the Story Museum, Oxford Playhouse and Modern Art Oxford - will be undertaking capital developments over the next three years, which will further enhance Oxford's cultural infrastructure and provide more opportunities to engage with the city's arts and heritage offer. It has already been confirmed that three of these developments - Modern Art Oxford, Oxford Playhouse and the Story Museum - will benefit from a total of more than £4.6m in Arts Council England Capital Grants. This funding will enable these organisations to develop inspirational spaces and programmes. City Council support contributed to the ability of these organisations to leverage this additional funding, which will in turn contribute to their future sustainability. The planned Westgate development also looks set to further strengthen and connect cultural organisations and heritage sites including Oxford Castle with the city's retail centre.

8. Our priorities for culture

The City Council has three key priorities for culture:

1. Support the sustainability of Oxford's cultural organisations and improve the skills and diversity of the city's current and future creative workforce.
2. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.
3. Improve opportunities for young people to access and actively participate in cultural activities.

Underpinning each of these priorities is a commitment to work in partnership to explore the barriers to participation in cultural activities confronted by different sectors of the community and find ways of removing them.

1. Support the sustainability of Oxford's cultural organisations and improve the skills and diversity of the city's current and future creative workforce.

Oxford's vibrant cultural sector makes a valuable contribution to the city's economy, providing local employment and attracting tourism income as well as creating world-class arts and heritage experiences for our residents. While national funding for arts and museums is under pressure, opportunities are growing for cultural organisations to diversify their audiences and incomes through digital engagement. The City Council is committed to supporting initiatives which embed resilience and enhance sustainability in our cultural organisations, develop a skilled workforce and provide diverse entry routes into cultural careers.

Objectives:

- I. Invest in cultural organisations and projects that contribute to the sustainability, resilience and growth of the city's creative economy
- II. Support the cultural sector to develop expertise and share best practice in areas of shared interest, for example, securing additional funding through philanthropy, developing a wider offer for cultural tourism, enhancing environmental sustainability.
- III. Support the growth of a diverse cultural workforce through initiatives such as creative and digital skills training, mentoring, professional development, volunteer schemes, creative apprenticeships and paid bursary/internship schemes.
- IV. Identify and broker opportunities for cultural organisations to deliver projects that contribute to City Council and County Council objectives or collaborate with Oxford's two universities, particularly in regards to education and libraries, health and social care, and strong and active communities.

2. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.

The City Council is committed to supporting cultural representation and engagement opportunities for all of Oxford's communities, whatever their age, physical ability, economic circumstances and ethnicity. Audience development and engagement is therefore central to the work of the City Council's Culture team and the city's cultural organisations. We support and create cultural activities which celebrate the diversity of our audiences and contribute to social inclusion and community cohesion.

Objectives:

- I. Support and deliver high quality cultural activities and events that engage and celebrate Oxford's diverse communities, with a focus on increasing the number of people experiencing culture.
- II. Increase the amount of cultural activity that is captured, created, produced, shared and archived through digital technologies and platforms, and support partnerships which will enable more people to access this activity.
- III. Invest in projects and organisations which encourage diverse communities to shape and create their own arts and cultural activities.

3. Improve opportunities for young people to access and actively participate in cultural activities.

Engagement with culture offers opportunities for young people to share their experiences with others, and can help to build social cohesion. Participation in arts and heritage activities can develop creative and technical skills, ambition, discipline, and the confidence necessary for future success. With the growth of cultural and creative industries providing exciting opportunities for youth employment, the City Council is committed to supporting Oxford's young people to be culturally engaged and creatively skilled. In order to maximise opportunities for Oxford's young people, the delivery of the Culture strategy will align with complementary Council programmes, for example the Youth Ambition strategy.

Objectives:

- I. Support and deliver cultural activities for young people to increase levels of youth engagement with culture and enhance youth ambition.
- II. Invest in projects and organisations which provide opportunities for young people to create cultural programmes and participate in cultural planning.
- III. Encourage the take-up of Arts Award (both primary and secondary) by young people in the city and support schools wishing to become Artsmark accredited.

9. Monitoring and Evaluation

The Culture Team's Service Plan, including milestones and performance indicators to measure success linked to the objectives of City Council staff and the Service Level Agreements of commissioned organisations, will underpin the Strategy. Delivery will be monitored monthly through CorVu targets, through 6-monthly reporting from funded organisations and quarterly updates from members of the Cultural Partnership Group. The Cultural Development Manager will undertake an Annual Review of activity to evaluate performance against the Culture Strategy objectives.

