

Agenda

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Scrutiny Committee

Date: **Tuesday 2 February 2016**

Time: **6.15 pm**

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

For any further information please contact:

Catherine Phythian, Committee Services Officer

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Scrutiny Committee

Membership

Chair	Councillor Craig Simmons
	Councillor Tom Hayes
	Councillor Van Coulter
	Councillor Roy Darke
	Councillor James Fry
	Councillor Andrew Gant
	Councillor Sam Hollick
	Councillor David Henwood
	Councillor Ben Lloyd-Shogbesan
	Councillor Linda Smith
	Councillor Sian Taylor
	Councillor Jennifer Pegg

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

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AGENDA

Pages

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

3 TAXI LICENSING

9 - 114

Background Information
The Scrutiny Committee requested a report on taxi licensing that covers the following: <ul style="list-style-type: none">• Types and volumes of licenses issued by the Council;• Policies and rules governing these licences;• Any issues or challenges faced by the licensing team and taxi drivers;• Safeguarding the public;• Taxis operating in Oxford that are licensed elsewhere.
Why is it on the agenda?
For the Scrutiny Committee to scrutinise the Council's taxi licensing policies and operation. The Committee may wish to make one or more recommendations to the City Executive Board meeting on 17 March (note: it will not be possible to report to CEB sooner due to a large number of pre-scrutiny reports in February).
Who has been invited to comment?
Julian Alison, General Licensing Team Leader, will attend to answer the Committee's questions.

4 CUSTOMER CONTACT PERFORMANCE

115 - 122

Background Information
The Scrutiny Committee requested a report on Customer Contact performance that covers the following: <ul style="list-style-type: none">• Volumes of contacts handled by the Customer Contact across different channels (e.g. telephone, face to face);• Rates of calls answered and abandoned;• Average call queuing times;• First contact resolution rates;• Customer satisfaction levels;• Key priorities for the service and any future plans/options.
Why is it on the agenda?
For the Scrutiny Committee to scrutinise the Council's Customer Contact performance.

The Committee may wish to make one or more recommendations to the City Executive Board meeting on 17 March (note: it will not be possible to report to CEB sooner due to a large number of pre-scrutiny reports in February).

Who has been invited to comment?

Michelle Iddon, Customer Contact Manager, will attend to present the report and answer the Committee's questions.

5 CORPORATE PLAN 2016 - 20

123 - 154

Contact Officer: Sadie Paige, Policy Officer Tel 01865 252250, spaige@oxford.gov.uk

Background Information

The Scrutiny Committee has asked for The Corporate Plan 2016-20 to be included on the agenda for pre-decision scrutiny.

Why is it on the agenda?

The City Executive Board will be asked to approve the Corporate Plan at its meeting on 11 February 2016. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.

A supplement to this agenda will be published later to include:

- Appendix 3 with the proposed corporate performance measures;
- An updated version of Appendix 4 containing a more detailed response to the consultation comments.

Who has been invited to comment?

Caroline Green will attend to answer the Committee's questions.

6 GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS FOR 2016-2017

155 - 194

Contact Officer: Julia Tomkins, Grants & External Funding Officer, Tel 01865 252685, jtomkins@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 will be asked to approve the recommendations set out in the report at its meeting on 11 February 2016. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.

Who has been invited to comment?

Julia Tomkins, Grants & External Funding Officer will attend to answer the Committee's questions.

7

GO ULTRA LOW OXFORD GRANT FUNDING

195 - 202

Contact Officer: Mairi Brookes, OxFutures Programme Manager Tel 01865 252212, mbrookes@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 will be asked to approve the recommendations set out in the report at its meeting on 11 February 2016. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.
Who has been invited to comment?
Jo Colwell, Service Manager Environmental Sustainability and Elizabeth Bohun, Environmental Sustainability Projects Officer will attend to answer the Committee's questions.

8

WORK PROGRAMME AND FORWARD PLAN

203 - 230

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

Background Information
The Scrutiny Committee operates within a work programme which has been set for the 2015/16 council year. This programme will be reviewed at every meeting so that it can be adjusted to reflect the wishes of the Committee and take account of any changes to the latest Forward Plan (which outlines decisions to be taken by the City Executive Board or Council).
Why is it on the agenda?
The Scrutiny Committee is asked to review its work programme for the 2015/16 council year. This is an opportunity for the chairs of the standing panels and review groups to provide update since the last meeting. The Committee is also asked to select which Forward Plan items they wish to pre-scrutinise based on the following criteria: <ul style="list-style-type: none">• 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, will present the work programme and support the Committee in its decision making.

9 REPORT BACK ON RECOMMENDATIONS

231 - 242

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

Background Information
The Committee makes a number of recommendations to officers and decision makers, who are obliged to respond in writing.
Why is it on the agenda?
This item allows Committee to see the results of recommendations since the last meeting. Since the last meeting the following items have resulted in recommendations to the City Executive Board: <ul style="list-style-type: none">• Oxpens Revised Delivery Strategy• Choice Based Lettings• Rent performance
Who has been invited to comment?
Andrew Brown, Scrutiny Officer will present the report.

10 MINUTES

243 - 248

Minutes from 12 January 2016.

Recommendation: That the minutes of the meeting held on 12 January 2016 be APPROVED as a true and accurate record.

11 DATES OF FUTURE MEETINGS

Meetings are scheduled as followed:

Scrutiny Committee

7 March 2016

5 April 2016

All meetings start at 6.15 pm.

Standing Panels

Housing Standing Panel – 1 February 2016 & 9 March 2016

Finance Standing Panel – 28 January 2016 & 7 April 2016

DECLARING INTERESTS

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licences for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

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

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To: Scrutiny Committee
Date: 2 February 2016
Report of: Head of Community Services
Title of Report: Hackney Carriage & Private Hire Licensing

Summary

Purpose of report: To inform Committee of the remit and policies of and to provide an insight into the functions of the Hackney Carriage & Private Hire Licensing Service.

Executive lead member: Councillor Dee Sinclair

Report author: Julian Alison, Licensing Manager

Recommendations:

The Committee is recommended to:

- i) note the content of this report;
- ii) make any recommendations that it sees fit to do so; and
- iii) consider when it may wish to receive any future update in relation to the Hackney Carriage & Private Hire Licensing Service.

Appendices to report (web links are provided where possible):

Appendix One: **General Information: Hackney Carriage & Private Hire**
<http://www.oxford.gov.uk/PageRender/decB/TaxiLicensingGeneralInformation.htm>

Appendix Two: **General Purposes Licensing Committee: Taxi Licensing Function Activity Report: Council Year 2014-2015 (19 May 2015)**
<http://mycouncil.oxford.gov.uk/documents/g3271/Public%20reports%20pack%20Tuesday%2019-May-2015%2017.15%20General%20Purposes%20Licensing%20Committee.pdf?T=10>

Appendix Three: **Hackney Carriage & Private Hire Driver Licence Application Pack**
<http://www.oxford.gov.uk/Library/Documents/Licensing/DRIVER%20APPLICATION%20PACK.pdf>

- Appendix Four:** *Hackney Carriage & Private Hire Vehicle Licence Application Pack*
<http://www.oxford.gov.uk/Library/Documents/Licensing/VEHICLE%20APPLICATION%20PACK.pdf>
- Appendix Five:** *Private Hire Operator Licence Application Pack*
<http://www.oxford.gov.uk/Library/Documents/Licensing/OPERATOR%20APPLICATION%20PACK.pdf>
- Appendix Six:** *Policy on the Relevance of Warnings, Offences, Cautions & Convictions*
<http://www.oxford.gov.uk/Library/Documents/Licensing/Taxi%20Licensing%20%20Policy%20on%20Relevance%20of%20Offences%202.pdf>
- Appendix Seven:** *Taxi Licensing Fees & Charges 2015 – 2016*
- Appendix Eight:** *Full Council Report: Policy on Hackney Carriage Quantity Control (30 September 2013)*
<http://mycouncil.oxford.gov.uk/documents/s14903/Policy%20on%20Hackney%20carriage%20Quantity%20Control%20-%20Report.pdf>
- Appendix Nine:** *Safeguarding (online material accessed via weblink and offline material appended)*
<http://www.oxford.gov.uk/PageRender/decB/TaxiandPrivateHireSafeguarding.htm>
- Appendix Ten:** *Member Training Presentation on Licensing Functions*

Background

The Scrutiny Committee requested a report to update them on the general functions of the Hackney Carriage & Private Hire Licensing Service, allowing the Committee to gain a wider understanding of:

- The types of licences issued and the volume of licenses issued;
- The policies that are in place that govern the Hackney Carriage & Private Hire Trades;
- How these policies were / are formulated in relation to the Hackney Carriage & Private Hire Licensing Service and the rationale behind such policies; and the role of Elected Members and the licensed Trade in the formulation and progress of such policies;
- What issues and challenges are faced by the Hackney Carriage & Private Hire Trade; and

- What issues and challenges are faced by the Hackney Carriage & Private Hire Licensing Service.
- Safeguarding Strategies within the Taxi Licensing Function
- What issues and challenges are faced by the City Council caused by drivers and vehicles operating in the City not licensed by Oxford City Council.

Introduction

1. The Hackney Carriage & Private Hire Licensing Service (Taxi Licensing Function) is part of the General Licensing Team, that also covers the facilitation of applications and the regulation and enforcement of the following licensing functions:

Licensing Act 2003: Alcohol / Regulated Entertainment / Late Night Refreshment

Gambling Act 2005: Betting and Gaming

Local Government (Miscellaneous Provisions) Act 1982: Sex Establishments

Local Government (Miscellaneous Provisions) Act 1976 & Town Police Clauses Act 1847: Hackney Carriage & Private Hire

Scrap Metal Dealers Act 2013: Motor Salvage Operators and Scrap Metal Collectors / Sites

Town Police Clauses Act 1847: Temporary Road Closures for Events and Street Parties

2. The vast majority of the work carried out by the General Licensing Team relates to the Licensing Act 2003 and the Hackney Carriage & Private Hire Functions.
3. The Team consists of 6 full time members of staff administering applications made by and regulating / enforcing approximately 4000 licence holders annually, of which approximately 2000 make up those within the Hackney Carriage & Private Hire Trades.
4. The Administration Hub supplements the Team with 2 additional Licensing Assistants (funded by the General Licensing Team) who carry out face-to-face taxi licence application appointments with new applicants and those seeking to renew their licence
5. The Team reports to the General Purposes Licensing Committee, who in turn report any recommended policy decisions to Full Council for adoption. Policy related matters are entered onto the Forward Plan.

6. On 2nd November 2009 the position of Licensing Manager was filled, leading to a significant modernisation of all of the Licensing Functions, but the most notable changes occurred within the Taxi Licensing Function.
7. The modernisation ensured that the Licensing Authority worked to modern, transparent and engaging policies and procedures, designed to provide a wealth of information to licence holders and the public, and promote consistency of procedures and decision making processes.

Types of licences issued and the volume of licenses issued

8. Oxford City Council has statutory powers to licence vehicles, drivers, and operators (booking companies) who wish to become members of the Hackney Carriage and Private Hire trade within Oxford.
9. These powers are granted under two Acts:

- **Town Police Clauses Act 1847**
- **Local Government (Miscellaneous Provisions) Act 1976**

And allow the Licensing Authority to issue the following types of licences, and impose criteria and conditions applicable to such licences:

- **Hackney Carriage and Private Hire Drivers**
- **Hackney Carriage and Private Hire Vehicles**
- **Private Hire Operators**

10. The Committee is informed that there are significant legal differences between Hackney Carriage and Private Hire. Hackney Carriage Vehicles may wait on Taxi Ranks, be hailed or be pre-booked. Private Hire Vehicles must be pre-booked through a Private Hire Operator, and cannot wait on Taxi Ranks or be hailed.
11. The laws currently in place do not require the operators of Hackney Carriage companies to require a licence. As such these companies exist outside of the licensing remit.
12. Guidance from the Department for Transport makes clear that the objective of the Licensing regime is to protect the public and ensure those that obtain a licence, either as an individual or company, are 'fit and proper', and that licenced vehicles are 'suitable' in both type and condition.
13. To assist this Committee, attached at **Appendix One** is a "General Information" Sheet that details the differences between Hackney Carriage and Private Hire.
14. Regular "Taxi Licensing Activity" reports are provided to the General Purposes Licensing Committee that detail the types and volumes of licences

issued. A copy of the Taxi Licensing Activity report detailing the 2014/15 Council Year is attached at **Appendix Two**.

15. The Committee will note from that report, that the following number of licences were issued within the Taxi Licensing Function during the 2014/15 Council Year:

<i>Hackney Carriage Driver</i>	331
<i>Private Hire Driver</i>	644
<i>Hackney Carriage Vehicle</i>	142
<i>Private Hire Vehicle</i>	697
<i>Private Hire Operator</i>	30

16. The Committee is also advised that the Taxi Licensing Function is not merely an administrative function, but also an enforcement function. The Taxi Licensing Activity reports provide the General Purposes Licensing Committee with a wealth of information as to the enforcement actions undertaken by Officers.

17. The Committee will note from that report, that the following number of enforcement actions were undertaken within the Taxi Licensing Function during the 2014/15 Council Year:

The Policies that are	<i>Licensing Hearings</i>	22
	<i>Enforcement Actions Commenced</i>	397
	<i>Prosecution Cases Started</i>	7
	<i>Complaints about License Holders</i>	250

in place that govern the Hackney Carriage & Private Hire Trades

18. Council has adopted the following two policies in relation to the Taxi Licensing Function:

- **Policy on the Relevance of Warnings, Offences, Cautions and Convictions;**
- **Policy on Hackney Carriage Quantity Control**

19. The Policy on the Relevance of Warnings etc. is intended to inform applicants and guide the authority's decisions in order to ensure that decisions taken in relation to the determination of a persons status as "fit and proper" to hold or continue to hold a licence are consistent. The Policy on Hackney Carriage Quantity Control explains and supports the limit placed on the number of Hackney Carriage Vehicle licences issued by the Council.

20. Following the commencement on 1st October 2015 of the Deregulation Act 2015 that impacts upon all Councils Taxi Licensing functions and some recent amendments adopted by Council on 23rd September 2015, an overarching Taxi Licensing Policy will be drafted that will bring all of the criteria, conditions

and regulations relating to drivers, vehicles, and operators, as well as the above policies within one single Policy.

21. All of the procedures, criteria, conditions and fees and charges relating to the Taxi Licensing Function are published with “Application Packs”, obtained from our offices and also available on the Council website.
22. To assist this Committee (links to online content are provided at the start of this report), a copy of the Driver Application Pack is attached at **Appendix Three**, a copy of the Vehicle Application Pack is attached at **Appendix Four**, a copy of the Operator Application Pack is attached at **Appendix Five**, a copy of the Policy on the Relevance of Warnings, Offences, Cautions and Convictions is attached at **Appendix Six**, a copy of the Taxi Licensing Fees & Charges is attached at **Appendix Seven**, and a copy of the Policy on Hackney Carriage Quantity Control report approved by Council on 20th September 2013 is attached at **Appendix Eight**.

How the Hackney Carriage & Private Hire Licensing Functions policies were / are formulated

23. A full review of the Taxi Licensing Function was carried out during 2010 to ensure a modern, transparent, consistent approach was in place. It took 15 months and included benchmarking with other Authorities in relation to procedural and policy matters, criteria and conditions, as well as ensuring that all information was publically available online.
24. Many meetings were held with the Hackney Carriage and Private Hire Trade including key figures from the Trade (the Secretary of the City of Oxford Licensed Taxicab Association, and the Directors of the larger Private Hire Operators, as well as allowing individual drivers to have a voice).
25. The enforcement arm of the Licensing Authority was strengthened to promote the safety of the public, which is our primary objective, and this was welcomed by the Trade as it assisted their desire to be rid of drivers who caused reputational damage to their companies.
26. The Licensing Officers were also tasked with carrying out regular daytime, night time and weekend enforcement operations, which has resulted in a much higher standard of vehicle maintenance, and making drivers accountable for their actions and behaviours
27. A tiered level of Warnings was adopted, to be issued to those found to be non-complaint with the conditions of their licence, empowering the Hackney Carriage and Private Hire Licensing Sub-Committee to revoke the licence of those the Sub-Committee believed had failed to promote Oxford as a world-class city by ignoring the core values of good customer service and public safety.
28. General Purposes Licensing Committee welcomed the modernisation of the Taxi Licensing Function, and the new policies, procedures, conditions and

criteria, as they understood the positive impact they would have, and were keen to adopt the robust vetting procedures and more challenging criteria applicable to all new applicants, and those seeking to renew an existing licence.

29. The Scrutiny Committee may be interested to note that the Application Packs, Policy on the Relevance of Warnings, Offences, Cautions and Convictions, and our administrative and enforcement procedures have been adopted by a number of other Councils, and we regularly host other Licensing Teams seeking to implement our ways of working.
30. The Policy on Hackney Carriage Quantity Control is the only policy that now exists that predates the modernisation of the Taxi Licensing Function. It is a Council policy designed to ensure an appropriate number of Hackney Carriages are obtainable by the public, whilst seeking not to over populate the number of licensed vehicles on the city's restrictive road network.
31. The Policy on Hackney Carriage Quantity Control requires reviewing every 3 years by way of an independent "Unmet Demand" survey being carried out to justify whether such a limit should be retained, amended or the policy abandoned.
32. Members of the Licensing Committees are required to attend Member Training annually. The aim of this training is to promote their understanding of "licensing", and to assist them with their decision making when reviewing licence cases and policy matters. A copy of the Member Training Presentation is attached at **Appendix Nine**.

Issues and challenges faced by the Hackney Carriage & Private Hire Trade.

33. Both the Hackney Carriage and Private Hire Trade are private sector entities, and the single biggest challenge faced by the Trade relates to supply and demand.
34. The volume of licences applied for and granted in the last 10 years has led to increased competition. Whilst the demand for services has increased somewhat, the available supply has increased sharply, causing drivers to earn less than previously as work gets shared around.
35. Furthermore, the relaxation of the laws relating to where a driver and vehicle may work has led to many non-Oxford licensed drivers and vehicles working predominantly in the city, further reducing the income of Oxford licence holders.

What issues and challenges are faced by the Hackney Carriage & Private Hire Licensing Service.

36. Our overall objectives are to promote the local Trade, whilst ensuring that the public are safe at all times, and to ensure that when carrying out both the

administrative and enforcement functions that we do so in a manner that also promotes the Councils core objectives.

37. The Taxi Licensing Function faces two distinct challenges, namely:
- Public safety (including vehicle safety and the safeguarding of children and vulnerable persons); and
 - Drivers and vehicles licensed by other Authorities being able to regularly work outside their own borders – known commonly as “cross-border hiring”.

Safeguarding the public (including children and vulnerable persons)

38. We are proud that the robust vetting procedures we have in place (and have had since March 2011) meet with the requirements coming out of the Serious Case Reviews into Child Sexual Exploitation, and so our challenge is to educate the Trade as to how to spot and report concerns they may have in relation to persons at risk.
39. The council is working closely with other Licensing Authorities and the County Council and the Oxfordshire Safeguarding Children Board on a countywide “Joint Operating Framework”, led by the Taxi Licensing Function and the Community Safety Team.
40. Contained within the Joint Operating Framework are the following matters, and when implemented will ensure a countywide single approach is carried out to promote public safety and reduce inconsistent practices across the county:
- **Safeguarding: Vetting of applicants and existing licence holders / Training for all new applicants and existing licence holders / Awareness Raising for all new applicants and existing licence holders;**
 - **Information Sharing: District Councils / County Council / Thames Valley Police (Protocol drafted by Oxford City Council);**
 - **Policy Alignment: Standardising driver and vehicle criteria applicable to all applicants and licence holders, and ensuring consistency when dealing with intelligence, cautions and convictions when assessing applicants and licence holder suitability; and**
 - **Enforcement: Implementing a countywide enforcement schedule and developing delegated powers to Officers who deal with a multitude of drivers and vehicles licensed by other Authorities yet predominantly working in other districts.**
41. A significant amount of work has been undertaken to raise awareness and understanding of “Safeguarding” and how drivers may report any concerns held in relation to persons who may be vulnerable or being exploited.

42. Attached at **Appendix Ten** the Committee will find copies of the Safeguarding page contained within the Driver and Operator Packs, the designated taxi web content, the presentation provided to all new applicants within the Disability Awareness Course, the National Working Group online Safeguarding presentation (that forms part of a new applicants Local Knowledge and Safeguarding Test) and the Community Safety Safeguarding Leaflet.
43. Our response to putting Safeguarding at the top of our priorities has led to our neighbouring Councils to adopt a similar approach. It is anticipated that the County Council will roll out specialist Safeguarding Training to the drivers they contract to transport children and vulnerable adults, and all licensed drivers will be required to undertake such Training in order to retain their licence.
44. Furthermore, our Safeguarding practices have been deemed by The National Working Group on Child Sexual Exploitation (that advises Government on Safeguarding) as being “best practice” for other Authorities to adopt.
45. The Deregulation Act 2015 impacts upon all Authorities safeguarding strategies, by requiring Councils to issue driver licences for a maximum period of 3 years (and only less than 3 years, if justified on a case-by-case basis).
46. This requirement is not something that we are comfortable with. 3 year licences conflict with the findings of the Serious Case Reviews which clearly direct Authorities to ensure robust and regular vetting processes are in place, and that such vetting is carried out “face-to-face” with all applicants.
47. In order to find ways to ensure the public are suitably protected, and that licence holders are regularly vetted, we have made it a requirement on any person who seeks to hold a 3 year licence, to attend an annual “declaration” appointment with an Officer, in order to check that the licence holder remains “fit and proper” to continue to be licensed.
48. The Committee are asked to note that the Licensing Manager is to take a position within the Institute of Licensing “Safeguarding Working Group”. This Group intends to develop a national Taxi Licensing Safeguarding model, sharing best practices in order that a single approach is taken nationally on this issue.

Cross-border Hiring

49. Our final challenge is to address the number of non-Oxford licensed drivers and vehicles working in the city. The significant increases many urban areas are experiencing relate to a relaxation of the laws applicable to Hackney Carriage and Private Hire, most specifically in relation to Hackney Carriage drivers and vehicles (licensed beyond the city border) provided with work by local Private Hire Operators.
50. The criteria applicable to drivers and vehicles varies greatly across the country, as Licensing Authorities have the power to set local standards. The

standards in place in Oxford are appropriate to an Authority that seeks to promote a world-class city, and promote a professional licensed Trade.

51. The criteria in Oxford is not necessarily followed by our neighbouring Authorities. As such, the cost of a licence and the criteria applicable to drivers and vehicles can be considerably lower than applicable in Oxford.
52. Understandably, if a driver and / or vehicle owner is able to acquire a licence for a lower fee and with less stringent criteria applied to the licence, then it makes economic sense for that person to seek such a licence, and the law does not prevent this.
53. However, the reality that this legal position presents, is one of vehicles that are subject to less regular and stringent safety tests, and drivers who may not have been vetted or trained to a standard this Council deems to be satisfactory in terms of customer awareness, safeguarding awareness, disability and equality awareness, communication skills, etc.
54. Furthermore, these vehicles and drivers then operate outside of the district with whom the licence was granted, and therefore beyond the control of the Licensing Officers of that Authority.
55. The only conditions and criteria that can be enforced on any driver / vehicle are those set by the Authority that issued the licence, not the Authority within which district it may then be carrying out work.
56. The resultant effect of this is that there are many vehicles and drivers actively working within the City (and cities nationally) that the Licensing Officers in those cities have no power to enforce against. The Authorities that licence these drivers and vehicles are unable to regulate their licence holders and regularly ensure that the vehicles are safe.
57. Licensing Authorities are not obliged to licence vehicles and drivers if they hold concerns that by issuing a licence that the licence holder would not be predominantly working within that district. The primary reason for licensing a vehicle as a Hackney Carriage is that it will be used to provide immediate local transport to those waiting at Taxi Ranks or seeking to flag it down whilst it is on the road.
58. In order to address this particular issue, one Council has sought to implement an "Intended Use" policy that requires an applicant seeking a Hackney Carriage Vehicle licence to declare that the vehicle will be predominantly used within the area of the Council.
59. By retrieving records from any Private Hire Operator of nearby districts, that Authority can then assess how much work the vehicle is undertaking within its own area, and if the licence has been obtained under false pretences, it can be revoked.

60. We are seeking to work with our neighbouring Authorities on the introduction of such a policy in Oxfordshire.
61. Joint enforcement initiatives are sought to try and ensure that some regulation of these cross-border drivers and vehicles can be carried out, but such enforcement activities are infrequent, owing to the lower levels of resource in place at rural Authorities.
62. Obtaining delegated powers to enforce such drivers and vehicles is possible, and the Licensing Manager is seeking to obtain delegated powers from our neighbouring Authorities.
63. In order to encourage drivers to remain licensed by Oxford City Council, measures were adopted by Council on 23rd September 2015. These measures include the removal of external livery from vehicles (to be replaced by a more discreet internal livery, a reduction in the cost of the licence fee for low emission vehicles, and the removal of any age restrictions applicable to vehicles renewing a licence.
64. These steps, coupled with our robust and frequent enforcement operations, we believe will entice those seeking a licence to apply to us for the licence, whilst ensuring that appropriate enforcement operations are in place to regulate licence holders.
65. Discussions held with the local Private Hire Operators who employ these “out of town” drivers and vehicles have been very positive, and the Operators have provided assurances to the Licensing Manager that they will encourage those seeking work with them to apply to this Council for a licence.
66. It is hoped that when considering the matters relating to both Safeguarding and Cross-border hiring, that our neighbouring Authorities implement the standards set by ourselves, in order to reduce the risks to public safety, increase the standards applicable to drivers and vehicles, and only licence those drivers and vehicles they are confident that they will be able to regulate.
67. Discussion continue to be held at Chief Executive Officer level countywide to ensure that the safeguarding strategies and driver and vehicle standards in place in Oxford are put in place throughout the county.

Name and contact details of author:-

Name: Julian Alison
Job title: Licensing Manager
Service Area / Department: General Licensing / Community Services
Tel: 01865 252381 e-mail: jalison@oxford.gov.uk

List of background papers:

**General Purposes Licensing Committee: Taxi Licensing Function Activity
Report: Council Year 2014-2015 (19 May 2015)**

Network Working Group: Say Something If You See It

Version number: 1.0

CURRENT TAXI LICENSING FEES & CHARGES

DRIVER LICENCE FEES		3 YEAR	1 YEAR
HPD	NEW HACKNEY CARRIAGE DRIVER LICENCE	£533.00	£303.00
	RENEWAL OF HACKNEY CARRIAGE DRIVER LICENCE	£353.00	£123.00
PHD	NEW PRIVATE HIRE DRIVER LICENCE	£491.00	£289.00
	RENEWAL OF PRIVATE HIRE DRIVER LICENCE	£311.00	£109.00
ADDITIONAL DRIVER CHARGES			
DVLA DISCLOSURE		£8.00	
ENHANCED DISCLOSURE & BARRING SERVICES (DBS) REPORT		£50.00	
KNOWLEDGE & SAFEGUARDING TEST / RETEST (NEW APPLICANT)		£75.00	
DISABILITY AWARENESS (NEW APPLICANT)		£45.00	
REPLACEMENT BADGE		£10.00	
DUPLICATE LICENCE		£2.00	
RETURNED CHEQUE FEE		£30.00	

VEHICLE LICENCE FEES		
HACKNEY CARRIAGE	NEW HACKNEY CARRIAGE VEHICLE LICENCE	£400.00*
	RENEWAL OF HACKNEY CARRIAGE VEHICLE LICENCE	£400.00*
PRIVATE HIRE	NEW PRIVATE HIRE VEHICLE LICENCE	£262.00*
	RENEWAL OF PRIVATE HIRE VEHICLE LICENCE	£262.00*

***Vehicles producing CO2 emission figures of 120g/km or less, as displayed on the DVLA V5 Vehicle Registration Certificate and that fall within United Kingdom Vehicle Tax Band A, B & C) shall qualify for a discounted licence fee. The discount to be applied per vehicle is £100.00.**

VEHICLE ADMINISTRATION CHARGES	
CHANGE OF VEHICLE FEE	£100.00
TRANSFER OF OWNERSHIP FEE	£100.00
REPLACEMENT TEMPORARY VEHICLE FEE	£75.00
EXEMPTION NOTICE FEE (PRIVATE HIRE VEHICLE)	£50.00

ADDITIONAL VEHICLE CHARGES	
PHV EXEMPT VEHICLE INTERNAL PLATES (PAIR)	£25.00
PHV INTERNAL PLATE / REPLACEMENT INTERNAL PLATE	£15.00
HCV INTERNAL PLATE / REPLACEMENT INTERNAL PLATE	£15.00
HCV FARE CHART	£2.00
REPLACEMENT EXTERNAL PLATE	£25.00
DUPLICATE LICENCE	£2.00
RETURNED CHEQUE FEE	£30.00

VEHICLE LIVERY CHARGES PAID TO COWLEY MARSH DEPOT (APPLICABLE TO ALL VEHICLES) IT SHOULD BE NOTED THAT THESE LIVERY CHARGES ARE NOT INCLUDED IN THE LICENCE FEE

HCV REAR QUARTER NUMBERS / REPLACEMENT	£10.00
PHV DOOR STICKERS (PAIR) / REPLACEMENT (OPTIONAL)	£35.00

PRIVATE HIRE OPERATOR LICENCE FEES	5 YEARS	1 YEAR
PRIVATE HIRE OPERATOR LICENCE (3 vehicles or fewer)	£2450.00	£490.00
PRIVATE HIRE OPERATOR LICENCE (4 vehicles or more)	£4900.00	£980.00

ADDITIONAL PRIVATE HIRE OPERATOR CHARGES	
KNOWLEDGE & SAFEGUARDING TEST / RETEST (NEW APPLICANTS ONLY)	£75.00
DISABILITY AWARENESS COURSE (NEW APPLICANTS ONLY)	£45.00
BASIC DISCLOSURE & BARRING SERVICES (DBS) REPORT	£26.00
AMENDMENT TO EXISTING LICENCE	£25.00
DUPLICATE PAPER LICENCE	£2.00
RETURNED CHEQUE FEE	£30.00

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INTRODUCTION

GENERAL LICENSING TEAM FUNCTIONS:

- Alcohol / Regulated Entertainment / Late Night Refreshment
- 23 ■ Betting & Gaming
- Sex Establishments
- Taxi & Private Hire

Julian Alison: General Licensing Team Manager



LICENSING TERMINOLOGY

Some brief explanations of some of the jargon used in this presentation:

Designated Premises Supervisor (DPS): Person in charge of the day to day running of a venue selling alcohol.

Interested Parties: Elected Members, general public.

Representation: Objection to an application.

Review: To consider the reasons for the change / continuation of a licence following enforcement actions.

Responsible Authorities: Professional bodies (Licensing Authority, Police, Environmental Health, etc.).

Revoke: Take away permanently

Suspend: Take away temporarily



OUR OBJECTIVES FOR TODAY

The aim of this training is to provide you with a practical approach to help you better understand the role of “Licensing” within the Council and the city, and to prepare you for your duties as Members of the:

- Licensing & Gambling Act Committee
- General Purposes Licensing Committee

²⁵ In order that you are able to provide Officers with a steer when it comes to developing licensing policies to best serve your constituents; and to assist you in making informed decisions on applications put before you at the:

- Licensing Act 2003 Sub-Committee
- Gambling Act 2005 Sub-Committee
- Hackney Carriage & Private Hire Sub-Committee
- Licensing & Registration Sub-Committee



PURPOSE OF THE LICENSING AUTHORITY

What is the purpose of Licensing?

The purpose of “Licensing” is to ensure that those who seek to carry out various business activities undergo a “due diligence” process to assess “suitability”, and if then permitted to hold a licence, can be regulated by the Licensing Authority in accordance with the relevant legislation applicable, and as such, promote what are known as “licensing objectives”.

In effect, what we are doing is ensuring that anyone that seeks to hold, continue to hold or renew a licence is “fit and proper” to do so.

In doing so, our main objective is to protect the public and promote the Councils aims and vision, by way of nationally and locally devised criteria.



LICENSING COMMITTEES

In order for us to carry out our Licensing functions, the Council constitution provides for two Licensing Committees:

Licensing & Gambling Acts Committee: that deals with:

- Alcohol / Entertainment / Late Night Refreshment (Licensing Act 2003)
- Betting & Gaming (Gambling Act 2005)

General Purposes Licensing Committee: that deals with:

- Sex Establishments (Local Government Miscellaneous Provisions Act 1982)
- Taxi & Private Hire (Local Government Miscellaneous Provisions Act 1976 & Town Police Clauses Act 1984)

This Committee also covers the licensing functions of the Miscellaneous Licensing Team.



CONSTITUTION

Constitution: Licensing Act 2003 & Gambling Act 2005

Full Council:

- Sets policies on licensing matters recommended by the City Executive Board.

City Executive Board:

- Reviews the recommendation of the Licensing & Gambling Acts Committee and recommends policies to Full Council.

Licensing & Gambling Acts Committee:

- Reviews and recommends policies on licensing to the City Executive Board.
- Sets licence fees.
- Appoints a Licensing & Gambling Acts Casework Sub-Committees to determine applications brought before it.



CONSTITUTION

Constitution: Sex Establishments / Taxi & Private Hire

Full Council:

- Sets policies on licensing matters recommended by the City Executive Board.

City Executive Board:

- Reviews the recommendation of the General Purposes Licensing Committee and recommends policies to Full Council.

General Purposes Licensing Committee:

- Reviews and recommends policies on licensing to the City Executive Board.
- Sets licence fees.
- Appoints a Licensing & Registration Sub-Committee to determine Sex Establishment applications brought before it.
- Appoints a Hackney Carriage & Private Hire Licensing Sub-Committee to determine Taxi and Private Hire cases brought before it.



LICENSING OFFICERS

Licensing Officers:

The Officers carry out the following functions:

- Facilitate and scrutinise applications
- Consult on applications
- Grant licences when no negative matters have arisen
- 39 ▪ Carry out proactive checks of licence holders (day and night)
- Carry out reactive checks of licence holders (day and night)
- Benchmark nationally and internationally seeking Best Practice initiatives
- Liaise with Central Government and professional bodies
- Prepare and present reports / policies Members
- Promote and engage in multi-partnership working



LICENSING POLICIES

Current Licensing Policies:

- **Statement of Licensing Policy (Licensing Act 2003):** renewed every 5 years (incl. Special Saturation Policies)
- **Statement of Gambling Licensing Policy (Gambling Act 2005):** renewed every 3 years. (incl. No Casino Resolution)
- **Hackney Carriage & Private Hire Driver Criteria and Conditions:** amended as and when required.
- **Hackney Carriage & Private Hire Vehicle Criteria and Conditions:** amended as and when required.
- **Private Hire Operator Criteria and Conditions:** amended as and when required.
- **Policy on the Relevance of Warnings, Offences, Cautions & Convictions (Taxi & Private Hire):** amended as and when required.
- **Hackney Carriages: Quantity Control:** renewed every 3 years
- **Resolution of Sexual Entertainment Venues “Relevant Locality”:** amended as and when required.



LICENSING POLICIES

What these Policies / Resolutions for:

The Policies and Resolution on the previous slide, provide all those who engage in the licensing process in Oxford with transparency and guidance as to how the Licensing Authority will carry out its functions in determining applications, and those who are brought before any of the Sub-Committees.

When devising our policies, Officers and Members should work together to ensure that what is drafted meets with the Councils visions of making Oxford a world-class city, and the corporate objectives that are in place, and takes into account any guidance provided by Central Government.

Officers provide reports to both Committees to determine policies, including consultation responses to draft policies.



GUIDANCE FOR ELECTED MEMBERS

Members of the Licensing Committees:

If you are elected to be a Member sitting on either the Licensing & Gambling Acts Committee and / or the General Purposes Licensing Committee, you must remain impartial to any policy matter heard.

³³ You must declare any “interest” held in relation to a policy matter, and if you do hold an interest that may to the lay person give off any “appearance of bias” you should withdraw from the decision making process.

You must not lobby Officers in relation to individual applications and seek to affect the due diligence process each application must undertake, or any decision eventually made could be judicially reviewed.



ELECTED MEMBERS: MAKING REPRESENTATIONS

Elected Members as “Interested Parties”:

Being an elected Member of the Licensing Committees does not preclude you from making “representations” in relation to applications made that are of public knowledge (i.e. Licensing Act 2003, Gambling Act 2005, Sex Establishments).

When making any representation, it must demonstrate how the application if granted would undermine the relevant licensing objectives applicable.

You must not seek to solicit representations from other persons.

Should you make a representation in relation to an application, you cannot then be part of the Sub-Committee that determines that application.



CASES FOR SUB-COMMITTEES

Type of cases put before a Sub-Committee:

Should you be a member of one of the Sub-Committees, then you will be determining the outcome of one of the two following scenarios:

- An application which is the subject of representations made by Officers, Interested Parties, Responsible Authorities; or
- An application for a Review of a licence following enforcement action taken by Officers against the licence holder, or the licence holder has been cautioned or convicted for a relevant offence.

Your overriding consideration when determining any case, is what actions are required to promote the licensing objectives, or does allowing the licence to be granted / retained putting the public at risk.



LICENSING OBJECTIVES

What are Licensing Objectives?:

Each licensing function has its own set of licensing objectives whether set by Central Government or ones that the Licensing Committees have set locally where legislation permits.

³⁶By applying these objectives to any of the cases that may be put before you, and ensuring that any decision you make is necessary and proportionate to promoting the licensing objectives, you will be acting correctly.

So far we have covered the licensing functions of the General Licensing Team by grouping them together, but now we must look at each function separately, in order to raise your understanding and awareness for when the time comes that you have to make decisions on individual cases.



LICENSING ACT 2003: ALCOHOL / REGULATED ENTERTAINMENT / LATE NIGHT REFRESHMENT

What is covered by the Licensing Act 2003:

The facilitation of applications for, and the enforcement of:

- Premises Licences (seeking permission to provide, add or extend “licensable activities”) (licence lasts until surrendered or revoked):
 - Night Clubs / Pubs
 - Restaurants / Cafes
 - Cinemas / Theatres
 - Community Centres / Halls
 - Members Clubs (known as Club Premises Certificates)
- Ad hoc extensions of hours for licensable events at licensed / any licensable activity at an unlicensed venues (known as Temporary Event Notices) (last for between 1 & 7 days, maximum of 15 TENS per annum, spread over no more than 21 days)
- Applications for Personal Licence (last until surrendered or revoked)
- Application for a Review of a Licence

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LICENSING ACT 2003: ALCOHOL / REGULATED ENTERTAINMENT / LATE NIGHT REFRESHMENT

What are the “Licensable Activities”?:

- Sale of Alcohol
- Regulated Entertainment:
 - Performance of a Play
 - Exhibition of a Film
 - Indoor Sporting Event
 - Boxing, Wrestling, Cage Fighting, Mixed Martial Arts
 - Performance of Live Music
 - Playing of Recorded Music
 - Performance of Dance
 - Entertainment similar to Music and Dancing(many of the above have recently become exempt from the need for a licence if the activities meet with certain criteria)
- Late Night Refreshment (the provision of hot food / hot beverages after 11pm or before 5am)

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LICENSING ACT 2003: ALCOHOL / REGULATED ENTERTAINMENT / LATE NIGHT REFRESHMENT

Licensing Objectives:

The 2003 Act sets out four licensing objectives, namely:

- Prevention of Crime & Disorder
- Prevention of Public Nuisance
- 39 Promotion of Public Safety
- Protection of Children from Harm

Applications must include an operating schedule demonstrating the steps that will be undertaken to promote all of the licensing objectives.

All Premises Licences and Club Premises Certificates are subject to Mandatory Conditions specified within the Act.



LICENSING ACT 2003: ALCOHOL / REGULATED ENTERTAINMENT / LATE NIGHT REFRESHMENT

Special Saturation Policies (SSP's):

The cumulative impact of the number of licensed premises on alcohol related disorder and anti-social behaviour in different parts of Oxford led to a policy of restricting the expansion of certain types of licensed premises in the City centre and East Oxford areas.

The effect of an SSP is to create a rebuttable presumption that applications for premises licences in these areas will normally be refused although it does not prohibit applications being made.

The SSP's will mainly affect applications for alcohol-led "on sales" venues, because they are more likely to add to the cumulative impact of alcohol fuelled behaviour.



LICENSING ACT 2003: ALCOHOL / REGULATED ENTERTAINMENT / LATE NIGHT REFRESHMENT

Special Saturation Policies (SSP's) continued:

A relevant representation must have been made during the consultation period of any application for the matter to be referred to the Sub-Committee. If not, then the application must be granted.

The applicant is be expected to demonstrate within the application, the steps to be taken to the licensing objectives being undermined (i.e. a “risk assessment).

Each case must be judged on its own merit.

The policy cannot be retrospectively applied to existing premises and will never be used as a ground for revoking an existing licence or certificate.



LICENSING ACT 2003: ALCOHOL / REGULATED ENTERTAINMENT / LATE NIGHT REFRESHMENT

Representations:

Interested Parties and Responsible Authorities may make representations in relation to Premises Licence and Club Premises Certificate applications during their “consultation periods” and as such engage the need for a Sub-Committee Hearing to determine the application.

Any representation must detail how the application would fail to uphold one or more of the licensing objectives.

On many occasions matters can be resolved without the need for the application to be put to a Sub-Committee through Officers liaising with all parties to find a compromise that is satisfactory to all.

However, if any representations cannot be resolved, the application is put before the Sub-Committee to determine.



LICENSING ACT 2003: ALCOHOL / REGULATED ENTERTAINMENT / LATE NIGHT REFRESHMENT

Review of a Premises Licence:

There are two types of Review Applications – “Standard” and “Expedited”.

“Standard” Reviews are very rare, and occur only when all other forms of enforcement actions and partnership working have been exhausted in trying to get a licence holder to uphold the licensing objectives. Any person may apply for a “Standard” Review.

All such “Standard” Review applications must be put out for consultation for a period of 28 days, before then being determined by the Sub-Committee, who may modify / impose additional conditions to a licence, remove licensable activities from the licence, remove the Designated Premises Supervisor, suspend the licence for a period of up to 3 months, or even revoke the licence.

The primary aim of any “Standard” Review is to ensure that the licence or licensee is “fit for purpose”.



LICENSING ACT 2003: ALCOHOL / REGULATED ENTERTAINMENT / LATE NIGHT REFRESHMENT

“Expedited” Review of a Premises Licence:

If the Police believe that the sale of alcohol is taking place at a licensed premises associated with serious disorder or serious crime, then a Superintendent can apply for a “Expedited” Review.

The Licensing Authority can decide to take interim steps whilst waiting for a “Standard” Review and these include:

- Modifying the conditions of the licence, excluding the sale of alcohol from the licence, removing the designated premises supervisor from the licence, even suspending the licence.
- An “Expedited” Review takes place very quickly after it is applied for: Within 48 hours, the Authority must give the licence holder a copy of the application and decide what steps, if any, it wishes to take.
- These steps come into immediate effect and cannot be appealed. Within a further 28 days, the Licensing Authority must hold a “Standard” Review and make a further decision on the licence. At this stage, the option of revoking the licence is also available.



LICENSING ACT 2003: ALCOHOL / REGULATED ENTERTAINMENT / LATE NIGHT REFRESHMENT

What happens if the licence is granted or refused / modified, suspended or revoked?

If the licence is granted, it will be attached with Mandatory Conditions set out in the 2003 Act, any conditions as set out in the Operating Schedule of the application, and any conditions imposed by the Sub-Committee.

45 If the licence is refused on the grounds that the application would undermine the licensing objectives – this decision can be appealed to the Magistrate Court.

If the licence is refused because an irrelevant matter was taken into consideration, or there was an appearance of bias in the make up of the Sub-Committee, the decision can be judicially reviewed.

Until any appeal or judicial review is determined, the existing business may still operate as normal.



GAMBLING ACT 2005: BETTING & GAMING

What is covered by the Gambling Act 2005:

The facilitation of applications for, and the enforcement of:

Premises Licences:

- Casinos (No Casino Resolution)
- Bingo Halls
- 49 ▪ Betting Shops and Tracks
- Adult Gaming Centres
- Family Entertainment Centres

All of the above licences last until surrendered or revoked.

Permits for:

- Gaming Machines in alcohol licensed premises and members clubs
- Category D machines (the type you get at fun fairs) in unlicensed Family Entertainment Centres

All of the above permits last for 10 years, or until surrendered.



GAMBLING ACT 2005: BETTING & GAMING

Licensing Objectives:

The 2005 Act sets out three licensing objectives, namely:

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime
- 47 ▪ Ensuring that gambling is conducted in a fair and open way
- Protecting children and other vulnerable persons from being harmed and exploited by gambling

Applications must include an operating schedule made accordance with any relevant Guidance or Codes of Practice issued by the Gambling Commission, and be consistent with the three licensing objectives.



GAMBLING ACT 2005: BETTING & GAMING

Relevant Considerations:

At present there is very little in the way of scope available to the Licensing Authority in relation to applications made under the Gambling Act 2003.

It is expected that in the not too distant future, the Gambling Act 2005 will be amended to allow Licensing Authorities more scope as to the number and location of such establishments, in effect allowing Authorities to create “Saturation Policies”.

Whilst Interested Parties and Responsible Authorities may make representations in relation to Premises Licence applications and as such engage the need for a Sub-Committee Hearing to determine the application, unless the application would undermine the three licensing objectives, it must be granted.



GAMBLING ACT 2005: BETTING & GAMING

What happens if the licence is granted or refused?

If the licence is granted, it will be attached with Mandatory Conditions and Default Conditions as set out in the 2005 Act, and any conditions imposed by the Sub-Committee.

If the licence is refused on the grounds that the application would undermine the licensing objectives – this decision can be appealed to the Magistrate Court.

The licence cannot be refused on the grounds of “locality” or “ volume of similar premises” until the Act is amended.

Until any appeal or judicial review is determined, the existing business may still operate as normal.



LG(MP) ACT 1982: SEX ESTABLISHMENTS

What is Sex Establishment licensing?:

The facilitation of applications for, and the enforcement of:

- Sex Shops
- Sex Cinemas
- 50 ▪ Sexual Entertainment Venues (SEV)
- Licences last maximum of one year.
- Moral considerations are not relevant.
- Licensing & Registration Sub-Committee only convened if a relevant representation is made.
- Following matters are relevant:
 - Suitability of the Applicant & Business Owners
 - Suitability of the Premises & its Location



LG(MP) ACT 1982: SEX ESTABLISHMENTS

Premises & Location (“Relevant Locality”):

The Council Resolution of 10th June 2010 states:

Applications made for a Sexual Entertainment Venue (SEV) Licence will not generally be deemed to be appropriate if the premises is near or in locations or areas containing any of the following:

- (i) Historic buildings or tourist attractions
- (ii) Schools, play areas, nurseries, children's centres or similar premises
- (iii) Shopping complexes
- (iv) Residential areas
- (v) Places of Worship

The same consideration is applied automatically under the 1982 Act to Sex Shops and Sex Cinemas, the Resolution simply ensured that the same criteria is applied to SEV's.



LG(MP) ACT 1982: SEX ESTABLISHMENTS

What happens if the licence is granted or refused?

If the licence is granted, it will be attached with locally set Standard Conditions applicable to licences for Sex Establishments, within which are specific conditions applicable to the nature of the business, and any conditions imposed by the Sub-Committee.

If the licence is refused on the grounds that the applicant and / or business owner is not a “fit and proper” person – this decision can be appealed to the Magistrate Court.

If the licence is refused on the grounds of “relevant locality” then the only course of redress for the applicant is by way of judicial review to the High Court.

Until any appeal or judicial review is determined, the existing business may still operate as normal.



LG(MP) ACT 1976 & TPC ACT 1847: TAXI & PRIVATE HIRE

What is Taxi & Private Hire licensing?:

The facilitation of applications for, and the enforcement of:

- Hackney Carriage / Private Hire Drivers
- Hackney Carriage / Private Hire Vehicles
- Private Hire Operators

⌘ Licences last maximum of one year.

- Hackney Carriage & Private Hire Licensing Sub-Committee convened in relation to the following matters are relevant:
 - Suitability of the Applicant & Business Owners
 - Suitability of the licence holder to continue to hold an existing licence

The Policy on the Relevance of Warnings, Offences, Cautions and Convictions sets clear guidelines for the Sub-Committee to work within, and assists them with the decision making process.



LG(MP) ACT 1976 & TPC ACT 1847: TAXI & PRIVATE HIRE

Relevant Considerations:

“Public safety is paramount, whether it is to prevent direct danger to the passenger from the driver of the vehicle or a slightly less direct danger to the passenger and other members of the public from the vehicle itself or the way the vehicle is driven.” James Button.

54

Our locally set “Licensing Objectives” are:

- The safety and health of drivers and the public;
- The promotion of a professional and respected Hackney Carriage and Private Hire trade;
- To prevent crime and disorder and to protect consumers;
- Improve the local environment, economy and quality of life; and
- To promote the aims and vision of Oxford City Council and its Partners.



LG(MP) ACT 1976 & TPC ACT 1847: TAXI & PRIVATE HIRE

Safeguarding (Human Trafficking and Child Sexual Exploitation):

Everyone is now aware of the well-publicised issues relating to Child Sexual Exploitation and Human Trafficking that have occurred throughout the country.

The Licensing Authority has a duty to ensure that the Taxi and Private Hire Trade understand this subject, and assist the Authority in protecting those who are vulnerable and / or being exploited.

55 Contained within the Hackney Carriage & Private Hire Driver Licence Application Pack is a page devoted to helping license holders and new applicants to have an awareness of this subject, and questions relating to this subject are posed within the Local Knowledge Test that all new applicants must undertake as part of the criteria for the grant of a licence.

The Casey Report in relation to the Rotherham Serious Case Review made a number of recommendations for that Council to adopt in relation to vetting applicants and those renewing a licence. We implemented these same requirement in March 2011, and added the Safeguarding requirements in June 2014.



LG(MP) ACT 1976 & TPC ACT 1847: TAXI & PRIVATE HIRE

Options available to the Sub-Committee:

The Sub-Committee has a number of steps available to it including:

- Granting or refusing an application
- Adding additional conditions to a licence
- Issue a Councillor Warning (to be added to Policy)
- Suspend a licence
- Revoke a licence

The test in any Hearing is whether or not the applicant is “fit and proper”. Within our Policy it states:

A person who poses no threat to the general public, has a good knowledge of the City, is healthy, and is of a good character (including driving record) will be deemed fit and able to hold a licence.



LG(MP) ACT 1976 & TPC ACT 1847: TAXI & PRIVATE HIRE

What happens if the licence is granted or refused / suspended or revoked?

If the licence is granted, it will be attached with locally set Standard Conditions applicable to the type of licence applied for, and any additional conditions imposed by the Sub-Committee.

57

If the licence is refused, suspended or revoked on the grounds that the applicant and / or business owner is not a “fit and proper” person – this decision can be appealed to the Magistrate Court.

Any person aggrieved by the decision of the Sub-Committee is entitled to appeal within 21 days of the decision, and may continue to work as if the licence were still in effect until the determination of their appeal.



LG(MP) ACT 1976 & TPC ACT 1847: TAXI & PRIVATE HIRE

Immediate Suspension / Revocation:

The legislation relating to Taxi & Private Hire allows for the immediate suspension or revocation of a driver on the grounds of public safety (i.e. offences of dishonesty, indecency, violence, or any other reasonable cause).

in such cases, no appeal may be heard until the suspension is lifted, and owing to the severe hardship that such an immediate action may have on a licence holder, the Officers seek a full incident report from the Police and a recommendation from the Police that the individual poses a threat to public safety.

The power to take such action is delegated to Officers.

Officers are delegated similar powers in relation to Vehicle licences when a vehicle is deemed unfit for purpose, and no suspension will be lifted until the vehicle has been fully reassessed by way of a Certificate of Compliance Test to ensure that the vehicle adheres to all of the criteria and conditions set down by the Authority.



SUB-COMMITTEE HEARINGS

“The licensing function of a licensing authority is an administrative function. The licensing authority has a duty, in accordance with the rule of law, to behave fairly in the decision making procedure, but the decision itself is not a judicial or quasi-judicial act. It is the exercise of a power delegated to the people as a whole to decide what the public interest requires.” Hope & Glory, CA (2011).

59 Ahead of any Sub-Committee Hearings you will have been provided with a report from Officers, detailing the case and the relevant considerations. An Officer will present a summary of the report at the Hearing.

At the Hearings you will hear from the applicant and those making representations, and you may put questions to them. Some matters will be raised that are not relevant and should not be taken into consideration as there will be other primary legislation that deals with such issues.



SUB-COMMITTEE HEARINGS

Having heard from all parties, you will ask each party to further sum up their cases for and against the application.

Throughout the Hearing, you should note any relevant findings of fact and (where appropriate) the inferences drawn from these findings, and set out any causes of concern.

Then comes the time for all parties, save for the Sub-Committee, the legal advisor to the Sub-Committee and the clerk to the Sub-Committee to leave the room, and allow the Sub-Committee to consider the case and to reach its decision.

The legal advisor will draw to your attention any relevant matters from the Statement of Licensing Policy and any Central Government Guidance, to assist you with your decision making.



DETERMINING CASES

Having retired to consider the case, you and your fellow Sub-Committee Members should have at the front of your mind the following when determining what action to take and whether to impose any conditions above and beyond those already proposed by the applicant in his / her Operating Schedule , or in the case of Taxi & Private Hire any recommendations made by the Officers (contained within the report):

- ① Evidence: Are you satisfied that the issues raised are proven or very likely to be realised if left unchecked?
 - Enforceable: Is it within the control of the licensee to comply with the condition, and are Officers reasonably able to check compliance with the condition?
 - Clear & Unambiguous: The conditions should not be open to misunderstanding, or require further efforts to be undertaken to ensure adherence to them.
 - Policy: Have you departed from the Policy guidance? If so, you must state your reasons for doing so.
 - Proportionality: No more is needed than is necessary to avoid the identified risk.



DETERMINING CASES

What is Proportionality?:

Proportionality is defined as requiring that measures:

“... are appropriate and necessary in order to achieve the objectives legitimately pursued by the legislation in question; when there is a choice between several appropriate measures recourse must be had to the least onerous, and the disadvantages caused must not be disproportionate to the aims pursued.”

Case C331/188, R v MAFF, ex p. FEDESA [1990] E.C.R. I-4023 (This passage has been cited with approval by Bingham LCJ in R v SS Health ex p. Eastside Cheese [1999] 3 C.M.L.R. 123 and by Laws LJ in R v Gough [1993] A.C. 646, HL.



DECISION NOTICES

“The statutory duty of the licensing authority to give reasons for its decision serves a number of purposes. It informs the public, who can make their views known to their elected representatives if they do not like the licensing sub-committee’s approach.

It enables a party aggrieved by the decision to know why it has lost and to consider the prospects of a successful appeal.

If an appeal is brought, it enables the magistrates’ court to know the reason which led to the decision. The fuller and clearer the reasons, the more force they are likely to carry.”

Hope & Glory CA (2011).



DECISION NOTICES

The legal advisor to the Sub-Committee will draft a Decision Notice that is sent out to all parties to the Sub-Committee following approval by the Chair of the Sub-Committee.

The Decision Notice will list:

- The persons in attendance at the Hearing
- A summary of each parties case / representation
- The matters deemed relevant by the Sub-Committee
- The decision of the Sub-Committee
- Any conditions that have been reached by agreement
- Any additional conditions imposed by the Sub-Committee
- Any Rights of Appeal



INTERACTIVE SESSION

We are now going to look at some partially real and partially fictitious examples of Sub-Committee cases.

Having reviewed each brief scenario presented to you, consider what the application is seeking, and consider the additional information provided.

65 When considering each scenario, refer to the relevant Licensing Objectives / Policy considerations, take in the concerns raised by objectors, consider what may or may not be relevant.

At the end of each scenario, you will be asked to disclose what decision you had reached (i.e. whether to grant, modify, refuse), what the relevant issues were, and what, if any, additional conditions would be necessary and appropriate to promote the relevant licensing objectives.



SCENARIO 1

Licensing Act 2003:

Little Waitrose: New grocery store opening, seeking to provide an off-licence within the store. Site used to be a pub, but since closed down due to lack of trade despite being the centre of a densely populated residential area.

Application for a New Premises Licence: Sale of Alcohol (off sales only) 6am – 11pm daily.

One objection from Ward Member has been received stating that the premises is close to a school and that children will try and buy alcohol. Member is also worried that at night anti-social behaviour will occur as people will linger outside the shop drinking in the streets.



SCENARIO 2

Licensing Act 2003:

Mulberry Bush Inn: Previously defunct premises now reopening. Outside of main city centre SSP area, but located in a residential area.

Application for a New Premises Licence: Sale of alcohol (on and off sales) 10 – 3am daily, Recorded Music (indoors and outdoors) 6pm – 2am daily.

Various objections from residents received relating to potential noise and anti-social behaviour issues, Objection from Police who claim the hours sought will encourage many to try and go there in the early hours, leading to disorder at closing time. Objection from EHO about noise caused by people and music outdoors.



SCENARIO 3

Licensing Act 2003:

Taco Taco Restaurant: Busy modern fast food style restaurant / takeaway located in city centre SSP area, but also located in a residential area.

Application to Vary a Premises Licence: Sale of alcohol (on and off sales) and Recorded Music (indoors only) extended from 11pm to 2am, Late Night Refreshment (indoors and outdoors) to be extended from 11pm to 2am daily.

Various objections from local residents received relating to potential noise and litter issues, and that people will take their drinks into the residential area. There are already parking problems, and the extra hours may lead to more people wanting to go there causing greater congestion and parking problems.



SCENARIO 4

Taxi & Private Hire:

New Driver Application: Has convictions for being caught with drugs in 2004, 2005, 2008, 2012 (all for personal use only) and for theft in 2009.

He has passed all of the other criteria set by the Council in the application process.

Applicant is currently unemployed, this will be his source of income, and has a wife and 5 children to support. One of the larger Operator companies has promised him work if he gets the licence.

Consider the Policy on the Relevance of Warnings, Offences, Cautions and Convictions, and having done so, is he “fit and proper”?



SCENARIO 5

Taxi & Private Hire:

Renewal of Driver Application: When renewing the application, relevant information comes to light about an undeclared caution for a violent offence in 2013, but he was not using his licensed vehicle when the offence occurred.

The driver has failed to inform the Authority at the time the caution was issued. Claims at the Sub-Committee Hearing that the Police told him it wouldn't affect his work as a taxi driver.

He has no previous enforcement history undertaken against him.

Consider the Policy on the Relevance of Warnings, Offences, Cautions and Convictions, and having done so, is he “fit and proper”?



SCENARIO 6

Taxi & Private Hire:

Officers have concerns about an existing Driver: Officers have issued a number of Warnings to a driver relating to him being witnessed to commit various road traffic offences, and in the last 8 years a significant number of complaints have been received about him overcharging passengers especially for journeys terminating outside of Oxford.

The driver is a 67 year old Asian male, English is not his first language, and he has held a licence with the Authority for over 30 years. The local MP is a very close friend of his, and has provided a character reference stating that the driver is the spokesperson for the Asian community and any action taken against him may play poorly in the national media, potentially costing the party vital votes at the upcoming election.

What decisions could you take and why?



SCENARIO 7

Taxi & Private Hire:

Officers have successfully prosecuted a Private Hire Driver who committed the offences of “plying for hire” and “driving without insurance” whilst they were carrying out a “Test Purchase” Operation.

The driver was fined £400 for the offences and his DVLA Licence endorsed with 6 penalty points.

The driver claims it was a set-up, and that one Officer has it in for him, as this particular Officer has issued the driver with a number of Warnings for various non-compliance matters, and the driver insists that the Officer is racist and has threatened to “make sure the driver loses his licence”.

Consider the Policy on the Relevance of Warnings, Offences, Cautions and Convictions, and having done so, is he “fit and proper”?



SCENARIO 8

Sex Establishments:

Application for the renewal of a Sexual Entertainment Venue licence: Located on the Bowlplex site next to the Oxford United football stadium and deemed at last renewal to be in a suitable location. Open between 9pm and 3am daily.

There are many objectors. Some claim that lap-dancing is degrading to women, others claim that the venue allows prostitution, and a local Christian group has submitted a petition against the application because it goes against the sanctity of marriage. The Chief Constable has objected on the grounds that many reports have been made to the Police about disorder around the venue, however the Council Licensing Officers are not aware of any such issues and the Police have not provided any evidence supporting their objection.

What decision would you take and why?



AND FINALLY.....

Any questions?

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SAFEGUARDING: HUMAN TRAFFICKING – EXPLOITATION OF VULNERABLE PERSONS

Human Trafficking is the crime of moving a person (adult or child) from one place to another into conditions of exploitation, using deception, coercion, the abuse of power or the abuse of someone's vulnerability.

Unfortunately vulnerable persons can be "moved" by criminals who chose to have the journeys carried out in licensed vehicles, without the drivers having any reason to believe that such a person is a victim of such a crime.

Taxi and Private Hire Drivers are the eyes and ears of their communities through the work they do and the contacts they have, and if you are able to spot the signs of human trafficking and know how to report this crime, you can be a major force in tackling this terrible activity.

There are three main elements involved with Human Trafficking:

- **Movement:** recruitment, transportation, transfer, harbouring or receipt of people (adults or children).
- **Control:** threat, use of force, coercion, abduction, fraud, deception, abuse of power or vulnerability, or the giving of payments or benefits to a person in control of the victim.
- **Purpose:** exploitation of a person (adult or child), which includes prostitution and other sexual exploitation, forced labour, slavery or similar practices, street crime, forced marriage and the removal of organs forced to work, beaten, abused and too scared to escape.

HOW CAN YOU SPOT IF SOMEONE MAY BE VULNERABLE AND BEING EXPLOITED AND TRAFFICKED?

There are various tell-tale signals to look for. One sign on its own does not mean someone has been trafficked, but several signs together should give you cause for concern. Perhaps the person shows signs of the following:

- Does not know their home or work address
- Allows others to speak for them when addressed directly
- Live or travel in a group, sometimes with other persons who do not speak the same language
- They are collected very early and/or returned late at night on a regular basis
- May have inappropriate clothing for the work they are performing, and/or a lack of safety equipment
- Their physical appearance may show signs of injury, malnourishment, unkempt
- They may be isolated from the local community and/or appear to be under the control or influence of others
- Have no cash of their own
- Be known to work at a brothel and be frequently moved from one site to another

HOW TO REPORT YOUR CONCERNS?

If you suspect that a person (adult or child) is vulnerable and may be the victim of abuse, exploitation and/or trafficking, you can report your concerns in confidence by telephoning:

- **Thames Valley Police:** 101 (or if an emergency 999)
- **Crimestoppers:** 0800 555 111

WHY DO I NEED TO KNOW ABOUT SAFEGUARDING?

Everyone is becoming aware of the well-publicised issues relating to Child Sexual Exploitation and Human Trafficking that have occurred throughout the country. These are abhorrent crimes, and the Licensing Authority has a duty to assist the Taxi and Private Hire Trade and the public in tackling this issue, and to protect those who are vulnerable and / or being exploited. We need the help of taxi and private hire drivers and operators to identify those who commit these crimes, and protect those who most need our help.

This page and our website are devoted to helping you as a license holder or applicant to be aware of those who may be vulnerable or being exploited, and questions relating to this subject are posed within the Local Knowledge & Safeguarding Test that all new applicants must undertake as part of the criteria for the grant of a licence.

However, there is always more that can be done by everyone to help promote a better understanding of this subject, and we hope that this page and our website will assist you in being able to identify those at risk, how to protect those who may be vulnerable or being exploited, how to ensure that your actions do not negatively contribute to such persons becoming victims, and to whom to report your concerns.

WHERE CAN I FIND MORE INFORMATION ON SAFEGUARDING?

A full page devoted to Safeguarding, designed with help from the National Working Group and Oxfordshire County Council can be found on the Council website: <http://www.oxford.gov.uk/PageRender/decB/TaxiandPrivateHireSafeguarding.htm>

If you are a new applicant, many of the questions posed in the Local Knowledge & Safeguarding Test will be more familiar to you if you have studied our online Safeguarding page. As an existing licence holder, the information on the website will help you identify and support those persons in most need of help and in turn support the authorities in tackling these abhorrent crimes and protecting the most vulnerable in our society.

Safeguarding Children and Vulnerable Persons – Taxi & Private Hire Trade

Human Trafficking & Child Sexual Exploitation:

Everyone is becoming aware as to the well-publicised issues relating to Child Sex Exploitation and Human Trafficking that have occurred throughout the country. These are abhorrent crimes, and the Licensing Authority has a duty to assist the Taxi & Private Hire Trade and the public in tackling this issue, and to protect those who are vulnerable and / or being exploited, and we need your help to identify those who commit these crimes, and protect those who most need our help.

Contained within the Hackney Carriage & Private Hire Driver Licence Application Pack ([insert link to DRIVER APPLICATION PACK](#)) you will find a page devoted to helping you as a license holder or applicant to be aware of those who may be vulnerable or being exploited, and questions relating to this subject are posed within the Local Knowledge Test that all new applicants must undertake as part of the criteria for the grant of a licence.

However, there is always more that can be done by everyone to help promote a better understanding of this subject, and we hope that this page will assist you in being able to identify those at risk, how to protect those who may be vulnerable or being exploited, how to ensure that your actions do not negatively contribute to such persons becoming victims, and to whom to report your concerns.

What You Can Do To Help Those At Risk:

By following the **Good Safeguarding Practices** below ([click here for the full Taxi & Private Hire Safeguarding Presentation – INSERT LINK TO PDF PRESENTATION](#)), you will be helping to protect those who are vulnerable and / or being exploited. We need your help to bring to task those who commit these crimes.

- ***Check at the point of booking if there are any vulnerability issues. This will allow you to prepare for the journey in the right way.***
- ***Ask the person booking if an escort for the vulnerable passenger is required and if they are providing one.***
- ***Let your head office know (or keep a record) of the time you picked up the vulnerable passenger, the time and place you dropped them off and whether there was any incident or anything significant on the journey.***
- ***If you refuse to take a passenger inform someone that you can't take them so they can deal with the person another way (e.g. hospital staff; family; security staff if a club/pub)***
- ***Record incidents and refusals***
- ***Be professional – try not to be over-friendly or talk about personal or intimate issues, don't exchange personal contact information such as passenger's telephone numbers or Facebook address.***
- ***Avoid swearing or aggressive behaviour.***
- ***Do not touch passengers.***

- ***Never accept an offer of a sexual favour instead of payment.***
- ***Make sure you are wearing ID, (your licence badge and your company uniform)***
- ***Sit lone passengers in the back unless otherwise agreed.***
- ***Ask or explain to passengers if using a centralised locking system – don't just put it on without an explanation.***
- ***DON'T ASSUME that your passenger wants help – ALWAYS ASK***
- ***Never follow a passenger into the house unless previously agreed / properly authorised***
- ***ASK before making a journey shorter by going off the main roads/using isolated country roads, explain and give the passenger (or person booking) a choice of route.***
- ***NEVER set off with a passenger without a specific destination address***
- ***NEVER double up on a booking – even if passengers are travelling in a similar direction, they may pose a threat or risk to the other passenger***
- ***If you think the passenger is afraid, offer to ring head office to tell them you have a passenger named XXXX with you and give the address and approximate time of arrival; this reassures the person that they are safe and someone is monitoring the trip.***
- ***As with all professions if you are concerned about another driver's conduct report your concerns to your manager or the relevant agency.***
- ***Organisations should have a lead member of staff for safeguarding; this person should be able to advise colleagues about how to manage vulnerable passengers and any incidents arising.***
- ***ALWAYS KEEP A RECORD either in your cab or at head office, of ANY incidents or situations you were not happy with – the record should include a description of what happened and what you did to keep yourself and your passenger safe.***

WHO TO CONTACT:

If you think you may be carrying someone who is vulnerable and / or the victim of exploitation:

Phone 999: Call the Police emergency number if you believe that the risk is imminent / assault happened or likely to.

Record and report concerns to the Police 101 and / or the safeguarding services if a child or vulnerable adult is involved. Further information on the different options available to report your concerns can be found on the Thames Valley Police website (**INSERT LINK TO <http://www.thamesvalley.police.uk/reptcr.htm>**)

Signpost if safe to do so – offer the passenger information (for example make contact cards or window stickers visible) – stickers and cards can be obtained from the Council Offices.

Phone Crimestoppers – 0800 555 111

Contact the Oxford Safer Communities Partnership – visit our Safer Oxford website for further details **(INSERT LINK TO: http://www.saferoxford.org.uk/sex_exploit.html)**

Contact the Oxfordshire County Council Family Information Service– 01865 335276 or make an online enquiry via their website. **(INSERT LINK TO <https://www.oxfordshire.gov.uk/cms/content/child-sexual-exploitation>)**

OXFORD CITY COUNCIL

HACKNEY CARRIAGE & PRIVATE HIRE

SAFEGUARDING CHILDREN & VULNERABLE PEOPLE



INTRODUCTION:

Everyone is becoming aware of the well-publicised issues relating to Child Sexual Exploitation and Human Trafficking that have occurred throughout the country. These are abhorrent crimes, and the Licensing Authority has a duty to assist the Taxi and Private Hire Trade and the public in tackling this issue, and to protect those who are vulnerable and / or being exploited. We need the help of taxi and private hire drivers and operators to identify those who commit these crimes, and protect those who most need our help.

Contained within your Hackney Carriage & Private Hire Driver Licence Application Pack you will find a page devoted to helping you as a new applicant or existing licence holder to be aware of those who may be vulnerable or being exploited, and questions relating to this subject are posed within the Local Knowledge & Safeguarding Test that all new applicants must undertake as part of the criteria for the grant of a licence.

However, there is always more that can be done by everyone to help promote a better understanding of this subject, and we hope that this page will assist you in being able to identify those at risk, how to protect those who may be vulnerable or being exploited, how to ensure that your actions do not negatively contribute to such persons becoming victims, and to whom to report your concerns.