10. Conclusion

Oxford City Council and its partners believe that culture and the arts play a profound role in shaping people's experiences and attitudes. We believe that access to high quality cultural experiences across a wide range of forms is the right of all our citizens. We believe that the proposals in this strategy will contribute to ensuring that these opportunities are open to all our citizens and not just the few.

Appendix 1

Cultural Partnership Group members

Oxford City Council Culture Team

Cultural Development

We provide core and project funding to cultural organisations and numerous arts and heritage activities each year through our Commissioning and Culture Fund grants. We introduced our CREATE crowdfunding events in March 2013, which have awarded more than £4,000 to winning pitches for cultural projects in Oxford, leveraging in audience donations and sponsorship from host venues. The team run Culture Forums to provide free skills development and training for the cultural sector in areas of shared interest such as fundraising. Working with Arts at the Old Fire Station, we also introduced the Arts Marketing Group in early 2014, which is a networking event designed for the sharing of best practice and identification of joint promotional campaigns.

Cultural outdoor events

Large scale outdoor and site specific events play an important role in building cohesion and celebrating life in our city. The Christmas Light Festival grew in 2013 to be the largest free event in the city. The City Council worked with more than 25 cultural organisations to engage 100,000 people over three days with hundreds of free arts and heritage activities across the city. Up to 20,000 people attend the city's May Morning celebrations each year, which are co-ordinated by the City Council with key partners. We also deliver the Lord Mayor's Celebrations in Gloucester Green, which has become a popular summer event for families, attracting more than 5,000 people each year.

Dancin' Oxford

Dancin' Oxford festival continues to receive enthusiastic support from partners including Oxford Playhouse, Pegasus and Oxford Castle, and has secured a £129k Arts Council England grant for 2014-16. The festival's year-round programme of work includes a Spring Festival, Summer outdoor programme and Autumn Family Dance Week. Baby Boogie, a fun and informal disco dance event for under-5's and their families, is a key feature of the festival's year-round programme. It has grown in popularity to become a bi-monthly event at Pegasus, alongside a growing outreach programme in Family Centres in Blackbird Leys, Barton, Donnington and Northway. In the first half of 2014, 85% of audiences for these events were first-time engagers in dance activity. Other dance development projects include Get Moving! (a project for over-50's which improves health and reduces isolation), Oxford Dance Forum's professional development programme and Dance for Parkinson's classes (in partnership with English National Ballet). The dance programme engages more than 7,000 people annually.

Museum of Oxford

The only museum dedicated to telling the story of the city and its people, the Museum of Oxford is undertaking a major capital development in order to meet increased demand for its services, represent the heritage of our diverse communities and enable public engagement with the City's Archives. Thanks to support from the Heritage Lottery Fund and Arts Council England, the Museum will celebrate its 40th Anniversary in 2015 with a year-long season of high quality arts events. The Old Museum space, which launched in January 2014, will showcase events to drive capital fundraising for the new museum during this anniversary season. Our plans for the Museum have attracted more than £85k in grant support from external funders to date. Cultural Development Manager Ceri Gorton, who will

be leading on the museum's development, has been awarded the Arts Council England Museums Fellowship for the 2014/15 Clore Leadership programme. The Museum is a development partner in the Oxford University Museums consortium.

The Oxford University Museums Partnership

The University of Oxford is home to the Ashmolean Museum, Museum of the History of Science, Museum of Natural History and Pitt Rivers Museum. Free to enter, these museums welcome 2 million visitors through their doors each year and are the public face of the university. Custodians of vast and varied collections representing the natural world and the majority of world cultures, Oxford University Museums bring internationally significant cultural experiences to the city of Oxford. The museums recently secured renewed funding from Arts Council England as a Major Partner Museum service, with a mandate to facilitate broad access and play a leadership role within the cultural sector.

As part of their Major Partner Museum programme, Oxford University Museums work in a delivery partnership with the Museum of Oxford. The museums work collaboratively to engage Oxford's diverse community and realise the city's ambitious cultural aspirations. Having worked directly with every primary and secondary state school in Oxford in the last year, the partnership will actively reach into schools and communities, raising aspirations and supporting educational attainment across the curriculum and across all ages.

Oxford's Universities

The University of Oxford has continued to make a strong contribution to the cultural life of the city and the region, working in collaboration with cultural organisations in the city including Pegasus Theatre and Modern Art Oxford. The Bodleian and University libraries receive over 100,000 visitors annually and take part in events such as World Book Day. Oxford University Press has partnered with the National Literacy Trust to develop innovative schools programmes aimed at raising boys' literacy levels and improving behaviour and engagement. Oxford Brookes University's Poetry Centre hosts an annual programme of events including exhibitions and community projects in the areas of poetry and science; poetry and the environment; poetry and business; and performance poetry in Oxfordshire. The City Council works with Oxford Brookes University to co-ordinate the city's Youth Ambassador for Poetry, a position held by Azfa Awad in 2013/14. The city also benefits from a range of educational outreach activities in the city, organised through the widening participation teams at The University of Oxford and Oxford Brookes University.

Oxfordshire County Council

The County Council's cultural services – libraries, museums, archives and arts – remain committed to actively working in partnership with the city to improve children's and adults' literacy and skills; provide curatorial expertise to the Museum of Oxford and its redevelopment; help conserve and provide access to the city's archives; support the jointly funded organisations of Pegasus and OVADA; and work closely with members of the Cultural Partnership Group, in particular to strengthen the relationship with the LEP to emphasise the economic benefit of culture in the county and city. A significant improvement to the library provision in the city will be the presence of the county's Central Library (3rd busiest in the country) as part of the redevelopment of the Westgate Centre.

Arts at the Old Fire Station

Arts at the Old Fire Station focuses on great art for the public, professional development for artists and building the confidence and skills of homeless people. Since opening in November 2011, the centre has developed an eclectic programme of events ranging from new writing to comedy to jazz nights to contemporary dance. They have produced ground-breaking visual and performing arts work for the public created by professional artists with homeless people. Exhibitions in the gallery prioritise work by early to mid-career artists and the shop sells unique hand-made work by designer-makers. Now a significant local venue for festivals and conferences, the Old Fire Station also offers a programme of regular events for artists of all disciplines to share ideas and works in progress. Over the coming years, they will launch a new 'Making Space' Programme which will explore the process of making; present more of the best theatre, music, dance and work which crosses art forms; and put down roots as a sustainable social enterprise.

Oxford Contemporary Music

OCM is an Arts Council England National Portfolio Organisation, producing some of the highest quality and most innovative new music and sound events in the UK. It engages diverse local and national audiences with its work and aspires to deepen understanding and appreciation of musical cultures from within the UK and worldwide. Its raison d'être is to bring music, artists and audiences together in ways that encourage and create memorable and meaningful experiences for all. It aims to do this by presenting concerts, producing new work and programming education and outreach activity in Oxford, the UK and abroad. Working in partnership with the City Council's Culture team, OCM bring world-class contemporary music to Oxford audiences through free events such as the Christmas Light Festival and Lord Mayor's Celebration. Recent achievements include Mira Calix's Nothing Is Set In Stone (2012), Audible Forces (2013), and Nathaniel Mann's SAM Embedded residency (2013/14). Future plans include increased investment in new projects and the launch of OCM's associate artist and producer scheme. www.ocmevents.org

Film Oxford

Film Oxford is a centre for film and digital media committed to building a strong community of local filmmakers and digital creators through its 'Learn, Network, Create. Exhibit' programme. The centre provides a range of accessible training for all and particularly invests in developing projects with marginalised communities. Over the last 5 years Film Oxford has built a reputation for its ground breaking work with artists with disabilities as well as its work with young filmmakers and digital creatives. A strong partnership with the BFI through 'Youth Academies' and 'Into Film' has offered unprecedented opportunities for a new emerging generation of young talent in the area. Film Oxford supports a number of local network groups, offers a production service for charities and 'not for profit' organisations and runs Location Oxfordshire - the locations website and information service for film and television companies looking to film in the area.

Ark T

The Ark T Centre is a creative arts project with a recording studio for young musicians, rehearsal space for dance, artist studios, a café and an outdoor creative play garden. Opened in 1997, it is based at John Bunyan Baptist Church in Cowley. Nurturing the courage to create, and providing the right support to let freedom of expression flourish are central to the projects which attract around 700 people each week. The Centre employs six staff, has

four resident artists and a team of sessional workers. It runs a volunteer programme for skills-training and rehabilitation and works in close partnership with agencies which make referrals to its various programmes. The volunteer programme aims to help people experiencing difficult situations benefit from mixing with a wide range of other life experiences and be useful and productive to others. Volunteers provide food every day in the cafe; learn administrative and customer service skills; garden, and support creative workshops. These volunteers are referred to Ark T from agencies working with marginalised groups experiencing the difficulties of drug and alcohol abuse, homelessness, mental health difficulty or are NEET. Through their work at Ark T, they acquire skills and training as well as re-finding social and personal confidence to move on from challenging circumstances.