GOOD PRACTICE GUIDELINES:

This document is designed to provide guidance to you as licensed Hackney Carriage & Private Hire Driver engaged in transporting children and / or vulnerable people.

It is a guide to help you spot the signs of when someone may be at risk, and what actions you should take in order to help the person who may be at risk.

Situations will inevitably arise which cannot be anticipated and in such circumstances the driver will need to rely on his or her own initiative in order to decide what the is the appropriate action to take, but by having an understanding of the information provided within this document, the driver will be much better informed as to what the appropriate actions should be.

WHAT IS SAFEGUARDING?

Safeguarding is the word we use to describe the protection of children and vulnerable people from human trafficking and child sexual exploitation.

WHAT IS HUMAN TRAFFICKING?

Human trafficking is a very serious crime where vulnerable people are exploited and taken advantage of through forced labour, domestic servitude, sexual exploitation, street crime and other types of abuse.

WHAT IS CHILD SEXUAL EXPLOITATION?

Child Sexual Exploitation is when:

- *Young people receive something in return for engaging in sexual activities.*
- *Offenders have power over victims due to their age, gender, intellect, physical strength and/or economic or other resources.*
- *Violence, coercion and intimidation are common.*

WHY ARE YOU TELLING ME THIS?

Sadly, taxis and private hire vehicles are used by criminals to “traffick” people from one location to another in order to exploit that person. The licensed driver will be completely unaware that he / she is an unwitting accomplice to the crime.

We all have a duty to protect those who are vulnerable and / or being exploited. We need your help to identify those who commit these crimes, so that we can protect those who most need our help.

If a taxi driver transports a child knowing or believing that child will be sexually exploited then the driver is committing the offence of Human Trafficking – the maximum sentence for which is 14 years imprisonment.

HOW WILL I BE ABLE TO IDENTIFY SOMEONE WHO MAY BE AT RISK?

There are tell-tale signs that may help you be able to identify that the passenger in your vehicle or someone else you know may be a person whose welfare is at risk.

These signs include, but are not limited to, a passenger appearing:

- *Distrustful, fearful, anxious or traumatised*
- *To be controlled, threatened or spoken for by someone else*
- *To have injuries such as cuts, bruises, or cigarette burns*
- *To be travelling to or from overcrowded properties*
- *To be confirmed or isolated in the workplace or only leaves at odd times*
- *To be unaware of the address of where they live or work*
- *To have little interaction with family or the wider community*
- *To speak very little English*

Other matters which may give you suspicions that your passengers is at risk include:

- *Concerns about locations and venues you drop young people off at.*
- *Concerns about adults paying for young peoples’ taxi fares.*
- *Concerns about young person’s conversations in your vehicle.*

WHAT CAN I DO TO MAKE SURE MY PASSENGERS DO NOT FEEL AT RISK?

By following these examples you will be helping to protect those who are vulnerable from being exploited:

- *Check at the point of booking if there are any vulnerability issues. This will allow you to prepare for the journey in the right way.*
- *Ask the person booking if an escort for the vulnerable passenger is required and if they are providing one.*
- *Let your head office know (or keep a record) of the time you picked up the vulnerable passenger, the time and place you dropped them off.*
- *Be professional - try not to be over-friendly or talk about personal or intimate issues.*
- *Avoid swearing or aggressive behaviour and do not touch passengers.*
- *Make sure you are wearing your licence badge in a prominent position and (if applicable) your company uniform.*
- *Sit lone passengers in the back unless otherwise agreed.*
- *Explain to passengers if you are using a central door-locking system.*
- *If you are concerned about another driver's conduct report your concerns to your manager or the relevant agency.*
- *Never accept an offer of a sexual favour instead of payment.*
- *DON'T ASSUME that your passenger wants help - ALWAYS ASK.*
- *Never follow a passenger into the house.*
- *ASK before making a journey shorter by going off the main roads/using isolated country roads, explain and give the passenger (or person booking) a choice of route.*
- *NEVER set off with a passenger without a specific destination address.*
- *If you think the passenger is afraid, offer to ring head office to tell them you have a passenger named XXXX with you and give the address and approximate time of arrival; this reassures the person that they are safe and someone is monitoring the trip.*
- *ALWAYS KEEP A RECORD either in your vehicle or at head office, of ANY incidents or situations you were not happy with – the record should include a description of what happened and what you did to keep yourself and your passenger safe.*

HOW CAN I HELP SOMEONE WHO MAY BE AT RISK?

Your work as a Hackney Carriage or Private Hire Driver will bring you into daily contact with children and adults across Oxfordshire, some of whom may be at risk or harm.

We are not expecting you to make the decisions on whether a child or an adult is at risk but we do want to help you to be confident on spotting the signs that someone may be vulnerable, being exploited or being trafficked, so that you are able to know what to report and who to report your concerns to.

What you see and report could help save someone from slavery, exploitation and abuse.

If you suspect that someone might be a victim of human trafficking, or if something seems 'not quite right' it is very important that you report this to the appropriate Authorities

WHO TO REPORT YOUR CONCERNS TO:

If you think that your passenger may be vulnerable or at risk, then please contact these Agencies listed below:

Thames Valley Police:

Call 999: the Police emergency number if you have concerns for your passengers immediate safety.

Call 101: Call the Police non-emergency number if you have any concerns about a child or vulnerable person who is not in immediate danger or visit the **Thames Valley Police website** to report your concerns by email.

CrimeStoppers: Call **0800 555 111** or visit their website at: **www.crimestoppers-uk.org**

Multi-Agency Safeguarding Hub: Call **0845 050 7666** or visit their website at: **www.oxfordshire.gov.uk/cms/content/safeguarding-hub**

Safeguarding Vulnerable Passengers from the Risk of Human Trafficking and Child Sexual Exploitation

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Partnership with the Taxi/Private Hire Trade

Learning Outcomes

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- Be aware of what child sexual exploitation is
- Be aware of what human trafficking is
- Be able to recognise and report a vulnerable person at risk
- Understand how child sexual exploitation and human trafficking can relate to their business
- Know how to protect ^ [ˇ |•^|~as aeÁā^} •^áÁ driver and demonstrate due diligence

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What makes a passenger vulnerable?

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What are your responsibilities to a vulnerable passenger?

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What is human trafficking?

Human Trafficking is a process

- Recruitment (Grooming)
- Pre travel
- Travel
- Arrival
- Exploitation
- Rescue/escape

What is human trafficking the Law?

Section 59(A) Sexual offences act 2003

- A person intentionally arranges or facilitates:
- The travel of a person within the UK For the purposes of sexual exploitation
- During or after the journey
- Believes that another person is likely to sexually exploit the person
- During or after the journey

What does this mean?

- If a taxi driver transports a child knowing or believing that child will be sexually exploited
- During or after the journey
- That driver will commit the offence of Human Trafficking
- Maximum sentence 14 years imprisonment

Consent

1. The international definition of Human Trafficking has 3 elements
2. The Act, what is done, Recruitment, transportation, transfer, harbouring, receipt of a person.
3. The means, how you get someone to consent to the act. Children cannot consent to be exploited so this is not needed
4. The purpose, why it is done, Sexual Exploitation
5. As a child cannot consent to be exploited the only elements of the definition that need to be present to identify that an act of Human Trafficking has been committed are one of the elements at 2 above and the purpose Sexual Exploitation.

Palermo Protocol

“The recruitment, transportation, transfer, harbouring or receipt of persons...

...by means of the threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person...

...for the purpose of exploitation. Exploitation shall include, at a minimum, the exploitation of the prostitution of others or other forms of sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs“

A child cannot consent to be exploited

Act Means Purpose

What is Sexual Exploitation?

- Young people receive something in return for engaging in sexual activities.
- Offenders have power over victims due to their age, gender, intellect, physical strength and/or economic or other resources.
- Violence, coercion and intimidation are common.

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How Are Young People Targeted?

- Vulnerable
- Befriended by offender
- Grooming process
- Blackmail/threats
- Isolation from support

Indicators of Risk

- Going missing from home
- Relationships with older males or females
- Concern that young person is sexually active
- Breaking away from family, friends or professionals
- Not attending school
- Experimenting with drugs and/or alcohol

Indicators of Risk

- Secretive
- Involved in offending behaviour
- Unexplained mobile phones/credit
- 96 ■ Accepting lifts in different cars
- Sending and receiving inappropriate images
- Spending increasing time on social networking sites

Who are the Offenders?

- Individuals who control adult sex workers
- Drug dealers with links to violent crime
- Groups of males who exploit for their own sexual gratification
- Males who pass young people on to others for sex
- Female offenders
- Other young people

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What are we doing to stop this?

- Professionals and Partners trained to spot signs of exploitation.
- Young people warned of risks.
- Those at risk supported by youth workers.
- Information passed to police to disrupt activities and prosecute offenders.

How Could this Affect You?

- Concerns about young people in your vehicle.
- Concerns about locations/venues you drop young people off at.
- Concerns about adults paying for young peoples' taxi fares.
- Concerns about young person's conversation in your vehicle

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What can you do to help?

- Be aware of indicators of risk.
- Be aware of young people you think may be at risk.
- Be aware of addresses you are taking young people to.
- Pass on any information/concerns you have.

Scenario

You work in a city centre and often pick up passengers from pubs and clubs. You notice that there are often high numbers of young people who appear to be drunk and underage coming out of a particular night club at weekends.

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On this occasion when you arrive to pick up your passenger you see a young girl leaving the premises. The girl seems to be about 14 or 15 years of age and is very intoxicated. She is with three significantly older men and the group is walking towards your vehicle.

Scenario

An intoxicated 14 year old offers you sex in place of a taxi fare. She is dropped off at a children's home.

Scenario

You are called to a job at a massage parlour at 3.15am where you pick up an adult female who looks about 23 years old, she has a young girl and a boy with her who look about 13. They are escorted to the car by two older men who address the woman in a foreign language. The children appear afraid and the woman seems upset. The men are in a hurry and ask you to take the passengers to an address they give you.

How to report your concern

- **Phone 999** if risk is imminent / assault happened or likely to
- **Record and report concerns to the police 101** and / or the safeguarding services if a child or vulnerable adult is involved.
- **Signpost if safe to do so** – offer the passenger information (for example make contact cards or window stickers visible)
- **Crimestoppers** – insert info

Protecting yourself

- Risks
- Code of Good Safeguarding Practice

Good Safeguarding Practice (1)

- Check at the point of booking if there are any vulnerability issues. This will allow you to prepare for the journey in the right way.
- Ask the person booking if an escort for the vulnerable passenger is required and if they are providing one
- Let head office know (or keep a record) of the time you picked up the vulnerable passenger, the time and place you dropped them off and whether there was any incident or anything significant on the journey.
- If you refuse to take a passenger inform someone that you can't take them so they can deal with the person another way (eg hospital staff; family; security staff if a club/pub)
- Record incidents and refusals
- Be professional – try not to be over-friendly or talk about personal or intimate issues, don't exchange personal contact information such as passenger's telephone numbers or facebook address. Avoid swearing or aggressive behaviour. Do not touch passengers.
- Never accept an offer of a sexual favour instead of payment.
- Make sure you are wearing ID, either a badge or company uniform.
- Sit lone passengers in the back unless otherwise agreed.
- Ask or explain to passengers if using a centralised locking system – don't just put it on without an explanation.

Good Safeguarding Practice (2)

- DON'T ASSUME that your passenger wants help – ALWAYS ASK
- Never follow a passenger into the house unless previously agreed / properly authorised
- ASK before making a journey shorter by going off the main roads/using isolated country roads, explain and give the passenger (or person booking) a choice of route.
- NEVER set off with a passenger without a specific destination address
- NEVER double up on a booking – even if passengers are travelling in a similar direction, they may pose a threat or risk to the other passenger
- If you think the passenger is afraid, offer to ring head office to tell them you have a passenger named XXXX with you and give the address and approximate time of arrival; this reassures the person that they are safe and someone is monitoring the trip.
- As with all professions if you are concerned about another driver's conduct report your concerns to your manager or the relevant agency.
- Organisations should have a lead member of staff for safeguarding, this person should be able to advise colleagues about how to manage vulnerable passengers and any incidents arising.
- ALWAYS KEEP A RECORD either in your cab or at head office, of ANY incidents or situations you were not happy with – the record should include a description of what happened and what you did to keep yourself and your passenger safe.

Keeping children and vulnerable people safe from abuse

Keeping children and vulnerable people safe is all our responsibility. That's what safeguarding is about.

We all want to stop vulnerable people being trafficked and taken advantage of through forced labour, domestic servitude, sexual exploitation and street crime and other types of abuse.

No one should have to live with or live under the threat of abuse, violence, sexual exploitation or trafficking. If we all work together, we stand a better chance of putting a stop to it.

Your work brings you into daily contact with children and adults across Oxfordshire, some of them may be at risk or being hurt or exploited. You may not know it, but you could be used by criminals to 'traffic' people from one location to another.

We need your help in identifying the people who commit these terrible crimes so we can protect those who need our help. We need you to speak up if you think someone is being hurt or exploited.



See something.
Say something.

www.oxford.gov.uk



Numbers to Call

Thames Valley Police:

- **Call 999:** the Police emergency number if the person is in immediate danger
- **Call 101:** Call the Police non-emergency number if you are concerned about a child or vulnerable person but they are not in immediate danger.
- **Email** your concerns to:
Peoplesafe@oxfordxxxxxxxxxxxxxxxxx
- **Text** your concerns to:
xxxxxxxxxxxxxxxxxxxxxxxxx

CrimeStoppers T: 0800 555 111

Multi-Agency Safeguarding Hub

T: 0845 050 7666 or visit

www. xxxxxxxxxxxxxxxxxxxxx

This leaflet was produced by: Oxford City Council
St Aldate's Chambers, 109-113 St Aldate's, Oxford OX1 1DS

Hackney Carriage and Private Hire Licensing

www.oxford.gov.uk



See something



Say something

Keeping children and vulnerable people safe from slavery, violent and sexual abuse






**See something
Say something**

What to look-out for

These are some tell-tale signs to help you spot if your passenger may be at risk or a victim of harm or abuse:



- distrustful, fearful, anxious or traumatised
- controlled, threatened or spoken for by someone else
- injured – they have cuts, bruises or cigarette burns
- travelling to or from overcrowded properties
- confined or isolated in their workplace or only leave at odd times
- unable to say the address of where they live or work

And they may speak very little English
What you see and what you tell us could help save someone from slavery, sexual exploitation and abuse.

If you suspect that someone might be ctim of human trafficking or if you feel something is 'not quite right' please ring one of the numbers on the card attached or on the back panel of this leaflet.

How you can help

You can help protect children and vulnerable people from being abused, trafficked or exploited by:

- Telling your boss or head office about  your concerns
- Keeping a record of where and when you picked up the passenger you are worried about and the time and place you dropped them off 
- Reporting any concerns you may have about another driver to your manager or one of the agencies listed over the page

When you are working you should always:

- Be professional, don't be over-friendly or talk about personal or intimate issues
- Avoid swearing or aggressive behaviour and do not touch passengers
- Wear your ID, your licence badge and your company uniform (if you have one)
- Sit lone passengers in the back of your taxi
- Tell your passengers if you use a central door-locking system.



Police: Emergency: **999**
Police: Non-emergency: **101**
Police Crime Stoppers: **0800 555 111**
Text:  xxxxxxxxxxxxxxxxxxxxxxxx
Multi-Agency Safeguarding Hub: 
0845 050 766
 www. xxxxxxxxxxxxxxxxxxxxxxxxxxxx

See something, Say something card

Please peel off this contact card and keep it handy.

Full details of what you can do to help, **Good Safeguarding Practice**  for taxi drivers and operators, is available on our website: www.oxford.gov.uk/taxisafeguarding

To: General Purposes Licensing Committee

Date: 14 September 2015 **Item No:**

Report of: Head of Community Services

Title of Report: Deregulation Act 2015

Summary and Recommendations

Purpose of report: To inform Committee of the Deregulation Act 2015 and its impact on the Taxi Licensing function.

Report Approved by:

Finance: Paul Swaffield
Legal: Daniel Smith

Policy Framework: Vibrant Sustainable Economy
Policy on the Relevance of Warnings, Offences,
Cautions and Convictions

Recommendation(s):

The Committee is recommended to:

- (i) note the contents of the report; and**
- (ii) endorse the movement to a presumption in favour of a 3 year driver licence as required by the Deregulation Act 2015 and the steps being taken in that context to ensure that the council has adequate up to date information to inform the licensing process.**

Additional Papers:

Appendix One: Deregulation Act 2015 Section 10 and Section 11

Introduction

1. The Deregulation Act 2015 provides for the removal or reduction of burdens on businesses, civil society, individuals, public sector bodies and the taxpayer.
2. These include measures relating to general and specific areas of business, companies and insolvency, the use of land, housing, transport, communications, the environment, education and training, entertainment and alcohol, public authorities and the administration of justice.

3. In addition, the Act repeals legislation that, in the view of Parliament, is no longer of any practical use. The Act comes into force on 1st October 2015 and two sections of this Act relate to the Hackney Carriage and Private Hire Trade that will impact on the Taxi Licensing function. A copy of the relevant sections of the 2015 Act is attached at Appendix One.

Background

4. Presently, this Authority licences drivers, vehicles and operators annually. This enables the Authority to review on an annual basis that all applicants and licence holders are “fit and proper” to hold a licence
5. Section 10 of the 2015 Act requires a Licensing Authority to work on the presumption that the grant of a Hackney Carriage or Private Hire Driver licence will be for a maximum duration of three years, and a maximum duration of five years for a Private Hire Operator licence. The licensing of vehicles is not included in the 2015 Act.
6. The Act permits an Authority to reduce the maximum duration, but only on a “case by case” basis, rather than determine that all licences or categories of applicants will be subject to a shorter duration.
7. Section 11 relates to the provision for a Private Hire Operator to sub-contract a “booking” to any other licensed Private Hire Operator whether or not the secondary Operator is locally licensed or licensed by another Authority. This Section amends the current wording of the Local Government (Miscellaneous Provisions) Act 1976 Part II.
8. Furthermore, Section 11 provides guidance in relation to the first Operator will be committing an offence if he/she knows that the secondary Operator is using unlicensed vehicles or drivers.

Relevant Considerations

9. On the face of it the requirement of Section 10 appears to be in direct opposition to the requirements of the Serious Case Reviews and inquiries carried out in various cities following the investigations and convictions of those linked to sexual exploitation of children.
10. The reviews have called for Licensing Authorities to implement or continue to carry out a robust vetting of all applicants and current licence holders in order to promote public safety and to promote public confidence in the Authority’s vetting of licence holders, and to introduce Safeguarding and Awareness Training.
11. Our current annual vetting process meets with the recommendations of these Serious Case Reviews and we provide a level of Safeguarding and Awareness Training deemed to be “best practice” by the National Working Group, for all new driver and operator applications.
12. Officers are of the opinion that any weakening of our current procedures could impact on the objectives we seek to promote, and undermine the findings and recommendations of the Serious Case Reviews.

13. In order to assist this Committee, the views of the Local Government Association (published in April 2015) are provided below, which echo the concerns raised by local Officers in relation to the licensing of drivers:

“Section 10 of the Bill extends the standard duration of a taxi or private hire driver licence to three years. The LGA supported this proposal in principle as it has the effect of reducing burdens for law-abiding firms and drivers who provide a quality service. However, we raised concerns that it was being introduced without first addressing the existing gaps in vetting drivers. The LGA briefed the Government on the importance of councils being able to check drivers against the barred lists and the police sharing information about criminal investigations into drivers.

Section 11 allows minicab firms to subcontract bookings to firms licensed in a different district. Previously, sub-contracting could only take place between firms licensed in the same district. The LGA strongly opposed the clause on the grounds that it had been brought forward without the accompanying safeguards deemed necessary by the Law Commission’s review of taxi licensing. For example, a requirement for the firm with whom the booking is made to advise the customer if it is being sub-contracted.

The LGA proposed amendments which would mitigate against the risk of subcontracting. These would have required the consent of the hirer before passing on the booking and allowed a licensing authority to exercise its powers over a licensed PHV or taxi operating in their area, even if the licence was issued by another licensing authority. After a vote, these amendments were unfortunately taken no further. However, the Government said it would continue to work on a programme of reform based on the Law Commission’s full report. The LGA intends to lobby the next government to bring forward a reform bill based on the Law Commission’s report at the earliest opportunity.”

14. The Committee will note from other reports provided at this meeting that the proposals put forward by the Law Commission were not included in this Government’s Queens Speech.

Compliance with the 2015 Act

15. The Committee is informed that the Authority will implement the requirements of the 2015 Act, with effect from 1st October 2015 and adopt the statutory presumption in favor of the granting of three year licences.
16. There are no plans to set reduced fees for the issue of a licence of a longer duration than currently issued, as Officers wish to take a longer term view of the income levels over the next few years, in order to ensure the service is adequately resourced.
17. However, in order for the Authority to be satisfied that a three year driver licence may be awarded, we recommend that the applicant must be able to demonstrate a higher awareness of the issues relating to safeguarding by having undertaken the Safeguarding Awareness and Training to be

hosted by the Oxfordshire Safeguarding Children Board (OSCB).

18. Furthermore, should a driver apply for a three year licence, he or she will be required to provide a new Enhanced Disclosure & Barring Services Disclosure and Medical Report. This is to ensure that the initial issue of the three year licence has been carried out with all relevant background checks (including the Enhanced Disclosure & Barring Services Report) having been satisfied, and are synchronized to the start and expiry dates of the licence.
19. Any applicant seeking a three year licence will also be required to undertake an annual appointment (no later than the anniversary of the grant of the licence) with the Licensing Officer to submit a written declaration that he or she has not been nor are currently, the subject of any criminal or motoring offences since the grant of the licence.
20. Such a procedure will enable the Authority to maintain the current robust vetting processes and ensure that any relevant matters arising are promptly dealt with in accordance with the Council's Policy on the Relevance of Warnings, Offences, Cautions and Convictions.
21. The necessary amendments will be made to the Hackney Carriage & Private Hire Driver Licence Application Pack to detail the above mentioned matters.
22. Officers do not hold such concerns in relation to extending the licence duration of a Private Hire Operator to a maximum of 5 years, and the option of applying for such a licence will be listed within the Private Hire Operator Application Pack.
23. Officers do not hold concerns in relation to Section 11 of the Act, as this Authority already experiences drivers and vehicles licensed as Hackney Carriage elsewhere working in the city through our Private Hire Operators, and Officers do not envisage Oxford licensed operators passing work to operators licensed beyond the city boundaries as the local operators appear to look to increase the size of their own fleets, rather than sub-contract work to other companies.
24. Furthermore, data provided to this Committee in relation to Officers proposals to amend the current criteria applicable to licensed vehicles reveals that the number of Private Hire drivers and vehicles licensed by our neighbouring authorities is significantly small when compared to those licensed with them as Hackney Carriage (many of whom already predominantly work in the city).

Legal Implications

25. Any legal implications are already detailed within this report, and the legal advisor to the Committee will be available to provide advice at this meeting.

Financial Implications

26. Any financial implications contained within this report will be met within existing budgets.

Recommendations

27. The Committee is recommended to:
- (i) note the content of the report; and
 - (ii) endorse the movement to a presumption in favour of a 3 year driver licence as required by the Deregulation Act 2015 and the steps being taken in that context to ensure that the council has adequate up to date information to inform the licensing process.

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Version 1.0

To: Scrutiny Committee

Date: 2 February 2016

Report of: Head of Business Improvement

Title of Report: Customer Contact Performance Report

Summary

Purpose of report: This report provides information regarding the performance of the Customer Contact Centre over a twelve month period December 2014 to November 2015, and the performance related service improvements implemented during that time.

Executive lead member: Councillor Susan Brown, Board Member for Customer and Corporate Services

Report author: Helen Bishop, Head of Business Improvement

Recommendations: The Committee is recommended to:

- i) note the content of the report
- ii) make any recommendations that it sees fit to do so; and
- iii) consider when it may wish to receive any future update in relation to the Hackney Carriage & Private Hire Licensing Service.

Appendix 1 – December 2014 to November 2015 Performance Results

Appendix 2 – Capita's Performance Results

Background

The Scrutiny Committee requested an update in December 2015 on the performance of the Council's Customer Contact service

1. The Contact Centre aims to provide one point of contact for all enquiries related to Council services. Our Customer Service Standards provide detail of our performance commitment.
2. For our telephone customers we aim to ensure that 95% of our customers can reach us first time on our main service lines and that 90% of those enquiries are resolved at the 1st point of contact. This is in line with the industry standard.
3. For customers requesting an appointment, we aim to find a suitable appointment time within 3 working days, and see 90% of our customers within 15 minutes of that appointment time.
4. We survey our customers on the quality of service they have received both on the telephone, face to face and on the web and aim to have an overall customer satisfaction rating of 80%. To do this we use a system called Gov-Metric which categorises the feedback into Good, Average and Poor. We use the feedback to identify trends and work closely with other service areas to improve processes and customer service. Our performance is also benchmarked against over 100 other public sector organisations

Contact Centre performance summary December 2014 – November 2015

5. The following summary highlights our performance progress. Telephony performance for the period has been strong, achieving 94.40% of calls answered (refer to Appendix 1). This is an improvement on our year end performance for the financial years 2013/14 (93.13%) and 2014 15 (93.42%) and only 0.6% below our 95% target. Month on month we have resolved over 90% of enquiries 1st time. We have also delivered a high quality of service to our customers over the telephone which is demonstrated by the excellent survey results with well above 90% (refer to quality results in Appendix 1) of customers happy with the service they received.
6. Face to Face service has also been strong with 98.1% of customers who booked an appointment being seen within 5 minutes of their arrival time. Whilst customer satisfaction has not been as strong as over the telephone, we have seen a general improvement since April 2015 with over 80% of customers happy with the service they have received. It is worth noting that Gov-Metric evidence in general shows that customer satisfaction is scored lower for face to face contact as typically there is a higher expectation from customers who use this channel and feedback is generally based on the outcomes of their visit (the majority being Housing or Benefits related) rather than the standard of service they received.

Full details of our performance is attached at **Appendix 1**

Performance Improvements Implemented During the Year

Resilience Contract

7. Since 2012, Capita have managed our resilience contract for the overflow of all Council Tax and Housing Benefits calls. Capita's performance over this time has been consistently poor achieving on average below 90% of the 95% target, (see **Appendix 2 attached**). We were able to mitigate this with focused training to increase multi skilling of our staff. However, even with lower call volumes being sent to them they have been consistently unable to achieve our performance target.
8. Our resilience contract was retendered in 2015. However, it became clear from bid submissions that providers could not commit to our performance standards at a price which was affordable within the budget. Consequently, a business case was developed to bring the resilience service back in-house and employ 4 full time Customer Service Officers (CSOs) and 1 part-time CSO on 12 month fixed term contracts. Bringing staff back in house means we are able to train staff to our own standards and flex our resource when we needed to without being reliant on a supplier.
9. Following approval of the business case staff were successfully recruited in October and have followed an intensive training programme. . The Contract with Capita will cease on 31st January 2016. By removing the reliance of an external supplier and moving the resilience service in house we expect to see consistently higher performance on our call answering target.

Review of holiday allowance

10. In conjunction with the review of the resilience contract we also carried out a review of the number of Customer Service Officers (CSOs) that were allowed to be on annual leave at any one time. The allowance was set at 5 CSOs on a Monday and 10 for the rest of the week. This accounted for 25% of our available resource and affected our ability to hit our performance targets, particularly throughout the summer months when annual leave requests are always at capacity. After completing a review and discussing options with the Union and staff it was agreed that there would be no change to the allowance of 5 CSOs on a Monday, but that it would reduce to 8 for the rest of the week. This was introduced at the start of the new holiday year on 1st October 2015 and has already helped us manage our resources more effectively.

Staff training

11. Since November 2014 we have invested 5,276 hours of internal Contact Centre training which has increased our multi-skilled workforce from 74% to 86%. CSO's trained to work with customers face to face has increased from 38% of our workforce to 60%. The increase in multi-skilled staff both on the telephone and face to face has provided greater capacity and flexibility within the team, enabling us to provide a faster and more efficient service to our customers.

12. This has been achieved by offering training out of hours over a period of a few weeks (we agreed to pay a set amount to encourage and gain commitment from CSO's to complete the training in full) this has enabled us to get existing and new staff quickly and efficiently trained. Evidence has shown that if we have 80% or more staff multi-skilled across the Contact Centre combined with a fully resourced staffing pool then we are best placed to achieve our performance standards. The impact of cross skilling and homeworking means we have been able to reduce our overtime.

Home working

13. We have been working closely with ICT colleagues and coupled with continuing improvements to remote system access now have 10 CSO's who regularly work from home. A further 7 have expressed an interest and we will be looking to set these up early in the New Year. The benefits we have realised to date from home working are:

- A better resourced contact centre
- Staff retention
- Staff are more flexible and willing to work early/late shifts as they do not have to factor time taken on commutes to work
- Increases in performance as there are no distractions
- Staff personal resilience has improved – CSOs are telling us how much happier and less stressed they feel from being given the opportunity to home work
- Opportunities to create more hot desk spaces

Name and contact details of author:-

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List of background papers: None

Version number: 1.0

Appendix 1

Contact Information & Performance – Telephony

Month	Offered	Answered	Answered %	Abandoned	Abandoned %	% Calls Ans in 20 Secs	Average Queue Time
Nov 15	20389	19004	93.21	1385	6.79	61%	55 secs
Oct 15	21798	20087	92.15	1711	7.85	59%	55 secs
Sep 15	21509	19918	92.40	1591	7.60	57%	55 secs
Aug 15	18969	17822	93.96	1147	6.04	68%	42 secs
July 15	22006	20819	94.61	1187	5.39	69%	37 secs
Jun 15	21531	20626	95.80	905	4.20	74%	31 secs
May 15	19407	18262	94.10	1145	5.90	66%	40 secs
Apr 15	22240	20919	94.06	1321	5.94	61%	40 secs
Mar 15	23324	22222	95.27	1102	4.73	67%	28 secs
Feb 15	18983	18201	95.88	782	4.12	73%	28 secs
Jan 15	21650	20798	96.06	852	3.94	74%	27 secs
Dec 14	18337	17460	95.21	877	4.79	70%	32 secs
Totals	250143	236138	94.40	14005	5.60	66%	39 secs

Contact Information & Performance – Face to Face

Month	Total Visits	Fast Track	Appointments	Self Service	% Cust Seen in 5 mins
Nov 15	3343	2685	589	69	98.0%
Oct 15	3274	2601	568	105	97.3%
Sep 15	3259	2429	743	87	98.4%
Aug 15	4074	3259	653	162	97.9%
July 15	4996	4274	520	202	99.3%
Jun 15	5280	4345	735	200	98.4%
May 15	3958	3331	465	162	98.2%
Apr 15	4128	3513	517	98	98.2%
Mar 15	5144	4454	598	92	98.0%
Feb 15	4171	3602	477	92	98.0%
Jan 15	4136	3468	560	108	97.2%
Dec 14	5330	4409	734	187	97.7%
Totals	51093	42370	7159	1564	98.1%

Note: Fast Track relates to customers being seen without a pre booked appointment

Quality Results

Month	Customer Satisfaction (Telephone)	Customer Satisfaction (Face to Face)	First Contact Resolution
Nov 15	98.07%	79.00%	91.75%
Oct 15	97.87%	71.05%	90.11%
Sep 15	99.27%	77.19%	91.68%
Aug 15	96.72%	80.31%	91.54%
Jul 15	97.24%	82.02%	92.34%
Jun 15	99.07%	82.93%	92.86%
May 15	98.23%	86.84%	91.86%
Apr 15	99.12%	86.73%	92.08%
Mar 15	92.97%	65.63%	91.60%
Feb 15	93.25%	62.04%	90.05%
Jan 15	94.50%	65.57%	89.58%
Dec 14	92.89%	61.22%	91.32%

Note: First Contact Resolution is a measure that we pull from Lagan our customer record database that indicates that we have resolved the issue for the customer the first time they have contacted us about it.

Appendix 2

Note: Service level relates to the % of calls answered within 20 seconds

Capita Monthly Service Performance - 2015							
Service	Overall Performance						
Month	Calls Received	Calls Answered	Answered %	Calls Abandoned	Abandoned %	Service Level	AHT (Min+sec)
April	3268	2904	88.86%	364	11.14%	39.50%	00:05:20
May	2836	2505	88.33%	331	11.67%	42.90%	00:05:32
June	2629	2459	93.53%	170	6.50%	57.10%	00:06:00
July	2810	2517	89.57%	293	10.43%	44.40%	00:05:31
August	3235	2850	88.10%	385	11.90%	30.60%	00:05:48
September	3886	3462	89.09%	424	10.91%	29.20%	00:05:18
October	3870	3378	87.29%	492	12.71%	30.30%	00:05:18
November	2980	2659	89.23%	321	10.77%	29.10%	00:05:31
Capita Monthly Service Performance April 2014 to March 2015							
Service	Overall Performance						
Month	Calls Received	Calls Answered	Answered %	Calls Abandoned	Abandoned %	Service Level	AHT (Min+sec)
April	4447	3896	87.61%	551	12.39%	36.60%	00:05:35
May	5624	4749	84.44%	875	15.56%	30.20%	00:05:48
June	5408	4730	87.46%	678	12.54%	38.60%	00:06:05
July	6212	5195	83.63%	1017	16.37%	32.40%	00:06:20
August	5812	4676	80.45%	1136	19.55%	27.30%	00:06:12
September	5770	5164	89.50%	606	10.50%	40.50%	00:06:12
October	4627	4253	91.92%	374	8.08%	49.80%	00:05:37
November	3602	3351	93.03%	251	6.97%	53.20%	00:05:34
December	2483	2276	91.66%	207	8.34%	52.30%	00:06:22
January	2800	2639	94.25%	161	5.75%	56.60%	00:05:23
February	2091	1982	94.79%	109	5.21%	58.30%	00:05:20
March	2626	2323	88.46%	303	11.54%	43.00%	00:05:07
Capita Monthly Service Performance Oct 2013 to March 2014							
Service	Overall Performance						
Month	Calls Received	Calls Answered	Answered %	Calls Abandoned	Abandoned %	Service Level	AHT (Min+sec)
October	4331	4038	93.23%	352	8.13%	51.80%	00:05:34
November	2696	2619	97.14%	77	2.86%	74.10%	00:05:46
December	2269	2055	90.57%	214	9.43%	56.50%	00:05:29
January	3255	3062	94.07%	193	5.93%	60.00%	00:05:23
February	2892	2746	94.95%	146	5.05%	66.90%	00:05:17
March	4606	4008	87.02%	598	12.98%	39.10%	00:05:23

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To: City Executive Board
Date: 11 February 2016
Report of: Assistant Chief Executive
Title of Report: Corporate Plan 2016 - 2020

Summary and Recommendations

Purpose of report: To report on the consultation on the draft Corporate Plan 2016 – 2020 and propose its adoption

Key decision Yes

Executive lead member: Councillor Bob Price

Policy Framework: Yes

Recommendation(s): That the City Executive Board resolves to:

1. approve the draft Corporate Plan 2016 -2020 as set out in Appendix 1; and
2. recommend Council to resolve to approve the draft Corporate Plan 2016 – 2020 and delegate authority to the Assistant Chief Executive to make minor textual/formatting changes to the Corporate Plan 2016 – 2010 in advance of formal publication

Appendices

Appendix 1 Draft Corporate Plan 2016 – 2020

Appendix 2 Corporate Plan Equalities Impact Assessment

Appendix 3 Proposed Corporate Performance Measures (to be added later)

Appendix 4 Draft Corporate Plan 2016 – 20 Consultation Report

Background

1. The Corporate Plan is the Oxford City Council's overarching strategy for the organisation. It sets out a clear vision, corporate priorities and objectives and how we will achieve them.
2. Its primary function is as a plan for the Council, but it should also reflect and guide our work with partners and be an effective means of communicating our vision and priorities to partners and to the public. The aim this year is to produce a shorter, sharper document that is forward looking.
3. The draft Corporate Plan 2016 – 2020 has been drawn up with input from Service Heads and Directors and subject to discussion with Members and direction from Portfolio Holders. It was discussed by CEB and approved for consultation on the 17th December.
4. The draft Corporate Plan reflects our joint working and the plans we are developing with our partners, including business, community organisations, the health and education sectors and Oxfordshire County Council.
5. The content of the draft Corporate Plan 2016 - 2020 is attached in Appendix 1, and should be viewed alongside the draft Medium Term Financial Strategy, which will also be presented at the February 2016 meeting of the City Executive Board. The two are developed in tandem to ensure our resources are aligned behind our objectives.

This year's plan

6. We remain committed to our core ambitions of building a world class city for everyone and continuing to transform our own performance. We believe that by creating successful places in which to live and work and supporting people to reach their potential we will create a strong local economy and a city in which all our residents can thrive.
7. The City Council's priorities for the next four years remain those identified in the previous corporate plan:
 - A Vibrant and Sustainable Economy
 - Meeting Housing Needs
 - Strong and Active Communities
 - A Clean and Green Oxford
 - An Efficient and Effective Council.
8. The Corporate Plan reflects the recognition that many of the key issues that are important to the well-being of our city and its people are beyond the direct control of the City Council. Achieving our objectives will require us to work in close partnership with other councils, public agencies, and our business and voluntary sector partners. This will be even more

important as reductions in public resources continue and new ways of delivering services are required. The Council's role will increasingly be about influencing the strategies and plans of our partners. The Corporate Plan therefore includes two cross-cutting priorities of Partnership and Devolution which will underpin our approach to all areas of work.

9. The Corporate Plan is being developed in the context of the Government's announcements about future changes to local government finance and in the light of changes to national housing policies which will have resource implications for the Council. The full implications and impact of these changes are not yet known. These uncertainties are reflected in the Corporate Plan which sets out at high level how we will seek to address them through long term financial planning, consideration of alternative models of delivery and through campaigning for devolution of funding and decision making.
10. The Corporate Plan sets out a one page summary of our vision and intended outcomes under each of the priorities. It then sets out for each of the priorities a summary of issues, challenges, and key facts and figures. It then provides an overview of key objectives under each priority and what the Council will do to achieve them and links to other strategies and information for further detail.
11. The Corporate Plan also includes success measures for each priority through which progress towards the objectives will be measured - these will become the corporate performance measures. The development of the Corporate Plan has included a review of measures with Service Heads and or delegates; they have been streamlined and focussed on the needs of each priority.
12. To ensure that the corporate performance measures for the period 2016/17 to 2019/20 are robust, aspirational and attainable, they are being developed by Service Heads and will be subject to review and challenge from the Corporate Management Team.
13. The proposed corporate performance measures were discussed with Directors and the Board Member during the week commencing 18th January, and are currently being finalised by Heads of Service, Since we have been unable to meet the 25th January deadline for papers, we have agreed with Committee and Member Services that the proposed performance measures can be added as a supplementary paper.
14. Following approval of the City Executive Board in December 2015, the draft Corporate Plan was circulated to key partners and made available to the general public for comment via the consultation portal on 18th December 2015.
15. Once approved for adoption, the Corporate Plan 2016 – 2020 will be available in a professionally designed, accessible format.

Legal Issues

16. There are no direct legal implications relating to the draft Corporate Plan 2016 – 2020.

Financial Issues

17. The draft Corporate Plan is underpinned by the Council's draft Medium Term Financial Plan which outlines how the objectives within the Corporate Plan will be funded. The Council's draft Budget for 2016 - 2020 is presented elsewhere on this CEB agenda.

Environmental Impact

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

Level of Risk

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

Equalities Impact

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

Consultation

21. Consultation on the draft Corporate Plan 2016 – 2020 and draft Budget 2016-2020 took place between 18th December 2015 and 24th January 2016. Organisations and the general public have been invited to respond through our consultation portal or by email.
22. Responses to the draft Corporate Plan consultation are presented in Appendix 4 the Consultation Report. The main issues raised include housing delivery, provision for cyclists, community involvement in planning, the importance of the arts in achieving stronger communities, and a need to further emphasise partnership working with Oxfordshire County Council. An additional paper will be prepared that will work up the suggested responses to consultation comments, and be available by 29th January.

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Oxford City Council's Corporate Plan 2016 - 20

With a population of 158,000 that grew by 12% in the decade 2004 - 2014, Oxford is the eighth fastest growing English city. As a global centre for research, education and health, and with a growing high-tech sector the city is the economic and cultural hub of Oxfordshire's world-class knowledge economy. The city's heritage environment and outstanding cultural attractions attract millions of visitors each year. It is an ethnically and culturally diverse city with the third highest ethnic minority population in the South East. And with the highest proportion of students in England and Wales, it is also a youthful and mobile city.

With our success come many opportunities, but also considerable challenges that must be addressed if the city is to achieve its full potential and make an appropriate contribution to the UK economy. A lack of land for housing and employment, transport infrastructure that is at full capacity, and major skills gaps threaten to constrain the city's growth potential. Key employers such as the BMW Group, the University of Oxford and the NHS cite high housing costs as a challenge to the recruitment and retention of staff. The housing crisis is causing increasing hardship for many people in the city, particularly the most vulnerable and least well paid.

For many of our residents Oxford offers great opportunities for work and leisure. But there are major inequalities in residents' life chances and life expectancy, and ten of the areas of the south and east of the city are among the 20% most deprived in England. People in these areas can expect to live on average six years less than those in the more affluent areas. While 43% of Oxford residents have degree level qualifications or above, 22% have no or low qualifications.

Our ambition, which has been developed with our partners among local businesses, community organisations, unions, the health and education sectors and the County Council, is to make Oxford a world-class city for all our citizens. This plan sets out our vision and strategy, focusing on five interlinked priorities which address the key needs of the city:

- A Vibrant and Sustainable Economy
- Meeting Housing Needs
- Strong and Active Communities
- A Clean and Green Oxford
- An Efficient and Effective Council

The City Council has achieved much already as is recognised as one of the best councils in the country for excellence of our services. We are proud to have achieved numerous awards including the MJ award for the highest achieving council in 2014; the APSE Overall Council of the Year in service delivery in 2015 and Investors in People Champion status acknowledging our achievements as an exemplar employer.

We continue to pursue this ambition in the context of a new era for Local Government. The City and County Councils face massive reductions in central Government funding whilst demand for our services increases. On-going cuts in social security systems and changes to central Government policy present new challenges to the way we deliver services and in particular, impact on our plans for investment in affordable housing.

Our approach in recent years of prudent long-term financial management and delivery of increasingly efficient and effective customer focused services stands us in good stead to manage the impact of these challenges. Since 2010, we have lost 47% of

our grant from Government and it will disappear altogether by 2020. The City Council has saved £8.5 million over the last four years and will achieve further efficiency savings of £7 million over the next four years. We aspire to maintaining all the services at their current level or better, so we will need to find new ways to manage demand and make access easier and cheaper. We will continue to increase income from asset management, trading and charging for services and seeking external funding.

The City Council will work to secure long term investment that supports growth and prosperity to benefit all our residents. Supporting vulnerable people and safeguarding people at risk of crime or exploitation is a priority. We aim for all our residents to benefit from good local services recognising that some people will require more support than others. We will target our resources proportionately to reflect different needs and reduce inequality.

We cannot achieve our vision without our partners - councils, public agencies, business and voluntary and community organisations. The City Council is focused on building strong partnerships, collaboration and influencing others. We play a lead role in the Oxford Strategic Partnership (OSP) that brings together key city organisations to focus on how we can best realise our shared ambitions for economic development, urban regeneration, tackling deprivation, improving education and skills, reducing crime and promoting a low carbon Oxford. With our neighbouring district councils, the County Council, the Local Enterprise Partnership (LEP) and other partners we are currently seeking greater local control over finances and decision making so we are better able to target our resources where they are needed most.

Oxford City Council - building a world class city for everyone

By creating successful places in which to live and work and supporting people to reach their potential we will create a strong local economy and a city in which all our residents can thrive.

A Vibrant, Sustainable Economy	Meeting Housing Needs	Strong and Active Communities	A Clean and Green Oxford	An Efficient and Effective Council
Partnership – Building strong and effective partnerships with business, communities, universities and the public sector to join up investment and services				
Devolution – Working with neighbouring councils and our partners to ensure that Oxford has greater control over decisions on investment and services				
Oxford will be a centre of world-leading technology and business innovation, with growth and increased investment in enterprise and the knowledge economy.	A greater supply and more diverse mix of housing in and around the city with better, sustainable transport links will provide homes that are more affordable to all and help local employers to attract and retain employees.	All residents will have the opportunity to participate in high quality community, leisure and cultural activities that improve health and the quality of life and enable them to fulfil their potential.	The city's environmental performance will demonstrably improve, leading to an efficient and renewable energy rich, sustainable urban environment.	Residents will continue to benefit from high quality services due to strong financial management and new ways of working and despite reductions in Government funding.
Improvements to housing provision, infrastructure & public transport across the city will tackle affordability, congestion and support businesses to grow.	Investment in new affordable homes will help key workers, those on low incomes and the most vulnerable to find a home that they can afford and meets their needs.	Our diverse communities will benefit from high quality, safe neighbourhoods and good local services, with support targeted to reflect differing levels of need and deprivation across the city.	Better public transport and more opportunities to walk and cycle will mean that roads are less clogged with traffic and the air is cleaner and health is improved through exercise.	Customers will receive the assistance they need at the first point of contact and have greater access to services through the internet and phone apps.
Use of new technology and better data will enable the city to grow in a way that is efficient, environmentally sustainable and that benefits future generations.	People renting their home from a private landlord in Oxford will know that their home will be well maintained, safe and free from overcrowding.	Young people in Oxford will have a positive transition to adulthood through good education, skills training and opportunities for work and leisure.	Residents, visitors and commuters in Oxford will enjoy a high quality environment with streets, neighbourhoods and open spaces that are attractive, safe, clean and free from litter.	The City Council will actively manage its investment property portfolio to achieve higher returns to support further investment in our communities and services.
Residents in Oxford will be able to acquire the range of skills they need to join our world class workforce and meet employers' needs.	Council tenants will benefit from high quality, energy efficient homes in good quality environments.	Inequality will be reduced by providing low income households with support to maximise their income.	The amount of waste will be reduced, and more waste recycled through excellent recycling services, saving money and energy.	The City Council will build on its reputation for reliable and effective services and seek to provide them to external organisations to generate additional income.
Development in and around the city that will enable businesses and organisations to locate, start and grow locally.	There will be fewer rough sleepers and homeless people, and families will get appropriate accommodation and support to get back on their feet.	Our residents, especially the vulnerable and those at risk, will be protected from crime and anti-social behaviour.	The city will become more resilient to the impacts of climate change and extreme weather, for example, flooding.	The City Council will be an exemplar employer which champions innovation and diversity, pays a living wage, and has high quality staff who feel supported and perform to the best of their abilities.

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

Oxford is the economic and cultural hub of Oxfordshire’s world-class knowledge economy. The city’s economic output was valued at £6.1 billion in 2013, making it an important net contributor to the Treasury. It is a diverse economy: a global centre for education, health, bioscience, digital and car manufacturing; a lead area for publishing and creative industries and high performance engineering; and a growing high-tech sector.

However, this success brings challenges:

- there is a lack of land and premises for commercial and residential uses;
- shortage and cost of housing, transport costs and congestion are barriers to growth and staff recruitment and retention;
- labour shortages and skills needs are a barrier to entry level jobs;
- Oxford is constrained by its boundaries, and infrastructure is at full capacity.

Traffic congestion and pollution are already severe and significant investment in our transport networks and infrastructure is needed to attract businesses to the city and help them to grow. Half of Oxford’s workforce is employed in public services, including the two universities and four NHS hospitals; the City Council is seeking to improve the balance of the local economy by promoting growth in industry and enterprise. For this we need to protect and increase the amount of employment land available in the city, invest in transport infrastructure and ensure that the local workforce has the skills that businesses require. Oxford’s prosperity is not shared equally by all its residents with some areas of the city experiencing significant pockets of severe deprivation: for these reasons, a key priority for the City Council remains to ensure that all our residents benefit from the opportunities offered by a thriving local economy.

The City Council is addressing these issues by investing directly in improving the city’s infrastructure, working alongside our partners to develop smart city initiatives, to support local businesses and Small and Medium-sized Enterprises (SMEs) to grow, to improve the skills of the local workforce through investment in educational attainment, apprenticeships and training. These constraints cannot be tackled in isolation and the City Council will need to build on our strong partnerships with neighbouring authorities, public sector partners, developers and business to capitalise on the unique opportunities presented by the knowledge economy and concentration of high-tech businesses. The City Council plays a key role in promoting and shaping development, working with investors, developers and landowners. We will review our Local Plan in 2018 to make sure it continues to make the most of opportunities for development to meet the city’s needs. In partnership with the County and four Oxfordshire District Councils, the LE P and the universities, we have developed an ambitious Strategic Economic Plan to deliver 100,000 new homes and 85,600 new jobs across the County by 2031. We are working together to deliver the Oxford and Oxfordshire City and Growth Deals, agreed with Government that will see significant investment in infrastructure to boost growth.

These are strong foundations, but more is needed to achieve our full potential. In particular we are still unable to provide the infrastructure that is needed to support growth, and central control of skills funding does not adequately address the needs of our local economy. We are therefore working with the other Oxfordshire authorities and the LEP for a Devolution Deal that could provide greater local control over investment for transport, housing, skills training and health services.

Key facts

- Oxford has the ninth highest GVA per capita of cities in the UK.
- 73% of Oxford jobs are in ‘knowledge’ sectors.
- A third of Oxfordshire’s jobs are in Oxford and 46,000 people commute into the city each day.
- Oxford is the least affordable city in the UK for housing (Centre for Cities, 2015).
- Over the last five years, the city has lost an average of 2.5 hectares of employment land per annum, largely to development of residential and student accommodation.
- Oxford has a low unemployment benefit claimant rate of 0.6% however there are also 4,550 people on Employment Support Allowance many of whom need to be supported into work.
- While 43% of Oxford’s residents have degree-level qualifications or above, 22% have no or low qualifications and children in our state schools are under-performing compared with the national average.

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

<p>Over the next four years and beyond we will work with our partners to:</p> <p>Make the case for greater local control and devolution of decisions and investment in transport, housing, skills and business growth to better meet the needs of our economy.</p> <p>Promote growth and increased investment in enterprise and the knowledge economy.</p> <p>Improve infrastructure, public transport and opportunities for walking and cycling across the city to reduce congestion and support economic and housing growth.</p> <p>Deliver effective support to attract new businesses and allow local businesses to prosper and grow.</p> <p>Improve workforce skills to meet local demand by working with Oxfordshire Skills Board to support educational attainment, traineeships, apprenticeships and better targeting of funding for skills across the spectrum.</p> <p>Promote and shape development and unlock land for housing and employment sites to help meet the needs of the city.</p>	<p>What is going to happen as a result?</p> <p>We will</p> <ul style="list-style-type: none"> • Work in partnership with the other councils in Oxfordshire, the LEP and others to negotiate an ambitious Devolution Deal with Government. • With our partners, deliver the Oxford and Oxfordshire City and Growth Deals to invest over £160 million to improve infrastructure, create 18,000 high tech jobs, 30,000 jobs in construction and accelerate the delivery of 7,500 new homes across the County by 2018. • Review our Local Plan to ensure our policies and plans for development reflect the needs of the city and set a framework for development up to 2036. • Work with developers, local residents and other stakeholders on development and regeneration of mixed use and employment-led sites, where possible within the city, such as the Oxford rail station, Northern Gateway, Barton, Headington, Westgate, Oxpens, and Osney Mead. • Develop partnerships with investors and landowners to increase the supply of commercial space and residential property, and make efficient use of our land and property assets. • Work with our neighbouring councils and partners to bring forward development outside the city boundaries. • Attract European and national funding to support innovation in the private, academic and public sectors. • Work with the County Council to deliver the city’s priorities in the Oxford Transport Strategy and unlock transport blockages. • Invest £1.2 million in improvements to our car parks, and expand capacity at Seacourt Park and Ride so more people can travel into the city by public transport. • Work with the LEP and local businesses to improve skills training and create more apprenticeships and make the case for greater local control of funding for skills. • Support business start-ups and enable businesses to grow, through a coordinated approach to business advice and information services alongside the LEP and Oxfordshire councils. • Invest in improvements to the city centre, working with Experience Oxfordshire to improve the quality of the tourism offer and support city traders. • Work with our partners through the Oxford Strategic Partnership’s ‘Smart Oxford’ initiative to use data, new technology and new processes to deliver more efficient and effective services. • Grow the low-carbon economy through our OxFutures project to mobilise investment in renewable energy and work with the Oxford Strategic Partnership through the Low Carbon Oxford project to create a low-carbon economy. • Ensure that developments meet high environmental and energy performance standards.
<p>How will we measure our progress?</p> <ul style="list-style-type: none"> • Amount of employment space permitted for development • Number of jobs created or safeguarded in the city • Number of businesses starting up in the city 	<p>Find out more – City Council’s Economic Development page; Oxford Economic Growth Strategy; Oxford Strategic Partnership</p>

Meeting Housing Need – improving Oxford residents’ access to affordable and high quality homes in good environments that are close to jobs and facilities.

High demand for and scarce availability of homes mean there is a severe housing crisis in Oxford that is causing increasing hardship for people and families and threatening the local economy. The high cost and limited availability of housing is a major barrier to growth. Many of the main businesses in the local economy including the BMW Group, the universities and the NHS, as well as the growing high tech sector identify housing as the most significant barrier to the recruitment and retention of staff. Oxford is now the least affordable city to live in the UK both in terms of home ownership and private rented housing. Households are being priced out of the market and rising rents and restricted benefits are set to further squeeze households on the lowest incomes. There are also challenges in meeting the demand for housing from Oxford’s large student population. The scarcity of homes means that one in five of Oxford’s residents live in a Multi-Occupation dwelling. High demand and high rental values in Oxford have meant that private landlords can charge high rents for poorly managed and badly maintained properties. The City Council is tackling this through its HMO Licensing Scheme which since 2011 has seen around 3,000 homes improved by private landlords.

Lack of affordability puts severe strain on social housing; there are 3,300 households on the city’s housing waiting list. Homelessness is increasing despite our work to tackle it through the use of temporary accommodation. The effects of Government’s austerity measures and changes in social security provisions are imposing additional pressures on housing and increasing the incidence of homelessness and hidden homelessness. At the same time, the Government’s budget and housing policies including the reduction in social rents, extending the right to buy and the forced sale of council homes will mean a significant scaling back of the City Council’s ambitious plans to invest in improving homes and estates and in building new homes. Whilst the full impact of these new Government policies cannot yet be assessed, we estimate that it will reduce the amount that is available to invest in social housing by £34 million over the next four years. We know that the City Council will face difficult choices about how we continue to provide affordable housing in the future. We are exploring options, including a new Local Housing Company that could provide an alternative model for investment and delivery of homes for those on low and moderate incomes who cannot afford home ownership. This includes a wide range of employees who provide vital functions for the city and community - teachers, nurses, and academics.

To deal with our housing crisis, between 24,000 and 32,000 new homes are needed in the period 2011-2031. The city is constrained by its boundaries so not all of these homes can be built in Oxford and will need to be located in adjacent areas. The Districts have agreed 15,000 additional homes are needed beyond the city boundaries by 2031 to meet Oxford’s housing needs and we are working with them to identify locations for housing to sustainably meet these needs. Amongst the solutions which need to be considered is a review of current Green Belt boundaries so that homes can be located near to Oxford.

We will need significant investment in roads, public transport and cycle routes to support new housing within and around the city. We are working with neighbouring authorities and the LEP through the Oxford and Oxfordshire City Deal and our emerging Devolution Deal to secure the investment needed to deliver infrastructure and build 100,000 new homes across the county by 2031. We are playing an active role in promoting housing development in the city wherever possible, working through partnerships such as our joint venture with Grosvenor Development Ltd. to build nearly 900 homes at Barton Park; and building affordable homes on council land, for example in partnership with GreenSquare Housing Association at Cowley and Northway; and a prospective partnership for the development of the Oxpens site.

Key facts

- House prices in Oxford are 16 times average earnings (Average full-time earnings in Oxford are £26,500; average house prices are £426,700.
- The number of people who own their own home in Oxford is well below national average at 47% compared to 63% in England as a whole.
- 24% of Oxford’s adult population are students – this is the highest in England.
- The median private rent for a three-bedroom house is £300 per week, over half median earnings and 30% above the Local Housing Allowance Rate of £230 per week.
- There are over 3,300 people on Oxford City Council’s Housing Register.
- HMO Licensing Scheme has resulted in landlords investing over £3.2 million in home improvements.

Meeting Housing Need – improving Oxford residents’ access to affordable and high quality homes in good environments that are close to jobs and facilities.

Over the next four years and beyond we will work with our partners to:

- Tackle the city’s housing crisis** by promoting high quality development in the city and in locations near to Oxford with good transport links working in partnership with developers, universities, businesses and neighbouring District Councils to build the homes that Oxford needs.
- Build more affordable homes** in partnership with developers, housing associations, universities and health sector to meet the needs of different income groups and types of employment in the city, including those on low incomes and those who are vulnerable.
- Improve conditions for private tenants** by proactively enforcing standards for private landlords and managing the impact on neighbourhoods of Houses in Multiple Occupation (HMOs).
- Improve homes for our existing tenants** by refurbishing our properties above national standards, making homes more energy efficient and improving the general environment of our estates.
- Tackle homelessness and rough sleeping** by securing appropriate accommodation and support for those affected.

What is going to happen as a result?

- We will:**
- Work with neighbouring councils to bring forward sites and the investment needed to develop 24,000 – 32,000 new homes by 2031 to meet Oxford’s housing need.
 - Work in partnership to build 900 homes at Barton Park through our joint venture company with Grosvenor Development Ltd. and to build further new homes at sites such as Cowley, Northway and Oxpens.
 - Develop new models to secure future investment in and delivery of affordable homes including considering a local housing company to ensure the City Council can continue to invest in affordable homes in the light of changes to Government housing policies.
 - Use our planning policies to ensure high quality development in good quality environments and to secure affordable housing.
 - Work with partners to develop a greater range of housing options, such as co-housing, shared ownership schemes, and housing for key workers, to meet the varied requirements of people who work in the city, this includes continuation of our Equity Loan Scheme for teachers.
 - Invest £46 million in refurbishing the five tower blocks and a programme to improve homes to the “Oxford Standard” improving kitchens, bathrooms, security, heating, and in making properties more energy efficient to save people money.
 - Invest £13.5 million to improve the environment around our housing stock through our Great Estates programme and the regeneration of Blackbird Leys, Barton and Rose Hill.
 - Investing £2 million over four years in Disabled Facilities Grants in adaptations to help disabled people have better access to and movement around their homes.
 - Continuing to invest through our revolving fund to bring empty properties back into use.
 - Expand our HMO Licensing Scheme to cover 95% of HMO properties in the city.
 - Maintain our innovative partnership for the procurement of homes for homeless families with £5 million council investment matched by our partners to give a total investment of £10 million.
 - Work to ensure sufficient homes for temporary accommodation to prevent homelessness and work with Oxfordshire County Council to redesign support for homeless people in the light of cuts to County Council’s budgets.
 - Continue to support residents affected by changes to social security systems to support in finding work and by providing advice on housing and benefits.

How will we measure our progress?

- Number of new homes granted permission in the city
- The percentage of HMOs licensed in the city
- Limit our use of temporary accommodation at 2015 levels.

Find out more -

[City Council's Housing Strategy page](#), [Homelessness Strategy](#) [Asset Management Plan](#)

<p>Strong and Active Communities – socially cohesive and safe communities</p> <p>Oxford is steadily growing in population and diversity with the third-highest minority ethnic population in the south-east. Our communities are made up of many diverse groups and interact around place, cultural identity and shared interests.</p> <p>Our aim is that everyone in the city has the opportunity to:</p> <ul style="list-style-type: none"> • be engaged in the diverse social and cultural life of the city • be active and engaged in leisure and sporting activities in the city • be protected from the risk of crime, exploitation and anti-social behaviour • have the support they need to achieve their potential. <p>For many of its residents, Oxford is a thriving city with a wide range of opportunities for work and leisure; however there are also major inequalities in life chances and life expectancy. Ten areas of the city are among the 20% most deprived areas in England with low skills, low incomes and weaker levels of social integration. Child poverty is a key concern in six neighbourhoods which feature among the 10% worst-affected in England.</p> <p>Addressing these inequalities in life chances and health is a key priority for the City Council. It underpins the ambition to increase prosperity and economic growth in ways which benefit all our residents, and our financial inclusion strategy which aims to support low income households to maximise their income. Our challenge is to understand the changing needs of our communities and to tailor our resources to the differing levels of support needed to help people achieve their potential. Our Area Forums and Community Partnerships bring together local councillors, the police, health and education providers, business and residents to ensure that services are responsive to local needs.</p> <p>The City Council has invested heavily in developing high quality activities, services and facilities for our communities that have been recognised by a raft of awards. The award winning Youth Ambition programme invests £240,000 annually to support young people to develop the skills, experience and ambition to achieve their potential. We work with schools to ensure that young people secure social, cultural and health benefits from their education as well as academic achievement, for example by supporting the schools’ sports programme in the city. We are investing in community centres across the city, including £4 million in the new Rose Hill community centre. Our £1.5 million annual grants programme supports voluntary and community groups across the city to deliver services and support vulnerable groups. In recent years use of our leisure centres has substantially increased and many more people are now taking part in regular physical activity. Looking to the future, we will need to work closely with the local authority and health partners to ensure that community services can be maintained in the face of Government cuts and reduced budgets.</p> <p>Oxford should be a city where people feel safe, particularly the elderly and those who are in any way vulnerable. We recognise that investment in services for young people and early engagement is a very effective approach to dealing with these issues, backed by the capacity to take appropriate enforcement action. Building safer communities requires a coordinated approach to safeguarding vulnerable children, families and adults. We are recognised for our work in leading the Oxford Safer Communities Partnership and proactively engaging in the local safeguarding boards to ensure a multi-agency approach to protecting those at risk of abuse or exploitation.</p>	<p>Key facts</p> <ul style="list-style-type: none"> • 22% of Oxford residents are from a black or minority ethnic group and 14% are from a white but non-British ethnic background. • Life expectancy is nine years lower for men and four years lower for women in the most deprived areas of Oxford, compared to the least deprived areas. • Around 20% of Oxford’s under 16s live in low-income households. • In 2014/15 the City Council investment in cultural activities leveraged £6.6 million to the city’s economy from grants, donations and income • Visits to our leisure centres in 2014/15 have increased 53% since 2008 with the highest increases in our target groups; 98% of people are satisfied or very satisfied with our leisure centres. • Over 6,000 young people have taken part in our Youth Ambition Programme. • Despite falls in overall crime rates a small number of people in the city are at risk from trafficking, exploitation and abusive crimes.
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<p>Strong and Active Communities – socially cohesive and safe communities</p>	
<p>Over the next four years and beyond we will work with our partners to:</p> <p>Tackle inequality through improved prosperity and by targeting resources to those who need most support.</p> <p>Provide high quality community and leisure facilities and seek to increase participation in regular physical activity to improve people’s health and quality of life.</p> <p>Improve opportunities for young people to engage in positive activities and develop the skills and ambition to achieve to the best of their abilities.</p> <p>Celebrate diversity and support our different communities by understanding their needs, supporting voluntary and community groups and delivering high quality cultural events and activities.</p> <p>Promote safe neighbourhoods and tackle anti-social behaviour through education and early engagement with problems, backed by enforcement action if required.</p> <p>Safeguard and support vulnerable people including improving quality of life for older people and protecting children, families and adults at risk of exploitation or crime.</p>	<p>What is going to happen as a result?</p> <p>We will</p> <ul style="list-style-type: none"> • Ensure that residents across the city benefit from economic growth and increased economic opportunity, and support low income households to maximise their income. • Ensure that our community buildings and spaces are well used, high quality and inclusive; including investing £220,000 in improving our community centres, £1.3 million in sports and recreation grounds and pavilions and £5 million in the Horspath Athletics Ground • Work with communities and partners to encourage participation and develop new models of service and develop the use of our public buildings for a wide range of community services. • Engage young people in our Youth Ambition programme to improve educational attainment, their skills and ambition; and work with schools to ensure that young people benefit from social, cultural and sports opportunities. • Provide a £1.5 million per annum budget to support voluntary and community organisations and the services they provide. • Invest in improvements to cemeteries and in developing new burial space. • Work with our partners in the Oxfordshire Strategic Partnership and the Health and Well-Being Board to reduce health inequalities, integrate services, and improve health and well-being of residents. • Through our leadership of the Oxford Cultural Partnership, continue to improve the opportunities for Oxford’s diverse communities to engage actively in a wide range of cultural activities. • Work with communities and residents to tackle problems of anti-social behaviour and nuisance and through education, engagement and appropriate enforcement create safer places. • Lead the Oxford Safer Communities Partnership through a change of focus and resources towards crimes such as trafficking, domestic violence, child sexual exploitation and all forms of grooming. • Continue to play a leading role in Oxfordshire’s Multi-Agency Safeguarding Hub and the Oxfordshire’s Safeguarding Board to coordinate and improve safeguarding.
<p>How will we measure our progress?</p> <ul style="list-style-type: none"> • Resident satisfaction with their area as a place to live • The number of people taking part in our Youth Ambition programme • Number of people using leisure centres and sports facilities 	<p>Find out more - Leisure and Well-being Strategy, Community Centres Strategy (new), Culture Strategy, Community Safety Strategy.</p>

A Clean and Green Oxford –an attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution

Environmental sustainability is key for the planet, the nation and the city. Our vision is for a city that is energy efficient, rich in biodiversity and has a growing resource of fossil free energy and a demonstrably lower environmental footprint. We use our environmental, planning and economic development roles to enhance the sustainability of the city and are working with partners through initiatives like Low Carbon Oxford to use new technology to improve the city’s environmental performance. We aim to be a European centre of innovation and excellence and will benchmark the city against other national and European cities.

The quality and cleanliness of the city is one of the most important factors in maintaining the health and quality of life of those who live and work in Oxford. Visitors to the city contribute £800 million per year to the local economy and clean, safe and attractive streets and open spaces encourage them to stay longer and return to the City. The City Council is working with partners to raise awareness and encourage behaviour that will help to tackle issues such as fly-tipping, littering, and dog fouling. Our achievements are reflected in high levels of satisfaction for our street cleaning service, the Purple Flag status for excellence in our services in the city centre, and six of our parks securing Green Flag awards.

High quality waste collection services are crucial to the quality of life in the city. Reducing total volumes of waste and increasing the proportion of waste that is recycled reduces the city’s environmental impact. Despite challenges of the high churn of our population, the high number of Houses of Multiple Occupation and self-contained flats, Oxford is one of the top-performing cities in the country for recycling. This is a result of our long term investment in improving recycling services, expanding recycling to cover food and garden waste and raising awareness of the importance of waste reduction. Disposal costs for waste and recycling are increasing and our challenge is to further reduce the amount of waste produced and drive down costs by using new technology to improve the efficiency of our workforce.

Reducing carbon emissions is a key element in our drive to minimise our environmental impact and helps to achieve wider priorities: ensuring that economic growth and development is sustainable; using financial resources effectively; and improving the health and quality of life for our residents. We strive to make our buildings, fleet and operations as energy and fuel-efficient as possible and continue to invest in renewable energy to power our offices and leisure centres. We are also investing in insulating social housing and installing solar panels to improve the health and wellbeing of our residents and save them money.

It is vital for Oxford as a growing, sustainable city that we continue our work to improve air quality. The Low Emission Zone has reduced emissions in the city centre and we will build on this in partnership with the County Council to reduce pollution and emissions in the city. For example through improvements to cycle lanes and parking and park and rides to encourage travel by bus and bicycle in the city.

We face enormous challenges dealing with climate change and extreme weather events, from droughts, to floods and storms. In 2013/14 over 70 properties flooded in the city causing damage to homes and the local economy. Through the Oxford Area Flood Partnership and with the Environment Agency we are investing in major flood protection projects to protect homes and businesses against flooding.

- Key facts**
- 79% of people are satisfied with the street cleaning service in Oxford.
 - Recycling rates in Oxford have increased by more than 30% in the last 10 years to 46.5 % making us the third highest performing city in the country.
 - Carbon emissions overall in Oxford reduced by 11.4% between 2005 and 2013.
 - Each year the City Council successfully reduces emissions from our own estate by 5%, saving over £500,000 a year on utility bills.
 - We have insulated 286 properties, and put solar panels on a further 69 houses in the past two years.
 - Our Oxford Cycle City project has delivered over £250,000 worth of cycling improvements in Oxford.
 - Nitrogen dioxide (NO2) levels have dropped by 35% at roadsides in the City centre over the last 10 years.
 - Oxford has the first Low Emission Zone outside of London and is actively planning for the advent of a zero emission zone for the city centre.