OVADA

Established in 2004, OVADA is a dynamic, artist-led organisation, passionately committed to the development of creative practitioners and promoting access to high quality arts for all. From a designated warehouse space in central Oxford, OVADA creates a supportive environment for the transfer of skills, knowledge and experience. OVADA's artistic programme enables students to work alongside professional artists and practitioners through workshops, professional development talks and exhibiting opportunities. OVADA offers volunteering opportunities for people who are not in education or employment to gain experience in Arts Management, alongside formal work experience placements for City of Oxford College students. With support from Oxford City Council, OVADA is in the process of registering as an Arts Award provider. OVADA runs continuing practice courses through the alternative Warehouse Art School and weekly Drawing Classes for the community. Hosting four artist's studios and a multi-use project space, OVADA provides a base for Oxford Hackspace and collaborate with them on digital projects and public lessons in new technologies. OVADA also contributes to major Festivals such as Audiograft (Sonic Arts), Artweeks and the Christmas Light Festival.

Oxford Playhouse

Oxford Playhouse is an Arts Council England National Portfolio Organisation. Positioned at the cultural heart of Oxfordshire, with the drive to inspire, engage and entertain a wide-reaching and diverse audience, Oxford Playhouse brings together artists and audiences to experience great live performance. Over 150,000 people each year experience the Playhouse's world class programme. The Playhouse plays an active role in the arts ecology within Oxford, the wider region and national cultural sector; presenting, producing and touring the highest quality middle-scale, small-scale and off-site theatre, developing relationships and partnerships which enable artists to make work and develop their practice, creating imaginative and ambitious opportunities for children and young people and embracing involvement by all in exceptional cultural experiences.

Cowley Road Works

Cowley Road Works is a small, community based charity, which produces the annual Cowley Road Carnival in July and associated activity during the year. Its mission is to present Carnival in East Oxford as a means of celebrating community through culturally diverse arts, events and education. The Carnival held on 6 July 2014, from 12 noon to 6pm, attracted 45,000 people to the Cowley Road for wide range of music, dance, family activity, food and other stalls and the Carnival procession. The charity works in partnership with a number of arts and community organisations, individual artists, and businesses to prepare for and

produce the event, and welcomes new collaborations in order to enrich the quality of the Carnival experience and deepen its impact in the local and wider community.

Experience Oxfordshire

Experience Oxfordshire is a not-for-profit partnership of businesses and organisations committed to realising Oxfordshire's potential as a cultural tourism destination. The mission is for Oxfordshire's name to be known throughout the world; to be synonymous with our rich, distinctive cultural heritage, our world class arts, tourism offer and welcome. Because of this people will want to enjoy more of the Oxfordshire experience, spend more and invest more. The aim is to achieve twice the forecast UK tourism growth rate, creating 5,800 new jobs by 2025. Experience Oxfordshire operates the Oxford Visitor Information Centre and undertakes a range of leisure and business tourism marketing activities reaching around 2.5 million customers a year. Improving cultural marketing and promotion, ticket sales, and helping organisations tap into the wider visitor market are priorities from 2014.

Modern Art Oxford

Modern Art Oxford is an Arts Council England National Portfolio Organisation. Located in a rare industrial building in the centre of the City, Modern Art Oxford is one of the UK's leading contemporary art spaces with an international reputation for innovative and ambitious artistic programmes and community outreach. Celebrating the relevance of contemporary visual culture to society and Oxford today, the programme is shaped by a belief in dialogue between contemporary art, ideas and society. Celebrating its 50th anniversary in 2016, the gallery seeks to create new relationships between artists, audiences and communities at the beginning of the 21st century.

Pegasus Theatre

Pegasus Theatre is an Arts Council England National Portfolio Organisation. Situated on Magdalen Road in East Oxford, Pegasus is a theatre with young people at its heart. In everything it does, Pegasus considers how to attract, engage and spark the imaginations of young people. This includes families with young children, schools, teenagers and students. Yet the work has a wider, crossover appeal, so that people of different ages can experience together art that is vibrant, inspiring, urgent and exciting. Pegasus is a meeting place between generations, cultures, artists and participants, a place of creative exchange and community. Within its 50 year history Pegasus has produced and programmed diverse and inspiring performances; pioneered the field of participatory arts; played a special role in supporting new and emerging artists; and provided training, education and career paths for young people.

The Story Museum

The Story Museum celebrates stories in all forms, harnessing their power to teach and delight. Since 2005 we have been running storytelling projects in schools and the local community with proven impacts on language, empathy, confidence and imagination. In April 2014 we opened the first phase of our most unusual museum in Oxford in which people of all ages and abilities enjoy stories through exhibitions, talks and performances, and create stories of their own. Part of Oxford's West End regeneration, the museum is already a hub for our wider work with partners across Oxford city, county and beyond. Given successful completion of our £8m capital development by 2017/18, The Story Museum will be an

international centre of literature inspiring present and future generations and reaching well over 100K visitors annually.

DRAFT

Appendix 2

Reference Documents

Arts & Business Private Investment in Culture Survey Report 2011/12, May 2013
Arts Council England Report 'The Role of Diversity in Building Adaptive Resilience', May 2011
Arts Council England Stakeholder Focus Research, April 2014
Arts Council England Strategic Framework 2010-2020 'Great Art and Culture for Everyone', October 2013
Audience Agency Area Profile Report for Oxford, May 2013
Christmas Light Festival 2013 Evaluation Report, February 2014
DCMS Report 'Creative Industries: Focus on Employment', June 2014
DCMS Statistical Release 'Creative Industries Economic Estimates', January 2014
Insight Oxford 'Needs Assessment for Older People in Oxford: A research project for Oxford City Council', October 2013
Living in Oxford Talkback Survey Report, Spring 2014
Oxford City Council Children and Young People's Plan 2014-17
Oxford City Council Corporate Plan 2014-18
Oxford City Council Youth Ambition Strategy 2013-17
Oxford Strategic Partnership - Oxford Economic Growth Strategy, January 2013
Taking Part Survey 2012/13 Annual Child Report, August 2013
Taking Part Survey 2012/13 Quarter 4 Report, June 2013

DRAFT

This page is intentionally left blank

Appendix 2 Initial Equalities Impact Assessment screening form

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 Council's has three key priorities for culture and is committed to high quality experiences and accessibility:

- I. Support the sustainability of Oxford's cultural sector and improve the skills and diversity of the city's current and future creative workforce.
- II. Improve opportunities for Oxford's diverse range of communities to actively engage with and be inspired by culture.
- III. Improve opportunities for young people to access and actively participate in cultural activities.

These priorities will be delivered through a strong partnership model and the Cultural Partnership Group will continue to fulfil a key strategic role: ensuring the development of sustainable initiatives, supporting strong cultural outreach services, increasing (year on year) levels of arts engagement, and financing arts organisations to help them leverage in significant additional funding.

The strategy will have a positive impact on direct job creation and skills development in the creative/ culture/ arts and cultural tourism sectors (through volunteering, community engagement and supporting the development of appropriate skills to expand the sector), the potential to break down cultural barriers at grass roots levels (enabling access to arts and culture for people who would not normally have that opportunity) and increase the sense of local identity and belonging, implement new models for social inclusion, and have a transformative effect through continuing to fund arts and cultural organisations.

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

In order to support its long-term vision the Council will continue to deliver the following mitigating actions:

- Invest public money to help create and sustain cultural experiences and to add two more organisations to the core-funded group in 2014/ 2015 (raising the total funding to £278,000), e.g. in 2013/ 2014 the Council core-funded 10 cultural organisations at a total cost of

£274,000, enabling these organisations to leverage in more than £6 million from other sources

- Invest in improving educational attainment
- Continue to invest in Council run cultural facilities so that current trends in increases of visitor numbers (for instance a 20% increase at the Museum of Oxford) are maintained
- Co-ordinate and strengthen cultural provision and strong outreach services through cultural partnerships and share best practice across these organisations
- Support the growth of a diverse cultural workforce through initiatives such as creative & digital skills training, mentoring/ creative apprenticeships, volunteer schemes et al
- Encourage the take up of Arts Award by young people (both primary and secondary) and support schools to become Artsmark accredited

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 will take place from 17 October – 17 December 2014

Stakeholders have been engaged through the Cultural Partnership Group. The draft Strategy will be available for review by other stakeholders, and interested parties will be able to respond via questionnaire.

The level of impact varies from very high (people whose jobs/ deliverables are affected by the strategy) to no impact (people who do not engage with culture at all). This is reflected in the approach to public involvement.