A Clean and Green Oxford – an attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution	
<p>Over the next four years and beyond we will work with our partners to:</p> <p>Save energy and reduce carbon emissions through energy saving and renewable energy schemes that bring down energy bills, tackle fuel poverty and reduce the city’s carbon footprint.</p> <p>Tackle congestion and pollution that frustrates growth and damages peoples’ health through a better public transport offer, our low emission zone and by promoting cycling and walking.</p> <p>Improve cleanliness of our streets, neighbourhoods and open spaces so that Oxford is an attractive, clean and safe place which residents, visitors and those who work in the city enjoy.</p> <p>Reduce the total amount of waste and increase the proportion of the waste stream that is recycled providing excellent recycling services and facilities across the city and working with partners to promote recycling.</p> <p>Protect the city from extreme weather events and flooding by working with partners to invest in effective flood defences.</p>	<p>What is going to happen as a result?</p> <p>We will</p> <ul style="list-style-type: none"> • Benchmark our environmental performance, implement the Covenant of Mayors in respect of climate change, and learn from the best in Europe to drive improvement. • Invest in energy efficiency, renewable energy to continue to reduce carbon emissions from our own estate by 5% each year and encourage others to follow suit. • Through Government Salix Scheme and our own Salix-plus fund we will invest in renewable energy, energy efficiency and water savings technology to reduce environmental impact and save money. • Continue to maximise energy efficiency of our tenants homes where possible, including a full upgrade of five tower blocks with external insulation and double glazing, improved loft insulation and a continued heating replacement programme. We will also investigate the feasibility of more solar panel installations. • The OxFutures programme, with a grant from the European Commission, will work to secure £20 million investment in local energy projects by the end of 2016. • Explore all forms of external funding (such as the EC, DEFRA) to make positive differences to environmental quality, health, and carbon reduction. • Increase capacity of our Park and Ride at Seacourt so more people take the bus into the city. • Continue to improve our air quality monitoring; work with the County Council as the highway authority, to tackle pollution hotspots in the city centre; and inform residents. • Continue to drive efficiency of our waste and street cleaning services through better use of technology and investment in our vehicles and machinery. • Continue to invest to maintain our Purple Flag status and Green Flag awards for our green spaces; cherish and enhance our green spaces and work to increase biodiversity. • Reduce the total amount of waste produced and increase the proportion of the waste stream that is recycled by providing incentives and raising awareness through our Blue Bin Recycling League, completing the roll out of our weekly food waste collection to include a further 19,000 flats and promoting recycling of garden waste. • Develop a more cost effective way to recycle waste products to help drive down costs whilst improving recycling levels including a waste transfer station for the city. • Reduce the flood risk to 110 properties in Northway and Marston. • Work with partners to deliver the Oxford Flood Alleviation Scheme to protect businesses, households and important transport links in the western and southern parts of the city.
<p>How will we measure our progress?</p> <ul style="list-style-type: none"> • Satisfaction with our street cleaning services • Decrease in amount of waste produced in the city • Annual reduction in the City Council’s carbon footprint. 	<p>Find out more -</p> <p>Low Emissions Strategy; Sustainability Strategy for Oxford 2011-2020</p>

<p>An Efficient and Effective Council- A customer focused organisation, delivering efficient; high quality services that meet people's needs</p>	
<p>The City Council has a highly committed workforce with a track record of delivering excellent services that meet the needs of our customers; ensuring we get it "right first time". We have lost 47% of our Government grant over the last 6 years and in response have achieved £8.5 million of cost savings over four years. We are aiming to achieve another £7 million of savings on our non-housing budget over the next four years to deal with increasing costs of waste recycling and the cost of business rates appeals at a time when our Government grant will continue to decline, and the future funding arrangements for Local Government remain uncertain.</p> <p>The Government's continuing changes and reductions in the systems of personal and family social security, and recently announced changes to housing policy create major new pressures for our forward budget. We are now planning for additional reductions of around £34 million in housing spending over the next four years. Whilst the full implications of the policy changes are uncertain, it is clear the City Council has to expect significant reductions in the net budget and face difficult decisions about maintaining our planned level of service to the community. At the same time, demand for these services will increase due to the effects of the Government's housing policy and changes in social security systems and the reductions in the budgets of our partner organisations. The City Council's aims to deal with these challenges through robust financial planning, continuous service improvement and finding new ways to deliver services. As all areas of the public sector face significant financial pressure we will work collaboratively with our partners to collectively make the best use of our resources, find new ways to improve the services we provide and to safeguard those who are most vulnerable to cuts in services.</p> <p>We are implementing the Customer Service Excellence standard across the City Council to make sure our staff have the right skills to deliver an excellent customer service. We have reviewed services like waste collection and housing benefit and invested in new technology to streamline processes and reduce costs. Our investment in on line service provision including our Council App, new web site and a tenants' portal enable customers to access services at a time which is convenient to them, costs less and thereby enables resources to be redirected to those who need more support.</p> <p>The high quality of our services is reflected in our numerous awards and the fact that we now provide these services to external organisations. We will continue to build our external business in areas in which we excel (building works, commercial waste and engineering services) in order to generate additional revenue for reinvestment.</p> <p>We will also continue to protect the public purse; and have improved the way we procure goods and services and manage a procurement hub that operates across all councils in Oxfordshire. This, accompanied by training for staff to improve their skills and knowledge of procurement and contract management is delivering greater value for money from our supply chain. We have also reviewed the way we manage our buildings and invest in our property to generate on-going savings. Our counter fraud team have successfully prevented losses to the City Council of £3.8 million over the last 18 months and recent investment in new technology will increase their capability to do more.</p> <p>Our staff are key to our current and future success. We are proud to be seen as an exemplar employer and will continue to work with the union and invest in management and skills development to foster a more innovative, commercial culture within which staff are actively engaged in developing ideas to achieve our ambitions for the City.</p>	<p>Key facts</p> <ul style="list-style-type: none"> • Oxford City Council has achieved £8.5 million of efficiency savings in the last four years without compulsory redundancies. • Our counter fraud team successfully prevented losses to the City Council of £3.8 million over the last 18 months • Our customer service centres help more than 40,000 people every year and deal with 260,000 calls every year. • 91% of queries are resolved at the first point of contact and 89% of people are satisfied with the service they receive. • The City Council was awarded the MJ Award for the Highest Achieving Council in 2014 and the APSE Overall Council of the Year in service delivery in 2015. • The City Council pays a living wage (£8.93 per hour in 2016/17) to all staff and require the same of our contractors and suppliers.

<p>An Efficient and Effective Council- A customer focused organisation, delivering efficient; high quality services that meet people's needs</p>	
<p>Over the next four years and beyond we will:</p> <p>Continue to deliver high quality services to residents and businesses in the City ensuring the flexibility to deal with uncertainty about future funding.</p> <p>Continue to invest in technology to provide customers with more flexible and lower cost ways of accessing services.</p> <p>Manage our property and assets effectively to generate savings and maximise returns.</p> <p>Manage our contracts and procurement processes effectively to deliver maximum value for money and continue to develop our anti-fraud capability to protect public money.</p> <p>→ Recruit, develop and value a diverse workforce which reflects the make-up of the community that we serve, tackling barriers to employment and career progression.</p>	<p>What is going to happen as a result?</p> <ul style="list-style-type: none"> • Our Medium Term Financial Strategy will deliver £7 million of efficiency savings over the next four years, including: <ul style="list-style-type: none"> - Changes to the way we deliver our business support, multi-skilling our staff and simplifying and automating our procedures will save around £400,000 per year; - Generating further efficiencies in our ICT service to save £220,000 per year. • The new City Council website, the tenants' portal, eClaim and eBilling applications will make it easier for people to access information, report issues, and contact and transact with the City Council on-line. • We will identify opportunities to offer our professional and technical services to other organisations to generate additional resources. • We will invest in projects which generate on-going savings, including more cost effective ways to recycle waste products. • We will achieve Customer Services Excellence status for the whole organisation • We will improve value for money in the services and goods that we procure and ensure that 40% of the council's third party spend is with local SMEs so that it delivers wider benefits to the local economy. • Prioritise investment in our properties to maintain our assets and spend to save initiatives which generate increased income for the City Council. • Develop our investment property portfolio to obtain higher returns. • Our Leadership and Management Development Programme will improve management skill and performance across the organisation. • We will champion the diversity of our workforce and maintain our Investors in People Gold Champion Status. • We will work with the Unions to renegotiate the City Council's pay deal in 2017 to ensure a fair deal for staff and one which is affordable for the City Council. <p>Find out more - Medium Term Financial Strategy Budget Book</p>
<p>How will we measure our progress?</p> <ul style="list-style-type: none"> • Percentage of customers satisfied at their first point of contact • Delivery of the City Council's identified savings and income targets • Levels of staff engagement based on staff survey results 	

Equalities Impact Assessment. Draft Corporate Plan 2016-2020

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 Corporate Plan is the City Council's key strategic document. This Corporate Plan updates and takes forward the themes in the plan for 2015-2019 that were agreed by Council in February 2015. It sets the strategic direction of the Council for the next four years.

The Plan is subject to Section 149 general Equality Duty for the public sector under the Equality Act 2010, where public bodies must specifically show due regard to the need to:

- Eliminate unlawful discrimination, harassment or victimisation and any other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and people who do not
- Foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics covered by the Equality Duty are:

- Age
- Disability
- Gender reassignment
- Marriage and Civil Partnership (Note: only in respect of eliminating unlawful discrimination)
- Pregnancy and maternity
- Race (including ethnic or national origins, colour or nationality)
- Religion or belief (including the lack of belief)
- Sex
- Sexual orientation.

In addition, the Council has the following equalities considerations:

- Safeguarding/ welfare of children and vulnerable adults
- Mental wellbeing/ community resilience

Oxford City is a culturally and ethnically diverse city and there are significant challenges in reducing inequality in the city :

- Pockets of deprivation exist across the city. The Index of Multiple Deprivation 2015 places Oxford in the top half of the most deprived local authority areas in England. 10 areas, in the south and east of the city, are among the 20% most deprived areas in England. These areas experience multiple levels of deprivation - low skills, low incomes and relatively high levels of crime. People from these areas can expect to live on average six years less than those in the more affluent areas.

- While 43% of Oxford residents have degree-level qualifications or above, 22% have low or no qualifications at all.
- In 2011, 32% of the population was aged between 18 and 29 years (compared to a UK average of 16%), and the city has the youngest median age – 29.9 years – of any place in England & Wales.
- Although Oxford is prosperous in many ways, 12 of its 85 'Super Output Areas' are among the 20% most deprived areas in England. Over one-fifth of Oxford's children – 6,000 – live in poverty.
- Oxford experienced population growth of 12% over the decade 2004 to 2014.
- Oxford is a world-renowned education centre and over two-fifths (43%) of its adult residents have a university degree (2011 Census data), while 22% of no or low qualifications.
- At the 2011 Census, 24% of the city's adult population were full-time students (30,000 people) – the highest proportion in England and Wales. 31,900 students studied full time at the two universities in 2012/13 (HESA time series).
- Oxford is an ethnically diverse city, and it is also internationally diverse. 22% of residents were from a black or minority ethnic group in 2011, compared to 13% in England. An additional 14% of residents were from a white but non-British ethnic background.
- There is huge demand for housing, which contributes to Oxford being the least affordable place to live in the UK (according to the Centre for Cities 2014). Even at the lower end of the market, house prices are ten times average earnings. 28% of households rent their home at prices which are the most expensive outside London.
- There are over 3,300 people on The City Council's Housing Register.

The Corporate Plan 2016-2020 sets out the ways in which the Council will build upon its existing work programmes in order to address these and other challenges. It reinforces and will be supported by the [Council's 2012-2015 Corporate Equality Scheme](#).

The Corporate Plan sets out the ongoing ambition of the Council to reduce the extent of inequality and to improve the lives of the most vulnerable members of our community. It sets out a firm commitment to:

- Increasing prosperity and economic opportunity in the city which will benefit all residents
- ensure that services are fully accessible to all community groups
- ensure that work programmes are scoped to continue to target and protect the most vulnerable people in our communities

recognise that people need different levels of support and services depending on their circumstances

- promote new opportunities for people living in the more deprived

communities of our city, particularly through its programmes to increase apprenticeships, training and employment opportunities, especially for young people.

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 Plan continues to have five key priorities:

- A vibrant and sustainable economy
- Meeting housing needs
- Strong and active communities
- Clean and Green Oxford
- An efficient and effective Council

The Corporate Plan recognises that to achieve the outcomes the council will need to work closely with partners including other councils, public agencies, business and voluntary and community organisations. The plan therefore includes two cross cutting priorities focusing on partnership and working collaboratively for devolution of funding and decision making to the local area.

The councils objectives, areas of focus, action and outcomes are set out in the Corporate Plan. The respective actions noted are embedded within annual service planning and performance is monitored through directorate meetings, wider leadership team, performance boards, scrutiny committee and City Executive Board.

The Corporate Plan has specific actions around providing opportunities for young people. The differential impact resulting from providing new opportunities reflects the need to engage more effectively, tackle social inclusion and address (as far as possible) employment through apprenticeships and other initiatives. The Council will also address issues around social marginalisation and anti-social behaviour in order to have a positive impact on the fabric of neighbourhoods.

The Corporate Plan has comprehensive actions around increasing the number of affordable homes within the city (either through rental, low cost or social housing provision). This will directly help those who are otherwise unable to secure decent housing at an affordable cost.

The Corporate Plan acknowledges that in order to deliver on its strategic objectives the City Council will need to play an influencing role through its partnership working. In the context of our equality ambitions this is particularly relevant, with the Safer Communities Partnership and the Stronger Communities

Board being of particular relevance.

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 on the draft Corporate Plan 2016 – 2020 and draft Budget 2016-2020 will take place between 24th December 2015 and 24th January 2016. Organisations and the general public will be invited to respond through our consultation portal.

In addition to consultation on the draft Corporate Plan, consultation and research is carried on throughout the year as a routine part of developing policies, strategies and plans. This includes many of the significant housing investment/ regeneration projects where consultation has influenced design and spending issues.

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 changes made to the Corporate Plan as part of the review process strengthen and enhance the Council's commitment to maintaining the quality and access to its services.

Key themes in this year's plan include:

- Investment in new affordable homes will help key workers, those on low incomes and the most vulnerable find a home that they can afford and meets their needs
- Our communities, especially vulnerable and at-risk groups, will be protected from crime and anti-social behaviour.
- All residents will have the opportunity to participate in high quality community, leisure and cultural activities that improve health and quality of life and enable them to fulfil their potential.
- Our diverse communities will benefit from high quality, safe neighbourhoods and good local services, with support targeted to reflect differing levels of need and deprivation across the city.
- Young people in Oxford will have a positive transition to adulthood through good education, skills training and opportunities for work and leisure.

- Council tenants will benefit from high quality, energy efficient homes in good quality environments.
- People renting their home from a private landlord in Oxford will know that their home will be well maintained, safe and free from overcrowding.
- There will be fewer rough sleepers and homeless people, and families will get appropriate accommodation and support to get back on their feet
- Inequality will be reduced by providing low income households with support to maximise their income.

This section will be updated when more details from the Medium Term Financial Plan are available.

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

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

The Corporate Plan is reviewed and updated on an annual basis. Progress on implementing the projects and work-streams will be monitored on a monthly basis through team meetings, directorate-wide meetings, programme boards, and Directors' meetings. Progress is reported to the City Executive Board on a quarterly basis.

Lead officer responsible for signing off the EqIA: Sadie Paige
Role: Policy Officer , Assistant Chief Executive
Date: 1st December 2015.

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Draft Corporate Plan 2016 - 20 Consultation Report

Consultation on the draft Corporate Plan 2016-20 and draft Budget 2016-20 opened on 18th December 2015 and closed on 24th January 2016.

An invitation to take part in the consultation was sent to over 3,300 email addresses via the consultation portal and an invitation from the Assistant Chief Executive was sent to key stakeholders. An advert was placed in the Oxford Mail on 22nd December, 29th December and 5th January. Paper copies were available on request from the Consultation Officer in the Town Hall.

A total of 34 people have responded to the consultation online, of which six people have responded to Question 1 (which related to the draft Corporate Plan). In addition four responses have been received by email.

This report covers the responses that relate to the draft Corporate Plan 2016 -20 only. They are presented below, where comments have been taken verbatim (i.e. typos have not been corrected)

Survey responses

1. Draft Corporate Plan 2016 – 20.

The Corporate Plan is Oxford City Council's overarching strategy for the organisation and should be read alongside the draft Medium Term Financial Strategy. It sets out a clear vision, corporate priorities and objectives for the council, and how we will achieve them.

We welcome your comments, which will inform our next revision of the Corporate Plan.

Via the consultation portal

Respondent	User's Response: Free-Text (formatted)
1	The key objectives are good, but I feel 'Meeting Housing Needs' is by far the most important and should be listed first. Even the 'Improving the Economy' objective notes that this is impeded by a lack of affordable housing. I think the city needs to revise it's plans for growth and constrain these until the housing situation becomes more affordable and in more supply. Employment-led growth sites only put local housing under more pressure and place a greater burden on the road infrastrure that is already log-jammed. Such sites should be switched to include a far greater proportion of housing. Other areas such as vacant plots on the Business Park in Cowley should be re-designated for housing also, as should the

	Southfield Golf Course. For the least affordable city in the UK, Oxford's housing development plans are not bold enough by far!
2	In the light of recent flooding elsewhere in England we need to protect the flood plane and water meadows from development. Green spaces like Port Meadows protect buildings on television gravel ridges under several of tea main roads in Oxford. The other aims of the plan are laudable but need to be safe from flooding.
3	<p>Please consider improving Oxford cycle lanes - it is very scary cycling in Oxford and although more lanes have been opened, Oxford is still ridiculously pro-car and anti-cyclist. Even when new projects are considered, cyclists are often forgotten it seems. Also there are not enough parking spaces for bikes in the City - the few existing ones are always full. There seem to be masses of car parking spaces though. Doesn't the council want us to walk or cycle more? Far too little money seems to be spent on this. Please also consider more traffic calming measures such as in The Slade where traffic zooms by fast all day and night.</p> <p>Please consider reducing the speed limits on all roads within the City to 20mph or less so that it is safer for pedestrians and cyclists, and also this should reduce the disgustingly polluted Oxford air, full of petrol and diesel fumes.</p>
4	<p>Oxford CAB welcomes the opportunity to comment on the Council's draft corporate plan and draft budget. We are supportive of the overall approach taken in the plan and in particular:</p> <ol style="list-style-type: none"> 1. the recognition of the contribution a strong and mature partnership approach with the voluntary and community sector can make to delivery of the plan objectives, and commitment to financial support for the sector to ensure this contribution can continue 2. the commitment to further work to protect the position of private rented sector tenants in the city, who are often at the mercy of poor practice amongst some private sector landlords 3. the emphasis on tackling inequality in relation to health, income and opportunity, where increasing pressure on eg public health budgets may lead over the life of the plan to a reduction in some currently available services.

5	<p>Quoting from the Corporate Plan PDF.</p> <p>p4 “Improve infrastructure, public transport and opportunities for walking and cycling across the city to reduce congestion and support economic and housing growth” : - Whilst the current OTS seems to be good the City Centre Street Scene Manual has nothing whatsoever for the benefit of safer cycling and needs to be amended. This is a serious issue as in numerous projects the County officers and politicians refer to it as a reason for the lack of safe cycling provision.</p> <p>p4 “... over £160,000 to improve infrastructure” and also “.. regeneration of mixed use and employment led sites ...” : To date the plans for these developments have failed to include safe cycling, as such they are likely to contribute to added congestion and poor air quality</p> <p>p4 “Work with developers, local residents and other stakeholders on development and regeneration of mixed use and employment-led sites, where possible within the city, such as the Oxford station, Northern Gateway, Barton, Headington, Westgate, Oxpens, and Osney Mead.” To date the plans for these developments have failed to include safe cycling, as such they are likely to contribute to added congestion and poor air quality</p> <p>p4 “Work with the County Council to deliver the city’s priorities in the Oxford Transport Strategy and unlock transport blockages”- This is of major importance - to makes sure the County aims are followed through.</p> <p>p4, re “£1.2m improvements to car parks” - and what of traveling into the city by cycle?</p> <p>p6 “Work in partnership to build 900 homes at Barton Park through our joint venture company with Grosvenor Development Ltd. and to build further new homes at sites such as Cowley, Northway and Oxpens” :- The development at Barton has not adequately made cycling a decent transport option. The City's 'hopes' were overstated and then under-pursued. The outcome is little more than 'de minimis'. Oxpens SPD (?) does not consider cycling as an important transport mode and alongside the disastrous provisions for cycling around Westgate, can still be changed.</p> <p>p9 “It is vital for Oxford as a growing, sustainable city that we continue our work to improve air quality. The Low Emission Zone has reduced emissions in the city centre and we will build on this in partnership with the County Council to reduce pollution and emissions in the city. For example through improvements to cycle lanes and parking and park and rides to encourage travel by bus and bicycle in the city” : - The City (Planning) must enhance its expectations for cycling as a transport mode. The on-street provision around the Westgate is a massive lost opportunity to demand safe cycling. A similar story seems to be the case at</p>
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	<p>Barton. Cycle parking is extremely poorly considered. At Westgate there is little convenient cycle-parking proposed and much of the amount is in the most inconvenient locations, even south of Opens Road. Clearly more emphasis is needed to deliver provision at entry points, not in dead left over spaces</p> <p>p10 “Tackle congestion and pollution that frustrates growth and damages peoples’ health through a better public transport offer, our low emission” - “Promote” is not an adequate word. what IS needed is a demand built-into development projects where experience suggests that cycling is a left-over and poorly delivered as a left-over.</p> <p>p10 “Increase capacity of our Park and Ride at Seacourt so more people take the bus into the city”: - Numbers of people already use P&R to Park and then cycle into the centre. More effort is required to make cycling a transport mode of choice in the P&R sites.</p>
6	<p>The plan identifies many of the challenges facing the City and outlines how the Council hopes to rise to them.</p> <p>In the light of the development of Oxford foreshadowed in creating a Vibrant and Sustainable Economy and Meeting Housing Need we strongly suggest that the section on Strong and Active Communities should include plans for Oxford to become world-class at involving those communities in how their areas will change. As we wrote in our submission to the City's consultation on Community Involvement in Planning Oxford is way behind the best Councils in this area and the aspirations laid out in Collaborative Planning for ALL (Civic Voice) and the National Planning Policy Framework (NPPF). Note a copy of our full response to that consultation can be found on the Society's website or is available from us.</p> <p>A more collaborative approach to Planning would be assisted by the repositioning of the Oxford Design Review Panel as a contributor to a public rather than a private dialogue. We feel this should be part of the Communities plan.</p> <p>We note the commitment to a review of the Local Plan but would urge an earlier update of the West End Area Action Plan.</p> <p>We note the aspiration to work with neighbouring councils but suggest that this bone needs more meat on it. The 'Futures Commission' suggested in our Oxford Futures Report suggest one possibility, perhaps the Combined Authority (CA) proposals suggest another. Curious that the Corporate Strategy is silent on the CA</p> <p>We note that promoting cycling and walking not only has Cleaner Greener benefits but also supports Active Communities and alleviates traffic constraints on growth.</p> <p>WE would urge the City Council to work with neighbouring District Councils, the County Council, the LEP, transport providers and Central Government to seek funding to set up a modern sustainable public transport network for central Oxfordshire and</p>

	<p>the Knowledge Arc, centred on Oxford, that will stand comparison with the best such systems elsewhere in Europe (think Grenoble, Freiburg im Breisgau) or the world (e.g. Singapore). This supports Vibrant Economy, Housing and Cleaner Greener objectives.</p> <p>We have been pleased to see some new waste bins that compact rubbish and signal in when nearly full. We would like to see the roll-out of more such bins in the Cleaner Greener plans - they may require less frequent emptying and look a lot better than an overflowing bin.</p>
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Via email

“I cannot find your email offering to make comments on the Draft Corporate Plan to 2020 I have no specific comments except that I could not find a comment regarding the influx of people commuting to London from the new Ox Parkway station - increasing the demand for housing and other services in North Oxford adding to Oxfords Housing shortage.”

“Thank you for asking for comments on the draft corporate plan.

Overall I think the plan is well written, clear and provides excellent leadership, ambition and focus for the City.

With regard to tackling rough sleeping and homelessness (p6), I would suggest that more emphasis could be placed on the need to provide pathways for homeless people out of homelessness which means building confidence, skills and resilience as well as providing housing.

With regard to Strong and Active Communities (p7) it seems strange to have no mention of the value of the arts and cultural activity in bringing communities together
And on p8 I support the use of the Cultural Partnership Group in helping diverse communities to access cultural activities and would suggest that you include involvement in cultural activity in your measures. One City Council led initiative that you could highlight is the Christmas Light Festival which presents an opportunity to bring all of Oxford together to celebrate.

I hope this is helpful and thanks again for asking for comments.”

“Oxfordshire County Council is grateful for the opportunity to comment on the City Council's Draft Corporate Plan and Medium Term Financial Strategy.

We welcome the development of a more strategic corporate plan across the City Council's areas of responsibility, and the references to working in partnership to address the challenges we face.

We recognise in particular that the City Council faces pressures on funding, common across local government, and also felt keenly at the County Council.

We appreciate the recognition of the County Council's funding pressures, which as you know we believe are now likely to be of the order of an additional £70m in savings, as opposed to the £50m anticipated at the time your draft corporate plan was prepared.

We welcome the constructive approach the City Council has taken towards joint working to mitigate those pressures and minimise the impact on residents when possible.

On a number of specific points:

- At page 4 with regard to a strong and vibrant economy, it would be good to see the county council explicitly referenced as a partner in development and regeneration work.
- Similarly, we would be keen to see reference to the overall ambitions of the Oxfordshire Local Transport Plan as well as the Oxford Transport Strategy.
- Likewise, page 5 references partners with a role in securing funding for, and delivering, the infrastructure associated with new housing, and again explicit mention of the County Council's role here would be welcome.
- The financial strategy proposes a commitment of £560k towards making a planning application for development at Grenoble Road. We would be keen to ensure that any such application is taken forward in a joined up way, and does not prejudge the outcome of work by South Oxfordshire District Council in regard to Oxford's "unmet need" from the SHMA process."

"Thank you for including me in the consultation. The planning work you do is extensive and technical so I concentrated on the main corporate plan document as something I can reasonably understand.

I can see the extent of challenges and limitations facing the council, not least the government's austerity cut on their grant, But I also the see that you are doing a good work in framing and coping with these challenges.

It is clear from your analyses and your priorities. that the housing and road transport issues are the most challenging as they have direct bearing on economic and employment growth. I tend to think this assessment also reflects the opinion of a majority of the citizens in Oxford.

Your approach in dealing with housing as a county issue and not just a city issue, while doing all possible within the city, seems to be the right way forward. Your plans for alleviating transport pressures including expanding some of the P&R facilities seem also to be very sensible. BTW the new design just implemented of the intersection in front of the Oxford railway station is amazingly successful. What a relief.

I am sorry my input is so limited and marginal but this is what I feel qualified to do. I am a satisfied end user of the Council services and think you people are doing a good job".

Sadie Paige
25th January 2016

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To: City Executive Board
Date: 11 February 2016
Report of: Head of Community Services
Title of Report: Grant Allocations to Community & Voluntary Organisations

Summary and Recommendations

Purpose of report: Allocate grants to community & voluntary organisations through the Community Grants Programme.

Key decision? Yes

Executive lead member: Councillor Simm & Councillor Brown

Policy Framework: Oxford City Council Corporate Plan & Oxford Sustainable Community Strategy

Recommendation(s):

Subject to Council subsequently agreeing the grants budget as set out in Table 1, the City Executive Board is recommended to:

1. Approve the recommendations for the second year of a three year commissioning programme as listed in Appendix 1.
2. Approve the recommendations for the applications received to the grants annual open bidding programme as set out in Appendix 2.
3. Approve the recommendation to delegate authority to the Executive Director for Organisational Development and Corporate Services in conjunction with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate the residual unallocated funding (£20,000) in the Advice and Money Management commissioning theme.

Appendices

- Appendix 1 2016/2017 Recommendations for the Community and Voluntary Organisations Grants Commissioning Programme.
Appendix 2 Grant Applications to the 2016/2017 Open Bidding Grants Programme.
Appendix 3 Evaluation framework.
Appendix 4 CEB Report Risk Register

Introduction

1. Oxford City Council supports the local community and voluntary sector with grant aid. The community and voluntary organisations (CVO's) grants programme is co-ordinated and monitored through the Communities and Neighbourhoods team in consultation with lead commissioning officers and their portfolio holders.
2. The CVO's grants programme has two elements:-
 - Open Bidding – one off grants that can be applied for on an annual basis or on a smaller scale throughout the year.
 - Commissioning – funding for activities that have been identified by the Council as making a substantial contribution to the achievement of our corporate priorities.
3. The demand for grants from the city council continues to grow as other sources of funding are reduced reflecting the general tightening in public sector funding. We should expect further turbulence in this area if the county council removes all such grants. The proposal in this report is to broadly maintain the funding pattern established in previous years through the City Council's prospectus and maintaining existing relationships and funding patterns

Grants Budget

4. The total indicative budget for the CVO's grants programme, as currently proposed for 2016/2017, is set out below.

Table 1

	2016/17 Budget (£)
Advice & Money Management commissioning theme	518,379
Homelessness commissioning theme	442,279
Inclusive arts & culture commissioning theme	235,262
Community Safety commissioning theme	61,082
Community & voluntary sector infrastructure commissioning theme	43,736
Inclusive leisure & play for disabled children and young people commissioning theme	15,000
Open Bidding	110,000
Small grants programme to run during the year.	5,232
Total	£1,430,970

Commissioning

5. During 2015/16 officers have worked closely with the commissioned organisations. Achievements will be reported in the next monitoring report to the City Executive Board later in 2016.
6. This report recommends allocations for the second year of a three year commissioning programme ending 31 March 2018.

7. Commissioning themes, which remain the same as in previous years, were selected to prioritise grant funding for those most disadvantaged communities in our city.
8. Based on previous performances by commissioned organisations, some of the main achievements that we can expect to be delivered under each theme are:
 - People suffering hardship or distress will get the support they need from the advice centres. In particular by the provision of information, advice and assistance on all matters relating to welfare benefits and debt.
 - Children and young people from different societies will be supported to better understand the local context, stay safe and take advantage of opportunities.
 - Specialist support for victims of violence, intimidation and abuse, will be provided giving practical and emotional support.
 - There will be improved opportunities for the diverse range of communities in the city to actively participate in high quality cultural activities and events. This will be achieved by offering reduced and/or free tickets and places to low income families.
 - Work will be done to support homeless people or those threatened with homelessness or rough sleeping into sustainable accommodation. They will be given opportunities to access education, training and employment.
 - Community & voluntary organisations will be supported to bid for funding and improve their sustainability.
 - Volunteering will be promoted giving local people the opportunity to increase their skills, knowledge and confidence.
9. Funding agreements will be put in place with each of the commissioned organisations and a feature of that agreement will be that funding in any given year will be subject to an assessment of performance and budget availability.
10. The Grants Officer works with a number of lead officers from other service areas that have specialist knowledge of specific commissioning themes.
11. The three year commissioned advice services agreement (2015/2018) makes provision for agreeing on an annual basis a priority area to focus on. The priority area agreed with the Advice Organisations for 2016/17 is households with someone in low paid work. This has been chosen as impact assessments of the government's welfare reforms announced in the summer budget show this group's income suffering the largest reduction. Work in the area will include supporting people to manage their money, dealing with debt and helping them maximise their income. A specific set of outcome measures will be developed in partnership between the City Council and Advice Organisations.
12. The commissioned advice programme has previously funded the development of Credit Unions in the city, both to aid sustainability, and to fund a merger (which ultimately did not proceed). £20,000 has previously been

allocated in this area on an annual basis. A number of organisations currently providing support to the proposed priority area are likely to see their funding reduce or end altogether. This would include the four Job Clubs in the city, which have required additional top-up funding from both the City and County Council during the year to continue operating

13. Consequently, it is proposed that the Welfare Reform Team and Revenues and Benefits Programme Manager develop options to utilise this funding by the end of April 2016 and that authority is delegated to the Executive Director of Organisational Development and Corporate Services in conjunction with the Executive Members for Customer and Corporate Services and Culture and Communities to allocate this funding
14. The Financial Inclusion Strategy includes actions to help support people into employment. This work is led by the Welfare Reform team, and utilises various organisations in the city that provide specialist help to our customers.
15. The City Executive Board is recommended to approve the recommendations for the commissioning programme as listed in Appendix 1.
16. A report will be submitted to the City Executive Board in March 2016 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget to voluntary sector organisations.

Annual Open Bidding

- 17 A total of 39 applications were received to the grants annual open bidding programme by the closing date of 4 November 2015. Of the 39 applications received 35% were targeting children and young people. Indicating the perceived severity of funding cuts in these areas.
- 18 Where previously some of these groups would not have applied to this programme they are finding that there are fewer other funding sources available.
19. The total amount requested this year was £323,668. More than three times the indicative budget allocated for the open bidding grants programme which is £110,000.
- 20 The total amount of grant funding awarded through this programme last year (2015/16) was £104,484
21. Appendix three is a copy of the evaluation framework used by the officer grants panel that made the recommendations for each of the applications received.
22. Each application was first screened for eligibility, i.e. applicants must demonstrate that they are a constituted community organisation run by a committee, providing annual accounts, a bank statement and an equal opportunity statement. Those organisations working with children & young

people or vulnerable adults also provided copies of their safeguarding and data protection policies. All applications are subsequently evaluated against criteria relating to:

- Evidence of social need
- Who the project is targeting
- Risk
- How the application meets Council priorities
- Monitoring and evaluation
- Whether the group receive any other subsidy from the Council
- If the group is financially competent
- Demonstration of financial need and
- Value for money.

23. Appendix 2 is a listing of all applications received, the amount requested and the rationale for the recommendation.
24. The City Executive Board is recommended to approve the recommendations for the open bidding grants programme as listed in Appendix 2.

Rents

25. Some organisations recommended for funding from the CVO's grants programme also occupy Council premises and their rent will be deducted from any funding awarded to them. These are set out in table two below.

Table 2

Organisation	Grant (£)	2016/17 rent	Balance to organisation
Agnes Smith Advice Centre	85,290	7,250	78,040
Donnington Doorstep Family Centre	7,000	700	6,300
Film Oxford (OFVM)	25,000	5,000	20,000
Modern Art Oxford	70,000	70,000	0
Oxford Community Work Agency	122,611	8,100	114,511
Rose Hill & Donnington Advice Centre	90,478	3,000	87,478
Rose Hill Junior Youth Club	7,500	7,270	230
Emmaus Oxford	25,000	5,000	20,000
Total	£432,879	£106,320	£326,559

Climate Change / Environmental Impact

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

Equalities Impact

27. Each organisation must provide their equal opportunities statement to confirm they comply with this legislation and understand their responsibility to promote equality.
28. Some examples of how equality is positively enhanced by the grants programme include funding services for:
- Survivors of rape, sexual abuse and domestic violence

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

Level of Risk

29. Successful applicants must agree to and sign terms and conditions within these terms they must agree to:

- Spend the funding on the project described in their application
- Repay any unspent grant
- Keep financial records and receipts
- Return a monitoring form

30. Each organisation awarded grant funding will be monitored by an officer. Please see Appendix 4 for the risk register.

Financial Impact

31. The allocations of grant funding as proposed are dependent on agreement of the Councils budget in February 2016.

32. The total amount of the grants budget currently recommended in this report is £983,459 because £5,232 has been allocated for a small grants programme that will take place during 2016/17 (see table 1 above) and a report will be submitted to the City Executive Board in March 2016 with the proposed allocations for both the Preventing Homelessness grant and the Council's Homelessness grant commissioning budget (£442,279) to voluntary sector organisations.

Legal Implications

33. There are no legal implications of this report.

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List of background papers:

Version number: 1.6

APPENDIX 1

Organisation & project description	Grant awarded 2015/16	Recom'd for 2016/17
<p>Oxford Friend A confidential telephone helpline service for the Lesbian, Gay Men, Bisexual & Transgender (LGBT) community in Oxford. Which is run by a team of trained volunteers who are all part of the LGBT community.</p> <p>The helpline is open three times a week and is the only agency providing this type of service for a high risk marginalised group of people in Oxford. The funding will be used to contribute to the core running costs for this work.</p>	£3,000	£3,000
Community Safety Theme Total	£61,082	£61,082

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

Organisation & project description	Grant awarded 2015/16	Recom'd for 2016/17
<p>Parasol Project A project providing integrated play, recreational and social opportunities for children and young people with learning and /or physical disabilities in Oxford City</p> <p>A good track record of delivering play and leisure opportunities for children and young people with disabilities. Integrating them with their non disabled peers.</p> <p>This organisation also supports other play facilities across the city by providing trained 'enablers' (an enabler is someone who will support individual disabled children or young people to access mainstream activities).</p> <p>The funding will contribute to the delivery of this work.</p>	£15,000	£15,000
Inclusive Play & Leisure or Disabled C&YP Theme Total	£15,000	£15,000

Theme Community & Voluntary Organisations Infrastructure

Organisation & project description	Grant awarded 2015/16	Recom'd for 2016/17
<p>Oxfordshire Community & Voluntary Action (OCVA) OCVA is the main umbrella body for the voluntary and community sector in Oxfordshire. Providing advice, information and training, it engages in advocacy and representation at a strategic level and builds partnerships.</p> <p>The funding will be used to contribute towards the core running costs of this organisation.</p>	£48,736	£43,736
CVO Infrastructure Theme Total	£48,736	£43,736

APPENDIX 1

Advice & Money Management Commissioning
 Strategic Objective Strong and Active Communities

Organisation & project description	Grant awarded 2015/16	Recom'd for 2016/17
<p><u>Blackbird Leys Neighbourhood Support Services</u> (also known as Agnes Smith Advice Centre) This advice centre is located in Blackbird Leys and aims to ensure the best practices in the delivery of free independent, impartial and confidential advice.</p> <p>The area of delivery is Blackbird Leys and the surrounding area. In accordance with the new three year funding agreement, 80% of funding will contribute towards their core running costs (including £7,250 rent payable to Oxford City Council), and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.</p> <p style="text-align: right;">Core Funding £68,232 Priority Area Funding £17,058 Total £85,290</p>		
<p><u>Oxford Citizens Advice Bureau</u> Located in the centre of Oxford, the Citizen's Advice Bureau (CAB) offers self-help and assisted information. CAB is a free confidential advice service including signposting, generalist and specialist casework for client's city wide.</p> <p>In accordance with the new three year funding agreement, 80% of funding will contribute towards their core running costs and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.</p> <p style="text-align: right;">Core Funding £160,000 Priority Area Funding £40,000 Total £200,000</p>		

APPENDIX 1

Organisation & project description	Grant awarded 2014/15	Recom'd for 2015/16
<p>Oxford Community Work Agency (OCWA) Located in Barton in the Neighbourhood Centre, this organisation is an independent community advice and information centre. This organisation comprises of Barton Advice Centre and Oxfordshire Welfare Rights.</p> <p>The focus of OCWA is the provision of specialist advice in social welfare law and debt advice, supporting individuals who live locally in Barton, Headington, Risinghurst and throughout Oxford.</p> <p>In accordance with the new three year funding agreement, 80% of funding will contribute towards their core running costs (including £8,100 rent payable to Oxford City Council) and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.</p> <p>Core Funding Priority Area Funding Additional funding to cover increased work due to the loss of Legal Aid Total</p>	<p>£75,200 £18,800 £28,611 £122,611</p>	<p>£75,200 £18,800 £28,611 £122,611</p>
<p>Rose Hill & Donnington Advice Centre Located in Rose Hill this advice centre aims to relieve poverty in Rose Hill, Donnington and the surrounding area by providing information, advice and assistance on all matters relating to welfare benefits & debt.</p> <p>In accordance with the new three year funding agreement, 80% of funding will contribute towards their core running costs (including £3,000 rent payable to Oxford City Council) and the remaining 20% will be provided for funding the annual priority agreed in partnership with Oxford City Council and will be outlined in their Service Specification documents.</p> <p style="text-align: right;">Core Funding Priority Area Funding Total</p>	<p>£72,382 £18,096 £90,478</p>	<p>£72,382 £18,096 £90,478</p>
<p>Unallocated</p>	<p>£20,000</p>	<p>£20,000</p>
<p>Advice & Money Management Theme Total</p>	<p>£518,379</p>	<p>£518,379</p>

APPENDIX 1

Inclusive Arts & Culture Commissioning
Strategic Objective Strong and Active Communities

Organisation & project description	Grant awarded 2015/16	Recom'd for 2016/17
<p>Fusion Arts A project that fosters and promotes the improvement and development of artistic knowledge, understanding and appreciation of the arts for the benefit of the public and in particular community groups, young people, older people and people with special needs.</p> <p>They aim to deliver inclusive projects with outcomes that bring people together in established cultural venues and events. The funding will be used to deliver community focused projects.</p> <p>In 2013/14, Fusion worked with 152 artists, provided 740 education sessions and delivered work for an audience of more than 45,000 people.</p>	£28,128	£28,128
<p>Modern Art Oxford This organisation, located in Pembroke Street, was established to promote modern visual arts to the public. Working with artists they deliver a community & education programme aiming to increase the enjoyment and understanding of contemporary art.</p> <p>This funding will be used to pay rent charges payable to Oxford City Council.</p>	£70,000	£70,000
<p>Oxford Contemporary Music A project working with artists and musicians to promote high quality new music to the public through the delivery of community focused projects.</p> <p>Core funded by the Arts Council and any funding awarded will be used to lever in other sources of funding. They support, with delivery of the music programme for the Lord Mayors Christmas Carol Service and Christmas Light Festival, which have been hugely successful both in terms of quality of music and public engagement.</p>	£10,000	£10,000
<p>Film Oxford A project making film and digital media more accessible. Delivering training to increase opportunities for individuals into this industry.</p> <p>Funding will be used to deliver this work (including £5k to pay rent payable to Oxford City Council).</p> <p>In 2013/14, they delivered 210 days of education sessions, provided employment for 1000 artists and delivered work that reached an audience of 70,000 people. In 2013/14, every £1 of Council funding helped them leverage more than £7 of funding from other sources.</p>	£25,000	£25,000

APPENDIX 1

Organisation & project description	Grant awarded 2015/16	Recom'd for 2016/17
<p>Experience Oxfordshire Our funding traditionally contributes towards the core running costs of the organisation rather than the delivery of public-facing work. This can no longer be prioritised. Remaining funding focuses on supporting marketing of cultural organisations and key city events to a tourist audience.</p>	£2,000	£2,000
<p><u>Oxford International Link (OIL)</u> An umbrella organisation co-ordinating twinning links and events throughout the year. Good partnership working and brings a lot into the city in both funding and culture.</p> <p>The funding will be used to contribute towards the running costs of these events and to allocate grants to the twinning links for their community activity.</p>	£6,000	£6,000
<p><u>Oxford Playhouse</u> An organisation aiming to raise public awareness and appreciation of the arts through theatre, dance and music. It boasts a good national and international reputation. Delivering a range of participatory opportunities for the community including youth theatre, access performances for people who are hard of hearing, deaf, blind and partially sighted, support for local artists and family friendly initiatives.</p> <p>The funding will contribute towards community based/focused projects.</p>	£24,000	£24,000
<p><u>Arts at the Old Fire Station</u> Launched in 2011, Arts at the Old Fire Station is a charity and social enterprise offering support for emerging artists and a gallery with a wide range of exhibitions, a theatre offering music and drama, a studio for all kinds of dance and workshops for artists.</p> <p>The funding will contribute to the delivery of this work.</p>	£32,134	£32,134
<p><u>Pegasus Theatre</u> An organisation promoting the appreciation of the arts in particular for the benefit of children and young people. Strong reputation, good partnership working and good track record delivering high quality accessible arts. Delivers projects with children and young people targeting socially excluded groups.</p> <p>The funding will be used to contribute to the delivery of their work with children and young people.</p>	£25,000	£25,000

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<u>Organisation & project description</u>	Grant awarded 2015/16	Recom'd for 2016/17
<p><u>OVADA</u> OVADA provide opportunities for artists to create new work, support the transfer of skills, knowledge & experience, encourage collaborations between artists, develop partnerships, exhibit work and build new audiences for contemporary art.</p> <p>OVADA has strong links to local schools and to further and higher education providers in Oxford and have developed a workshop programme with Oxford and Cherwell Valley College (OCVC). Their wider programme includes opportunities for students to work in the space, alongside professional artists and practitioners. OVADA will offer day courses and workshops to these young people.</p> <p>OVADA deliver the “The Warehouse Art School”, a one year continuing practice course aimed at artists wishing to professionalise their practice at any stage of their career. Skills development for both young people and emerging artists is combined with a focus on supporting creative practitioners to showcase their work and develop their business expertise.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000
<p><u>Ark T Centre</u> The Ark T Centre delivers art exhibitions, creative workshops, dance and music. There’s a recording studio for young musicians, rehearsal space for theatre and dance, a performance and concert area and studios for a group of resident artists.</p> <p>Around 900 people come into the Centre each week, some sharing in projects that are open to the public and others in programmes that are run for specific groups.</p> <p>Their volunteer programme aims to help people experiencing difficult situations benefit from mixing with a wide range of other life experiences and to 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. Through this process they acquire skills and training as well as refining social and personal confidence to move on from challenging circumstances. 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 those who are NEET.</p> <p>The funding will contribute to the delivery of this work.</p>	£5,000	£5,000
<p><u>Oxford Philomusica</u> Funding specifically to enable Oxford Philomusica to increase the number of free family concerts they deliver from 2 to 3 each year, to continue to offer discounted tickets for young people for concerts (with at least 100 free tickets per year to be distributed through the Communities team), continue to deliver work in hospitals and primary schools, and contribute at least one event / activity to the city's Light Festival in November each year.</p>	£3,000	£3,000
<u>Arts & Culture Theme Total</u>	£235,262	£235,262

APPENDIX 2

Grant Applications to the 2016/2017 Annual Open Bidding Grants Programme - Strategic Objective:

Strong, Active Communities

Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Archway Foundation An organisation that supports individuals feeling isolated through disability, low income or health problems.</p> <p>Funding has been requested to contribute towards their core running costs.</p>	City Wide	£5,000	£10,000	£7,500	<p>Strong in terms of targeting and evidenced a means of addressing social inclusion issues.</p> <p>Recommend awarding 75% of the request.</p>
<p>Asylum Welcome Asylum Welcome supports refugees, asylum seekers in Oxford including immigration detainees at Campsfield House at Kidlington.</p> <p>Funding requested to contribute towards their core running costs that will enable them to:-</p> <ul style="list-style-type: none"> • Strengthen current services • Improve links with lawyers • Advise and support the local council on resettling Syrians • Explore options to get all of their services under one roof. 	City Wide	£7,500	£10,000	£10,000	<p>Strong in terms of need and targeted work with asylum seekers and refugees who have recently arrived in the country and are living in Oxford.</p> <p>The panel recommend funding 100% of this request to contribute towards their core costs and for the additional demand that they will have on their services to support the Syrian families arriving in Oxford.</p> <p>This recommendation is conditional that this funding it is not used for work outside of the city.</p>
<p>Balsam Family Project Balsam Family Project is a Christian charity which seeks to express God's compassion for all families following biblical principles of love, honour and restoration.</p> <p>Funding has been requested to support 5 families from Oxford to access the project for one year.</p>	City Wide	Nil	£10,000	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. One of those items is projects promoting a religion or faith.</p> <p>As a Christian charity one of the main objectives of the Balsam Family Project is to advance the Christian faith.</p> <p>The panel agreed that the application was unclear whether faith would be promoted during the work and support they give families on this project.</p> <p>Therefore the recommendation is not to fund.</p>

APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><u>Berkshire, Buckinghamshire & Oxfordshire Wildlife Trust (BBOWT)</u> BBOWT protects and speaks up for our wildlife, runs events and works to inspire children to discover our natural world.</p> <p>Funding has been requested to contribute towards an element of the Oxford Festival of Nature, the Wild Fair that is the corner stone of the event and will comprise of a variety of talks, stalls wildlife exhibits and family activities.</p>	City Wide	Nil	£10,000	£2,000	The panel recommend funding £2,000 towards the infrastructure and promotion of the Wild Fair and to link in with the Councils Locality Officers to ensure there is promotion in priority areas of the City
<p><u>Bicester Green</u> Based in Bicester, Bicester Green is a Centre for people to learn new skills with a focus on sustainability using second hand items.</p> <p>Funding has been requested to deliver three workshops. One at Barton, Rose Hill and Blackbird Leys. They will use waste wood to bring people of all ages together, to work together and learn new skills and build a sense of community and achievement.</p> <p>They will do this using their mobile workshop</p>	City Wide	Nil	£7,550	£0	The panel felt the application was unclear how they would engage with local residents and there was a lack of progression for anyone participating in one of the workshops. Although data was provided that referred to the IMD it was unclear how a need was established with local people. Therefore the recommendation is not to fund.

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Blackbird Leys Adventure Playground A facility for children aged 8 – 13 years old living in Blackbird Leys & Greater Leys.</p> <p>Each week they are open Monday to Friday. During term time they are open from 3pm to 5.30pm and during half term holiday times they are open 10am to 4pm.</p> <p>They provide creative play and learning by getting the children involved with:-</p> <ul style="list-style-type: none"> • Growing fruit and vegetables, how to cook and eat them • How to repair your bicycle • Music project • Creative play including arts and crafts. <p>Funding requested to contribute towards their core costs of running term time activities.</p>	South East	£7,500	£10,000	£7,500	<p>Strong in terms of need and delivered in an area of multiple deprivation and in one of the Councils priority areas.</p> <p>Children pay £1.50 a day to attend after school activities and £5 a day to attend half term holiday activities.</p> <p>The panel recommend funding 75% of their request.</p>
<p>Blackbird Leys Credit Union (BBLCU) The BBLCU operates from the Blackbird Leys Community Centre.</p> <p>Funding has been requested to cover their staffing costs which will enable them to:-</p> <ul style="list-style-type: none"> • Deliver their face to face service • To continue discussions with Northampton credit union on a merger and • Look at developing a system for Halal Loans. 	South East	Nil	£10,000	£0	<p>With only 8.75% of member's savings out as loans, the panel were very concerned about the lack of sustainability for this organisation.</p> <p>Although there is value in the face to face service provided it is unclear what overall service the organisation is providing because their main business appears to be payment of benefits, wages and cashing cheques free of charge.</p> <p>Concerns were also raised about the faith focus of Halal loans.</p> <p>The recommendation is not to fund.</p>

APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Church of the Holy Family This Church is located at the top of Garsington Road, Blackbird Leys.</p> <p>The application is requesting funding for a community musical performance planned to take place in Autumn 2016.</p>	South East	Nil	£8,000	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. One of those items is projects promoting a religion or faith.</p> <p>It was noted that in the application it mentions how the production can bring about changes for individuals and they become members of the congregation.</p> <p>The panel agreed that this project inadvertently promotes a faith and therefore the recommendation is not to fund.</p>
<p>Clean Slate This organisation is based at Upper Heyford and provides counselling and support to people who have suffered from abuse.</p> <p>Funding has been requested to support 16 people in Oxford</p>	City Wide	Nil	£6,000	£0	<p>Outreach work targeting people affected by abuse is funded through the Grants Commissioning programme.</p> <p>The recommendation is not to fund this application.</p>
<p>Clear Sky Children's Foundation The Clear Sky Children's Foundation was established to offer flexible and accessible psychological support therapies including play therapy to children and young people across the UK</p> <p>They work with children exclusively in schools across Oxfordshire.</p> <p>Funding has been requested for their one to one play therapy service for children in Oxford.</p>	City Wide	Nil	£8,805	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. A couple of those items are activities taking place in schools for children attending that school and activities that fall under a social care heading.</p> <p>The panel agreed that this project falls under both of these categories.</p> <p>Therefore the recommendation is not to fund.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Community Emergency Food Bank (CEF) The CEF operates from St Francis Church, Hollow Way and is open every Tuesday and Friday lunchtimes from 12 noon - 2pm.</p> <p>Funding has been requested to cover core running costs.</p>	City Wide	£5,000	£10,000	£5,000	<p>Strong on evidencing a need for a service supporting people facing a crisis.</p> <p>People accessing this service must be referred to them by GP's, social worker's, advice centres and community workers etc.</p> <p>The recommendation is to fund 50% of this request.</p>
<p>Creative Dementia Arts Network The aim of this organisation is to raise awareness of the challenging stigma associated with dementia.</p> <p>To advance the health and wellbeing of people living with dementia and the people who care for them by promoting the use of creative arts.</p> <p>Funding has been requested to run an arts and activities programme that aims to meet the psychological and social needs of older people with disabilities including dementia and family carers:</p>	South East	Nil	£8,000	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. A couple of those items are activities that are functions that are the responsibility of another public agency.</p> <p>The panel agreed that this work falls under this category particularly health and social care.</p> <p>Therefore the recommendation is not to fund.</p>
<p>Cotteslowe Community Association Cotteslowe Community Association has requested funding to contribute towards their 3 week Summer Play Scheme 2016 for up to 55 children aged 5 to 11 years old.</p>	North	£2,500	£8,900	£4,450	<p>Strong on need and for children aged 5 to 11 years old of which the average attendance age is under 8 which means that the play scheme falls outside of the Holiday Activities grant programme.</p> <p>From previous years approximately 60% of the children attending will be from families on benefits.</p> <p>It was also noted that the cost per week is £50 per child from local families and £20 per children for families on benefits.</p> <p>The recommendation is to fund 50% of this request.</p>

APPENDIX 2

Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Cotteslowe Seniors A club for local people aged 60 plus living in Cotteslowe and the surrounding area.</p> <p>Cotteslowe Seniors meet every second and fourth Friday morning of the month, alternating a social meeting (usually with a speaker) with an outing to a place of interest. It currently has around 35 members and is managed by a part-time co-ordinator.</p> <p>Funding has been requested to contribute towards the cost of hiring wheel chair compatible transport.</p>	North	£1,000	£1,000	£1,000	<p>Strong on targeting and working with a vulnerable group within the local area of Cotteslowe.</p> <p>The panel noted that transport links in Cotteslowe are poor and there is a significant amount of isolation among the elderly in the area.</p> <p>The panel recommend funding 100% of this request towards the hire of adapted transport.</p>
<p>DeedMob A new organisation establish this year that aims to develop a social media platform to match volunteers (Deeders) with those who need help.</p> <p>Funding has been requested to contribute towards equipment, marketing, thank you gestures, video and launch.</p>	City Wide	Nil	£10,000	£0	<p>Weak on need and not necessarily targeted towards areas of multiple deprivation.</p> <p>The panel agreed this was an expensive initiative and recommend not funding this request.</p>
<p>Donnington Doorstep Family Centre A voluntary organisation that is based in East Oxford. Is open to all but focus support on children and young people facing particular difficulties and social exclusion.</p> <p>Funding has been requested to contribute towards their core costs to deliver the 'Drop In, Play Out' project which offers play focused activities for 7-18 year olds targeted at those at risk of social exclusion, anti-social behaviour or offending.</p>	East	£5,000	£10,000	£7,000	<p>Strong on need and targeted work with local vulnerable children and young people.</p> <p>The recommendation is to fund £7,000 towards this work.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><u>Dovecote Voluntary Parent Committee</u> The Dovecote play scheme runs on Greater Leys and is for children ages 4 - 14 years old.</p> <p>Funding is requested to contribute towards the holiday activities:-</p> <ul style="list-style-type: none"> • Two week Easter narrow board project for children aged 8-14 years old, and • Four week centre based summer scheme for children aged 4-12 years old. 	South East	£2,750	£10,000	£2,500	<p>The panel agreed that the Easter narrow boat project is eligible for the Holiday Activities grant programme and recommend that funding is requested for this element of the project through that programme.</p> <p>However it was noted that the average age of children attending the centre based summer project will not fit the criteria therefore the recommendation is to fund 25% towards the four week summer centre based scheme for 4 to 12 year old children.</p>
<p><u>Good Food Oxford</u> Good Food Oxford is a project of Resource Futures Ltd (a company limited by Guarantee)</p> <p>The principle activity of the company is that of an independent environmental consultancy business that focuses on data collection to guide customers in the efficient use of material resources and engage people in adopting more sustainable practices.</p> <p>Funding has been requested to run three series of cooking workshops targeting adults in Blackbird Leys, Barton and Rose Hill using food surplus from the Oxford Food Bank.</p>	City Wide	Nil	£7,985	£0	<p>This application is requesting the total costs of the project and the panel questioned what value for money the project gave.</p> <p>It was unclear what would be delivered for less than the full amount and the application did not justify full support.</p> <p>Therefore the recommendation is not to fund.</p>
<p><u>Headington Action</u> Funding has been requested to contribute towards the Headington Festival,</p> <p>The festival is due to take place over two days in June 2016.</p>	North East	Nil	£2,000	£500	<p>A popular local event and the recommendation is to fund them £500 towards insurance costs for the event.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Home Start Home Start is based in the Blackbird Leys Community Centre. They recruit and train volunteers who can offer befriending at times of stress. They work towards increasing the confidence and independence of the parent through a variety of initiatives.</p> <p>Funding has been requested to fund a Family Support Worker for 12 months who will provide specialised support in highly complex families where volunteer support may not be sufficient.</p>	South East	Nil	£7,829	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. One of those items is activities that fall under social care.</p> <p>The panel agreed that this work falls into this category. Therefore the recommendation is not to fund.</p>
<p>Innovista (Thrive Project) The Thrive project is a youth project working in Barton.</p> <p>Funding has been requested to run a young leaders programme targeting NEET young people living on Barton.</p> <p>The project will work with 8 young people to equip them with 'soft' skills (resilience, emotional management, conflict resolution) and leadership skills.</p> <p>The young people will then be supported to develop and lead their own community project in Barton.</p>	North East	£6,000	£8,000	£8,000	<p>Strong on need and targeting vulnerable young people in the local area helping them to gain new skills and resilience.</p> <p>The recommendation is to fund 100% of this request.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><u>International Brigade Memorial Trust (IBMT)</u> The IBMT runs to keep the memory of those who died in the Spanish War remembered by assisting in the construction and maintaining of war memorials.</p> <p>Funding has been requested to contribute towards a memorial for 6 volunteers from Oxford that died during this conflict.</p>	<p>Central, South & West</p>	<p>Nil</p>	<p>£4,000</p>	<p>£0</p>	<p>The panel were unclear what the need was and due to limitations on the budget the recommendation is not to fund.</p>
<p><u>JACARI</u> Jacari is a student charity providing home tutoring for children aged 4-16 who don't speak English as their first language.</p> <p>Students spend an hour a week helping a child in the areas in which they are struggling. This has been proven to result in improved performance at school and an increase in the child's confidence outside the classroom.</p> <p>They also provide English lessons for the Mothers of the children they work with.</p>	<p>City Wide</p>	<p>Nil</p>	<p>£10,000</p>	<p>£2,000</p>	<p>Strong on need and targeting under performing children and young people living in OX3 and OX4 areas of the City.</p> <p>The panel recommend funding £2,000 towards their core running costs.</p>
<p><u>Leys Community Development Initiative – Clockhouse Project.</u> The Clockhouse Project delivers activities that address the needs of older people in the Leys to help them feel less isolated and alone.</p> <p>Funding has been requested to contribute towards providing low cost activities for older people living on the Leys to contribute towards the support costs to run and organise these activities.</p>	<p>South East</p>	<p>£7,500</p>	<p>£10,000</p>	<p>£7,000</p>	<p>Strong in terms of need and a project targeted towards older people living in the Leys which is an area of multiple deprivation.</p> <p>The panel recommend funding £7,000 of this request with the condition that outreach is continued to encourage older people from both side of the estates to get involved and take part in the activities</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Leys News (Oxford Community Media) Leys News is a community paper that provides news and information about local events and issues, training and learning opportunities and advice on pertinent issues for local people on Blackbird Leys and Greater Leys.</p> <p>Funding has been requested to contribute towards the costs for them to continue to support community groups across Oxford in publishing their own local community newspapers.</p> <p>This professional support includes editorial guidance, design, production, management and business development.</p> <p>They will also provide community journalism training, office work experience, skills development and potential employment opportunities.</p>	<p>City Wide</p>	<p>£10,000</p>	<p>£10,000</p>	<p>£7,000</p>	<p>Strong in terms of targeted work with community groups in priority areas of the City.</p> <p>Currently working with 7 community newspaper groups in Cowley, Rose Hill, Wood Farm, Barton, Northway, Risinghurst, Quarry & Sandhills plus Blackbird Leys.</p> <p>The panel recommends funding £7,000 of this request to contribute towards continued support for these local newspapers.</p>
<p>Open Door Open Door provides a weekly drop in and sign posting service for local refugees and asylum seekers at East Oxford Community Centre.</p> <p>They also provide a free hot meal and a space to meet.</p> <p>Funding is requested to cover 5 months project costs from May to September 2016.</p>	<p>East</p>	<p>£4,465</p>	<p>£4,300</p>	<p>£2,966</p>	<p>Strong in terms of targeted work with minority groups living in the City.</p> <p>The panel noted that generally they provide the first step before going to or being sign posted to Asylum Welcome.</p> <p>Due to budget limitations, the panel recommend funding £2,966 towards rent, co-ordinator and admin costs for this drop in service.</p>

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Organisation & project description	Area / City Wide	Grant awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><u>Our Community Time Bank</u> The aim of the community time bank is to encourage people to volunteer for the benefit of the wider community.</p> <p>Members can build up time by doing a job for another member then bank that time to claim back at a later date.</p> <p>Funding has been requested to engage with older people in the area to encourage them to get involved to exchange time, skills and opportunities.</p>	City Wide	Nil	£3,600	£0	The panel felt this was a good initiative but due to budget limitations the recommendation is not to fund.
<p><u>Oxford City of Sanctuary</u> The Oxford City of Sanctuary is requesting funding for a project called Host Oxford.</p> <p>The project recruits Hosts who are members of the public who have spare rooms and who are willing to offer this accommodation free to homeless asylum seekers or refugees on a temporary basis.</p> <p>Funding is requested to pay for a part time manager to coordinate host assessments and guest placements.</p>	City Wide	Nil	£10,000	£5,000	<p>The panel agreed that this project addresses the need of people who are not eligible for existing support.</p> <p>It demonstrates good partnership working and compliments rather than competes with other services.</p> <p>The recommendation is to fund 50% of the recommendation.</p>
<p><u>Oxfordshire Family Mediation</u> Oxfordshire Family Mediation provides assistance to family members where relationships are in crisis or have broken down.</p> <p>Funding has been requested to fund sessional workers supporting children affected by parental separation.</p>	City Wide	Nil	£8,000	£0	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. One of those items is projects or activities that fall under social care.</p> <p>The panel agreed that this work falls into this category. Therefore the recommendation is not to fund.</p>

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Organisation & project description	Area / City Wide	Grants awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p><u>Oxfordshire Play Association</u> This organisation provides practical and professional support to all those who provide children and young people with opportunities to play.</p> <p>They also directly deliver play and activity days across the County.</p> <p>Funding is requested to contribute towards 4 play and activity days across the City (Barton, Cutteslowe, South Oxford & Blackbird Leys) during the summer of 2016.</p>	City Wide	£2,500	£8,900	£2,500	Due to budget limitations the panels recommendation is to fund one play and activity day to should take place at Cutteslowe because there will be other family activity days taking place at Blackbird Leys and Barton while South Oxford is not a priority area.
<p><u>Oxfordshire Science Festival</u> Science Oxford is an organisation that wants to inspire school children to pursue and explore science.</p> <p>The Science Festival is dedicated to engaging people in science by offering accessible, creative and relevant activities to the broadest range of people.</p> <p>Funding has been requested to cover the Town Hall charges for room and equipment hire to hold the opening weekend of the event.</p>	Central, South & West	Nil	£10,000	£0	The panel felt this was an expensive event and due to budget limitations the recommendation is not to fund.
<p><u>Restore – Elder Stubbs Festival</u></p> <p>Funding requested to contribute towards the cost of organising and running the 25th Elder Stubbs Festival planned to take place in August 2016</p>	Cowley	£3,891	£6,198	£3,099	A popular annual event that works to dispel the misconceptions around mental health issues. <p>The panel recommend funding 50% of this request towards the volunteer recruitment and training, plus the practical infrastructure items such as hire of toilets, first aid, sound equipment etc.</p>

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Organisation & project description	Area / City Wide	Grants awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Rose Hill Junior Youth Club (RHJYC) RHJYC runs a weekly session for children aged 6-8 years old (Wednesdays) and 9-11 years old (Thursdays) during term time.</p> <p>100 children attend each week to enjoy the opportunity to play while developing social, emotional and life skills through activities and the support provided by the club.</p> <p>Funding has been requested to cover room hire charges at the new Rose Hill community centre.</p>	<p>South East</p>	<p>£1,000 (through small grants programme)</p>	<p>£10,000</p>	<p>£7,500</p>	<p>Strong on need and targeted work in an area of multiple deprivation.</p> <p>The panel recommend funding 75% of request.</p>
<p>South Oxford Adventure Playground Based off Whitehouse Road, South Oxford Adventure Playground is a supervised playground for children and young people aged 7 to 15 years old.</p> <p>Funding is requested to contribute towards the core costs for a programme of school holiday play schemes that will run during 2016 at Easter, Spring and Summer.</p>	<p>City Wide</p>	<p>£10,000</p>	<p>£10,000</p>	<p>£8,000</p>	<p>A popular facility and the recommendation is to fund £8,000 of this request.</p>
<p>The Oxford Academy Funding has been requested for a project called Old School.</p> <p>An intergenerational project that links young people with older people.</p> <p>They are partnered up one to one and meet up for a minimum of an hour each week in order to help each other in any way needed.</p> <p>Funding has been requested to contribute towards staffing and administration of the project.</p>	<p>South East</p>	<p>Nil</p>	<p>£10,000</p>	<p>£0</p>	<p>Outlined in the Grants Programme Prospectus are the things that Oxford City Council will not fund. A couple of those items are activities taking place in schools for children attending that school.</p> <p>The panel agreed that this project falls under this category.</p> <p>Therefore the recommendation is not to fund.</p>

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Organisation & project description	Area / City Wide	Grants awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Trax Motor Project Trax motor project was originally set up to provide an alternative to custodial sentences for young car crime offenders; it now offers a more comprehensive level of education and support.</p> <p>Their courses are based around mechanics and other practical skills such as catering and gardening, and more recently push bikes.</p> <p>Funding has been requested to contribute towards their pushbike project to build specialist bikes for disabled young people.</p>	City Wide	Nil	£8,721	£0	<p>Based at the Red Barn by Peartree roundabout. Their lease is up for renewal December 2016.</p> <p>Due to their location the panel had some concerns about whether this area was due for redevelopment and questioned the long term viability of the project.</p> <p>There was nothing in their application to address this and due to budget limitations the recommendation is not to fund.</p>
<p>WEA Oxford The Workers' Educational Association (WEA) is a provider of adult education. The Oxford branch is based in Temple Cowley.</p> <p>Funding has been requested to run a community arts project in Wood Farm and Barton. Targeting ethnic minority groups, the elderly, lone parents and the unemployed</p>	North East & Churchill	£4,393	£9,940	£2,485	<p>This organisation provides a progression into adult education and has a good track record.</p> <p>The recommendation is to fund 25% of the request to provide a community art project in Wood Farm.</p>
<p>Wood Farm Youth Centre Funding has been requested to contribute towards the continuation of the youth sessions in 2016.</p>	North East	£7,000	£9,600	£7,000	<p>Strong in terms of need and targeted work with vulnerable young people and in a priority area of the city.</p> <p>A facility that is still much needed in the area.</p> <p>Due to budget limitation the recommendation is to fund the same level as 2015/16.</p>

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Organisation & project description	Area / City Wide	Grants awarded 2015/16	Amount Requested for 2016/17	Amount Recom'd 2016/17	Why?
<p>Yellow Submarine Yellow Submarine is located in Park End Street, in Oxford.</p> <p>They work with young people in community settings from the age of 11 years old who have learning disabilities and autism.</p> <p>Funding has been requested to contribute towards a project called Launchpad.</p> <p>Launchpad runs weekly for young adults aged 18 – 30 years old. It's a social club that provides a means for them to improve their social skill, independence and opportunities onto employment.</p>	City Wide	Nil	£6,740	£0	The panel agreed that this work would be more suited towards youth ambition funding. Therefore the recommendation is not the fund.
Totals		£95,499	£323,668	£105,000	

Evaluation Sheet
Community Grants 2016/17

Declarations of interest Please provide details. If declaring an interest the assessors will absent themselves while the application is evaluated.	
Organisation Name	
Project Name	
Amount requested	£
Date evaluated	
Is application eligible (yes / no)	
Total score	
Initial Recommendation	£
Comments	
Final Recommendation	£
Comments	

Eligibility	Yes / No	Comments
From community or voluntary organisation, a social enterprise or a not for profit community focused organisation		
Run by a committee (at least 3 people (chair, secretary & treasurer))		
Primarily Oxford beneficiaries		
Constitution / Equal opportunities		
Annual accounts		
Bank statement		

If all above are not met reject application

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Monitoring Returned?	Yes / No	Comments
Has the organisation been funded in 2015/16?		
Did they complete and return a monitoring form and provide evidence of spend?		
If No, the organisation is not eligible for funding for one year. Is this applicable to this application?		