The priorities in the Culture Strategy have been decided and are derived from the previous Culture Strategy, the City Council's Corporate Plan, independent national research and current Arts Council England priorities. We are consulting in order to solicit comments on how we can best achieve these priorities and objectives over the next three years.

We will develop mechanisms to enable input to the consultation from communities diverse in age, location and ethnicity.

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 Culture Strategy is explicitly about investing in cultural experiences (through significant funding and partnership working) to create more quality cultural experiences for a more diverse range of communities to actively

engage with and participate in cultural activities. No adverse impacts are anticipated, unless there is a significant reduction in arts funding locally or nationally.

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

Delivery will be monitored monthly through CorVu targets, bi annual reporting from funded organisations, and quarterly updates from members of the Cultural Partnership Group

The Council's Cultural Development Manager will undertake an annual review of activity to evaluate performance against the Culture Strategy objectives

Lead officer responsible for signing off the EqIA: Jarlath Brine

Role: Organisational Development & Learning Advisor/ Equalities & Apprenticeships

Date: 18.8.2014

**Appendix 3
Risk Assessment**

148

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 Objectives	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid		Monitoring Effectiveness				Current Risk	
		I	P			I	P	Action Owner:	Outcome required:	Q1	Q2	Q3	Q4	I	P
1.	Change in Central Government and national and regional policy direction	3	4	Central Government policy changes	Mitigating Control: Keep up to date and monitor potential changes and the impact on the Oxford Strategy	2	2	Action Owner: Cultural Development Manager	Outcome required: Delivery of Culture Strategy					3	4
2.	Change in Local Government	3	2	Elections	Mitigating Control: To work closely with all members and Groups	3	2	Action Owner: Cultural Development Manager	Outcome required: Delivery of Culture Strategy					3	2
3.	Lack of resources to deliver strategy	4	3	Staff member/s leaving	Mitigating Control: Appoint new staff Maximise revenue potential and external funding opportunities	3	3	Action Owner: Cultural Development Manager	Outcome required: Delivery of Culture Strategy					3	3
4	Full Council not approving strategy	4	2	Lack of communication with members	Mitigating Control: Continued liaison with key members. Document is properly prepared, consulted upon and supported by evidence.	2	2	Action Owner: Democratic Services Manager	Outcome required: Approval of Culture Strategy					2	2

SCRUTINY COMMITTEE

Tuesday 2 September 2014

COUNCILLORS PRESENT: Councillors Simmons (Chair), Hayes (Vice-Chair), Altaf-Khan, Anwar, Coulter, Darke, Fry, Hollick, Lloyd-Shogbesan, Sanders, Smith, Upton and Price.

BOARD MEMBERS PRESENT: Councillor Bob Price (Corporate Strategy, Economic Development and Planning)

INVITEES AND OTHER MEMBERS PRESENT: Chris Price, Head of Cherwell School

OFFICERS PRESENT: David Edwards (Executive Director City Regeneration and Housing), Simon Howick (Head of Human Resources and Facilities), Pat Jones (Committee and Member Services Manager), Andrew Brown (Scrutiny Officer) and Sarah Claridge (Committee and Member Services Officer)

12. APOLOGIES FOR ABSENCE

Apologies for absence were received from Nigel Kennedy.

13. DECLARATIONS OF INTEREST

There were no declarations of interest made.

14. WORK PROGRAMME AND FORWARD PLAN

The Head of Law and Governance submitted a report (previously circulated, now appended) which detailed a list of suggested future items and review topics for the Committee to consider.

The Committee made the following comments on the proposed review topics:

Proposed Topics to Review	Committee's response
Engagement with the BME communities	High priority – review panel needed
Support for the local economy	High priority – review panel needed
Cycling safety and increasing cycling take up	High priority – review panel needed
Food poverty in Oxford	High priority - Merge these topics into an inequalities panel. Need to work with County as lots of work done there. Work with the third sector.
Tackling inequalities	
Tackling child poverty	
Tackling fuel poverty	High Priority – topic for the Housing Panel to review.
Combating loneliness/ elderly	High priority – review panel needed

issues	
Using incentives to encourage recycling	Panel to continue.
Renewable energy generated on Council owned buildings and land	High priority-Merge these two topics — review panel needed
Low Carbon economy/ low carbon City Council	
Disability provisions	Whole Committee will look at.
Street Trading	Low Priority – legislation covers this
Taxi Licensing	Low Priority- legislation covers this.
Potential conflict on priorities for city council departments	Low priority.

The Scrutiny Officer will circulate the list of high priority topics to all non-executive members who will volunteer onto the panel(s) they are interested in. The panels will then draft their terms of reference for approval from the Scrutiny Committee.

The Housing Panel's list of topics included a lot of information reports from officers. Cllr Smith will discuss with the Scrutiny Officer the Housing Panel workload after the meeting.

The Committee would like to pre-scrutinise at the October meeting the following reports from the Forward Plan:

- Cultural Strategy 2015-18
- Towards Mental Wellbeing and Community Resilience
- Welfare Reform, European Social Fund Project
- Oxfutures – Mobilising Local Energy Investment

The Housing Panel will look at the following reports from the Forward Plan:

- Housing Strategy 2015-18
- Leaseholder Payment Options for Major Work

Cllr Darke updated the Committee on the progress the Flooding Panel had made. They held a meeting on 9 May with Thames Water, who has taken on board all the panel's recommendations and plan to publically launch their 'catchment study' in October.

It was agreed that the Flooding Panel should continue with updates report to the Scrutiny Committee on a 6 monthly basis.

Cllr Simmons reported that the Council Tax Exemption Panel had not progressed and required officer support to get the information required. The Scrutiny Officer offered his assistance.

15. UPDATE FROM STANDING PANELS

Cllr Smith updated the Committee on the progress made with the Oxford Standard Panel, which will set a standard of repairs council tenants can expect. The report has been written and is awaiting the approval of tenants.

16. REPORT BACK ON RECOMMENDATIONS

The Head of Law and Governance submitted a report (previously circulated, now appended) which detailed the results of recommendations since the last meeting and the cumulative results of all scrutiny recommendations.

The Scrutiny Committee noted the report.

17. UPDATE PAPER - FUSION LIFESTYLE - CONTRACT PERFORMANCE 2013/2014

Nigel Gibson presented the Chair of the Scrutiny Committee a petition from the Save Temple Cowley Pool campaign. The Chair agreed to pass the petition to the Lord Mayor to present to Council on 23 September.

The Head of Leisure, Parks and Communities submitted a report (previously circulated, now appended) answering the Committee questions posed at the September meeting.

Nigel Gibson spoke on the report. He was concerned about:

- the leisure facilities running costs and whether the true costs were being shown in the figures provided.
- the monitoring performance statistics and the independence of the surveys used to gauge customer satisfaction.

The Chair asked officers to report to the committee the total expenditure of the leisure contract compared to the total revenue.

18. PERFORMANCE MONITORING - QUARTER 1 2014/15

The Head of Business Improvement and Technology submitted a report (previously circulated, now appended) which detailed the performance indicators the Committee had chosen to monitor for the forthcoming year.

DE003 – Number of enforcements carried out as a result of environmental offences

- Cllr Smith asked whether officers could produce a guidance note for Councillors so they can provide the correct information to residents regarding what is, and what is not an environmental offence.

N195b –Percentage of streets with detritus levels falling below Grade B (YTD)

The committee were interested in knowing:

- Littering in the city centre - especially the time the business rubbish was collected from Cornmarket and whether it could be shifted so rubbish was not piled up for collection in the early evening.
- out of the streets checked for detritus levels, whether it was the same streets which continued to be dirty

Cllr Sanders asked that it be minuted that she was very supportive of the work Geoff Corps and the Street Cleaning Team were doing.

BI002b Number of Council apprentices created through Council investment for those living in Oxford

The Head of Human Resources and Facilities confirmed that it was possible to request that people live within the city as a requirement for Council apprenticeships.

A report on the Education Attainment programme will be presented to the Scrutiny Committee at its next meeting.

19. MINUTES

The Scrutiny Officer updated the committee on the work programme since the last meeting (refer minute 5) – changes in bold