Theme selected

A vibrant & sustainable economy

Strong & Active Communities

Meeting housing need

Cleaner, greener city

Section 3 – About the project

Evidence of need

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	States what the need is but does not back this up with evidence.	
	4	Identifies need, demand and supply (or 2 out of 3) but relies on out of date data or only quantitative or qualitative data.	
	6	The proposal identifies need demand and supply. It uses up to date (i.e. less than 3 years old) available data that is both quantitative and qualitative (or example surveys, and deprivation & census data).	
/ 6	Total		

Beneficiaries / Targeting

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	The application evidences some community benefit to a wide range of individuals or groups or to area's that do not have high indices of multiple deprivation	
	10	The application evidences community benefit that is targeted towards areas with high indices of multiple deprivation or prioritises work with socially excluded groups	
/ 10	Total		

Risk

Score	Score	Description	Comments
	0	Application fails to answer the question or fails to identify any risks related to the project or activity (eg safety)	
	2	Application has identified relevant risks and has taken steps to manage some of the risks but not all	

	4	Application is fully aware of the relevant risks and has taken steps to manage all of them.	
/ 4	Total		

Section 4 – Meeting the Aims of the Council

Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant or selects multiple objectives or wrong objective for project activity.	
	2	Have identified which objective the project meets but not explained how the action meets the objective.	
	4	The application clearly explains how the action meets the objective.	
/ 4	Total		

Section 5 – Monitoring & Evaluation

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Score	Score	Description	Comments
	0	Application fails to answer the question or includes nothing relevant	
	2	The application has not stated how the activity / project will be monitored, what data will be collected and how this will be reported, or it provides basic minimal information, or has stated that the impact of the project / activity cannot be measured.	
	4	The application has indicated what will be monitored and what related data and impact information will be collected, at what frequency and how this will be reported.	
	6	The application has clearly indicated what will be monitored, at what frequency, what data will be collected plus relevant outcomes and how this will be reported and has linked this with the objective they have selected that meets the aims of the Council.	
/ 6	Total		

Section 6 & 7 – Financial Details of Organisation & Project

Additional subsidies

Score	Score	Description	Comments
		Is the project going to benefit from any additional subsidies from the city council? (in the form of financial or in kind support).	
	1	No	
	- 1	subsidy less than grant requested	
	- 2	subsidy same as grant requested	
	- 3	subsidy more than grant requested	
/ 1	Total		

Financially competent

Score	Score	Description	Comments
	0	The summary does not accurately reflect the information in the accounts	
	1	The summary does accurately reflect the information in the accounts	
/ 1	Total		

Score	Score	Description	Comments
	0	The figures contained in the form do not add up correctly	
	1	The figures contained in the form do add up correctly	
/ 1	Total		

Score	Score	Description	Comments
	0	The estimated costs are not realistic (too expensive or too low)	
	1	The estimated costs are reasonable and realistic	
/ 1	Total		

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Financial need

Score	Score	Description	Comments
		Are there more than 6 months unspecified cash reserves (in relation to expenditure)	
	0	Yes	
	1	No	
/ 1	Total		

Score	Score	Description	Comments
		Is the activity the primary responsibility of another agency?	
	0	Yes	
	1	No	
/ 1	Total		

Score	Score	Description	Comments
		How much income (cash) is raised from other sources than the City Council?	
	0	Raise less than grant request	
	1	Raise the same as grant request	
	2	Raise more than grant request	
/ 2	Total		

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Section 8 – Value for Money

Score	Score	Description	Comments
		If agreed, will the grant lever in money for the project from elsewhere / other funding bodies etc?	
	0	No	
	1	Yes but less than grant request	
	2	Same as grant request	
	3	More than grant request	
/ 3	Total		

Summary	Maximum Score Available	Actual Score
Section 3 - About the Project		
Evidence of need	6	
Targeting	10	
Risk	4	
Section 4 - Meeting the aims of the Council	4	
Section 5 - Monitoring & Evaluation	6	
Section 6 & 7 - Financial Details		
Additional subsidies	1	
Financially competent	3	
Financial need	4	
Section 8 - Value for money	3	
Grand Total	41	/ 41

Reviewed & updated June 2015

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APPENDIX 4

CEB Report Risk Register

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

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No.	Risk Description Link to Corporate Obj.	Gross Risk		Cause of Risk	Mitigation	Net Risk		Further Management of Risk: Transfer/Accept/Reduce/Avoid	Current Risk		
		I	P			I	P		I	P	
1	Grant funding awarded is not spent on the activity or items it was awarded for. (Strong, Active Communities)	1 2	P 1	Terms & conditions for grant awarded not clear.	Mitigating Control: Award letter & terms & conditions are clear and where necessary itemised. Monitoring forms Level of Effectiveness: Medium because information may not be returned	1 1	P 2	Action: Reduce Action Owner: Julia Tomkins Mitigating Control: Keep check list and close monitoring Report through Community & Partnership Scrutiny Control Owner: Julia Tomkins	Outcome Required: Clear and detailed terms and conditions signed by each organisation or group awarded a grant. All monitoring forms returned Milestone Date: on going	I	P
2.	Risk to reputation (Strong, Active Communities)	3	3	Declined applicants unhappy with decision	Give clear reasoning as to why application was declined.	3	2	Action: Fair and transparent grants process evaluating each application against set criteria-Nov 2015 Action Owner: Julia Tomkins Mitigating Control: Work closing with media & communications team.- Feb/Mar 2016	Lessen impact of risk to reputation.		

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

To: City Executive Board

Date: 11 February

Report of: Tim Sadler Executive Director Community Services

Title of Report: Go Ultra Low Oxford grant funding

Summary and Recommendations

Purpose of report: As part of a £35m national programme to accelerate electric vehicle take up, the Council and its partners have been awarded £800k capital and £16k revenue funding by Office of Low Emission Vehicles (OLEV). The funding is to deliver a project to address on-street electric vehicle charging. This report seeks to obtain the necessary budget approval and delegated authority to allow officers to deliver the scheme.

Key decision Yes

Executive lead member: Councillor John Tanner

Policy Framework: Sustainability Strategy, Air Quality Action Plan, Low Emission Strategy, Low Carbon Oxford

Recommendation(s): That the City Executive Board resolves to:

- 1) Grant project approval for the on-street electric vehicle charging project referred to in this report;
- 2) Authorise officers to complete negotiations with OLEV with a view to the Council being appointed as the accountable body for, and receiving grant funding under, a funding agreement with OLEV
- 3) Delegate to the Director of Community Services, in consultation with the Monitoring Officer and Section 151 officer, the authority to enter into:
 - a) a grant agreement with OLEV;
 - b) appropriate agreements with our bid partners; and also with all third parties required to deliver the project subject to their being selected under an appropriate procurement process.

Appendices to report: Appendix 1 Risk Register

Background

1. The Council has committed itself to a vibrant, sustainable economy and a cleaner, greener Oxford in its corporate plan. The on-street electric charging project will contribute to both of these priorities by accelerating the move to a low carbon economy through increased uptake of sustainable, low carbon transport technology and, in doing so, by improving air quality and reducing carbon emissions in the city.
2. The Office of Low Emission Vehicles (OLEV) is a cross-Government, industry-endorsed team combining policy and funding streams to simplify policy development and delivery for ultra-low emission vehicles. OLEV currently comprises people and funding from the Departments for Transport (DfT), Business, Innovation and Skills (BIS), and Energy and Climate Change (DECC). Its core purpose is to support the early market for electric and other ultra-low emission vehicles (ULEVs).
3. An Ultra-Low Emissions Vehicle (ULEV) produces 75g or less of CO₂ per kilometre from the tailpipe, in addition to eliminating or greatly reducing NO_x and particulate matter (PM) emissions. At the moment, all cars which can achieve this use electric power to directly turn the wheels to some degree, from a 100% electric car to a plug-in hybrid or extended-range electric vehicle.
4. In 2014 OLEV announced the Go Ultra Low City Scheme programme; a government initiative to allocate funding for cities to deliver a step-change in the uptake of ULEVs. The scheme ran as a competition, with up to £35m capital funding available for two to four cities to win through a competitive bidding process.
5. The Council submitted a first stage bid with partners in February 2015. In May 2015 we were told we had successfully progressed to the second stage and were invited to submit a more detailed bid, which we did on 2nd October 2015.
6. OLEV have decided to award funding to four major city projects and to a three to four smaller projects. Oxford will be one of these smaller projects and has been awarded £800k capital and £16k revenue funding to deliver the 'Overcoming challenges: on-street charging' work package of our bid.
7. A barrier to uptake of electric vehicles is access to charging infrastructure for residents of terraced or communal housing i.e. those who are unable to install their own charging device. This project will procure and test several on-street charging technologies that address this barrier through a pilot of around 30 installations. The performance of each technology will be evaluated and this analysis will inform a second phase to roll out a further 100 installations around the city.
8. Potential solutions include:
 - Light and Charge: combined street lighting and charging on a wireless technology platform
 - Cable channels: suitable for residential areas where housing fronts directly onto footpath and on-street parking is available
 - Charging bollards: kerbside or for reserved charging bays

- Pop-up charging solutions: retractable supply built into the pavement
9. The Council's partners in the scheme offer a wealth of technical and industry expertise, as well as local understanding, and financial commitment to the consortium.
- Oxfordshire County Council, as local transport authority will be instrumental in the delivery of the project, and are keen to see the planned project aid in the implementation of the Local Transport Plan 4 and Oxford Transport Strategy
 - Oxford University Transport Studies Unit (TSU) have provided expertise in the development of sustainable transport initiatives and will provide the monitoring and evaluation which is essential to evidence-based decision making about measures. The TSU are also committed to provide match-funding to the project in the form of resources.
 - BMW Group UK has also acted as strategic partner in the development of the bid.
10. This approval by CEB is sought in parallel with the process for negotiations with OLEV, therefore absolute and final cost figures may be subject to change.
11. The programme is included in the 2016/17 Budget submitted for approval to Full Council on the 17th February.

Legal and Financial Issues

12. Oxford City Council will be appointed as the Accountable body and as such will receive, and will be accountable for, the whole of the funding payable. Grant funding will be paid to the Council for distribution to partners.
13. The costs of delivering the project to be fully met by the grant funding. A project manager based at Oxford City Council will be funded through the grant by capitalising their revenue costs to lead the project management.
14. OLEV will transfer the funding to the Council in a single payment before the end of March 2016. Funding may be spent over the project period running to the end of March 2021. The spending profile is expected to be evenly spread over the five years of the project. Officers expect to report on the spending profile to OLEV, but there are no specific requirements that the grant must be spent by particular deadlines. Spend will be reported into the proposed governance structure (see below) and subject to the Council's procedures on project management.
15. OLEV will not seek to claw back any funding paid under the scheme, unless it breaks the terms of the memorandum of understanding. This will not only ensure that the grant is spent on agreed measures – but that cities are also assured of any funding agreed.
16. The city and county councils will be the major partners in terms of grant spend. The precise spending breakdown between the councils depends on the contracting arrangements with installers, which is location

dependent and will be determined in the design of each phase of the pilot and roll out. The financial and legal risk associated with managing the budget and contracts will be controlled through strong partnership agreements and project management as described below.

Governance

17. The risk associated with being the accountable body for a project including projects delivered by partners will be managed through strong project management. The Council will enter into agreements with the partners setting out requirements for monthly financial and project reporting. Other requirement requirements of the Council's agreement with OLEV will also be reflected in the agreements with partners. For example ensuring that partners meet the same requirements, arrangements for any changes to the project and will provide information to ensure the Council can report to OLEV.
18. As the success of the project will rely on cooperation between the partners and with several departments of the city and county councils (e.g. for permissions and works for the installations) a strong governance structure is essential. The model proposed will be based upon the successful arrangements currently used for the OxFutures partnership between the city and county councils.
19. A Project Board chaired by the City Council will include representatives of all partners and will be the main forum for reporting on financial and project progress and for risk management. Agreements between the Council and its partners will set out the terms of the funding and the operation of the project board. These will include expectations of the partnership, the principle of collaborative working, but if needed arrangements for voting on decisions and an escalation procedure in the event of disputes.
20. High level oversight and assurance to OLEV will be provided through a smaller group that will meet less frequently (to be confirmed but expected to be no more than quarterly). It will include senior representatives of the City Council, County Council and OLEV.
21. The operation of the project board and reporting to OLEV will be carried out by the project manager based at the Council.

Environmental Impact

22. The scheme will reduce barriers to ULEV uptake, accelerating Oxford's transition to electric vehicle use. Oxford has a higher than average percentage (28%) of its households living in terraced properties. A high proportion of these properties will not have access to off-street parking making charging of an electric vehicle very challenging. While it is difficult to estimate the scale of impact on air quality, overcoming the issue of on-street charging will make owning an EV a realistic option for an additional 16,000 households.
23. The project will support delivery of our 2013 Air Quality Action Plan (AQAP) target of reducing NOx emissions by 35% by 2020. Our bid is

closely aligned to the actions outlined in the AQAP, and will contribute to the following specific actions:

- Promote the uptake of electric vehicles by working with our partners to install electric vehicle recharging infrastructure.
 - Explore the impact of alternative and low emission transport on air quality in Oxford.
24. Carbon impact - In addition to significant benefits for air quality the move towards ULEVs will also have a significant impact on carbon emissions;
- ULEVs emit 75g/Km or less of carbon at the tailpipe and 'well to wheel' emissions are still significantly lower than emissions that can be achieved by standard cars; 87g/km for a 100% electric car vs. 119g/km for a new 1.6l petrol car.
 - As grid electricity continues to decarbonise, the well to wheel footprint of ULEVs will reduce further.

Equalities Impact

25. The scheme supports ultra-low emissions vehicle uptake through piloting and roll out of 100 on-street charging points.
26. The barrier that the project seeks to address relates to charging infrastructure on streets where residents (or businesses) are unable to carry out their own installations. The project will therefore target those streets.
27. Within this target group, accessibility for disabled residents will be factored into the assessment of charging points.
28. The pilot phase will necessarily take place in an area in which residents already own electric cars, the second phase will roll out charging points across the whole city. It is an objective of scheme to increase access to this kind of vehicle compared with the current market.
29. Significant communications activities are planned to promote the opportunities within the scheme and stakeholder mapping will be undertaken to identify the most effective routes to do this.
30. Monitoring of the scheme's impacts will be designed in detail in the initial phase of delivery and opportunities to gather data regarding equalities will be considered in that design.

Name and contact details of author:-

Name Mairi Brookes Job title Sustainable City Team Leader Service Area / Department: Sustainability Service Tel: 01865 252212 e-mail: mbrookes@oxford.gov.uk

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Scrutiny work programme 2015/16

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. Items called in and Councillor calls for action
3. Items referred to Scrutiny by Council
4. Review Panels and Ad hoc Panels in progress
5. Items for other Panels or Scrutiny Committee meetings
6. 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	Councillors Simmons (Chair), Fooks, Fry & Hayes
Housing – All strategic and landlord issues considered within the Scrutiny Function.	See appendix 2	Councillors Smith (Chair), Benjamin, Henwood, Hollick, Sanders & Wade; Geno Humphrey (co-optee)

2. Items called in and Councillor calls for action

None

3. Items referred to Scrutiny by Council

None


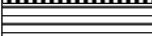

4. Review groups and ad hoc panels in progress

Topic	Scope	Status	Nominated councillors
Waste Water Flooding	To continue engagement with Thames Water Utilities on sewerage flooding	Closed. TWU asked to facilitate a seminar	Cllrs Darke (Chair), Goddard, Pressel & Thomas
City Centre PSPO	To pre-scrutinise the city centre PSPO decision in a one-off meeting	Closed – report and response published	Cllrs Gant (Chair), Clarkson Taylor & Thomas
Cycling	To review how to make best use of unallocated cycling investments	Closed – report and response published	Cllrs Upton (Chair), Gant, Pressel & Wolff
Inequality	To review how the City Council can combat harmful inequality in Oxford	Closed – report and response published	Cllrs Coulter (Chair), Gant, Lloyd-Shogbesan & Thomas
Recycling Rates	To monitor recycling and waste data and recycling incentives	Closed	Cllrs Fry (Chair), Hayes & Simmons
Guest Houses	To review the case for interventions to prevent exploitation in guest houses	Closed – report published, awaiting response	Cllrs Coulter (Chair), Paule, Royce & Simmons
Budget Review 2016/17	To review the Council’s 2016/17 draft budget and medium term financial plan	Open – reporting stage	Finance Panel Members
Equality & Diversity	To review barriers faced by under-represented groups in employment and anti-discrimination practices.	Paused – to resume in Feb 2016	Cllrs Hayes (Chair), Altaf-Khan, Taylor & Thomas

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Indicative timings of 2015/16 review groups

Scrutiny Review	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May
Budget Review 2016/17										
Guest Houses										
Equality and diversity										

	Scoping
	Evidence gathering and review
	Reporting

5. Items for other Panels or Scrutiny Committee meetings

The Committee has reviewed all new suggestions received from Councillors. These have been assessed these against the following objective criteria to determine whether they are a higher or lower priority for inclusion in the work programme:

- *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?*

Topic carried forward	Description
Discretionary Housing Payments	Mid-year update on spending profiles.
Performance Monitoring (corporate)	Quarterly report on a set of Corporate and service measures chosen by the Committee.
Oxfordshire Growth Board	To will monitor agendas and minutes published by the Board.
Taxi licensing	To review rules and processes; to understand driver issues and consider policy changes.
Fusion Lifestyle annual performance	Annual item agreed again by the Committee to consider performance against contact conditions.
City Centre Public Spaces Protection Order	To pre-scrutinise the revised City Centre PSPO decision following submission by Liberty; to monitor how the PSPO is working, once in place and whether it is achieving desired outcomes.
Local Economy	To monitor progress of agreed recommendations and review the business case for a Business Improvement District.
Forward Plan items	To consider issues to be decided by the City Executive Board.
Higher priority topic	Description
Equality and Diversity	To scrutinise a particular diversity strand in detail. For example, the work the Communities (CAN) team is doing with BME communities to build cohesion and tackle CSE.
Youth Ambition	To receive an update on spend and outcomes of the Council's Youth Ambition programme.
Tackling loneliness among the elderly	To consider the Council's role in tackling loneliness among the elderly.
Educational Attainment	To monitor the Council's Educational Attainment Programme.
Tree cover, biodiversity and the work	To scrutinise the Council's work on tree cover with other work on biodiversity and with the

of the Forest of Oxford	work of the Forest of Oxford, consider having an annual Forum and the public can be involvement.
Arrangements for dealing with employment, training and HR matters	To consider whether the Council would benefit from having different arrangements (e.g. a Personnel Committee) to deal with employment, training and HR matters for staff.
Planning enforcement and monitoring compliance	To consider how compliance is monitored, when and how often non-compliance is enforced and whether this is relayed to the relevant Planning Committee.
Lower priority	Description
Maintenance of roads and pavements	To consider what proportion and what elements of highways work are contracted out, the quality of sub-contractors' work and how this is monitored.
Public Communications	To receive an update on changes to the Council's communications and reputation management functions.
Graffiti	To receive an update on the Council's approach to preventing and removing graffiti.
Complaints received by the City Council	To monitor complaints made about the City Council.
Employment of interns, apprentices and work experience students	Monitor how many interns, apprentices and work experience students have been taken on by the Council and in which departments. Consider career progression and tasks undertaken.
Contact Centre performance	To receive an update on the performance of the Council's customer services contact centre.
School/employer links and careers advice	To receive an update on the Council's role in building links between schools and employers and influencing careers advice in schools.
Heritage listing process	To receive an update on the heritage listing process now that heritage assets are given more prominence in planning decisions and Neighbourhood Plans are being drawn up.
The Council's external contracts, funding raised and their impacts	To receive an update on how much Council funding is raised by taking on external contracts and how this contract work impacts on other Council activities.
Better Partnership with the County Council	To consider how the City Council and County Council could strengthen their partnership working in key areas.

6. Draft Scrutiny Committee Agenda Schedules

Date, time & room	Agenda Item	Lead Member; Officer(s)
7 March, 6.15pm, St. Aldate's Room	1. Youth Ambition programme 2. Planning enforcement 3. Planning service plan update 4. Tree Policy 5. Performance Report – 2015/16 quarter 3 6. Recommendation Monitoring – Local Economy	Hagan Lewisman Patsy Dell Lyndsey Beveridge Stuart Fitzsimmons N/A Cllr Fry
5 April, 6.15pm, St. Aldate's Room	1. Employment of interns, apprentices and work experience students 2. Preventing isolation 3. Graffiti 4. Shotover Farm 5. Report of the Diversity Review Group 6. Recommendation monitoring – Inequality 7. Recommendation monitoring – Cycling	Jarlath Brine Luke Nipen. Doug Loveridge Julia Castle Cllr Hayes Cllr Coulter; Val Johnson Cllr Upton; Mai Jarvis

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Provisional 2016/17 dates: 7 June, 4 July, 5 September, 3 October, 7 November, 6 December, 30 January, 28 February, 27 March & 2 May

Appendix 1 - Finance Panel work programme 2015-16

Items for Finance Panel meetings

Suggested Topic	Suggested approach / area(s) for focus
Budget 2016/17	Review of the Council's medium term financial strategy.
Budget monitoring	Regular monitoring of projected budget outturns through the year.
Municipal Bonds	To receive an update on the progress of a municipal bonds agency and consider whether there is a case for the City Council investing in or borrowing from the agency.
Low Carbon Hub funding model	To receive a briefing on the Low Carbon Hub funding model and consider whether there is an opportunity for the City Council to use a similar model to generate capital funding.
Corporate Debt Policy	To pre-scrutinise the Council's Corporate Debt Policy.
Treasury Management	Scrutiny of the Treasury Management Strategy and regular monitoring of Treasury performance.
Recommendation monitoring - Budget Review 2015/16	To receive an update on the progress of the Panel's budget review recommendations from 2015/16.
Recommendation monitoring – European Funding	To receive an update on the progress of the Panel's European Funding recommendations.
Council tax exemptions	To receive an update on the financial implications of different types of exemptions.

Draft Finance Panel agenda schedules

Date and room (all 5.30pm start)	Agenda Item	Lead Member; Officer(s)
28 January, Plowman Room	1. Energy and Water Supply Contract Procurement (pre-decision)	Jo Colwell and Paul Spencer
	2. Report of the Budget Review Group 2016/17	Cllr Simmons; Andrew Brown
	3. Capital Strategy 2016-17 (pre-decision)	Nigel Kennedy
	4. Treasury Management Strategy (pre-decision)	Anna Winship
7 April, Plowman Room	1. Council Tax Exemptions	Nigel Kennedy
	2. Low Carbon Hub funding model - update	Nigel Kennedy

Provisional 2016/17 Finance Panel dates: 8 September 2016, 8 December 2016, 16 January 2017, 1 February 2017 & 29 March 2017 (all 5.30pm starts)

Appendix 2 - Housing Panel work programme 2015-16

Items for Housing Panel meetings

Topic	Approach
Tenant Involvement	Review group or one-off panel to look at how tenants are involved in decisions that affect them.
Performance monitoring	Regular monitoring of housing performance measures.
STAR survey results	Annual monitoring of results of the tenant survey.
Rent arrears	Monitoring of performance measures; update report.
De-designation of 40+ accommodation	Final annual report on the latest phase of the de-designation of 40+ accommodations.
Homelessness	Mid-point review of homelessness action plan. Pre-scrutinise allocation of prevention funds.
Supporting people	Verbal updates on the joint commissioning of housing support services.
Choice Based Lettings	To consider proposed changes to the CBL scheme plus data on bidding activity, demographic data on non-bidders, and information on refusal reasons.
Security in communal areas	Request report on security issues in tower blocks and different approaches being taken to address ASB and other issues. Canvas views of block representatives.
Great estates programme	Request report to update members on capital investments to improve housing estates including Blackbird Leys and Barton.
Asset Management Strategy	Pre-scrutinise asset management strategy for Council's housing stock.
Sustainability of Council housing & HRA BP	Pre-scrutiny of report to CEB expected in 2016. Focus in Budget Review.
Homelessness Property Investment	Pre-scrutinise decision to approve investment in a property investment fund to help secure access to local, suitable and affordable private rented accommodation.
Housing Energy Strategy	Pre-scrutinise report to CEB on energy efficiency and fuel poverty in the Council's domestic housing stock. Consider environmental sustainability of the Council's housing stock
Houses in Multiple Occupation (HMO) Licensing	Pre-scrutinise report to CEB setting out the results of the statutory consultation and the proposed future of the licensing scheme.
Sheltered Housing Review	Pre-scrutinise decision to approve outcomes of review, including future of some of the stock. Consider progress against previous Housing panel recommendations.
Private Sector Housing Policy	Pre-scrutinise report to CEB setting out the future priorities and areas of intervention in the private rented and owner-occupied residential sectors in Oxford.
Housing Development delivery models	Pre-scrutinise report to Council setting out possible housing development models.

Draft Housing Panel Agenda Schedules

Date and room (all 5pm start)	Agenda Item	Lead Officer(s)
1 February, Plowman Room	<ol style="list-style-type: none"> 1. Private Sector Housing Policy (pre-decision) 2. Externally Leased HRA Properties – Rent Setting (pre-decision) 3. Review of Older Persons Accommodation / Review of Sheltered Housing (pre-decision) 	Ian Wright Dave Scholes Frances Evans
9 March, Plowman Room	<ol style="list-style-type: none"> 1. Performance Monitoring – quarter 3 2. Update on the Great Estates programme 3. Security in communal areas of tower blocks 4. STAR survey results 5. A Housing Company for Oxford (pre-decision) 6. Allocation of Homelessness Prevention Funds (pre-decision) 	N/A Martin Shaw & Jack Bradley Daryl Edmunds Bill Graves Alan Wylde Nerys Parry
11 April (TBC)	1. <i>Tenant involvement (joint session with tenant scrutiny panel)</i>	<i>Simon Warde</i>

Provisional 2016/17 Housing Panel dates: 7 July 2016, 5 October 2016, 9 November 2016, 1 March 2017 & 3 May 2017 (all 5pm starts)

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FORWARD PLAN

January 2016 - December 2016

Published on: 24/12/15

What is the Forward Plan?

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

The Forward Plan provides an indicative date for matters to be considered by CEB. Where possible, CEB will keep to the dates shown, however, it may be necessary for some items to be rescheduled.

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

The Forward Plan includes:

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

What is a Key decision?

A key decision is an executive decision which is likely:

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

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

Inspection of documents

The agenda papers (including the reports and background papers) for CEB meetings are available 5 working days before the meeting on the council website:

<http://www.oxford.gov.uk>

The Forward Plan is available to view at the Town Hall and also at the Central Library in the Westgate.

Private meetings

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

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

T: 01865 252191

Email: cityexecutiveboard@oxford.gov.uk

The Council's decision-making process

Further information about the Council's decision making process can be found in the Council's Constitution, which can be inspected at the Council's offices or online at

<http://www.oxford.gov.uk>

City Executive Board Members and Senior Officers

City Executive Board Member	Portfolio
Bob Price, Council Leader	Corporate Strategy and Economic Development
Ed Turner, Deputy Leader	Finance, Corporate Asset Management and Public Health
Susan Brown	Customer and Corporate Services
Alex Hollingsworth	Planning, Transport and Regulatory Services
Pat Kennedy	Young People, Schools and Skills
Mark Lygo	Leisure, Sport and Events
Mike Rowley	Housing
Dee Sinclair	Crime, Community Safety and Licensing
Christine Simm	Culture and Communities
John Tanner	Climate Change and Cleaner, Greener Oxford

Senior Officers	Job Title
Peter Sloman	Chief Executive
David Edwards	Executive Director, City Regeneration and Housing
Tim Sadler	Executive Director, Community Services
Jackie Yates	Executive Director, Organisational Development and Corporate Services
Caroline Green	Assistant Chief Executive
Helen Bishop	Head of Business Improvement
Ian Brooke	Head of Community Services
Graham Bourton	Head of Direct Services
Nigel Kennedy	Head of Financial Services/Section 151 Officer
Stephen Clarke	Head of Housing and Property
Jeremy Thomas	Head of Law and Governance / Monitoring Officer
Patsy Dell	Head of Planning and Regulatory

KEY EXECUTIVE DECISIONS DELEGATED TO OFFICERS

ITEM 1:	AGENCY STAFF CONTRACT AWARD ID: I010929
On 9 July 2015 the City Executive Board resolved to GRANT delegated authority to the Executive Director of Organisational Development and Corporate Services to award a new temporary agency staff contract.	
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 - Commercially sensitive
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Executive Director for Organisational Development and Corporate Services
Executive Lead Member	Customer Services and Corporate Services
Lead Executive Director	Executive Director for Organisational Development and Corporate Services
Report Contact	Head of Business Improvement

ITEM 2:	HOUSING IMPROVEMENT AGENCY CONTRACT AWARD ID: I011842
On 9 July 2015 the City Executive Board resolved to GRANT delegated authority to the Executive Director of Regeneration and Housing, in consultation with the Head of Financial Services and Head of Law and Governance to enter into an appropriate contract for the provision of a Home Improvement Agency.	
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 - Commercially Sensitive
Will this decision be preceded by any form of consultation?	None
Decision Taker	Executive Director for Regeneration and Housing
Executive Lead Member	Housing
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Ian Wright, Service Manager Environmental Health iwright@oxford.gov.uk

ITEM 3:	ARRANGEMENTS TO FACILITATE THE FITTING OF SOLAR PANELS ON COUNCIL-OWNED HOUSING STOCK ID: I012328
A solar panel installation programme for council properties funded through a community-benefit model.	
On 15 October 2015 the City Executive Board resolved to:	
<ol style="list-style-type: none"> Grant project approval to fit solar panels on Council-owned housing stock in the manner described in this report; Delegate authority to the Chief Executive, in conjunction with the Head of Finance, to enter into an Agreement to Lease with the Low Carbon Hub IPS (on the basis that this would permit leases to the roof space of individual Council properties to be drawn up and executed if required) plus any ancillary agreement required; and to submit an appropriate VEAT notice to the EU; and 	

3. Agree that on the basis of the matters set out in this report, the proposed arrangement with the Low Carbon Hub IPS represents best value to 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?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Chief Executive
Executive Lead Member	Climate Change and Cleaner, Greener Oxford
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Mairi Brookes, OxFutures Programme Manager Tel: 01865 252212 mbrookes@oxford.gov.uk

REPORTS TO CEB AND COUNCIL

CEB 14 JANUARY 2016 REPORTS

ITEM 4:	EXPENS DELIVERY STRATEGY ID: I009224
EXPENS DELIVERY STRATEGY - REVISED APPROACH	
<p>This report details the revised proposals for the structure of the arrangements for the private sector investor partnership and development delivery vehicle for the land acquisition deal at the Expens site. This report is an amendment to the previous CEB report (considered in October 2015).</p> <p>Exemption and Urgency:</p> <p>This report will be considered at a special CEB meeting on 14 January 2016.</p> <p>This decision is published under the urgency procedures to meet external commercial deadlines. The Chair of the Scrutiny Committee has been consulted and has agreed to the issue being considered without giving 28 days public notice having had regard to the urgency of the report.</p> <p>Background:</p> <p>On 15 October 2015 the City Executive Board resolved to:</p> <ol style="list-style-type: none"> Delegate to the Executive Director Regeneration and Housing authority to agree terms for the acquisition of land at Expens (in consultation with the Chief Executive, s151 Officer and Monitoring Officer) subject to Council agreeing the recommendation set out at number 3 below; Approve the creation of a wholly owned investment vehicle and the commencement of a competitive exercise to secure a joint venture partner to become a Member of such a vehicle; and Recommend Council to resolve to approve the establishment of a capital budget of £8.4m to progress the project through the next stages. <p>On 27 April 2015 the City Executive Board resolved to:</p> <ol style="list-style-type: none"> Note the contents of the report. Establish an investment vehicle with a private sector partner to include an agreement with the Department for Transport/Cabinet Office for the acquisition of the railway lands. Approve the principle of direct sale of relevant Council Land to the investment vehicle, 	

subject to formal valuation.	
4. Delegate to the Executive Director for City Regeneration and Housing the authority to publish a VEAT notice, enter into an appropriate Heads of Terms document, and subsequently the Members Agreement for a Limited Liability Partnership commercial vehicle, based on the principles set out in this report.	
5. Grant project approval for the Oxpens Delivery project as set out in this report.	
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 - commercially sensitive
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member	Planning, Transport and Regulatory Services
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Fiona Piercy, Partnership & Regeneration Manager Tel: 01865 252185 fpiercy@oxford.gov.uk

CEB 21 JANUARY 2016

ITEM 5:	LOCAL DEVELOPMENT SCHEME ID: I010035
The Local Development Scheme set out a work programme for major planning policy documents for Oxford. This meeting will recommend adoption of the LDS.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member	Planning, Transport and Regulatory Services
Lead Executive Director	Head of Planning and Regulatory Services
Report Contact	Mark Jaggard, Spatial & Economic Development Manager Tel: 01865 252161 mjaggard@oxford.gov.uk

ITEM 6:	GO ULTRA LOW OXFORD GRANT FUNDING ID: I012911
This report details grant funding which the Council has applied for from Office of Low Emission Vehicles (OLEV). The aim of the programme is to increase uptake of ultra-low emission vehicles through support for individuals, provision of enabling infrastructure. Air quality will be improved with around twenty-five tonnes additional tonnes of NO2 emissions avoided by 2021. The total programme value is up to £9 million.	
Our partners in this bid are Oxfordshire County Council, the University of Oxford, Oxford Brookes, the Energy Savings Trust, the Transport Studies Unit and BMW Group/Eluminocity. A several months' long negotiation was expected following award announcement in Dec or January. It only now been indicated that a rapid process for final negotiation of grant terms is desired by OLEV.	
The report seeks project approval and delegated authority to enter into a grant agreement should funding be approved.	

Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member	Planning, Transport and Regulatory Services
Lead Executive Director	Head of Community Services
Report Contact	Mairi Brookes, OxFutures Programme Manager Tel: 01865 252212 mbrookes@oxford.gov.uk

COUNCIL 8 FEBRUARY 2016 - PROVISIONAL REPORTS

ITEM 7:	ASSET MANAGEMENT PLAN 2016-2020 ID: I011608	
A new Asset Management Plan for the period 2016-2020. <ul style="list-style-type: none"> This report was submitted to CEB in December 2015. The Asset Management Plan will be submitted to Council for adoption in February 2016. 		
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards	
Is this item open or exempt to the public?	Open -	
Will this decision be preceded by any form of consultation?	Yes	
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> Council	
Executive Lead Member	Finance, Corporate Asset Management and Public Health <input type="checkbox"/> <input type="checkbox"/>	
Lead Executive Director	Regeneration and Major Projects Service Manager <input type="checkbox"/> <input type="checkbox"/>	
Report Contact	Mike Scott, Senior Asset Manager (Contractor) Tel: 01865 252138 mwscott@oxford.gov.uk	

CEB 11 FEBRUARY 2016 - PROVISIONAL REPORTS

Will include the following reports, originally considered at December CEB meeting, updated following consultation

- Budget 2016/17
- Corporate Plan 2016/20

ITEM 8:	BUDGET 2016/17 CONSULTATION ID: I011770	
Dec 2015: To propose a Medium Term Financial Strategy 2016-20 and a 2016-17 Budget for public consultation. Feb 2016: To present the Council's Medium Term Financial Strategy for 2015/16 to 2018/19 and the 2015-16 Budget for recommendation to 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	Open -	

public?	
Will this decision be preceded by any form of consultation?	Not until after this report.
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board <input type="checkbox"/> <input type="checkbox"/> Council
Executive Lead Member	Finance, Corporate Asset Management and Public Health <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Lead Executive Director	Head of Financial Services <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Report Contact	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 9:	CORPORATE PLAN 2016/20 ID: I011772
Corporate Plan 2016 – 20	
CEB 17 December 2015: to present the pre-consultation draft Corporate Plan 2016-20 and seek approval to go to public consultation	
CEB 11 February 2016: to present the draft Corporate Plan 2016-20 for recommendation to Council	
Council 17 February 2016: to submit the draft Corporate Plan 2016–20 for approval	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Public consultation Dec 2015 - Jan 2016
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 and Economic Development <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Lead Executive Director	Assistant Chief Executive <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Report Contact	Val Johnson, Policy Team Leader Tel: 01865 252209 vjohnson@oxford.gov.uk

ITEM 10:	CAPITAL STRATEGY 2016-17 ID: I011797
To present the Council's Capital Strategy for approval	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member	Finance, Corporate Asset Management and Public Health
Lead Executive Director	Head of Financial Services
Report Contact	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 11:	GRANT ALLOCATIONS TO COMMUNITY AND VOLUNTARY ORGANISATIONS 2016/2017 ID: I012213
The report is for the City Executive Board to make decisions on the allocation of grants to	

the community and voluntary organisations for 2016/2017. The decision is Key because the indicative grants budget is £1.4m	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member	Leisure, Parks and Sport
Lead Executive Director	Head of Community Services
Report Contact	Julia Tomkins, Grants & External Funding Officer Tel: 01865252685 jtomkins@oxford.gov.uk

ITEM 12:	TREASURY MANAGEMENT STRATEGY, ANNUAL REPORT AND PERFORMANCE 2016/17 ID: I011768
Treasury Management Strategy for 2016/17, including prudential indicators. CEB 11 Feb 2016: To recommend the Council adopts the Treasury Management Strategy 2016/2017. Council 18 Feb 2016: To adopt the Treasury Management Strategy 2016/2017.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member	Finance, Corporate Asset Management and Public Health
Lead Executive Director	Head of Financial Services
Report Contact	Anna Winship, Management Accountancy Manager Tel: 01865 252517 awinship@oxford.gov.uk

ITEM 13:	PRIVATE SECTOR HOUSING POLICY ID: I010352
The policy will set out the future priorities and areas of intervention in the private rented and owner occupied residential sectors in Oxford and will clarify the regulatory approach to be taken by the Council. The policy will be considered at the following meetings: <ul style="list-style-type: none"> • CEB – February 2016 for pre-consultation • CEB – May 2016 post-consultation 	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Public consultation for 6 weeks from January to March 2016.
Decision Taker	City Executive Board
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Head of Planning and Regulatory Services
Report Contact	Ian Wright, Service Manager Environmental

	Health iwright@oxford.gov.uk
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ITEM 14:	EXTERNALLY LEASED HRA PROPERTIES - RENT SETTING ID: I011747
To agree a rent charging framework for HRA property leased to partner organisations.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member	Housing
Lead Executive Director	Head of Housing and Property
Report Contact	Dave Scholes, Housing Strategy & Needs Manager Tel: 01865 252636 dscholes@oxford.gov.uk

ITEM 15:	ENERGY & WATER SUPPLY CONTRACT PROCUREMENT APPROACH 2016 - 2020 ID: I012133
This report recommends the award of a contract to the Council's energy supplier for the period 2016 - 2020	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member	Climate Change and Cleaner, Greener Oxford
Lead Executive Director	Executive Director for Community Services
Report Contact	Paul Spencer, Energy & Carbon Manager Tel: 01865 252238 pspencer@oxford.gov.uk

ITEM 16:	NEW LEASE AT PATHWAYS OXFORD, DUNNOCK WAY ID: I013205
To approve the letting of this property to the mental health charity Response at nil rent	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member	Finance, Corporate Asset Management and Public Health
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Julia Castle, Senior Lettings & Disposal Surveyor jcastle@oxford.gov.uk

ITEM 17:	AWARD OF NEW CONTRACTS FOR BUILDING AND HOUSING MATERIALS ID: I013206
To request that the Director of Community Services be given delegated authority to award the new contracts for building and housing materials.	

Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Part exempt - Commercially sensitive
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member	Finance, Corporate Asset Management and Public Health
Lead Executive Director	Executive Director for Community Services
Report Contact	

ITEM 18:	REPLACEMENT OF HOUSING COMPUTER SYSTEMS ID: I010933
The Council currently has two housing computer systems, this report details the proposals for the procurement of one housing computer system to replace the current computer applications.	
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 - Commercially Sensitive
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member	Customer Services and Corporate Services
Lead Executive Director	Head of Business Improvement
Report Contact	Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

ITEM 19:	A HOUSING COMPANY FOR OXFORD ID: I012645
The report will set out the case for the establishment of a Council owned company to deliver additional affordable housing for Oxford.	
The recent 1% social rent cut in the budget and the policy on extending the Right to Buy to housing associations paid for from HRA budgets has led to the deferment of the new build Council housing programme. Some of the detail of these policies have only recently emerged only now allowing a meaningful discussion of the options available and the potential impacts on 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 - Commercially sensitive information may be included
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member	Housing, Finance, Corporate Asset Management and Public Health
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Alan Wylde, Housing Development & Enabling Manager Tel: 01865 252319 awylde@oxford.gov.uk

ITEM 20:	TRANSFER STATION FOR RECYCLED MATERIAL ID: I012199
Proposal to create and operate a Council managed Transfer Station for City collected co-	

mingled recycle, green waste, street arisings and engineering works spoil.	
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
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member	Climate Change and Cleaner, Greener Oxford
Lead Executive Director	Executive Director for Community Services
Report Contact	Roy Summers, Deputy Head of Service Tel: 01865 253608 rsummers@oxford.gov.uk

ITEM 21:	SALE OF BRASENOSE FARM HOUSE SITE ID: I012549
Disposal of the Brasenose Farm House site	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Part exempt -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member	Finance, Corporate Asset Management and Public Health
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Julia Castle, Senior Lettings & Disposal Surveyor jcastle@oxford.gov.uk

ITEM 22:	WEST OXFORD COMMUNITY CENTRE LEASE PROPOSAL FOR THE ASSOCIATION ID: I012947
This report requests CEB to agree a new lease for the Association	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Part exempt -
Will this decision be preceded by any form of consultation?	Extensive talks with the Association
Decision Taker	City Executive Board
Executive Lead Member	Culture and Communities
Lead Executive Director	Head of Community Services
Report Contact	Ian Brooke, Head of Community Services Tel: 01865 252705 ibrooke@oxford.gov.uk

COUNCIL 17 FEBRUARY 2016 - BUDGET AND CORPORATE PLAN AND RELATED REPORTS

To include any reports from CEB

CEB 17 MARCH 2016 - PROVISIONAL REPORTS

ITEM 23:	REVIEW OF OLDER PERSONS ACCOMMODATION /REVIEW OF
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	SHELTERED HOUSING ID: I010356
Approve outcomes of review, including future of some of the stock	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member	Housing
Lead Executive Director	Head of Housing and Property
Report Contact	Frances Evans, Housing Strategy & Performance Manager fevans@oxford.gov.uk

ITEM 24:	ALLOCATION OF HOMELESSNESS PREVENTION FUNDS ID: I012816
To agree the allocation of the homelessness prevention funds with the purpose of meeting the objectives of the homelessness strategy	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member	Housing
Lead Executive Director	Head of Housing and Property
Report Contact	Nerys Parry, Rough Sleeping and Single Homelessness Manager nparry@oxford.gov.uk

ITEM 25:	DESIGN SUPPLEMENTARY PLANNING DOCUMENT - DRAFT ID: I011613
The Design SPD will set out planning guidance for the design of new buildings in Oxford considering particularly local context. This meeting will be to approve the draft for public consultation.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes- public consultation
Decision Taker	City Executive Board
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Head of Planning and Regulatory Services
Report Contact	Sarah Harrison, Senior Planner Tel: 01865 252015 sbharrison@oxford.gov.uk

ITEM 26:	HEADINGTON NEIGHBOURHOOD PLAN ID: I012135
To approve submission of the draft Headington Neighbourhood Plan for 6 week consultation	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the	Open -

public?	
Will this decision be preceded by any form of consultation?	6 week consultation
Decision Taker	City Executive Board
Executive Lead Member	Planning, Transport and Regulatory Services
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Executive Director for Regeneration and Housing

ITEM 27:	COMMUNITY CENTRE STRATEGY 2015-2020 ID: I010564
The strategy will reflect the current position on Community Centres, detail what world class community facilities, delivery and access will look like in 2020, with a clear action plan developed. The draft strategy went to CEB in December 2015. Adoption after public consultation in early 2016 – scheduled for CEB in March 2016.	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board
Executive Lead Member	Culture & Communities <input type="checkbox"/> <input type="checkbox"/>
Lead Executive Director	Head of Community Services <input type="checkbox"/> <input type="checkbox"/>
Report Contact	Ian Brooke, Head of Community Services Tel: 01865 252705 ibrooke@oxford.gov.uk

ITEM 28:	INTEGRATED PERFORMANCE REPORT QUARTERLY 2015/16 ID: I011045
These reports detail the Council's finances, risk and performance as at the end of each financial quarter for 2015/16 and may present budgetary amendments in the light of that information: <ul style="list-style-type: none"> • Q1, 30 June – report in September 2015 • Q2, 30 September - report in December 2015 • Q3, 31 December - report in March 2016 • Q4, 31 March 2016 - report in June 2016 	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board <input type="checkbox"/> <input type="checkbox"/> City Executive Board
Executive Lead Member	
Lead Executive Director	
Report Contact	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 29:	CHANGES TO CHARGING FOR PLANNING AND LISTED BUILDING PRE-APPLICATION ADVICE AND BUILDING CONTROL APPLICATION FEES ID: I012237
These 2 reports propose the following changes to Planning and Listed Building pre-application advice (approved) and Building Control application fees (outstanding) : <p>17 March CEB – report to consider</p> <ul style="list-style-type: none"> • Increasing some of the building control application fees 	

CEB 15 October –approved	
<ul style="list-style-type: none"> Increasing the planning pre-application advice fees by 25% Introducing fees for pre-application advice in respect of listed buildings and householder developments 	
Is this a Key Decision?	Yes It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member	Planning, Transport and Regulatory Services
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Head of Planning and Regulatory Services

CEB 14 APRIL 2016 - PROVISIONAL REPORTS

ITEM 30:	NORTH OXFORD VICTORIAN SUBURB CONSERVATION AREA APPRAISAL- ADOPTION ID: I011611
To recommend adoption of the North Oxford Victorian Suburb Conservation Area Appraisal.	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	City Executive Board
Executive Lead Member	Planning, Transport and Regulatory Services
Lead Executive Director	Head of Planning and Regulatory Services
Report Contact	Ian Marshall, Team Leader Design, Heritage and Specialist Services Tel: 01865 252332 imarshall@oxford.gov.uk

COUNCIL 18 APRIL 2016 - PROVISIONAL REPORTS

ITEM 31:	CONSTITUTION REVIEW ID: I004734
An annual report to propose any required changes to the constitution.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Council
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Head of Law and Governance
Report Contact	Emma Griffiths, Lawyer Tel: 01865 252208 egriffiths@oxford.gov.uk

ITEM 32:	REGULATION OF INVESTIGATORY POWERS ACT 2000
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	ID: I004596
To report the Council's application of its powers under the Regulation of Investigatory Powers Act 2000.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	N/A
Decision Taker	Council
Executive Lead Member	Crime, Community Safety and Licensing
Lead Executive Director	Head of Law and Governance
Report Contact	Jeremy Franklin, Lawyer jfranklin@oxford.gov.uk

CEB MAY 2016 - PROVISIONAL REPORTS

ITEM 33:	SUSTAINABLE ENERGY ACTION PLAN (SEAP) FOR OXFORD ID: I011844
On 29 September 2014 Council agreed to support the Covenant of Mayors initiative and authorised the Lord Mayor to sign the Covenant adhesion form. By signing up to the Covenant of Mayors the Council committed to submit a Sustainable Energy Action Plan for the City of Oxford. The Covenant sets out the intentions of the Council and its partners to reduce carbon emissions by 40% by 2020 across the whole city. This report will request approval of our aims, objectives and emission reduction target for the City and adoption of the action plan attached to the Sustainable Energy Strategy	
Is this a Key Decision?	Yes
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	Yes - Stakeholder workshops and e-consultation expected in Feb 2016
Decision Taker	City Executive Board
Executive Lead Member	Climate Change and Cleaner, Greener Oxford
Lead Executive Director	Executive Director for Community Services
Report Contact	Mairi Brookes, OxFutures Programme Manager Tel: 01865 252212 mbrookes@oxford.gov.uk

ANNUAL COUNCIL - MAY 2016

To include any reports from CEB

CEB JUNE 2016 - PROVISIONAL REPORTS

ITEM 34:	APPOINTMENT OF OUTSIDE BODIES 2016/17 ID: I012458
To appoint Council representatives to outside bodies and charities.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member	Corporate Strategy and Economic Development
Lead Executive Director	Executive Director for Organisational

	Development and Corporate Services
Report Contact	Pat Jones, Committee and Member Services Manager phjones@oxford.gov.uk

CEB JULY 2016 - PROVISIONAL REPORTS

COUNCIL - JULY 2016

To include any reports from CEB

CEB SEPTEMBER 2016 - PROVISIONAL REPORTS

ITEM 35:	ANNUAL MONITORING REPORT (AMR) 2015/16 ID: I012651
This is the City Council's twelfth AMR to assess the effectiveness of planning policies contained within Oxford's Local Development Plan.	
Is this a Key Decision?	Not Key
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	No consultation. This is a factual report.
Decision Taker	City Executive Board
Executive Lead Member	Planning, Transport and Regulatory Services
Lead Executive Director	Executive Director for Regeneration and Housing
Report Contact	Rebekah Knight, Planner Tel: 01865 252612 rknight@oxford.gov.uk

COUNCIL - SEPTEMBER 2016

To include any reports from CEB

CEB OCTOBER 2016 - PROVISIONAL REPORTS

ITEM 36:	DEVELOPMENT OF NEW CEMETERY SITE ID: I011508
Update on options for new cemetery site within South Oxfordshire Council boundary.	
Is this a Key Decision?	Yes It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open -
Will this decision be preceded by any form of consultation?	None
Decision Taker	City Executive Board
Executive Lead Member	Leisure, Sport and Events
Lead Executive Director	Head of Community Services
Report Contact	Trevor Jackson, Cemeteries Manager / Registrar Tel: 01865 252363 tjackson@oxford.gov.uk

CEB NOVEMBER 2016 - PROVISIONAL REPORTS

CEB DECEMBER 2016 - PROVISIONAL REPORTS

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Scrutiny Recommendation Tracker 2015-16

Oxpens Revised Delivery Strategy – 12 January Scrutiny Committee			
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer
1. That a VEAT notice should be issued by the Council in regards to the proposed collaboration with Nuffield College.	Y		Cllrs Price, Turner & Hollingsworth
2. That the Council should make every effort within its negotiating power to deliver its 50% affordable housing policy at Oxpens.	Y		
3. That the City Executive Board resolves to authorise the disposal of the City Council's land holdings at Oxpens to the new joint venture company on the terms set out in the report, and delegate authority to the Executive Director, Regeneration and Housing to agree the detailed arrangements of this disposal.	Y		
4. That Council Officers should be instructed to facilitate pre-decision scrutiny of any likely key executive decisions delegated to officers that relate to the Oxpens development, including by notifying the Committee in good time before any such decisions are taken.	Y		
Choice Based Lettings – 10 December Housing Panel			
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer
1. That the Choice Based Lettings cycle should be changed from a fortnightly (13 days) to a weekly cycle.	Y		Cllr Rowley & Stephen Clarke
2. That advice should be sought from relevant council officers and local disability groups on making the Choice Based Lettings bidding process more accessible to individuals with disabilities.	Y		
3. That Council Officers should explore positive ways of reducing the number of offers of housing that are refused.	Y		

Rents performance – 10 December Housing Panel			
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer
1. That the Council should look at ways of incentivising Council tenants to pay rent by Direct Debit, including the option of holding a prize draw.	Y		Cllr Rowley & Stephen Clarke
2. That the proportion of eligible Council tenants paying rent by Direct Debit should be a performance indicator in future years.	Y		
Report of the Guest Houses Review Group – 9 December Scrutiny Committee			
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer
1. That the City Council should maintain an accurate list of guest houses operating in the Oxford area that is updated at least annually (The Human Exploitation Co-ordinator has produced a basic list which could be developed into an accurate list).	TBC	<i>Response expected in February 2016</i>	Cllr Price
2. That the City Council should, in consultation and collaboration with other relevant statutory, commercial and voluntary agencies, lead on the introduction of a voluntary code of good practice for owners of guest houses in the Oxford area to sign up to. This code should be jointly branded and linked to existing initiatives such as the Say Something if you See Something campaign.	TBC	<i>Response expected in February 2016</i>	Cllr Price
3. That, subject to further consultation, the voluntary code of good practice should commit owners of guest houses operating in Oxford to the following practices which would help to protect guest house owners and their businesses as well as guests and the wider community. These practices should extend to subcontractors working in guest houses where relevant: a) Signing up to a basic safeguarding policy statement; b) Providing details of an identified 'single point of contact' who has oversight of the running of the guest house and is	TBC	<i>Response expected in February 2016</i>	Cllr Price

<p>responsible for ensuring compliance with the code of good practice;</p> <p>c) Having an identified responsible person on duty at the guest house at all times during its hours of operation;</p> <p>d) Providing Basic Disclosure certificates for the single point of contact and responsible person(s) and if possible, obtaining certificates for all staff who permanently or regularly work in the guest house;</p> <p>e) Having a free crime prevention check every 3 years and implementing recommendations made by the Crime Prevention and Reduction Advisor;</p> <p>f) Cooperating with the police, including by providing available CCTV footage upon request and allowing the police to freely enter the premises where illegal behaviour is suspected to be taking place;</p> <p>g) Registering with Thames Valley Alert and participating in the hotel partnership to strengthen two-way information sharing between guest houses and the authorities;</p> <p>h) Retaining records of the single point of contact and responsible person(s) completing the ECPAT 'Every Child, Everywhere' e-learning course, and providing all staff working in the guest house with the Thames Valley Police Staff Guide for the hotel trade;</p> <p>i) Having a 'no cash without ID' policy, recording vehicle registration numbers where relevant and requiring visitors to register with reception;</p> <p>j) Holding and restricting access to master keys for all rooms and ensuring that guest rooms are checked daily;</p> <p>k) Having suitable and proportionate arrangements in place for monitoring comings and goings at the premises, including during the night, and where relevant, retaining CCTV footage for a minimum of 28 days.</p>			
4. That the owners of guest houses in the Oxford area should be asked to self-certify that they comply with the voluntary	<i>TBC</i>	<i>Response expected in February 2016</i>	Cllr Price

code of good practice on an annual basis. This process could be prompted by a letter signed by the Local Policing Area Commander, as well as through the hotel partnership and any other relevant channels.			
5. That guest house owners signed up to the code should be signposted to sources of advice and guidance.	TBC	<i>Response expected in February 2016</i>	Cllr Price
6. That the City Council asks Thames Valley Police to give prompt attention to requests for assistance at local guest houses.	TBC	<i>Response expected in February 2016</i>	Cllr Price
7. That relevant agencies including City Council functions such as Environmental Health and Community Safety, and those provided by partner organisations such as the Thames Valley Police, Oxfordshire Fire and Rescue Service and Trading Standards, should be asked to report to the code administrator if they have reason to believe that, having been signed up to the voluntary code of good practice, the management of a guest house is non-compliant with it. The single point of contact should then be asked to demonstrate that they have addressed the concerns raised or risk being suspended from the code.	TBC	<i>Response expected in February 2016</i>	Cllr Price
8. That the administration of the voluntary code of good practice should be adequately resourced. Consideration should be given to where in the organisation this responsibility should sit but the Human Exploitation Manager should have oversight of this administrative function.	TBC	<i>Response expected in February 2016</i>	Cllr Price
9. That a suitable logo should be created for the voluntary code of good practice that could be displayed on guest house websites.	TBC	<i>Response expected in February 2016</i>	Cllr Price
10. That a list of guest houses covered by the voluntary code of good practice should be displayed on the City Council's website together with details of what the owners of these guest houses have signed up to. The introduction of the code should also be promoted to targeted institutions, such as language schools, as well as more widely, including through a City	TBC	<i>Response expected in February 2016</i>	Cllr Price

Council press release.			
11. That Experience Oxfordshire should be informed which guest houses are covered by the voluntary code of good practice and asked to display the logo next to participating guest houses on their website.	TBC	Response expected in February 2016	Cllr Price
12. That the City Council should encourage the larger tour operators and hotels operating in Oxford to sign up to the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism.	TBC	Response expected in February 2016	Cllr Price
13. That the City Council should ask organisations such as Experience Oxfordshire and the local Chamber of Commerce to do more to promote the Say Something if you See Something campaign, including through existing relationships.	TBC	Response expected in February 2016	Cllr Price
14. That the City Council should look for opportunities to join with partners, perhaps through the National Working Group, in pressing government to: a) Grant additional powers to local authorities to require the embedding of good practices in guest houses, b) Do more to involve the hotel accreditation agencies and major travel website companies, as well as guest houses, in efforts to promote good safeguarding practices in the hospitality sector; c) Introduce a public awareness campaign that empowers people to come forward with safeguarding concerns.	TBC	Response expected in February 2016	Cllr Price
Asset Management Plan – 9 December Scrutiny Committee			
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer
1. The City Council should take a structured approach to evaluating social value throughout the Plan using the Social Value Act 2012, which provides a framework for quantifying social value.	Y	We are not sure how valid or appropriate this is in practice. The act is primarily one about procuring for best value and particularly those matters falling within European Procurement rules ie large scale	Cllr Turner / Diane Phillips

		<p>high value projects.</p> <p>Probably it is the templates and other guidance that sit behind the act that are useful but for the majority of our activity they would be extremely cumbersome potentially bureaucratic, resource hungry and probably inappropriate although some elements may have some potential.</p> <p>Would suggest we perhaps add the following</p> <p><i>Page 3 of AMP after 'education' in paragraph 6 of Asset Management the Oxford Way the words 'social, environmental' and to the end of the paragraph the words ' and will use the Public Services (Social Value) Act 2012 and supporting guidance as a framework for quantifying Social Value where appropriate.</i></p>	
<p>2. The City Council should, as a matter of course, consider the case for negotiating 'green lease' arrangements when existing leases are due for renewal;</p>	Y	<p>The recommendation is effectively already captured within the existing AMP objective 4 which reflected our aspiration to investigate how we could move in this direction but reflected a reality around our existing portfolio of relatively long term legacy tenants and restrictions and limitations on changing terms</p>	Cllr Turner / Diane Phillips

		<p>through 1954 Landlord and Tenant Act.</p> <p>We are happy to strengthen the wording to further acknowledge Scrutiny's point and would suggest:</p> <p>Change Supplementary Indicators on page 13 of the AMP to 'Consider green lease arrangements on renewals and new lettings where appropriate and possible' and also change Actions on page 28 of AMP to Consider utilising green lease arrangements on renewals and new lettings where appropriate and possible'</p>	
<p>3. When agricultural leases are due for renewal, the Council should explore all options including revenue opportunities, for example managing the land to generate forestry revenue;</p>	Y	<p>Whilst we understand the Scrutiny view and their drive to potentially expand employment opportunities and drive further social benefit, open up access to opportunities in this sector the blanket approach to all agricultural land is likely to be overly onerous. Say where we are letting a small 'pony paddock' and other minor elements for instance.</p> <p>Also most of our larger pieces of agricultural estate are locked into Agricultural Holding Act Tenancies and in most cases will not revert to us for perhaps a generation, so opportunities here will be very</p>	Cllr Turner / Diane Phillips

		<p>limited.</p> <p>Suggest in order to acknowledge Scrutiny's view we could add some further words as follows:</p> <p><i>Action Point to 5.1.2 Agriculture 'On lease renewal or lettings of agricultural land consider appropriateness of exploring wider options for use including revenue generating opportunities or added social value.'</i></p>	
<p>4. Add action under the Commercial Property heading (section 5.1.1 on p. 16 of the Plan) to aim to engage with the wider market and ask the landlords of vacant commercial properties to make temporary use of these premises, for example as pop-up shops.</p>	Y	<p>We understand Scrutiny's point here but our concern is one of resourcing and there is a question as to whether we can achieve any results when all action is in the hands of third parties.</p> <p>We could though perhaps add after paragraph 6 in 5.1.1 Commercial Property the following:</p> <p><i>'The Council will also where possible attempt to influence landlords and property owners of vacant commercial property in the city centre to bring these back into use and to consider temporary uses such as 'pop up shops' etc so as to assist in maintaining the vitality of the centre notwithstanding the relatively low level of vacancies in Oxford City Council.'</i></p>	Cllr Turner / Diane Phillips

Resettling Syrian Refugees in Oxford – 9 December Scrutiny Committee			
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer
1. That the City Council should continue to work with partners to co-ordinate and strengthen local arrangements for accommodating and supporting Syrian refugees, including educational support and language services.	Y		Cllr Price / Caroline Wood
2. That the City Council should assist the County Council in promoting campaigns aimed at recruiting new foster carers and adopters.	Y	We will ask the County how we can help.	Cllr Price / Caroline Wood
3. That the City Council should also maintain a focus on the types and impacts of support available to the refugees and asylum seekers in Oxford that are not part of the Vulnerable Persons Relocation Scheme (VPRS).	Y	A paper will come to CEB.	Cllr Price / Caroline Wood
4. That the City Council should update local MPs on what the Council is doing to support refugees in Oxford, and engage with them about the challenges and needs that are more specific to Oxford.	Y		Cllr Price / Caroline Wood
5. That the City Council should look for opportunities to engage constructively with government about the city's needs and how these can be met.	Y		Cllr Price / Caroline Wood
6. That progress and developments should be monitored and periodic updates should be provided to City Councillors at public meetings.	Y		Cllr Price / Caroline Wood
Community Centre Strategy 2015-20 – 9 December Scrutiny Committee			

Recommendation	Agreed Y/N	Executive response	Lead Member & Officer
1. That officers are asked to incorporate the clarifying amendments tabled by Councillor Wolff (see appendix 1) before the Strategy goes for wider consultation.	In part	We can add a sentence that says The Council will continue to undertake its maintenance responsibilities	Cllr Simm / Ian Brooke
2. That greater clarity should be provided that the 15 minute walk time used to model community centre catchment areas is not binding.	Y	Section six of the strategy states - The catchment is based on a judgement of how far Oxford residents can reasonably be expected to travel to access community centre provision. This has been overlain with ward boundaries, and the 2015 Index of Multiple Deprivation (IMD) ratings of each lower super output area (LSOA). I don't think this implies that this is in anyway binding. We could add in that "for various reasons such as the type of session many people will travel further to attend activities."	Cllr Simm / Ian Brooke
3. That clarity should be provided as to how three specific gaps in community facilities have been identified from Figure 4 in the Strategy, given that this map also shows gaps in other areas of the city.	Y	Section six of the Strategy states –“ It also shows gaps in community facilities in parts of Blackbird Leys, Marston and Churchill. This does not mean that the Council should try to build new facilities as the City is very well provided for as a whole.” We can add in “these gaps are determined by a combination of walk time, facility distribution and population density.”	Cllr Simm / Ian Brooke
4. That a new priority theme should be added to the Strategy, in the Sustainable Management action area (p. 2), around making the best use and most effective use of facilities at community centres.	Y	This fits under priority five Sustainable, effective management. We will add an action to the action plan ensure a diverse programme of activities with quarterly reviews.	Cllr Simm / Ian Brooke
5. That the Strategy should articulate what the Council's approach will be to ensuring there is an inclusive, a high	In part	This is captured within priorities four and five: <ul style="list-style-type: none">• Develop a prioritised maintenance plan for all	Cllr Simm / Ian Brooke

<p>quality community hub serving the Leys area in the event that the proposed replacement of Blackbird Leys Community Centre is compromised, for example by a lack of developer funding.</p>		<p>centres with a five year time horizon.</p> <ul style="list-style-type: none"> Review ways in which those centres that are currently managed by the City Council can be effectively managed in future on a long term and stable basis with strong community involvement. 	
<p>6. That the Strategy should better recognise and articulate the importance of volunteers to the city's community centres.</p>	N	<p>The Strategy states "...these Associations are essential...and their work is greatly valued by the Council."</p> <p>Following the work in the steering group two of the eight priorities are focused on trustees and volunteers.</p> <ul style="list-style-type: none"> Support Associations in developing management skills and expertise and in recruiting volunteers to run the centres' activities. Support Associations to recruit and retain trustees and manage their buildings 	Cllr Simm / Ian Brooke
<p>7. That the scope of the consultation set out in the report should be widened to include:</p> <p>a) Residents associations and tenants groups as key stakeholders, b) That other stakeholder focus groups are considered including, as a priority, a disability focus group, c) Engagement with representatives of all the remaining strands recognised under the Equalities Act, d) Continued outreach to potential users and individuals.</p>	In part	<p>The list of consultees in the report includes "Any interested parties"</p> <p>In relation to targeting groups we always think through how their needs differ which is why we are proposing the following focus groups:</p> <ul style="list-style-type: none"> Older people (over 60s) Health bodies Schools and parents Young people Minority community representatives <p>We will also add in a disability focus group.</p>	Cllr Simm / Ian Brooke

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MINUTES OF THE SCRUTINY COMMITTEE

Tuesday 12 January 2016

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COUNCILLORS PRESENT: Councillors Simmons (Chair), Darke, Fry, Gant, Hollick, Henwood, Pegg, Smith and Cook.

BOARD MEMBERS PRESENT: Councillor Alex Hollingsworth

OFFICERS PRESENT: David Edwards (Executive Director City Regeneration and Housing), Nigel Kennedy (Head of Financial Services), Lindsay Cane (Legal Services Manager), Andrew Brown (Scrutiny Officer) and Catherine Phythian (Committee Services Officer)

76. APOLOGIES FOR ABSENCE

Apologies for absence were received from the following Committee members: Councillor Hayes (substitute Councillor Cook), Councillor Coulter and Councillor Taylor.

Apologies were received from Councillors Price, Turner and Rowley who had been invited to attend the Committee.

77. DECLARATIONS OF INTEREST

There were no declarations of interest.

78. REPORT FROM HOUSING STANDING PANEL - RENTS PERFORMANCE

Councillor Smith, Chair of the Housing Standing Panel presented the Panel's recommendations on the Council's rents performance. She explained that the Panel had commissioned and considered this at its public meeting on 10 December 2015. She cited the success of the Council's incentive scheme for waste recycling and said that the Panel hoped that a similar approach could be taken to encourage people to pay their rent by direct debit. In response to questions she confirmed that the Panel were satisfied with officer assurances that the level of rent arrears was not a matter of concern and that the Council was already providing debt advice and support for tenants in arrears.

The Scrutiny Committee resolved to submit the Housing Panel report on Rents Performance to the City Executive Board and ask the Board whether it agrees or disagrees with the following recommendations:

1. Recommendation 1 – That the Council should look at ways of incentivising Council tenants to pay rent by Direct Debit, including the option of holding a prize draw.
2. Recommendation 2 – That the proportion of eligible Council tenants paying rent by Direct Debit should be a performance indicator in future years.

79. REPORT FROM HOUSING STANDING PANEL - CHOICE BASED LETTINGS

Councillor Smith, Chair of the Housing Standing Panel presented the Panel's report and recommendations on proposed changes to the Choice Based Lettings scheme which had been discussed at its public meeting on 10 December 2015. She said that the Panel had wanted to address concerns about what methods of bidding were available to people who were disabled or visually impaired. The Panel had learnt that of 428 offers of housing made in the first 7 months of the year, 64 were refused. They felt that this was a high percentage and the Council should look at ways to reduce the number of rejections. Finally she confirmed that the Panel supported the proposed change from a fortnightly lettings cycle lasting 13 days to a weekly cycle.

The Scrutiny Committee resolved to submit the Housing Panel report on Choice Based Lettings to the City Executive Board and ask the Board whether it agrees or disagrees with the following recommendations:

1. Recommendation 1 – That the Choice Based Lettings cycle should be changed from a fortnightly (13 days) to a weekly cycle.
2. Recommendation 2 – That advice should be sought from relevant council officers and local disability groups on making the Choice Based Lettings bidding process more accessible to individuals with disabilities.
3. Recommendation 3 – That Council Officers should explore positive ways of reducing the number of offers of housing that are refused.

80. OXPENS REVISED DELIVERY STRATEGY

The Chair introduced this item. He explained that this was an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board to inform their consideration of the proposals for a revised delivery strategy for the Oxpens development at its special meeting on 14 January 2015. He said that this was a substantive, complex and commercially sensitive matter that warranted careful consideration.

He welcomed Councillor Alex Hollingsworth, Board Member for Planning, Transport and Regulatory Services, David Edwards, Executive Director, Regeneration & Housing, Nigel Kennedy, Head of Financial Services and Lindsay Cane, Legal Services Manager.

The Executive Director, Regeneration & Housing reminded the Committee of the background to the item:

- the Council had been exploring strategic options for the redevelopment of Oxpens for several years;
- the Council was committed to the comprehensive regeneration of the whole Oxpens area which would contribute to the wider city economy;
- negotiations with the Department of Transport and LCR (London and Continental Railways) over the previous JV arrangements (agreed by CEB in October) had now stalled;
- central Government had now confirmed the disposal of railway lands at Oxpens to the Council on the basis of an unconditional sale for a fixed price and within a tight timescale;
- in response the Council and Nuffield College proposed to set up a joint venture partnership based on their respective positions as the predominant landowners in the area, their shared values, and their collective ambition to regenerate the Oxpens area.

In private session the Committee asked a range of questions, covering risks, financing, financial scenarios, land ownership and links with other developments.

The Committee expressed its support for all the recommendations before the City Executive Board and made the following observations:

- that there were 3 main elements to recommendation 2; the establishment of a delivery partnership, the acquisition of land owned by London and Continental Railways, and the transfer of land owned by the City Council. These elements could have been 'unpacked' more clearly in the recommendations;
- that the partnership business plan and the selection of a private sector partner would be subject to future CEB decisions and scrutiny;
- that recommendation 6 relates specifically to the land at Oxpens that is currently owned by London and Continental Railways;
- that recommendation 7 relates to 3 joint venture company directors to be appointed by the City Council. A further 3 would be appointed by Nuffield College.

To make the transfer of the Council's land into the joint venture clear and explicit the Committee agreed to propose that the City Executive Board should resolve to authorise this disposal as a separate recommendation to those set out in the report.

PART TWO - MATTERS EXEMPT FROM PUBLICATION

The Scrutiny Committee resolved to exclude the press and public from the meeting during consideration of the item in the exempt from publication part of the agenda in

accordance with the provisions in Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972 and that, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

81. CONFIDENTIAL APPENDICES - OXPENS DELIVERY STRATEGY

The Scrutiny Committee considered a presentation by the Executive Director for Regeneration and Housing and noted the contents of the confidential appendices.

Councillor Smith left the meeting at the end of this item.

THE MEETING RESUMED IN PUBLIC SESSION

82. WORK PROGRAMME AND FORWARD PLAN

The Committee reviewed the work programme and Forward Plan noting that the City Executive Board report on the Transfer Station for Recycled Material scheduled for pre-scrutiny in February would not now be available until the autumn.

The Committee noted that the Finance Standing Panel was engaged in pre-scrutiny of the 2016-17 Budget.

The Committee resolved to AGREE that:

1. The City Executive Board report on Go Ultra Low Oxford Grant Funding should be added to the work programme for February; and
2. The City Executive Board report on Energy and Water Supply Contract Procurement should be referred to the Finance Standing Panel for pre-scrutiny.

83. REPORT BACK ON RECOMMENDATIONS

The Committee NOTED the report. The Chair said that the Scrutiny Officer would request updates on the implementation of agreed recommendations where required.

84. MINUTES

The Committee resolved to APPROVE the minutes of the meeting held on 9 December 2015 as a true and accurate record.

85. DATES OF FUTURE MEETINGS

The Committee NOTED the dates of future meetings.

The meeting started at 6.15 pm and ended at 8.05 pm

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