<u>Topic</u>	<u>Councillors Allocated for 13/14</u>
Thames Water investment to improve flooding and sewerage issues in the City.	Panel to continue Lead: Councillor Darke Councillors Pressel, Thomas and Goddard
Discretionary Housing Payments	Work to continue and go to the Housing Standing Panel Lead: Councillor Coulter.
Performance monitoring A quarterly report of progress against a selection of performance measures selected by the Committee.	To continue Councillors Simmons, Coulter, Darke and Liberal Democrat (to be determined) to select the measures on behalf of the Committee. The Committee has agreed the same set of indicators to monitor so there is no need to appoint a Liberal Democrat.
Council Tax exemption for students. Is this being applied consistently and managed.	Work to continue Lead: Councillor Simmons.
Enfranchisement and Empowerment. Review report completed by the Committee. Officer responses to proposals not yet seen so recommendations have not been presented to the City Executive Board	Panel to disband but Officer's report to come to Scrutiny Committee – as soon as possible. Officer's response still not received. Scrutiny Officer to chase officer response to the proposal before the October meeting.
The effects and value of the City's investment in educational attainment at primary level. Important issue to members with outcomes still to be seen in detail.	Panel to continue Lead: Not nominated Councillors Thomas and Altaf-Khan. Former Councillor Campbell to be approached to continue work as a co-

	<p>opted member if no other councillor interested.</p> <p>Key Stage results report from Education Attainment Officer to come to Committee. (when available) List of schools in programme to be presented to Committee in Sept.</p> <p>Update report will be presented to Committee in October. Depending on report, the committee can decide a lead or not.</p>
Tracking the experience of a few families affected by benefit changes to record the affects in a holistic way.	<p>Committee to see the results of research commissioned by Paul Wilding in this area.</p> <p>Report will be available soon.</p>
<p><u>Finance Standing Panel</u></p> <p>To consider spending, treasury management function and conduct the Budget Review</p>	<p>To continue Chair: Councillor Simmons</p> <p>Councillors Fry, Darke and Fooks</p>
<p><u>Housing Standing Panel</u></p> <p>To complete the on-going review of the "Oxford Standard" and any other Housing issues from the programme</p>	<p>To continue Chair: Councillor Smith</p> <p>Councillors Hollick, Sanders and Wade and to include a co-opted Tenant.</p>

The Committee resolved to APPROVE the minutes of the meeting held on 23 June 2014 as a true and accurate record.

20. BUSINESS IN THE COMMUNITY

The Head of Human Resources and Facilities submitted a report (previously circulated, now appended) which detailed the development of the Business in the Community programme.

The Head of Human Resources and Facilities and Chris Price, Head of Cherwell School presented the report and explained the initiative to develop a mentoring scheme between City Council officers and Year 10 students from Cherwell School.

Thirty three officers have volunteered to be mentors in the scheme which will focus on career development, raising aspirations, citizenship and civics. The mentors come from across the council, and have been matched appropriately with the students.

Cllr Price explained that the Business in the Community programme arose through the Oxfordshire Schools Board, who discovered that local employers felt that many students didn't have the skills necessary for work. Several businesses across the County are taking part in the initiative and work placements at the different employers can be arranged for pupils should they appear more suitable.

The Committee made the following comments:

- It is vital to build sustainable links particularly with vulnerable pupils and suggested that pupils should be able to change their mentor if the arrangement is not working for them.
- High quality careers advice is vital and there should be a strong emphasis on equipping pupils with advice and skills tailored to their needs and the needs of employers before they embark on the world of work.
- It's important to set measurable and realisable targets, where possible, in order to monitor outcomes and ensure value for money.

21. OXFORDSHIRE GROWTH BOARD

The Executive Director of City Regeneration and Housing and Cllr Price submitted a report (previously circulated, now appended) which detailed the structure of the Oxfordshire Growth Board, which would be the body responsible for managing how the City Deal funding is spent.

Cllr Price presented the report. He explained that the creation of the Oxfordshire Growth Board would merge three partnership bodies (the Joint Committee for the City Deal, the Spatial Planning and Infrastructure Partnership and the Local Transport Board) into one.

The Board would be a joint committee under the Local Government Act 1972 and would therefore comply with all meeting requirements of the act (like any other council committee) and would be open to the public. The Committee suggested that this should be made explicitly clear in the Terms of Reference. The Board would consist of a mixture of full voting and non-voting representatives.

The Board would fall under executive function and no non-executive functions have been transferred. This means that the running of the Board is completely separate from the planning process. The Board will have to apply for planning consent and individual councils will be responsible for determining planning applications associated with the development.

In terms of scrutiny, there will be the opportunity to pre-scrutinise the Board's proposals in the same manner the Committee scrutinises Council.

The Committee asked that officers include the Oxford Growth Board agendas on the Committee's agenda and that the Board's minutes be added to the council's website.

22. DATES OF FUTURE MEETINGS

The Committee noted that the next meeting would be held on 6 October.

The meeting started at 6.00 pm and ended at 7.35 pm

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank