

Agenda

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Scrutiny Committee

Date: **Wednesday 9 December 2015**

Time: **6.15 pm**

Place: **Plowman 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 Louise Upton

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 COMMUNITY CENTRE STRATEGY 2015-2020

9 - 36

Contact Officer: Ian Brooke, Head of Community Services
Tel 01865 252705, ibrooke@oxford.gov.uk

Background Information

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

The Scrutiny Committee pre-scrutinised the Lease and Monitoring Arrangements for Community Centres decision in October. The Committee regretted the tone and language of the report and its reliance on legal arguments which gave no recognition to the important work of the Community Centre Associations and their volunteers.

Why is it on the agenda?

The City Executive Board will consider the report which presents the draft Community Centre Strategy and sets out proposals for consultation on the strategy at its meeting on 17 December 2015. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.

Who has been invited to comment?

Councillor Simm and Ian Brooke, Head of Community Services will attend to answer the Committee's questions.

4 RESETTLING SYRIAN REFUGEES IN OXFORD

37 - 52

Contact Officer: Val Johnson, Policy & Partnership Team Leader
Tel 01865 252209, vjohnson@oxford.gov.uk

Background Information

The Chair and Vice Chair of the Scrutiny Committee asked for this item to be included on the agenda for pre-decision scrutiny (this item was not on the Council's Forward Plan when the Committee last met).

Why is it on the agenda?
At the meeting on 17 December 2015 the City Executive Board will be asked to approve the participation in the Syrian Vulnerable Person Resettlement Scheme for the purpose of settling refugee families in Oxford. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.
Who has been invited to comment?
Councillor Price, Leader of the Council, Caroline Green, Assistant Chief Executive and Dave Scholes, Housing Strategy & Needs Manager, have been invited to present this report and answer the Committee's questions.

5 ASSET MANAGEMENT PLAN 2016-2020

53 - 112

Contact Officer: Mike W Scott, Senior Asset Manager
Tel 01865 252138, mwscott@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 draft Asset Management Plan for consultation at its meeting on 17 December 2015. This is an opportunity for the Scrutiny Committee to make recommendations to the City Executive Board.
Who has been invited to comment?
Mike Scott, Senior Asset Manager, will attend to present this report and answer the Committee's questions.

6 REPORT OF THE GUEST HOUSES REVIEW GROUP

113 - 138

Background Information
The Scrutiny Committee commissioned the Guest Houses Review Group to look at what is being done to prevent exploitation in guest houses and explore the case for the introduction of a voluntary code of practice.
Why is it on the agenda?
The Scrutiny Committee is asked to:

1. Approve the report of the Guest Houses Review Group for submission to the City Executive Board on 17 December 2015;
2. Agree to monitor progress over time, including the implementation of any agreed recommendations.

Who has been invited to comment?

Councillor Van Coulter, the Chair of the Guest Houses Review Group will present the report.

7 PERFORMANCE MONITORING REPORT 2015/16 QUARTER 2

139 - 144

Background Information

This report contains outcomes at the end of September 2015 (2015/16 quarter 2) for a set of corporate performance indicators previously chosen by the Committee.

Why is it on the agenda?

The Scrutiny Committee has a role in monitoring Council performance against targets.

The Committee is asked to note this report and may wish to ask questions or request further information.

Who has been invited to comment?

No officers have been invited specifically for this item but the Scrutiny Officer will follow up on any requests after the meeting, if required.

8 UPDATES SINCE THE LAST MEETING

For scrutiny members to update the Committee on any developments since the last meeting.

The Chair of the Finance Panel may wish to update the Committee on the Budget Review process.

The Chair of the Equality and Diversity Review Group may wish to update the Committee on the progress of that review.

The next Housing Standing Panel is scheduled for 10 December 2015
 The next Finance Standing Panel is scheduled for 28 January 2015 (the Finance Panel will be meeting as the Budget Review Group in the meantime).

9 WORK PROGRAMME AND FORWARD PLAN

145 - 174

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?
<p>The Scrutiny Committee is asked to review and note its work programme for the 2015/16 council year.</p> <p>The Committee is also asked to select which Forward Plan items they wish to pre-scrutinise based on the following criteria:</p> <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? <p>A maximum of three items for pre-scrutiny will normally apply.</p>
Who has been invited to comment?
Andrew Brown, Scrutiny Officer will present the work programme and support the Committee in its decision making.

10 REPORT BACK ON RECOMMENDATIONS

175 - 180

Background Information
The Committee makes a number of recommendations to the City Executive Board, which is obliged to respond in writing.
Why is it on the agenda?
<p>This item allows Committee to see the results of recent scrutiny recommendations.</p> <p>Since the last meeting the following item has resulted in a recommendation to the City Executive Board:</p> <ul style="list-style-type: none"> • Planning Annual Monitoring Report
Who has been invited to comment?
Andrew Brown, Scrutiny Officer will present the report.

11 MINUTES

181 - 188

Minutes from 2 November 2015

Recommendation: That the minutes of the meeting held on 2 November 2015 be APPROVED as a true and accurate record.

12 DATES OF FUTURE MEETINGS

Meetings are scheduled as followed:

12 January 2016

2 February 2016

7 March 2016

5 April 2016

All meetings being at 6.15 pm.

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.

DRAFT

To: City Executive Board
Date: 17 December 2015
Report of: Head of Community Services
Title of Report: Community Centres Strategy

Summary and Recommendations

Purpose of report: To present the draft Community Centres Strategy for discussion and amendment prior to a period of public consultation.

Key decision? Yes

Executive lead member: Councillor Christine Simm

Policy Framework: Corporate Plan Priorities-
Strong and Active Communities
Vibrant, Sustainable Economy
Cleaner, Greener Oxford

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

1. Approve the draft Community Centres Strategy for public consultation.

Appendix 1: Risk Register
Appendix 2: Initial Equalities Impact Assessment
Appendix 3: Draft Community Centre Strategy 2016-2020

Introduction

1. Oxford City Council is fortunate in having retained an extensive network of community centres across the city. They differ widely in their size, range of activities hosted and their physical condition. This report is designed to initiate a process for the long term management of the network and the support structures provided by the City Council. The centres represent collectively a substantial investment by the City Council in community managed facilities. The Council's strategic objective is to support them to be active and inclusive places which bring communities together, and support the achievement of the wider

objectives of improving skills, reducing inequalities and creating strong and active communities.

2. This report and the draft strategy have been written using the evidence of a needs assessment that was undertaken by SLC consultants and through consultation with a steering group of representatives from the voluntary sector and the Federation of Community Associations. The findings from the needs assessment are included within the strategy. The draft strategy identifies ways in which the Council will support the development of the Community Centre network and prioritise its resources to extend and improve the ways in which the centres can serve their communities.
3. The strategy identifies eight priority themes, four under each of two action areas: Improving Facilities and Sustainable Management.

Improving Facilities

- A. Commission the new Rose Hill Community Centre and establish a strong programme of activities within the centre so that it functions fully as a community hub.
- B. Draw up development plans for the Blackbird Leys and Barton Community Centres aimed at widening and improving the range of functions and activities which they offer, and securing effective community involvement in the management of these centres.
- C. Work with the Reference Group to extend and improve the range of activities offered at the East Oxford Community Centre, and to consider the results of the feasibility study into its future physical shape and functions.
- D. Develop a prioritised maintenance plan for all centres with a five year time horizon.

Sustainable management

- A. 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.
- B. Review the current lease arrangements for each centre and place on a long term stable basis.
- C. Support Associations in developing management skills and expertise and in recruiting volunteers to run the centres' activities.
- D. Support Associations to recruit and retain trustees and manage their buildings.

The development of this draft Strategy

4. A steering group consisting of the CEO of Oxfordshire Community and Voluntary Action, the Chair and Deputy Chair of the Federation, Councillors from all political groups and senior Council Officers has met on three occasions to help to develop the draft strategy.

5. Consultants undertook a geographic and demographic analysis of the community centre network using a Geographic Information System.
6. A 15 minute walk time was applied as the notional catchment area for each centre, based on a judgement of how far residents could be expected to travel to access the service provided by the centres. This has been overlain with ward boundaries, and the 2015 Index of Multiple Deprivation (IMD) ratings of each lower super output area (LSOA).
7. A criterion based methodology was devised to objectively assess each centre and the way they relate to the local community in terms of providing accessible coverage.
8. The following measures will help to gauge how well we achieve the priorities listed in section three of this report:
 - Usage of the community centres
 - Number of activity sessions in the community centres
 - Number of sessions targeting health improvement
 - Number of sessions supporting targeting improving skills
 - Income at council managed centres
 - Social impact of the community centres
 - Revenue cost to the Council of each centre
 - The number of volunteers in each community centre
 - Satisfaction levels

Very little of these data-sets are currently available so the intention is for the first year of analysis to be used to establish a baseline for targets for future years.

Consultation Process

9. To initiate the consultation, it is proposed that a copy of the draft strategy and a covering letter will be sent to the following key stakeholders:
 - All the Community Associations
 - Community Matters
 - Oxfordshire Community and Voluntary Action
 - Oxfordshire County Council (focused on social care)
 - The Parish Councils
 - All the Primary and Secondary Schools and the FE Colleges
 - The CCG and the Health Trusts
 - Any interested parties
10. Throughout the eight week consultation period, the draft strategy will be available on the Council website and will be available for comment through the on-line consultation page. A press release and posts on the

Council's social media sites will coincide with the start of the consultation.

11. Focus group sessions will be organised with representatives of the following groups to draw out more qualitative feedback on matters which affect them:

- Older people (over 60s)
- Health bodies
- Schools and parents
- Young people
- Minority community representatives

Level of Risk

12. The risk register is shown in appendix one.

Climate Change

13. Current and future projects within the centres will continue to place a high priority on ensuring low carbon technology is implemented.

Equalities Impact

14. An initial Equalities Impact Assessment is shown in appendix two.

Financial Implications

15. The action plan shows the financial position for each strand of the strategy. Developments beyond those currently funded through the Council's capital programme will have to be considered as part of the overall budgetary process for the Council, in the context that capital funding is likely to becoming increasingly tight.
16. The strategy will help support applications for external funding and also for allocating developer contributions.

Legal Implications

17. The main legal implications are covered in the section on leases.

Name and contact details of author:- Name: Ian Brooke Job title: Head Community Services Service Area / Department: Community Service Tel: 01865 252705 e-mail: ibrooke@oxford.gov.uk
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List of background papers: None:

Appendix 1: Risk Register

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
People	The consultation project does not provide sufficient levels of engagement	Threat	Lack of interest, insufficient marketing, not targeting, lack of resources	Unable to provide sufficient evidence to support decision making for final strategy	29.7.15	Ian Brooke	2	1	2	1	2	1	Low risk	Consultation period longer than usual 6 weeks as 8 weeks allocated. Consultation plan in place including targeting of specific groups	Feb 16 end of the consultation	Open	Consultation will start once CEB report decision	Ian Brooke
Budget	Strategy outlines priorities for future investment and also regarding leases which will enable Community Associations to more effectively secure external funding	Threat	Negative feedback from consultation	Strategy delayed and subsequent investment plans and lease meetings with Community Associations is also delayed	29.7.15	Ian Brooke	3	2	2	1	2	1	Low risk	Community Centres Strategy group established with reps from the Federation and also councillors from all parties and also OCVA. Consultation also will be widely publicised.	Feb 16 end of the consultation	Open	Consultation will start once CEB report decision	Ian Brooke
Buildings	Current maintenance spend continues without clear prioritisation in relation to Strategy priorities	Threat	Failure to agree strategy in line with budget setting	Continued programme of current investment which does not address key priorities for strategy	29.7.15	Ian Brooke	2	1	2	1	2	1	Low risk	Consultation planned effectively and final report programmed to go to CEB to be in line with budget setting for future years	Feb 16 end of the consultation	Open	Will progress when strategy agreed	Ian Brooke

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Appendix 2: Initial Equalities Impact Assessment



15

Form to be used for the Full Equalities Impact Assessment

Service Area:	CS	Section:	CS	Date of Initial assessment:		Key Person responsible for assessment:	Ian Brooke	Date assessment commenced:	29.7.15
Name of Policy to be assessed:			Oxford's Community Centre Strategy 2016 to 2020						
None									
1. In what area are there concerns			Race None		Disability None			Age None	

<p>that the policy could have a differential impact</p>	<p>Gender None</p>	<p>Religion or Belief None</p>	<p>Sexual Orientation None</p>
<p>Other strategic/ equalities considerations</p>	<p>Safeguarding/ Welfare of Children and vulnerable adults None</p>	<p>Mental Wellbeing/ Community Resilience None</p>	<p>Marriage & Civil Partnership None</p>
<p>2. Background: Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.</p>	<p>Oxford City Council recognises the broad value of community centres and is committed to ensuring they are vibrant and inclusive places. The council sees community centres not just as places to bring communities together, but also as assets that need to achieve the council's objectives of improving skills, reducing health inequalities and creating strong and active communities.</p> <p>This strategy shows how the council will prioritise its resources to maximise the potential from its community centres.</p> <p>The strategy details our plans, analyses needs across the City in order to provide a framework to provide appropriate facilities to meet the needs of residents for the future.</p>		
<p>3. Methodology and Sources of Data: The methods used to collect data and what sources of data</p>	<p>A geographic and demographic analysis of community centres using a Geographic Information System has been completed in June 2015. This applied a 15 minute walk time catchment identified for each. 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).</p> <p>An extensive needs analysis was undertaken in 2013/14 that provided the evidence base, this included using Sport England's Facilities Planning Model to understand current and future needs. The demographic research confirmed our target groups and reinforced that deprivation</p>		

	<p>is integrally correlated with lower levels of activity and the negative health impacts of inactivity. Work has also been undertaken to improve our understanding of which groups are underrepresented, what the barriers are and how we can better target our resources into creating a world class leisure offer for everyone.</p>
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • Why you carried out the consultation. • Details about how you went about it. • A summary of the replies you received from people you consulted. • An assessment of your proposed policy (or policy options) in the light of the responses you received. • A statement of what you plan to do next 	<p style="text-align: center;">Plan for Public Involvement</p> <p>A brief is to be submitted to the Public Involvement Board in August detailing the proposed Consultation for the strategy.</p> <p>At the start of the consultation we will send the strategy and a covering letter to key stakeholders.</p> <ul style="list-style-type: none"> • All the Community Associations • Community Matters • Oxfordshire Community and Voluntary Action • Oxfordshire County Council (focused on social care) • The Parish Councils • All the Primary and Secondary Schools and the FE Colleges • The CCG and the Health Trusts • Other relevant community groups <p>The consultation will be for eight weeks and the draft strategy will be available on the Council website and will be available for comment through the on-line consultation page. A press release and posts on the council's social media sites will coincide with the start of the consultation. We will also publicise through local community newspapers and also through OCVA website.</p> <p>We will also hold focus groups sessions to positively engage with the following groups:</p>

	<ul style="list-style-type: none"> • Older people • Health Services • Schools and Parent Groups • Young People • Diverse groups • Federation of Community Associations <p>Following consultation, the findings will be used to inform the Strategy and will be reported back to CEB.</p>
<p>5. Assessment of Impact:</p> <p>Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p>	<p>Officers consider that there is no adverse impact on safeguarding and / or the welfare of children and vulnerable adults with this strategy.</p> <p>There is a full range of groups and individuals listed above who we will be involving in the consultation.</p>
<p>6. Consideration of Measures:</p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse</p>	<p>The Strategy has been developed specifically to allow sufficient time for consultation and is being submitted to CEB for comments prior to the full consultation. The results of the consultation will inform the final Strategy.</p>

impact of the policy	
<p>6a. Monitoring Arrangements:</p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of discrimination.</p>	<p>The Strategy development is overseen by a group which includes Councillors, Senior Officers, Representatives of the Federation of the Community Associations and the Chief Executive of OCVA. This group will oversee the monitoring arrangements for the development of the Strategy to ensure no adverse impact in the future.</p> <p>The monitoring arrangements included in the strategy are:</p> <ul style="list-style-type: none"> • Usage of our community centres • Number of sessions in our community centres • Number of sessions targeting health improvement • Number of sessions supporting targeting improving skills • Cost to the council • Social impact of our community centres • Revenue cost to the council of community centres • Number of volunteers in our community centres • Satisfaction levels <p>There is very limited performance information on community centres so for most of the objectives the first year will be used to set baselines for the targets.</p>
<p>7. 12. Date reported and signed off by City Executive Board:</p>	
<p>8. Conclusions:</p>	<p>The process for the Strategy development is a two stage one and this initial stage is to seek</p>

What are your conclusions drawn from the results in terms of the policy impact		approval for the consultation. Findings from the consultation will inform the final Strategy.				
9. Are there implications for the Service Plans?	YES	NO	10. Date the Service Plans will be updated	Jan-March 2016	11. Date copy sent to Equalities Officer in HR & Facilities	July 2015
13. Date reported to Scrutiny and Executive Board:	N/A	N/A	14. Date reported to City Executive Board:	Dec 2015	12. The date the report on EqlA will be published	Dec 2015

20

Signed (completing officer) Ian Brooke – Head of Service

Signed (Lead Officer) Ian Brooke – Head of Service

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

Communities and Neighbourhoods Manager, Community Services

Oxford City Council's Community Centres Strategy 2016-2020

**Bringing communities together:
Skills, Health & Life**

Oxford City Council is fortunate in having retained an extensive network of community centres across the city. They differ widely in their size, range of activities hosted and their physical condition. This strategy is designed to initiate a process for the long term management of the network and the support structures provided by the Council. The centres represent collectively a substantial investment by the Council in community managed facilities and the Council's strategic objective is to support them to be active and inclusive places. This helps to bring communities together, and achieve the wider objectives of improving skills, reducing inequalities and creating strong and active communities.

This strategy has been written using the evidence of a needs assessment (included in section six) that was undertaken by SLC consultants and through consultation with a steering group made up of representatives from the voluntary sector, the Federation of Community Associations, councillors and senior council officers. The strategy identifies ways in which the Council will support the development of the Community Centre network and prioritise its resources to extend and improve the ways in which the centres can serve their communities.

The strategy classifies facilities in three tiers (shown in section seven). The top tier are community hubs which are multi-functional community facilities, the next tier are smaller community centres, or community halls with the final tier being rooms for hire, either owned by the Council or other organisations.

The strategy identifies eight priority themes, four under each of two action areas: Improving Facilities and Sustainable Management.

Improving Facilities

1. Establish Rose Hill as a vibrant, inclusive community hub.
2. Draw up development plans for the Blackbird Leys and Barton Community Centres aimed at widening and improving the range of functions and activities which they offer, and securing effective community involvement in the management of these centres.
3. Work with the Reference Group to extend and improve the range of activities offered at the East Oxford Community Centre, and to consider the results of the feasibility study into its future physical shape and functions.
4. Develop a prioritised maintenance plan for all centres with a five year time horizon.

Sustainable management

5. 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.
6. Review the current lease arrangements for each centre and place on a long term stable basis.
7. Support Associations in developing management skills and expertise and in recruiting volunteers to run the centres' activities.
8. Support Associations to recruit and retain trustees and manage their buildings.

The Council owns 18 community centres and there are 300 other facilities across the City offering community space. Most of the community centres are well managed by Community Associations, these Associations are essential for many community centres and their work is greatly valued by the Council. A Community Association is a voluntary group formed by members of the public who want to improve the quality of life in their neighbourhood; this has led to them managing community centres. They are registered charities accountable to the Charities Commission for meeting their declared charitable objectives.

The Associations have increasingly become bogged down dealing with increasingly complex health and safety and building management issues. This leaves less time for the Associations to develop new activities, promote the centres, or work with organisations such as health services. The strategy focusses on finding new ways of supporting Community Associations such as in the recruitment, training and retention of trustees and also in building management.

Many of the buildings are old and require increasing levels of maintenance. Across the centres there is around £1.7 million of backlog maintenance, although this figure reduces with Rose Hill being replaced and other potential developments. While there is a commitment to invest and undertake this work, continued government cuts to the Council's budget mean it will be increasingly difficult to meet these costs. The strategy explains what changes we need to make to prevent an inevitable decline in community centres and to support the valuable work they provide in a changing and ever demanding world.

There is also a focus on ensuring each centre has an appropriate legal agreement in place. Robust legal agreements for tenants are essential to ensure health and safety requirements are met, for Associations to obtain external funding and to give the public confidence that its assets are being managed in the best interests of the communities they serve.

The Council operates services across the city and focuses its resources where there are the highest levels of social deprivation. The Council is committed to reducing these inequalities by providing high quality, vibrant community hubs offering a broad programme of activities in the largest priority areas of Blackbird Leys, Barton and Rose Hill.

These ambitions are made more difficult by continued cuts to the Council's budget from government and national policy changes that significantly impact on the Council's ability to deliver services.

2. What the strategy covers?

- Our plans for the City's community centres
- How we will make community facilities more accessible
- Creating a sustainable management model
- Our approach to working with communities

3. Where the strategy fits?

The Corporate Plan is the overarching plan for the Council; this strategy supports the following areas of the Corporate Plan:

Strong, Active Communities

Community centres deliver broad benefits that help to create strong, active communities. They provide activities for all ages, and provide places where people can go to meet, eat, attend courses and activities.

By improving the centres, we will help to encourage more and a broader range of people to use them, helping to encourage community cohesion, reduce health inequalities and issues such as the isolation of some older people.

Vibrant, Sustainable Economy

Oxford is a thriving city and in 2014, was awarded City Deal status. The result of this award will lead to further investment into roads and public transport, specifically tailored to link universities with the city's major industrial and research areas. Within all such developments, ensuring good community facilities is a key ingredient.

Cleaner, Greener Oxford

The Council is committed to minimizing the carbon created from its activities. The new centre at Rose Hill has incorporated a range of low carbon technologies such as solar panels to generate energy. All the development work within the strategy will incorporate the best possible low carbon approach.

Efficient, Effective Council

The Council is willing to invest in community facilities where there is a strong business case both in financial terms and in terms of outcomes. The operation of the other community centres in the city is efficient and effective where there is robust governance of the centre, its legal status is clear and it is well maintained.

Through the leases it develops, the Council will clarify the relative responsibilities of Community Associations and the Council with respect to each of its community centres. Having developed a mutually agreed set of criteria for the 'effectiveness' of a community centre in collaboration with community associations, the Council will continue to work with them to maintain that effectiveness. The Council will, through its directly-run 'Tier 1' community centres lead by example.

4. The Oxford context

Demography

In common with many cities, there are major inequalities in Oxford. The Index of Deprivation 2015 ranks Oxford 166 out of 326, just barely placing it in the bottom half of the most deprived local authority areas in England.

People living in the least deprived areas of the city can expect to live around seven years longer than people living in the most deprived areas.

10 of Oxford's 83 'Super Output Areas' are amongst the 20% most deprived areas in England. These areas, which are located in the Leys, Littlemore, Rose Hill and Barton areas of the city, experience multiple levels of deprivation - low skills, low incomes and relatively high levels of crime.

Around 23% of Oxford's under 16s live in low-income households and child poverty is a key concern in eight neighbourhoods which feature among the 10% worst affected in England.

In 2013, Oxford's 'usual resident population' was estimated to be 155,000. The City's population grew by 12% over the decade 2003-2013 and is projected to continue to grow rapidly, reaching 165,000 by 2023.

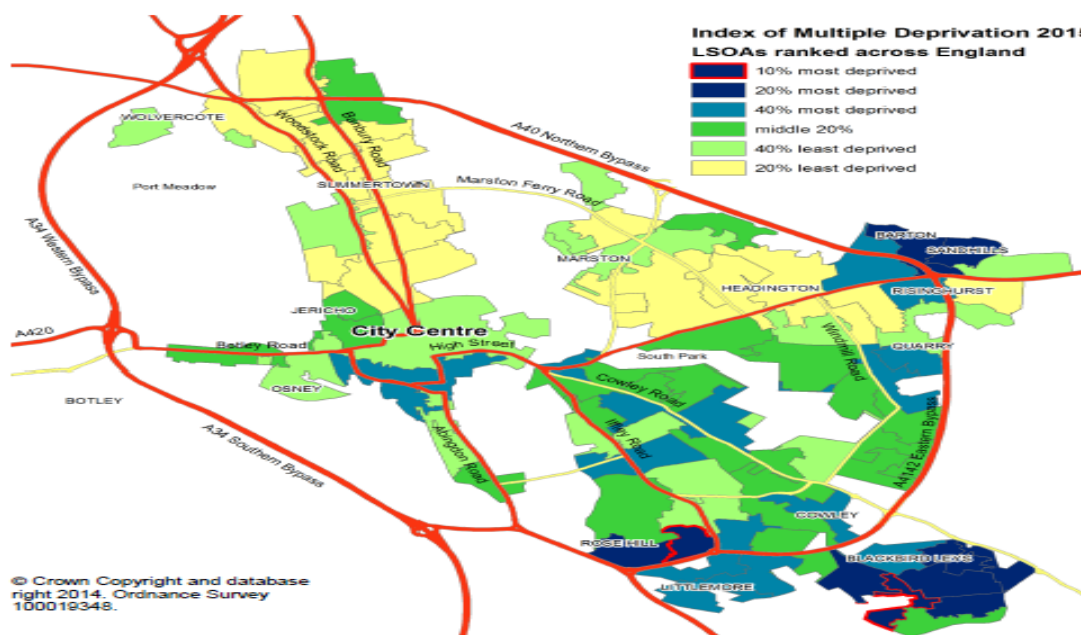
Oxford is ethnically and internationally diverse. In 2013, 28% of Oxford's residents had been born outside the UK and an estimated 4,000 short-term international migrants were visiting the city. These factors, combined with large student numbers, create an incredibly transient population. This means that effectively communicating what's available in the city is even more important.

Health

Oxford exhibits a range of health inequalities, with the headline challenges being:

- The majority of Oxford's population remain inactive
- Life expectancy is 7.7 years lower for men in the most deprived areas of Oxford compared to the least deprived areas¹
- The health cost of inactivity in Oxford is £2.1 million per year.²
- 17,855 people in the Oxford City GP locality registered with depression³
- Mental health issues among the older population are very often directly linked to isolation and loneliness.⁴ Nationally 18% of people felt lonely always, often or some of the time⁵

Figure 1 - Index of Multiple Deprivation 2015



Super Output Areas ranked across England
Source: Department of Communities and Local Government

¹ DOH: Public Health Observatories – Oxford Health Profile 2014

<http://www.apho.org.uk/resource/view.aspx?RID=50215&SEARCH=oxford&SPEAR>

² Department of Health – Be active Be Healthy, 2006/07, measure: cost of inactivity

³ Oxfordshire Mind's 2013 Community Mapping report

⁴ The Needs Analysis for Older People in Oxford.

⁵ [Community Life Survey: England, 2013 to 2014 Statistical Bulletin, July 2014. Crown Copyright 2014](#)

National context

These increasing physical and mental health problems are placing significant challenges on public services. This is happening alongside further cuts to health and children's services with valuable resources such as children's centres due to close.

This means that the role of community centres has seldom been more important as they are well placed to help tackle these broad community needs.

5. Where we are now?

The Council's ambition is to deliver world class services. The main challenges and opportunities for community centres are that:

- The majority of Oxford's population do not use, enter or engage with their local community centre
- Systems and procedures are not effectively shared with centres often competing for users
- There is minimal performance data and no agreed measures of what constitutes "success"
- The Council invests around £1million on community centres
- Many of the buildings are of a poor quality and there is a £1.7 million maintenance backlog
- Associations struggle to recruit and retain trustees
- The basis for occupation for many is uncertain with some holding over on expired leases and others on outdated licences

As Council budgets continue to reduce we need to look for new and more effective ways to run services and support community groups to best support the communities they serve. While all services differ, a good example is where the Council invested £14.5 million of capital into leisure centres to transform the quality. This led to usage increasing by 40% (mainly in the subsidised target groups such as older people and children) and revenue costs reducing by £2 million a year, there is no maintenance backlog and usage continues to increase. This poses the challenge of how can we get the community centres onto the same upward virtuous circle.

The c£1 million that the Council invests each year on community centres is made up from c£442,000 of direct costs (repairs and maintenance, waste and service charges and the support the Council commissions from Oxfordshire Community and Voluntary Action) additional to these direct costs there are also c£557,000 of opportunity costs (subsidised rental income that the Council would otherwise be entitled to and Council Officer time).

Even with these issues, the community centres still provide around 20,000 activity sessions each year. This demonstrates the vast potential and community benefits that can be attained by improving the current offering.

6. How we have developed the strategy

A steering group was set up to support the development of this strategy. The group included The CEO of Oxfordshire Community and Voluntary Action, the Chair and Deputy Chair of The Federation of Community Associations, the Board member for Stronger Communities and opposition Spokespersons along with senior Council Officers.

Consultants were commissioned to undertake a geographic and demographic analysis of community centres using a Geographic Information System. They applied a 15 minute walk time catchment for each centre. 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).

A methodology was devised to objectively assess each centre and its impact on the community in terms of providing accessible coverage in strategic areas of importance.

COMMUNITY CENTRE ANALYSIS - DISTRIBUTION, CATCHMENT & IMPACT

1	Barton Neighbourhood Centre	15	Regal Community Centre
2	Blackbird Leys Community Centre	16	Risinghurst Community Centre
3	Bullington Community Centre	17	Rose Hill Community Centre
4	Cheney Community Centre	18	South Oxford Community Centre
5	Cotteslowe Community Centre	19	Wood Farm Community Centre
6	Donnington Community Centre	20	The Asian Cultural Centre
7	East Oxford Community Centre	21	East Oxford Games Hall
8	Florence Park Community Centre	22	West Oxford Community Centre
9	Headington Community Centre	23	St Margaret's Institute
10	Jericho St Barnabas Community Centre	24	The Barn
11	Jubilee 77 Community Centre	25	Barns Road Community Rooms
12	Littlemore Community Centre	26	Mortimer Hall Marston
13	North Oxford Community Centre	27	Littlemore Village Hall
14	Northway Community Centre and Sports Centre <i>(considered together for the purposes of this study)</i>	28	St Luke's
Key			
Not owned by OCC		Owned by OCC	

Table 1 – community centre key

The below insights map shows where the city's community centres are in relation to areas of deprivation.

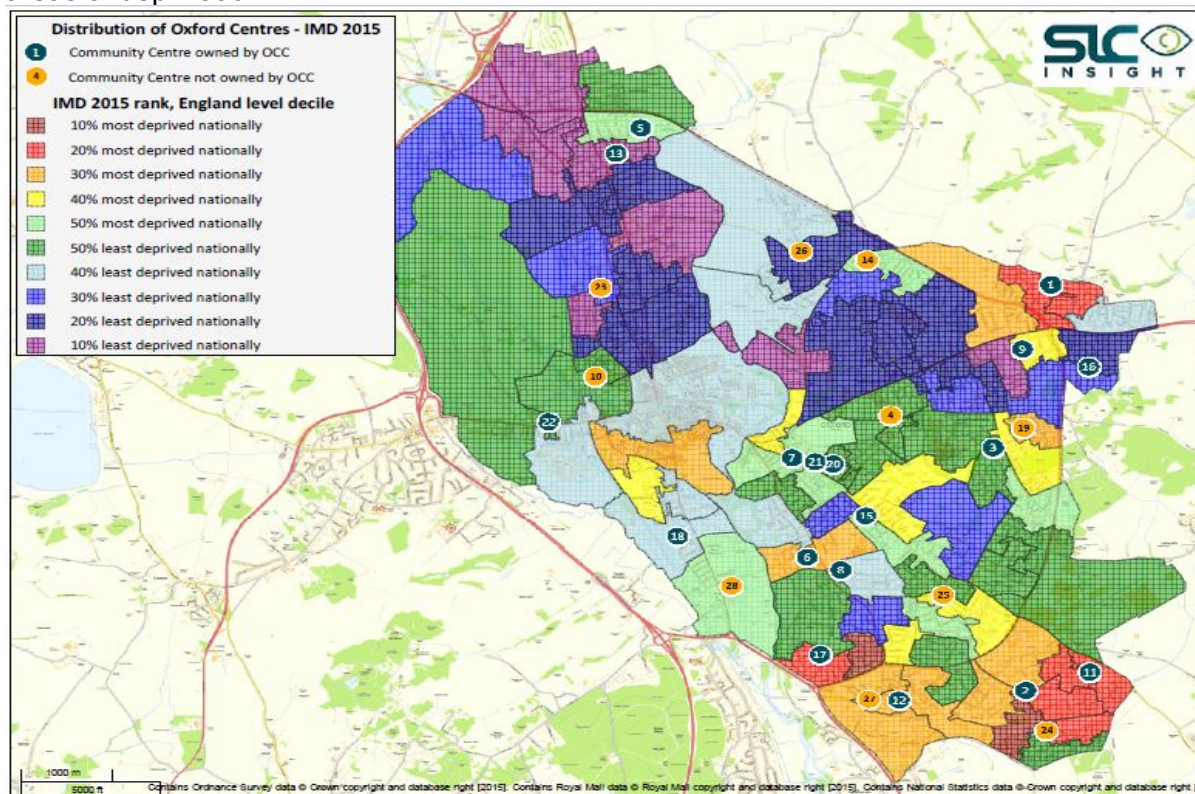


Figure three shows the density of community centres using the 15 minute walk time. This map highlights the opportunity to combine the East Oxford Games Hall with East Oxford Community Centre to create an improved quality community hub.

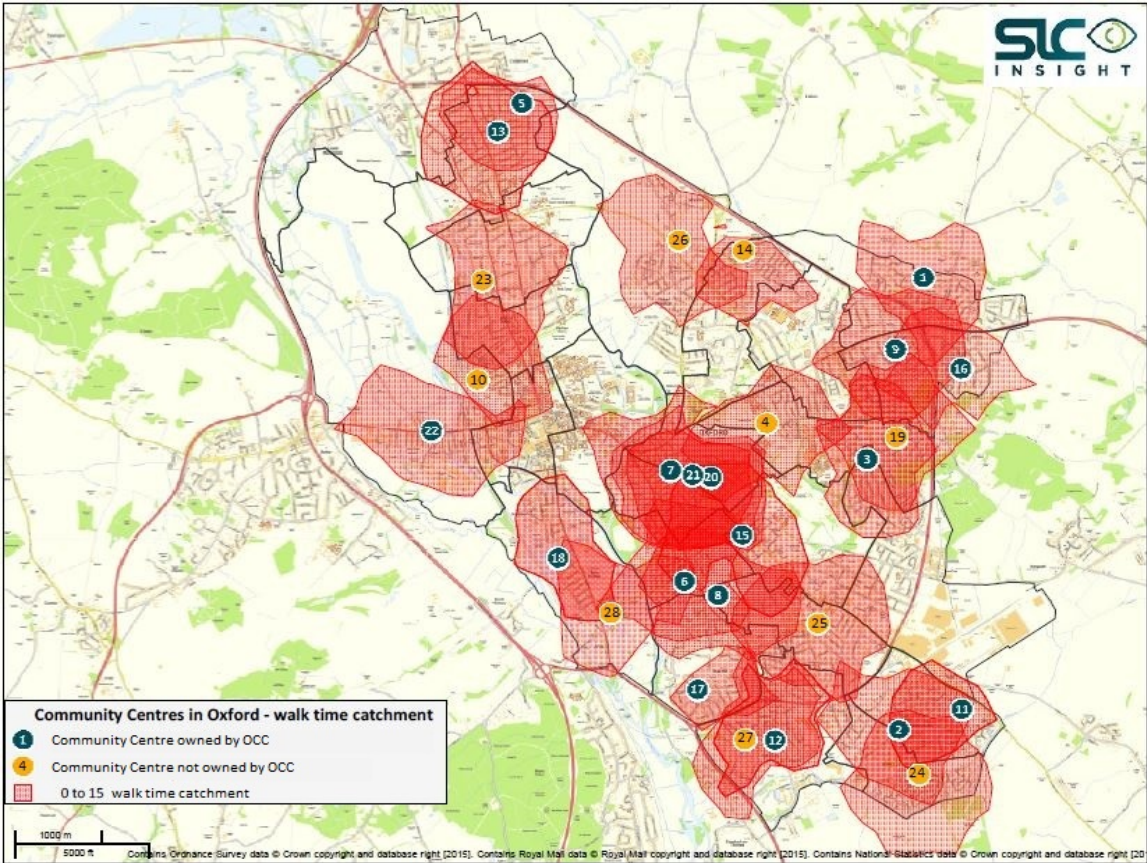


Figure 3 – community centre catchment areas

The final insights map takes the three tiers of provision (hubs, community halls and community rooms) to show the varying levels of community facilities across the city. As you would expect Oxford's city centre has a large number of tier three facilities. 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. It does mean that planning decisions must take this into account and increased efforts made to ensure that people are aware of which local facilities are accessible.

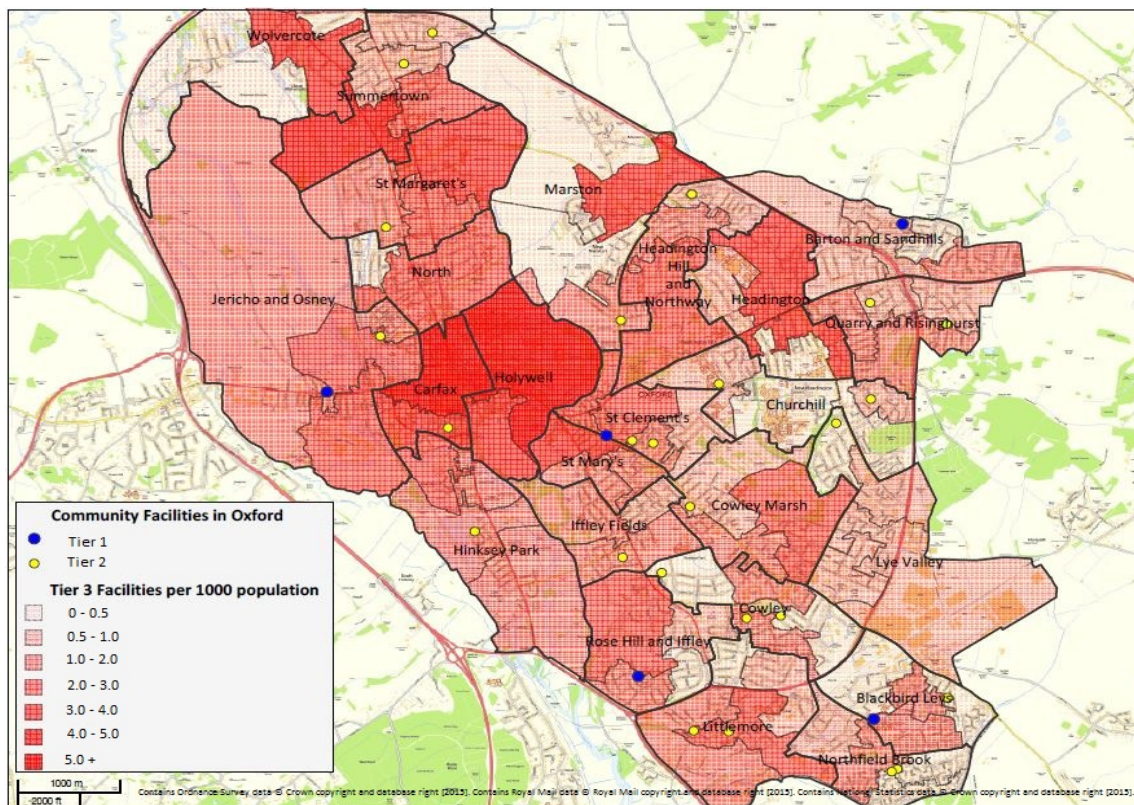


Figure 4 – the density of all three tiers of community provision

Centres and Areas of Strategic Importance

There are a number of centres which, from the perspective of their location and catchment area, serve an area of strategic importance in terms of relative deprivation levels which would otherwise not fall within the catchment of any other centre. The facilities which exclusively serve significant areas of LSOAs within the 0%-20% most deprived nationally are shown below

Ref	Name	Reason
1	Barton Neighbourhood Centre	Serves an area of Barton & Sandhills within 10%-20% most deprived nationally
2	Blackbird Leys Community Centre	Serves an area of Northfield Brook within 10%-20% most deprived nationally
11	Jubilee 77 Community Centre	Serves an area of Blackbird Leys within 10%-20% most deprived nationally.
14	The Barn	Serves an area of Northfield Brook within 0%-10% most deprived nationally and an area of Blackbird Leys within 10%-20% most deprived nationally
17	Rose Hill Community Centre	Serves an area of Rose Hill & Iffley within 10%-20% most deprived nationally

Table 2 - Centres of strategic importance

This evidence is combined with the Council's priorities and local knowledge to create our plans. The community hubs are in the main the closest facilities to these areas which supports the need to ensure these hubs are high quality and have a wider appeal.

7. Our plans

Objective One – our investment plans

The Council is determined to ensure that there are inclusive, high quality community hubs in the below areas. It is investing £4.7 million in a flagship facility at Rose Hill, spending £200,000 to explore options to improve East Oxford and has money within its corporate repair and maintenance budget to keep others in a reasonable condition.

In line with other Council assets, investment will be prioritised into centres where there is the greatest social need and where the centre has robust governance and a long term lease in place. Investment is also dependent on the approval of the Capital Programme which is agreed as part of the annual budget process.

The strategy enables developer contributions to be effectively allocated against need and there is the possibility that some of the works can be superseded if improvement schemes can be found that attract external funding.

Tier one - Community Hubs

The Council manages Blackbird Leys, the new multi-functional hub at Rose Hill and plays a role in the management of Barton Community Centres. West and South Oxford Community Centres are already operating as community hubs and provide a diverse and well managed community offering.

Centre	Improvements	Notes
Blackbird Leys	A high quality replacement centre is included within district centre re development plans	The community centre has a maintenance backlog of £290,000.
Barton	Improve and expand the health provision Explore ways to improve the sense of arrival and flow of the centre	£200,000 developer contribution
East Oxford	Create a high quality community hub	£200,000 for feasibility work The scheme currently has no budget and needs to be financed from capital receipts The centre has a backlog of £225,000
Rose Hill	New build opens January 2016	£4.7 million
South Oxford	Support the Community Association to create a Community Café.	£50,000 Maintenance backlog of £120,000. Explore external funding options for the café and wider improvement opportunities.
West Oxford	Maintain in good condition	Minimal backlog

Table 3 – community hubs

Tier two – Council owned community halls

In addition to the relatively small number of community hubs there are a larger number of purpose built community centres, or community halls. These works will be funded from the Council's corporate maintenance budget and be prioritised alongside other Council assets. We will explore opportunities as they arise to join provision together in a way that protects the valuable community outcomes the centres deliver and improves the sustainability of the centres.

Tier three– rooms for hire (any ownership)

The final part of the community offer are rooms for hire such as church halls and rooms in schools. Objective three shows how we will better join up the three tiers of provision that make up the offer to make it easier for residents to access community facilities.

Objective Two – improved management

While facility condition is important, it is the people and activities that make community centres places that people want to visit. They need to be inviting, well managed and easy to access.

Leases

The leases of the city's community centres need attention. For a number of them, the contractual term of their lease has elapsed and the associations are "holding over" under the terms of that lease. Some centres do not have a lease, but what is known as a licence to operate the building. This means they have few rights and no security of tenure. Leases not only enable the building occupier to have a clear relationship with the Council as the building owner, they are also essential if Associations are to obtain external funding which will be increasingly important as Council budget reduces.

The Council is taking two approaches reflecting the current legal position of Associations.

For those Associations who currently have a lease with security of tenure under the 1954 Landlord and Tenant Act we will undertake individual negotiations to agree how they can best meet the needs of their local communities. This applies to West Oxford, Bullingdon, Florence Park, Headington and Risinghurst.

All other Associations will be offered 25 year leases outside the security of tenure protection offered by the 1954 Landlord and Tenant Act.

Should any Association fail to meet their agreed objectives then the Council will work with the Association to support it to improve, although ultimately non-performance would lead to the possible forfeiture of the lease.

Council managed centres

The Council's preferred position is that robust, sustainable community organisations manage the centres. A consultant's report in 2014 found that there would be operational improvements and efficiencies gained by joining the Council run centres into a single trust. There may also be benefits from such a model for Association managed centres as they could choose to buy services such as caretaking, cleaning, ICT system or bid writing. These benefits are not exclusive to a trust model and we will explore various options to see if there is a better way to ensure the centres currently managed by the Council can meet the needs of the communities they serve.

Volunteers

People volunteer for a variety of reasons. Many people want to gain experience, meet new people, acquire new skills, or use volunteering as a way to get a new job or start a career. Others just want to give back to their community, to help a friend or promote a worthwhile activity. Volunteers are essential for community centres. The Community Federation have asked for more support in attracting and developing volunteers for their Associations. This will be realised by placing increased focus on the work that the Council commissions from Oxfordshire Community and Voluntary Action to support volunteers.

Service quality

The Council will introduce customer feedback cards at the centres it manages and undertake an annual survey with individuals who do not use the centres to find out what we could change to make them want to use the centres.

We will undertake monthly quality audits of Council run centres and develop improvement plans. Quality will be also be checked by introducing an external quality assurance system (ISO 9001). Centres that are managed by Community Associations will be encouraged and supported to implement a continuous improvement plan. These plans will clearly vary for a large facility compared to small community halls that may need a light touch.

Objective Three – improved community access

While the Council delivers services across the city, it focuses its work in communities where there is the greatest need. We have four Locality Officers supporting Blackbird Leys, Rose Hill, Barton, Littlemore, Northway, Wood Farm and Cutteslowe. Their role is to support the delivery of the top priorities that have been agreed with local councillors for each area and coordinate the Council’s resources within these areas to support Councillors and work with partners to quickly resolve issues. The Locality Team also help local people know what facilities are available to them and help community groups find suitable venues. The Locality Officers are based in community centres half of their working week so they can help to make the centres the heart of the community. They will support staff working in the centres with community engagement and outreach.

Oxford’s transient population means that a large number of people will not be aware of what community spaces are available and others, for a range of reasons, will either not want to access them or feel that the community centre is not for them. The Council will take an active role in promoting the community offer and targeting promotions at underrepresented groups. One way this will be fulfilled is by having an improved website that promotes not only community hubs and community halls but also community rooms.

The strategy recognises that people now expect to be able to book services online. The Council will introduce an online booking and payment system at the centres it manages. This has the additional benefit of enabling usage data and will help us to market the centres. We will explore how the usage of the system can be extended to help people book community halls and community rooms.

This data and improved customer feedback also helps to inform what activities are provided and at what times.

6. Demonstrating the difference

We will develop a manageable number of measures that will help us to track the success of the strategy. The below are measures we will use in Council managed centres and in collaboration with the Community Associations we will seek to develop a mutually agreed set of measures for the centres managed by Associations. Where more data is needed to be able to set measures we will use the first year of the strategy establish the baseline.

Ref	Measure	2015/16	2016/17	2020 target
CC1	Usage of our community centres	Establish base line	20% increase	20% increase
CC2	Number of sessions in our community centres	c22,000	25,000	30,000
CC3	Number of sessions targeting health improvement	Establish base line	Increase by 5%	Increase by 5%
CC4	Number of sessions supporting targeting improving skills	Establish base line	Increase by 5%	Increase by 5%
CC5	Income at Council managed centres	Establish base line	Increase by 5%	Increase by 20%
CC6	Social impact of our community centres	Establish base line	Increase by 5%	Increase by 5%
CC7	Revenue cost to the Council of community centres	£190k direct costs	Reduce by 10%	Reduce by 20%
CC8	Number of volunteers in our community centres	Establish base line	Increase by 5%	Increase by 5%
CC9	Satisfaction levels	Establish base line	>85%	>85%

Table 4 – measures

The final section of the strategy demonstrates how we will achieve the eight priorities.

Priority 1 –Rose Hill...an exemplar Community Hub

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
A well-used centre	Excellent promotion of the centre	Marketing plan implemented	Jan 2015	General Manager / Commercial Manager	£6,000 year one Then £2,000 per year
Inclusive usage	A diverse programme of activities	Quarterly programme reviews	2015 to 2020	General Manager	Officer time
Financially sustainable	Annual review of fees and charges linked to budgeting process	Review every September	Annually	General Manager	Officer time
High levels of satisfaction	A motivated and well trained team Obtain feedback from 20 users every month Regular facility audits Implement a quality management system	Training plan implemented Commence In place In place	Jan 2016 2016 onward 2016 2016	General Manager Duty Officer Performance Manager Performance Manager	£2,000 Officer time Officer time £1,000

Priority 2 –Improve Blackbird Leys & Barton Community Centres

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
BARTON					
Improved health offering at Barton	Support the expansion of the GP surgery at the centre	Plan developed Works complete	2016 2019	Assets Manager	£200,000 developer contribution
Improve the sense of arrival and flow of the building	Review previous schemes and develop an integrated and costed plan	Cost the scheme Implement the scheme	April 2016 Dec 2016	Assets Manager General Manager	Explore funding options
BLACKBIRD LEYS					
A new Community Hub	Develop as part of the district centre development	Appointment of Delivery Partner Develop brief for community hub Hub opens	Jan 2016 Dec 2016 Summer 2019	Regeneration Project Sponsor Assets Manager Partnership & Regeneration Manager Partnership & Regeneration Manager	Officer time The costs are still being developed and funding would need to be allocated

Priority 3 – Improve East Oxford Community Centre

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
Develop an affordable scheme	Consolidate existing community facilities to promote energy efficiency and reduced operational costs	Feasibility study finalised Progress project if viable	Jan 2016 Sept 2016	Head of Service	£200,000 Finance to be raised by joining provision onto one site, external grants and through the Council's capital programme
Increased usage and satisfaction	Representative community reference group Increase satisfaction levels	Continue to develop the group Measure satisfaction	2016 Jan 2016 onwards	Head of Service / Asset Manager Centre coordinator	Officer time Officer time

Priority 4 – Prioritised maintenance

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
Tackle the maintenance backlog	Prioritise funds Support community associations to obtain external funding so improvement opportunities can be combined with maintenance works	Develop schemes of work Meet community associations to talk through opportunities	Once a lease is in place April 2016	Head of Service/ Asset Manager Active Communities Manager	Part of the Council's corporate maintenance plan Office time

Priority 5 – Sustainable, effective management

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
A sustainable, high quality delivery model for the centres the Council currently owns	Asses the financial viability differing management models and the scope of services that could be included	Complete feasibility report	April 2016	Head of Service	£12,000 Officer time
Improved systems	Robust consistent operating systems in place for Council manage centres Improved quality	New system in place All Council managed community hubs quality assured	March 2016 2017	Active Communities Manager Performance Manager	Officer time £3,000
A joined up community offer	Promote the community offer on the website Review arrangements to support building management at centres operated by	Improve web content for Council managed centre All community spaces promoted on the same website Reviews undertaken	March 2016 2017 2016 the annually	Communities Support Officer Communities Support Officer Performance Manager	Officer time Officer time Officer time

	Community Associations				
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Priority 6 - Appropriate lease arrangements

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
All centres have leases in place	Implement two lease types: Protected lease – negotiate terms with Associations An unprotected lease – standard terms with a breakage clause.	All centres on one of these lease	November 2017	Head of Service	Office time

Priority 7 –Volunteers

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
Increased numbers, representatives and quality of volunteers in community centres	Improve how opportunities are promoted	Changes in place	Spring 2016	Active Communities Manager	Officer time
	Increase the focus in the work the Council commissions OCVA to do to support volunteers	Update the 2016/17 service agreement	Jan 2016	Grants officer	Commissioning budget of £49,000
	Improved training for volunteers	As above	Jan 2016	OCVA	As above
	Develop a shared database of volunteers	Audit	Autumn 2016	OCVA	As above

Priority 8 - Trustee recruitment and development

What do we want to achieve?	How are we going to do it?	Milestones	When by	Who	Resources
More, better trained and more diverse trustees	Work with partner organisations to better coordinate the recruitment and training of trustees	Working partnership in place	April 2016	Communities Manager	Officer time
	Review and refocus the OCVA commission	Update the 2016/17 service agreement	Jan 2016	Communities Manager	Commissioning budget of £49,000

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To: City Executive Board
Date: 17 December 2015
Report of: Assistant Chief Executive
Title of Report: Resettling Syrian Refugees in Oxford

Summary and Recommendations

Purpose of report: To provide an update on progress in accommodating Syrian Refugees in Oxford through the Government's Syrian Vulnerable Person Resettlement Scheme and to approve proposals to accommodate Syrian Refugees in Oxford.

Key decision Yes

Executive lead member: Cllr Bob Price, Leader of the Council

Policy Framework: The Corporate Plan: Stronger and Active Communities

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

1. approve the participation in the Syrian Vulnerable Person Resettlement Scheme for the purpose of settling refugee families in Oxford on the terms set out in the body of the report.
2. delegate authority to the Assistant Chief Executive, to make any necessary arrangements for effective participation within the above Scheme.

Appendices

Appendix 1: Summary of agreed Motion to Council and actions taken

Appendix 2: Risk Register

Appendix 3: Equalities Impact Assessment

Overview

1. On 23 September 2015 Council agreed a motion on Oxford as a City of Sanctuary for refugees and asylum seekers. That motion included a

commitment to work with the Home Office to implement the extended Syrian Vulnerable Persons Resettlement Scheme. This report provides an update on progress with that work and sets out proposals for Oxford City Council's participation in the scheme.

Update on Home Office arrangements for resettling Syrian Refugees

2. Following the Prime Minister's announcement in September that Britain should resettle up to 20,000 Syrian refugees over the course of the Parliament, the Home Office has confirmed details of the expansion of the Syrian Vulnerable Persons Resettlement Scheme.
3. They have confirmed:
 - The expanded scheme is now underway and is expected to scale up to accept several hundred refugees each month over the course of the Parliament. They are expecting to accommodate around 1,000 households before the end of December. They are looking to Local Authorities to come forward with offers to accommodate households through the scheme.
 - Refugees will arrive in small numbers on standard flights.
 - UNHCR are referring more cases for the UK to take - the criteria have been widened and the process shortened. Priority will be given to women and children at risk, people in severe need of medical care and survivors of torture and violence. It is not expected that refugees arriving in the first months of the scheme will include unaccompanied children.
 - Local authorities participating in the scheme will be asked to consider cases that have been referred on a case by case basis to allow them to assess the needs and requirements.
 - The Home Office and Regional Migration Partnerships are working with local authorities to assist in developing their plans for accommodating refugees.
4. It has been confirmed that funding will be available to support refugees for the first year of their stay. In response to concerns from local authorities and the LGA about funding for the full duration of the scheme, Richard Harrington MP, the Minister for Syrian Refugees wrote to Local Authorities on 2 October to confirm that there will be funding for refugees beyond the first 12 months, though the detail of this funding has yet to be confirmed.

Oxford City Council Proposals to accommodate Syrian Refugees

5. The City Council has been working with neighbouring councils, health services and voluntary groups to develop arrangements for accommodating refugees arriving through the scheme in our area.
6. The City Council has established a coordination group bringing together voluntary, community and faith groups to build on their experience and expertise in developing arrangements for refugees and coordinate support and services. This group has developed a directory mapping the

resources, services and offers of help from individuals and businesses. This has also identified where support could be expanded with additional resource and we will explore how these needs might be met.

7. Following this work, the City Council has developed proposals to accommodate an initial 10 households under the scheme in the coming months to test systems and help to develop a longer term county-wide offer. The proposal is for a phased approach with the first households arriving from December 2015. It is proposed that the operational arrangements are reviewed in 2016 to assess future capacity to accommodate more households; agree any refinements needed to the support; take account of developments in the national scheme and confirmation of longer term funding arrangements.
8. In developing our proposals we have had regard to the formal requirements of the Government's scheme. We have been advised and have worked closely with experienced individuals and agencies in the not for profit, voluntary, community and faith groups in the City, in the design of these proposals.

Proposal

9. The support provided under the proposal consists of,:
 - Resettlement Support
 - Housing Provision
 - Housing Support
 - Social Care
10. We are working with the County Council to ensure that other elements of support required by the scheme (education and medical care) will be in place.

Resettlement Support

11. The Council is working with the local voluntary sector to develop a contract to provide this element of the package. This approach would seek to harness existing skills and resources in welcoming asylum seekers and refugees, and help integrate this initiative with individuals in the community that have offered volunteer help and support.
12. The offer includes intensive support and resettlement to families on arrival and during their first weeks in the country. Support is then expected to be given during a short handover period to a floating support agency.
13. On-going support may also be provided by voluntary and community groups after this time, including activities to enable people to support each other and cultural integration, as part of the usual working arrangements of the voluntary agency. The Council would seek to continue to provide

additional support through its grant and community development support processes.

Housing Provision

14. Our work has included an assessment of options for accommodation. It is a requirement that authorities participating in the scheme provide affordable and sustainable accommodation for people arriving under the scheme. Given the high demand and lack of availability of affordable and social housing in Oxford and Oxfordshire we need to ensure that provision of accommodation does not negatively impact on existing households in need of housing in the City. The high rental costs and competition for housing in our area means that our ability to accommodate refugee families depends on government funding the costs of securing appropriate accommodation from private landlords or Agents in Oxford or the immediate vicinity.

Housing Support

15. The Council will seek to enter into contract with a specialist floating support agency, to provide personalised integration support for these families in their first year, following the initial resettlement (during the first week) so that they have the best chance of coping independently at the end of the year.

Social Care

16. Social Care provision will be accessible as per any person in the community. It is expected that some children will require an assessment for early intervention assistance. Where there are exceptional costs associated with social care it will be possible to negotiate top-up funding from government.

Financial implications

17. The Home Office have confirmed that Local Authorities will receive £8,520 per person in Year 1 for the costs of resettlement, orientation and welcome package, accommodation and social care needs. This excludes education, DWP and medical costs which will be funded separately. We have evaluated the provisional cost of our proposal, in terms of Housing provision, support and securing Voluntary Sector support services and are confident that the programme will be cost neutral in year 1.
18. The Home Office have also confirmed that costs of the scheme in future years will be funded by Government, though the details have yet to be confirmed. Likely costs for subsequent years are uncertain, but should reasonably be expected to include housing costs (top-up of the difference between market and LHA rates); on-going cultural support; housing/tenancy sustainment support; and any continuing social care costs. We

will work with them to ensure that it covers the costs of the scheme in future years. The proposed review of the scheme in 2016 will enable us to assess this before offering to accept further households

Environmental Impact

19. There is no environmental impact

Level of Risk

20. See appendix 2.

Equalities Impact

21. See appendix 3

Name and contact details of author:-

Name: Val Johnson

Job title: Policy and Partnership Manager

Service Area :Assistant Chief Executive Department

Tel: 01865 252209

List of background papers: None

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Appendix 1

Summary of the agreed motion to Council and activities that have taken place to date.

1. On 23 September 2015 Council agreed a motion on Oxford as City of Sanctuary.
2. The information below summarises the motion and sets out the activities that have been undertaken so far.
 - a) *Continue to coordinate the work of local charities, voluntary bodies and the public authorities in the Oxford area to ensure that there are effective procedures in place to welcome refugees of all ages and to offer appropriate housing and support.*

The City Council has established a regular open meeting for all interested parties to attend where they can receive information and updates of what we are doing in Oxfordshire and Oxford. There have been 2 meetings to date and the next meeting is due on 8 December 2015.

The City Council has established a Voluntary, Community and Faith Coordination Group. The group will act as an effective communication and liaison link to the local authority and help shape their response on Refugees and Asylum Seekers. The group will act as a communication link to the not for profit, voluntary and community sector and coordinate voluntary, community and faith group activities. There have been 2 meetings to date and the next meeting is due on 2 December 2015.

There have also been individual meetings with City of Sanctuary, Oxfordshire Community and Voluntary Action and Asylum Welcome.

- b) *Continue to encourage people in Oxford and the wider county to make financial donations to support the charities and voluntary bodies involved*
The City Council has a page on its website setting out how people can donate and support charities. The Council has received a number of offers directly and these have been signposted accordingly.
 - c) *Ensure that its policies and procedures are as effective as possible in supporting refugees and facilitating the accommodation of refugees in private homes.*
There has been a meeting with Housing Officers and Asylum Welcome with regard to housing refugees and asylum seekers. It has been agreed that there will be on-going discussions.
 - d) *Work with the Home Office to implement the extended Syrian Vulnerable Persons Relocation scheme*
The City Council has been working with the Home Office to implement the Syrian Vulnerable Persons Scheme. This is set out in more detail below.

- e) *Write to the City's Universities encouraging them to consider extending their funded studentships to include more places specifically for refugees*
The City Council has written to Universities and Businesses to consider ways in which they can support refugees and asylum seekers. There have been a range of offers and there has been a meeting of Officers and the University of Oxford Refugee Studies Centre.
- f) *Write to the City's MPs expressing concern over the UK Government's weak response to the refugee crisis and asking them to lobby for the UK to welcome its fair share of refugees*

Refugee and Asylum Syrian Settlement Programme

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls					
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner	
Longer Term Funding	Future funding is uncertain following the first year but should become clearer in the Government Spending Review	Refugees can no longer be supported	Lack of clarity from Government	Programme may not be sustainable in the following years.	18/11/2015	Caroline Green	4	2	3	2	3	2		Not to make any commitments over and above what is currently funded.	ongoing				Dave Scholes
Programme funding	There is a standard fee per person and yet we have high housing costs in Oxford in comparison to the rest of the country. This impacts on the level of funding available for support and welfare costs.	The city council cannot effectively deliver the scheme	High housing costs and a standard fee.	Refugees do not get the levels of support they need	18/11/15	Caroline Green	4	2	3	2	2	2		To work with the voluntary and community sector to provide support.	ongoing				Dave Scholes
Partner agencies will not fulfill their commitments	The programme is dependent upon the provision of a range of services in health, social care and housing.	The council cannot deliver the scheme	Potential lack of engagement of partners or lack of resources available.	Refugees do not get the support they require	18/11/15	Caroline Green	4	2	2	2	1	1		To effectively engage partners in Assessment meeting and keep them informed of progress. To have regular meetings with voluntary and local authority providers. To monitor the position regularly.	ongoing				Dave Scholes
Community Cohesion	There is criticism that this initiative is depriving others of housing solutions and diverting funds	Reputational issues and less community cohesion	High pressures on housing locally	Refugees do not get support from the wider community	18/11/15	Caroline Green	5	3	3	3	2	2		That the scheme should be funded from within the budget allocated by the Home Office. That accommodation is sourced for the scheme that would not otherwise be available to households in high housing need. That the Council and Voluntary Sector work with communities to successfully integrate these families	ongoing				Dave Scholes

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Initial Equalities Impact Assessment screening form

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

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

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

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

The Council will also ask that officers specifically consider whether:

- (A) The policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults*
- (B) The proposed policy / service is likely to have any significant impact on mental wellbeing / community resilience (staff or residents)*

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

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

8. **Document the process of having due regard! Keep records and make it transparent! If in any doubt carry out an equality impact assessment (“EIA”), to test whether a policy will impact differentially or not. Evidentially an EIA will be the best way of defending a legal challenge. See hyperlink for the questions you should consider**
<http://occweb/files/seealsodocs/93561/Equalities%20-%20Initial%20Equality%20Impact%20Assessment%20screening%20template.doc>
1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The Vulnerable Person Relocation (VPR) scheme aims to provide a structured and phased programme of resettlement for the most vulnerable refugees living in camps on the borders of Syria.

Selection is based on the following criteria: ‘women and girls at risk; survivors of violence and/or torture; refugees with legal and/or physical protection needs; refugees with medical needs or disabilities; children and adolescents at risk; persons at risk due to their sexual orientation or gender identity; and refugees with family links in resettlement countries’.

It is proposed that the Council participates in the scheme to resettle ten refugee Households in a phased approach over the next ten months, with the first two families being received before the end of December 2015.

The Council would need to meet the Home Office requirements of the Vulnerable Person Relocation scheme. This would involve meeting and greeting the refugee households; arranging translation services and self-contained furnished accommodation with basic white goods; providing or commissioning services with appropriately trained staff to deliver casework plans of integration support that include help with registering with GPs, schools, Job Centres; applying for Biometric Residence Permits; and accessing welfare benefits, banking services and English language courses. The work would be undertaken with Oxfordshire County Council and the voluntary and faith sectors.

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 VPR scheme fits into the Council’s corporate priorities: Stronger Communities (Breaking the Cycle of Deprivation, Educational Attainment, participation and

engagement).

Refugee households are likely to need additional help and support to integrate within the local community and to improve their overall wellbeing. This presents opportunities across the local community to welcome and support refugee households and work closely together to promote community spirit. The Council will ensure support is delivered appropriately, e.g. that welcoming resettlement is provided through contracting with the local voluntary sector (Asylum Welcome, Refugee Assistance et al), and to ensure intensive support from the point of arrival

The Council would through the support plan for each refugee commission specialist services to meet their specific identified needs. The planning and preparation stage has ensured that the appropriate services are ready and co-ordinated and that all relevant staff have received training.

The Council will seek to enter into contract with a specialist floating support agency, to provide personalised integration support for these families in their first year, following the initial resettlement (during the first week) so that they have the best chance of coping independently at the end of the year.

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

Stakeholders have not been involved with this equalities impact assessment. However, planning and preparation work has been undertaken with Oxfordshire County Council, health and the voluntary and faith sectors.

The City Council aims to ensure the immediate welfare of the Syrian refugees and that they are supported in a sustainable way in the longer term. We have been advised and have worked closely with experienced individuals and agencies in the not for profit, voluntary, community and faith groups in the City, in the design of these proposals.

The Council has:

- *Continued to coordinate the work of local charities, voluntary bodies and the public authorities in the Oxford area to ensure that there are effective procedures in place to welcome refugees of all ages and to offer appropriate housing and support.*
- *Continued to encourage people in Oxford and the wider county to make financial donations to support the charities and voluntary bodies involved*
- *Worked with the Home Office to implement the extended Syrian Vulnerable Persons Relocation scheme*

Written to the City's Universities encouraging them to consider extending their funded studentships to include more places specifically for refugees

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

Refugee households will need additional help and support to integrate within the local community and to improve their overall wellbeing.

The rehousing of some homeless families that the Council has a responsibility to and is looking to re-house will not be delayed as refugee families are accommodated and resettled. This is both due to the small number of families being assisted under this scheme locally and also because the properties they will access for housing will be private rented accommodation at market rates that would not be affordable or sustainable for homeless households.

There is additional and confirmed central government funding to cover costs in the first year of the resettlement programme, with an announcement expected following the Spending Review to confirm funding for year 2 to 5.

Social Care provision will be accessible as per any person in the community. It is expected that some children will require an assessment for early intervention assistance.

Resettled households will have the opportunity in the long term to contribute to the local economy through employment and voluntary work.

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

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

We propose to take 10 households in a phased process over a 10 month period. An initial phase of receiving two families before the end of December 2015. It is proposed that the operational arrangements are reviewed by the mid-point of this approach (in 2016); to both agree any refinements in-year, and also to best inform the approach in future years.

Our understanding from the Home Office is that Local Authorities will receive £8,520 per person in Year 1 for the costs of resettlement, orientation and welcome package, housing and social care needs. Education, DWP and medical costs will be funded in addition to the £8,520. We have evaluated the provisional cost of our proposal, in terms of Housing provision, support and securing Voluntary Sector support services and the programme will be cost neutral in the first year. Likely costs for subsequent years are uncertain, but should reasonably be expected to include housing costs (top-up of the difference between market and LHA rates); on-going cultural support;

housing/ tenancy sustainment support; and any continuing social care costs.

Lead officer responsible for signing off the EqIA:

Role:

Date:

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To: City Executive Board

Date: 17 December 2015

Report of: Regeneration and Major Projects Service Manager

Title of Report: Asset Management Plan 2016-2020

Summary and Recommendations

Purpose of report: To obtain approval by CEB to the Asset Management Plan 2015-2020 prior to public consultation

Key decision Yes

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

Policy Framework: Key Policy Framework document linked to all Corporate priorities.

Recommendation(s): That the City Executive Board resolves to approve the Asset Management Plan 2016-2020 for Consultation

Appendices to report

- Appendix 1 Asset Management Plan 2016-2020
- Appendix 2 Asset Management Plan on a Page 2016-2020

Background

1. The new Asset Management Plan (AMP), when adopted will supersede the existing 2011-2014 plan, which was approved by the Council in October 2012 and the 2015 single year refresh plan approved in November 2014.

2. The main purpose of this plan is to set out the Council's objectives, priorities, programme, performance and risks in relation to its land and buildings.

It also:

- provides a clear statement of direction for other external stakeholders;
- identifies to the public the way the Council will deal with its land and buildings in the short and medium term.

3. The Council's Corporate Plan provides the leadership and vision of building on its strengths to become a 'World Class City for everyone'.

4. This vision and direction is at the core of the new Asset Management Plan and it flows through to create a series of Property Objectives, Action Plans, Risk Management Strategies and Performance Targets to drive property portfolio delivery.

5. The Plan has been developed through extensive consultation with Members, Service Heads and Senior Council Managers alongside a review of market, economic and budgetary impacts on Oxford.

6. Consideration has been given not just to how the Council can manage its property assets but how these can be used to influence the wider environment and economy for the benefit of all the citizens of the City.

7. Key points of note compared to the previous plans include:

- covers General Fund portfolio only, previous plan covered HRA as well;
- Incremental development rather than radical change;
- Responds to significant change occurring in the city e.g. Westgate, Infrastructure change, Barton, Northern Gateway etc. and challenging external environment including government policy changes and impacts on funding through austerity programmes;
- No substantial change to portfolio footprint;
- Provides potential to borrow to invest in existing portfolio;
- Provides potential to undertake asset sales of poorer performing non core/non strategic properties;
- Ongoing focus on rationalisation/ improved space usage;

- An appreciation and acknowledgement of the social benefits delivered by the portfolio
 - An updated set of Asset Management Protocols
 - These substantively follow previous version with the following updates:
 - Acquisition protocol expanded to cover Compulsory Purchase, investment/capital spending and Planned Maintenance
 - Covered Market Leasing Strategy separated from the wider Letting and Tenant mix strategy
 - Estates shops protocol developed to better articulate how these are managed following their transfer to General Fund.
 - Restrictive covenants articulates the revised policy developed since previous plan
 - Health and safety protocol introduced
 - Community lettings protocol allows for improved flexibility and innovation
 - 'Property subsidisation' and 'Equalities and diversity' protocols introduced.
8. The plan is now submitted to CEB for approval prior to public consultation. Following the public consultation any matters raised will be considered and reviewed and the plan modified if and where appropriate.
9. Following such consultation and review the plan will be bought back to CEB for final approval and submission to Full Council for adoption.

Legal Issues

10. There are no direct legal implications arising out of this report.

Financial Issues

11. There are no specific financial implications arising from the Asset Management Plan 2016-20 which has adopted current agreed budgets.
12. Any future changes will be subject to appropriate approval processes that apply to any budget proposals.

Environmental Impact

13. The AMP reiterates the Council's policies on environmental matters and relates them specifically to property.

Level of Risk

14. Risk is considered Low and full a Risk Register is contained within the Asset Management Plan.

Equalities Impact

15. There is considered no risk in this area and the plan incorporates the Councils Policies on Equality and diversity specifically in the Asset Management Protocols appended to the plan.

Name and contact details of author:-

Name Mike W Scott

Job title Senior Asset Manager

Service Area / Department: Regeneration and Major Projects

Tel: 01865 252138 e-mail: mwscott@oxford.gov.uk

List of background papers: None

ASSET MANAGEMENT PLAN 2016-2020

Foreword

Oxford City Council has had significant success in implementing the strategy outlined in the previous Asset Management Plans 2011-2015 with 100% delivery against 'key objectives'

- Income Growth
- Improved portfolio returns
- Rationalisation of accommodation.
- Regeneration & Improvement of the City including development schemes at Westgate, Northway and Barton and construction of 113 new affordable homes.

This success demonstrates the benefits of an active Asset Management Strategy, flowing from the Council's leadership and vision, aimed at delivering a 'World Class City for everyone'.

This new Asset Management Plan for 2016-2020 builds on the success of the previous plan and responds to the changes and influences that are likely to affect Oxford over the next five years.

It is a challenging environment with on-going budgetary pressures across the public sector together with major changes and developments in the City Centre (new Westgate Shopping Centre due to open in 2017) and the delivery of Barton, Rose Hill and Blackbird Leys regeneration.

Delivery of a successful Asset Management Plan is a key component in enabling Oxford to grow and prosper.

Jane Winfield
Regeneration and Major Projects Service Manager

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**Content is 'Asset Management Plan on a Page'
which will be issued as a separate document**

DRAFT

Introduction

This is Oxford City Council's Asset Management Plan which supersedes the previous full Asset Management Plan 2011-2014 adopted October 2012 and the single year refresh for 2015 adopted October 2014. The new Asset Management Plan covers the period 2016-2020.

The Council's property assets are held in two portfolios: the Housing Revenue Account (council social housing and related land and buildings) and General Fund (all other Council land and buildings)

This Plan covers the Council's General Fund assets only with those within the HRA covered by a separate Housing Asset Management Plan (adopted separately).

This Plan forms part of the effective control and governance of assets which is essential if the Council is to meet its objectives. It also:

- Provides a clear statement of direction for other external stakeholders
- Identifies to the public the way the Council will deal with its land and property

Asset Management – The Oxford Way

The Council's Corporate Plan provides the leadership and vision of building on its strengths to become a 'World Class City for everyone'.

This vision and direction is at the core of the Asset Management Plan and it flows through to create a series of Property Objectives, Action Plans, Risk Management Strategies and Performance Targets to drive property portfolio delivery.

The Plan has been developed through extensive consultation with Members, Service Heads and Senior Council Managers alongside a review of market, economic and budgetary impacts on Oxford.

Consideration has been given not just to how the Council can manage its property assets but how these can be used to influence the wider environment and economy for the benefit of all the citizens of the City.

Oxford will over the coming five years see progress with a number of major real estate projects and its asset management strategies need to be framed in the context of these developments and their potential impacts. These developments include:

- Redevelopment of Westgate Shopping Centre.
- Major infrastructure programmes such as new railway station, central area road schemes such as Frideswide Square, and proposals for extended pedestrianisation.
- Development of 850 homes at Barton Park against a background of continuing high demand and pressures on housing.
- Potential refurbishment and development plans for Templars Square, Cowley.
- Improvement and development at Oxpens.
- Proposals for development of Northern Gateway.

The Plan must also address how property can be used to benefit the community and provide support to the wider health, leisure, education, and economic agendas in which the Council is a stakeholder and partner.

A key underlying principle in the Plan is a focus on creating sustainable income growth and value to underpin the delivery of services against an austerity background driven by government policy and its changing agenda.

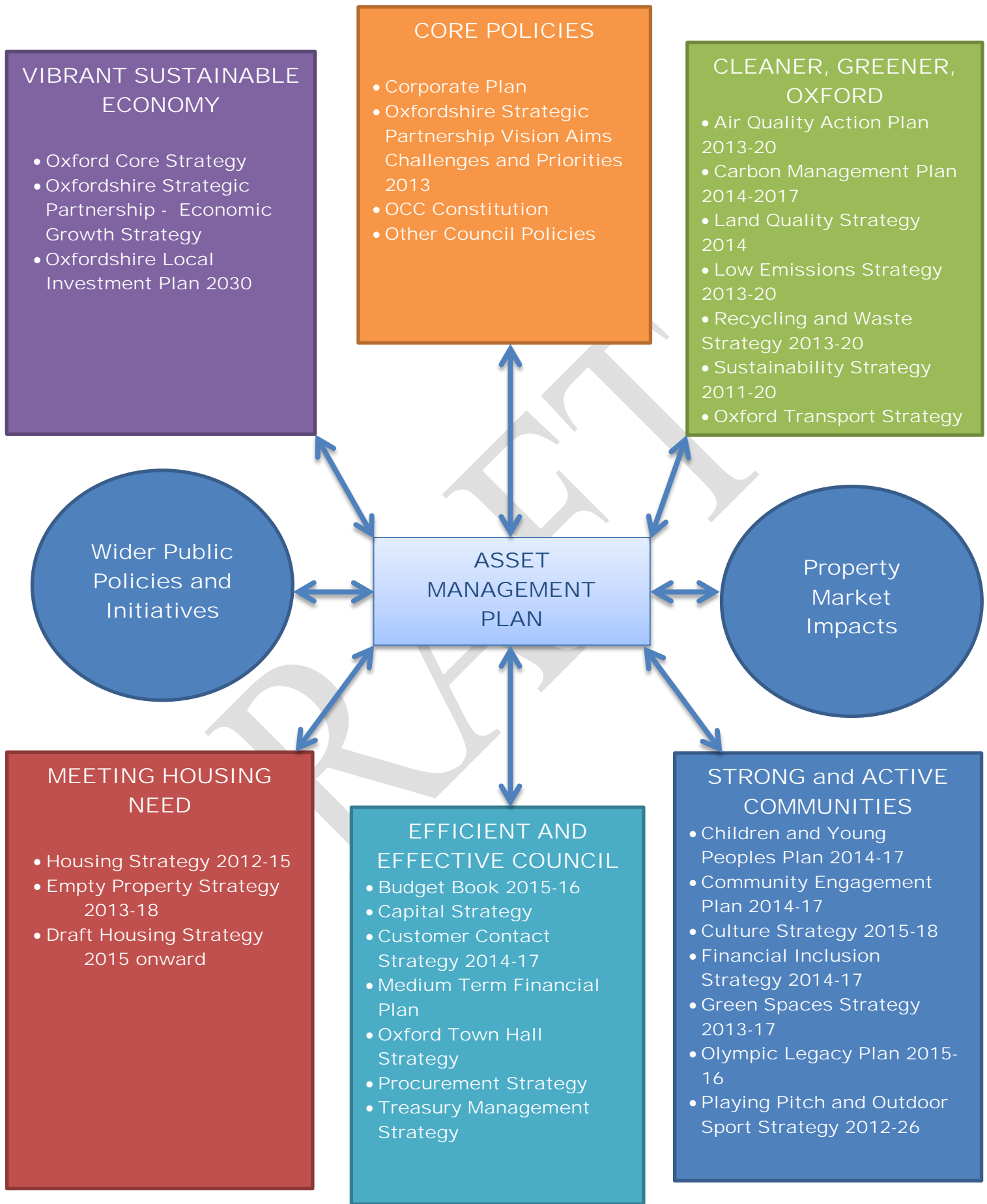
The Plan is not a fixed document but flexible to ensure that it evolves during its life in the light of the ever-changing local government environment. The embedded strategy within the Plan is a Plan-Do-Review approach via annual reviews and analysis of the portfolio performance to generate revised Action Plans, Risk Management Strategies and Performance Targets.

Through the issue of such annual reviews performance against the plan will be able to be monitored through its lifetime.

It is essential that through the process the Council is able to become more flexible, agile, responsive and innovative whether through direct action, joint ventures, private companies, partnerships and other innovative solutions.

The Asset Management Plan is arranged as follows:

- **Section 1 Review of Previous Asset Management Plans 2011-15**
- **Section 2 Portfolio Overview:** A summary of the Council's property holdings
- **Section 3 Portfolio Objectives:** defines the Council's strategic objectives for property asset ownership and their linkages to the Corporate Plan
- **Section 4 Performance Measurement:** defines Critical Success Factors and potential indicators
- **Section 5 Action Plans:** defines the strategy policy and future actions on individual Asset Groups and types of activity
- **Section 6 Capital Programme:** outlines governance and control and budgeted spend on the property portfolio
- **Section 7 Asset Condition/Planned Maintenance:** Defines the Council's strategy for the condition and maintenance of its property and budgeted spend.
- **Section 8 Running Costs:** Details the approach to budget management across the spectrum of property costs including environmental and energy, maintenance and delivery as well as other property costs.
- **Appendix 1 General Fund Property Data**
- **Appendix 2 Corporate Property Asset Management Protocols**
- **Appendix 3 Risk Register**
- **Appendix 4 References**



The relationship of the Asset Management Plan to the Corporate Plan, other strategies and influences.

1.0 Review of Asset Management Plans 2011-2015

1.1 How We Performed

The previous Plans covering the period 2011-2015 set out a number of key actions and milestones and a summary of progress against the core goals and targets is outlined below.

The scope and breadth of delivery was both stretching and ambitious but almost all objectives were exceeded or met during the plan period. This is a substantial success which has put the City in an excellent position from which to respond to the significant change and challenges faced.

Throughout the plan period there has been a process of continuous learning, where outcomes were reviewed and lessons learnt, applied to improve performance and delivery and changes and modifications to plans and targets made in response to such learning, external change, and the changing requirements of the Council and the City.

This process will be continued through the new plan period.

1.2 Summary of Performance

Deliverable	Target	Commentary
Improved Occupancy Standards – Driving reduced cost and efficient operation	<ul style="list-style-type: none"> Office Space -2% Occupancy 10m² / person Depots -50% No./-18% area 	<ul style="list-style-type: none"> Office Space - 19.69% reduction Occupancy - 8.05m² per person Depot reduction - achieved
Carbon Reduction -Improving the environment	<ul style="list-style-type: none"> Carbon Reduction 3% pa increased to 5% pa 2012 Renewable Heat Generation installed 	<ul style="list-style-type: none"> Achieved Biomass boiler installed at Blackbird Leys Pool
Improved Repair and Maintenance - Improving the quality of our property	<ul style="list-style-type: none"> All Property 75% in category A & B Community Centres 50% in Cat A & B 	<ul style="list-style-type: none"> Achieved Backlog remains
Regeneration and Development -Delivering a World Class City for everyone	<ul style="list-style-type: none"> Westgate Development on site. 113 Affordable homes Constructed Oxpens Car Park constructed 	<ul style="list-style-type: none"> Development Contract Unconditional Feb 2015 All homes delivered Completed on target
Improved Investment Portfolio Performance - Supporting the Councils delivery of services	<ul style="list-style-type: none"> Rental Income + 2.5% pa Arrears < 5% of rent Roll Rate of Return >4% Capital Value >£89m 	<ul style="list-style-type: none"> Income +6.6% pa achieved Arrears 3% achieved Rate of Return 5.58% Capital Value £95M

2.0 Portfolio Overview

In total the Council has some 704 General Fund Properties (the majority held freehold).

Freehold Assets

- **Properties 675**
- **Rent Income £11.83m**
- **Capital Value £262m**
- **Site Area: 1249 Hectares (3086 Acres)**
- **Floor Area: 337,000 m² (3,627,000 Sq Ft)**

Leased In Assets

- **Properties 29**
- **Rent Paid £430,000**
- **Rent Income £290,000**
- **Capital Value: £14m**
- **Site Area: 39 Hectares (96 Acres)**
- **Floor Area: 6,804 m² (73,000 Sq Ft)**

The Property Portfolio includes:

2.1 Investment Property

The Investment portfolio comprises some 234 properties in three primary groupings: the first substantially city centre and retail biased, the second retail shops serving the City's housing estates and the third agricultural and land assets primarily just outside the city boundary, alongside a smaller number of other property types and locations. The portfolio is in its entirety Oxford focussed.

Investments Assets are held and managed primarily for financial return, both capital and revenue, and the Council monitors and reports upon their performance on an Annual basis.

Notwithstanding the focus on financial return many properties do have a socio economic component to them, such as The Covered Market, which alongside its financial returns is a key landmark and significant heritage asset which also generates significant social value. In considering its portfolio the Council will have regard to the social benefit also generated by its assets.

The portfolio generates income in excess of £11m pa which provides significant and substantial support to the delivery of service by the Council.

2.2 Non-Investment Property

These can be broken down into Operational and Socio Economic property i.e. those properties held and used specifically for service delivery and accommodating staff (Operational) and those held for the benefit of the community such as Community Centres, Allotments, Sports and Recreation Facilities, Parks and Amenity Land (Socio Economic).

2.2.1 Operational Property This has been significantly rationalised in to a smaller number of properties (this was one of the principal successes in the previous Plan) (See Section 1). This part of the portfolio now comprises three major sites including two depots and a single office building together with nine other smaller sites. The Town Hall has been rationalised by letting of offices at

No1 St Aldates and is now mainly an events facility and separate profit centre operating under its own business plan. This lean and efficient operation has reduced operational cost and reduced the Council's carbon footprint.

The Council will continue to review its operational assets to ensure fit with requirements and to explore new opportunities that may be driven by revised working methods and technology and will release space where viable and sustainable rationalisation is possible.

2.2.2 Socio-Economic Property Comprise some 453 properties in two primary groupings. The first, 380 properties is a mix between those held for statutory purposes such as allotments to assets held for the direct delivery of, or supporting the Council's policies arising from its Corporate Plan and other initiatives.

These include amenity land, car parks, cemeteries, community centres, countryside and nature assets, heritage buildings and assets, infrastructure such as bridges roads and pathways, recreation sporting and leisure facilities, and public conveniences.

The second grouping comprises some 73 social partnership properties which are properties largely let where the Council recognises the social value of the occupant/ use or facilities delivered; this includes Citywide Garages (2328 units) as a single asset.

The social benefit and value/financial status of all such properties will continue to be reviewed to ensure that all assets are managed towards maximising these benefits.

3.0 Portfolio Objectives

The Council's Corporate Plan 2015 – 2019 (Building a World Class City for Every-one) has identified the following corporate priorities which directly address the needs of our City:

- **A vibrant and sustainable economy:** our ambition: a strong local economy, supported by effective education and training.
- **Meeting housing needs:** our ambition: more affordable high quality housing in Oxford.
- **Strong and active communities:** our ambition: communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own well-being and that of their communities.
- **Cleaner greener Oxford:** our ambition: a cleaner, greener Oxford: in the city centre, in our neighbourhoods and in all public spaces.
- **An efficient and effective council:** our ambition: a flexible and accessible organisation, delivering high-quality, value-for-money services.

It reaffirms the Council's ambition to make Oxford a 'World class city for all its citizens'. It aims to achieve this by:

- Managing austerity
- Investing for growth
- Shaping the future of our city
- Shaping our neighbourhoods
 - Building more affordable homes
 - Providing high quality community facilities
 - Investing in our young people
 - Preparing people for work
 - Protecting the quality of our neighbourhoods
 - Improving community engagement
- Providing high quality community facilities
- Promoting the growth of enterprise
- Improving Oxford's infrastructure
- Growing a low-carbon economy
- Supporting local businesses
- Increasing availability of land for commercial development

This all shapes the asset management strategy and objectives and alongside the feedback and commentary obtained from our consultation, and review of the risks and change occurring to Oxford have been drawn into five core asset management objectives which direct and build our ambitions and priorities.

<p>Asset Management Objective 1</p>	<p>All property to be well-managed and efficient</p>	<ul style="list-style-type: none"> • Maximising income and capital receipts • Optimal and effective usage of property • Value for money provided by our property services (risk & return optimisation)
<p>Corporate Plan Linkages</p> <p>Vibrant, sustainable economy</p> <ul style="list-style-type: none"> -Managing austerity -Investing for growth -Shaping the future of our city -Shaping our neighbourhoods -Providing high quality community facilities -Promoting the growth of enterprise -Improving Oxford's infrastructure -Growing a low-carbon economy -Supporting local businesses -Increasing availability of land for commercial development 		<p>Efficient, Effective Council</p> <ul style="list-style-type: none"> -Strong financial management -Customer first programme -Improving our processes -Better procurement and contract management -Trading and business development Organisational development
<p>Asset Management Objective 2</p>	<p>Working to address the Housing Crisis in Oxford</p>	<ul style="list-style-type: none"> • Adding to housing stock • Development opportunities • Promoting affordable housing opportunities
<p>Corporate Plan Linkages</p> <p>Vibrant, sustainable economy</p> <ul style="list-style-type: none"> -Managing austerity -Investing for Growth -Shaping the future of our City -Shaping our neighbourhoods 		<p>Meeting housing needs</p> <ul style="list-style-type: none"> - More high quality affordable housing - Increased housing for sale and rent - Tackling empty properties - General fund borrowing to invest

<p>Asset Management Objective 3</p>	<p>Working in partnership with others and as One Council</p>	<ul style="list-style-type: none"> • Maximise synergies with others • Use property jointly with partners • Improved access to customer services • Support communities • Safeguard heritage
<p>Corporate Plan Linkages</p> <p>Vibrant, sustainable economy</p> <ul style="list-style-type: none"> -Working with LEP -Influencing City Deal opportunities -Improving Infrastructure -Improving Oxford's City centre -Supporting local businesses -Increasing availability of land for commercial development 		<p>Strong, Active Communities</p> <ul style="list-style-type: none"> -Engaging with communities -Consultation and other forms of community engagement -Area forums and community partnerships -Supporting the community and voluntary sectors
<p>Asset Management Objective 4</p>	<p>Reduce carbon footprint and improve sustainability</p>	<ul style="list-style-type: none"> • Cleaner, Greener • Work alongside Environmental Services • Exploration of funding • Influencing policies
<p>Corporate Plan Linkages</p> <p>Cleaner greener Oxford:</p> <ul style="list-style-type: none"> -Reduce market waste -Reduce carbon footprint (Council & city) -Transport strategies -Economic, Development & Growth Strategy 		<p>Vibrant, sustainable economies</p> <ul style="list-style-type: none"> -Growing a low carbon economy -Promote through leasing

Asset Management Objective 5	Promote growth and regeneration	<ul style="list-style-type: none"> • Promote/ undertake development • Consider borrow to invest • Influence other land owners
<p>Corporate Plan Linkages</p> <p>vibrant and sustainable economy:</p> <ul style="list-style-type: none"> -Shaping future of city through Westgate, Oxpens, Barton, Northern Gateway -Greater Estates -Priority Regeneration areas -Place making <p>Meeting housing needs</p> <ul style="list-style-type: none"> -More high quality affordable housing - Increased housing for sale and rent - Tackling empty properties - General fund borrowing to invest <p>An efficient and effective council:</p> <ul style="list-style-type: none"> -Innovative solutions -Consider alternate delivery models 		<p>Strong and active communities</p> <ul style="list-style-type: none"> -Design excellence -Consultation -Invest in new facilities -Health wellbeing and education <p>Cleaner greener Oxford:</p> <ul style="list-style-type: none"> -Design standards -Promote through leasing

4.0 Performance Measurement

The section above defines the core Property Objectives but it is essential that critical success factors and associated performance indicators with relevant measures are developed and regularly monitored throughout the life of the Plan.

An initial proposal for appropriate and specific measures is outlined below but will be developed further and revised within the annual budget and Medium Term Financial Strategy development to respond and reflect service and financial need and achievability.

The measures have been divided into Core Performance Indicators which are limited in number and measurable and form the primary focus of delivery with a range of secondary indicators and actions many of which do not have measurable outcomes but provide an overall indication of success.

Such measures will form part of an Annual Portfolio Report capturing progress in delivery and performance of the portfolio including income, value and return on investment. It is essential to ensure that the portfolio is future-proofed by forward projections of portfolio performance.

	Critical Success Factor	Core Performance Indicators	Supplementary Indicators
<p>Asset Management Objective 1</p> <p><i>All property to be well managed and efficient</i></p>	<ul style="list-style-type: none"> • Reduced portfolio running costs (Value for Money) • Growth of sustainable financial contribution, income and value • Optimal and effective usage of property 	<ul style="list-style-type: none"> • Running cost reduced to < 8% of Investment Income by 2020 • Income +6% by 2020 • Value +6% by 2020 • Arrears <3% by 2020 • Return >6% by 2020 • Office utilisation <10m/FTE 	<ul style="list-style-type: none"> • Below CIPFA Benchmarking or similar • >2 pa development initiatives • Implementation of Office for Future 3 • Depot rationalisation reviewed • Sustainable Maintenance Programme in place
<p>Asset Management Objective 2</p> <p><i>Working to address the housing crisis in Oxford</i></p>	<ul style="list-style-type: none"> • Add to housing stock through General Fund activity • Bringing forward residential development opportunities • Consider establishment of Housing Company and other innovative delivery solutions. 	<ul style="list-style-type: none"> • To be developed and confirmed once changes in government policy and funding position is known. Significant impacts flowing from need to sell high value HRA properties to fund Housing Association RTB and 1% rent deflator announced by chancellor. 	<ul style="list-style-type: none"> • Delivery of Barton Park • >2 pa successful interventions under Empty Homes Strategy
<p>Asset Management Objective 3</p> <p><i>Working in partnership with others and as One Council</i></p>	<ul style="list-style-type: none"> • Maximise synergies with other providers and landowners • Use property jointly with partners • Improve access to services • Support communities • Safeguard heritage 		<ul style="list-style-type: none"> • Working with LEP, Universities, major land owners • Influencing City Deal opportunities • Improving Infrastructure • Improving Oxford's City centre • Supporting local businesses • Increasing availability of land for commercial development • Community engagement
<p>Asset Management Objective 4</p> <p><i>Reduce carbon footprint and improve sustainability</i></p>	<ul style="list-style-type: none"> • Sustainability and carbon reduction in development projects • Use of Salix funding • Greener portfolio 	<ul style="list-style-type: none"> • 3%pa water reduction • 40% carbon reduction by 2020 • Zero F/G EPC rated properties by 2020 • New Construction to BREEAM outstanding or excellent 	<ul style="list-style-type: none"> • Investigate potential for green leases • PV installation maximised • Smart metering installed • Consider ISO14001 accreditation
<p>Asset Management Objective 5</p> <p><i>Promote growth and regeneration</i></p>	<ul style="list-style-type: none"> • Great Estates & Priority areas: Rose Hill, Blackbird Leys & Barton projects • Growth & regeneration including Westgate, Oxpens, Northern Gateway and Barton • Improve transport • Create growth & employment opportunities • Improve health wellbeing and education 		<ul style="list-style-type: none"> • Improved Town Centre trading ranking and indices • Successful delivery of Barton Rose Hill and Blackbird Leys Regeneration • Successful delivery of The Westgate development • Expansion of Seacourt Park and Ride

5.0 Action Plans

Having set the overall strategy for the Council's properties aligned to the Council's priorities and defined the core and supplementary performance measures, these principles have then been distilled down to develop more detailed Action Plans at a property type level which will focus and drive day to day work activity.

The property types can be summarised into the following:

Investment

- Commercial
- Agricultural
- Markets
- Estate Shops

Operational

- Council Offices
- Council Depots

Leisure

- Community Centres
- Sports Facilities
- Parks
- Countryside

Amenity

- Amenity /Open Space
- Car Parks
- Cemeteries
- Allotments
- Heritage
- Garages
- Bus Station

In addition we have developed Action Plans for five other areas which are not property specific but apply across the portfolio as follows:

- Surplus Property
- Regeneration and Development
- Carbon Management and Sustainability
- Property Data Management
- Property Health and Safety

The detailed Action Plans along with potential risks are outlined below:

5.1 Investment

239 properties in four property groups

- Commercial Property;
- Agricultural Property;
- Markets; and
- Estate shops.

Annual rental £10.37m - Capital value £161m - Return on Investment 6.45%

Held primarily for financial return (income or capital). Performance has exceeded target rates set by the Council's Treasury Management function.

The Council will continue to review and drive performance of its investments through the new Plan period to achieve performance targets and to provide long term sustainable income to support the Council's service delivery.

To further this focus it is necessary to develop an improved understanding of Portfolio and Property Risk and the development of future looking performance measurement in order to further consider and develop property categorisation into Core, Core + and Dispose which will inform future investment decisions.

Core Properties are those where long term retention is envisaged and which are performing well with the priority being to maintain income stream with the minimum level of investment required.

Core + are properties as per Core but where there are potential investment opportunities whether physical (refurbishment/re-development) or through positive management (new lettings/restructure of leases/change of use)

Disposal properties are those that are performing below required levels, are high risk, do not support the long term aim of sustainable income or where disposal may be considered to generate value or release funds for investment elsewhere in the portfolio to enhance income, value, returns, or manage portfolio risk more effectively.

Should funds be raised by disposal it may be appropriate to consider re-investment in direct or indirect property investments (Unit Trusts and other funds) as part of the overall risk management approach agreed with the Head of Finance.

Currently the General Fund operates with zero borrowing but against a background of low interest rates and potentially positive economic outlook the Council will through the Plan period consider whether it is appropriate to borrow for investment to achieve growth and future sustainable increased revenues.

The Council does not intend to broaden its investment base but will focus on incremental growth within the existing portfolio or through acquisition of adjacent/ nearby properties where additional synergies may be possible.

There is potential within the portfolio to create capital funding opportunities through securitisation or gearing of assets or creation of other financial products but given the Council's current known funding position and risk appetite it is not considered appropriate to develop or consider such opportunities.

Action

- Review portfolio performance annually through Plan period;
- Develop improved models of portfolio risk and future performance;
- Categorise portfolio into Core, Core+ and Dispose; and
- Develop business Plans for investment within the portfolio

5.1.1 Commercial Property

153 Properties including 97 retail (including shops, restaurants, public houses and shopping centres), 4 industrial, 18 offices, 11 residential and 23 other.

Capital Value £144.63m - Income £8.48m pa - Floor Area 210,567 m²

The Council's Investment in Commercial Property is completely Oxford centric and retail city centre biased with nearly three quarters of value in this category.

This has proved advantageous to the Council through the previous Plan period which has seen substantive uplifts in both rental and capital values.

In the longer term though, this is a potential risk as the market responds to impacts of the Westgate Centre development.

Initially this has been seen through shifts out of the existing centre boosting rents in Queen Street and this growth should be consolidated by the pull of the centre moving the prime pitch south west.

In the medium term period there is the possibility of threats to values in Cornmarket as multiple retailers vacate and reposition. Other streets such as George Street which has a high dominance from restaurant and leisure sector and Broad Street focussed on the tourist market are less likely to be impacted although there will be competition from the restaurant and cinema provision in Westgate.

Longer term there is expected to be an expansion of the Oxford retail market with an increased and more varied offering but the Council needs to continuously review and consider how Council properties may be used to manage or influence the change in ways to provide wider strategic benefits to the city centre.

The Council will need to continue to review its holdings through the Plan period to ensure the risk profile is managed in line with the Council's appetite for risk balancing this with the need to achieve required financial returns and sustainable income.

Action

- Monitor and review portfolio risk profile and actively and efficiently manage;
- Develop strategy for how the City Council's property can be used to deliver greater diversity and vitality to the city's wider retail offer.
- Drive increase in sustainable income and values.

5.1.2 Agricultural Property

364 Hectares / acres including 4 Farms, long leased farmland, short term grazing land, seasonal lettings and vacant land

Capital Value £3.71M – Income £0.12m

Held as a property investment but with the holdings being small and fragmented they do not compare favourably with the market.

They do though hold potential as “land bank” to develop land for housing or other purposes (subject to Planning consents) or to influence development by others.

A review was undertaken in the previous Plan period and assets classified into ‘Hold’, ‘Dispose’ and ‘Potential Development’.

Hold properties are those providing a secure income stream and where long term opportunities may arise.

Dispose properties are those which are poorly performing, where there is no long term opportunity or where potential liabilities on the council for repair or otherwise can be mitigated through early disposal.

Potential Development properties are those where there may be opportunities in the short to medium term.

Management of the portfolio has been improved with a more consistent and commercial approach being adopted. This will continue to be the focus during the period of the new Asset Management Plan period.

New legislation amending the repair provisions Model Clauses has come into force clarifying responsibilities and adding additional responsibilities to the Landlord and the Council will review its strategy in the light of these implications.

Value added opportunities are long term and are currently constrained by Green Belt policies and in many cases not deliverable unless with agreement from other adjoining land owners.

Action

- Continue to manage in accordance with the previous Agricultural Review implementation Plan subject to further review of impact of new Model clauses;
- Continue management regime improvements;

5.1.3 Markets

The Council operates a permanent Market (trading seven days a week) within ‘The Covered Market and a weekly casual market trading on Wednesday, Thursday and Saturdays in Gloucester Green.

■ Covered Market

120 trading units – 57 tenants – 2,323 m² trading area

Income - £1.2M - Capital Value £6.3M

One of the most important individual assets within the Investment Property portfolio – and also of significant importance to residents of and visitors to the City of Oxford.

Although the asset is highly valuable in property investment terms, the rationale for ownership extends beyond this providing value to the wider Community, retail and tourist offerings to the City and protection of a heritage building. It offers a wide

range of small retailers, many of them independent, and provides a unique and important shopping experience.

A visioning review by external consultants was undertaken during the previous Plan period and implementation of strategies arising is being undertaken in consultation with stakeholders, which will make the market an even more important and vibrant destination for visitors.

A dedicated Markets Manager has been appointed and a Leasing Strategy for the market has been adopted, which provides 'A framework for regulating the tenant mix and locations of each unit for the market to ensure the future commercial success and vibrancy of the market.'

The Council will continue to apply this document to all future leasing decisions and applications for change of use.

In order to further drive improvement to the market and collective activity by all traders and the Council a 'Tenants Handbook – Operational Standards to Maximise Customer Satisfaction' has been prepared and will continue to be developed alongside hands on management activity and building good and effective relationships with the traders.

A significant proportion of leases within the market are aligned in terms of lease renewal dates with these next due in March 2017.

All commercial activities will take into account the wider benefits of the market to the City and the Council will seek solutions to minimise conflict and engender a consensual approach for the benefit of the City, the Council, the Traders and to build a thriving and vibrant market for the benefit of its customers and to ensure the continuing success of this Heritage Property.

Costs of maintaining and running this historic building are high and the Council will review to ensure efficient management commensurate with protecting the heritage and operating an efficient and effective market, being sure to preserve and enhance its unique character.

Capital investment will also be considered to enhance and improve the market with each aspect undertaken in consultation with all the markets' stakeholders.

Action

- On-going implementation of the Covered Market Leasing Strategy;
- Continue visioning implementation;
- On-going development and updating of 'Tenant Handbook'
- Development of strategy for Lease renewals March 2017;
- Review cost and service delivery; and
- Develop investment Plan.

■ Gloucester Green:

A large mixed use development situated off of George Street in the heart of the city centre. Constructed in the 1980's providing a bus station, underground car park, retail, office and residential accommodation around an enclosed public space which is utilised for a casual market on Wednesdays, Thursdays and Saturdays with up to 70+ stall holders per day.

During the previous Plan period the management of the market was tendered and new arrangements put in place for new investment in market stalls and to drive improvement of the market. This has revitalised the market, extended its offering and created a sustainable delivery model for the Council.

Action

- On-going improvement to market offering; and
- Improvement to public realm management.

5.1.4 Estate Shops

67 lock up shops across the Council's Housing Estates Income £600k – Capital Value £5M

Transferred from the Housing Revenue Account to General Fund in 2014 and now forms part of the wider Investment Portfolio.

Whilst this suggests a switch to a more financially driven management regime, the social benefits of local shops within the Housing Estates are identified as significant and the Council will continue to consider this to ensure that the portfolio supports the Council's wider social initiatives where relevant and appropriate.

The Council will seek to support an appropriate tenant mix in each parade, to promote viable businesses and provide appropriate facilities to the community they serve and focus on a healthy offering, quality products and provision of some fresh produce where possible.

Action

- Continue effective management
- Have regard to social benefits and
- Drive improvements to offer where possible

Investment Portfolio Risks

- Oxford and retail centric portfolio adversely impacted by market change and development.
- Covered Market lease renewals protracted and creating unfavourable publicity.
- Government policy change resulting in detrimental impacts to Council's budgets and funding provision

5.2 Operational

5.2.1 Council Offices

4 Properties plus additional space in Horspath depot

Floor Space: 6410 m² – Staff: 623 – Occupancy: 10.2 m²/Person

Space occupancy reduced and consolidated through the previous Plan period under Offices for the Future 2 programme. Staff now primarily at St Aldate's Chambers and within its Direct Services Depot operation at Horspath, limited accommodation within the Town Hall, an outlying customer service centre in Cowley and proposed parking operations facility at Oxpens.

Space released has allowed subletting of some 6000 sq. ft. within the Town Hall to a third party Serviced Office operator alongside the continuing growth of its events activities. The Serviced Offices have proved extremely successful since opening in 2014 and add to the success of the business model for the Town Hall.

The Council will continue to explore all opportunities for continued space efficiencies, value enhancements, revenue cost savings and future flexibility: for example recently it acquired the former leasehold interests of St Aldate's Chambers and Horspath resulting in additional revenue savings of over £400,000 pa.

The Council will continue to drive this agenda in pursuant of flexible and imaginative use of office accommodation space especially given the growth in technology and its impact upon the work-force for service delivery.

Changes in working practices including technology are likely to result in improvement in space utilisation. Opportunities for sharing and combining spaces with other partners will be explored where these can deliver improved service, working environment or synergies of operation promoting the 'One Council' ethos of working.

Action

- Implementation of Office for the Future 3 delivery programme;
- Further rationalisation of non-city centre offices and depot ancillary offices;
- Oxford Town Hall business Plan and programme; and
- Review Business Continuity Plan recovery.

5.2.2 Council Depots and Workshops

2 Major sites, 3 parks depots, 5 minor assets - meeting location and site specific needs

Floor space: 12,542 m² – Capital Value: £6m

Depots were substantially rationalised through the previous Plan period with a number of site disposals. The previous Plan identified a need to consider potential for rationalisation/ relocation of the two primary Depots but feasibility studies undertaken did not identify a financially viable business case.

The Council will continue to review its depot operation and will undertake a detailed bottom up review from first principles to identify precise requirements that arise from the needs of service delivery and the Direct Services market focus to identify whether there is scope to develop a viable business case.

Action

- Review depot operation and develop business case for rationalisation/relocation.

Operational Property Risks

- Concentration onto reduced number of sites increases Business Continuity Risks.
- Impact of technology change and changed working practices adversely impacts fitness for purpose of accommodation.

5.3 LEISURE

5.3.1 Community Centres

18 Centres on 0.96 Hectares providing 12122 m² of floor space

Capital Value £13.6M

A Community Centre Strategy Review is being undertaken in 2015 and will contain a review of needs and catchment areas and criteria for offering leases.

A repair and maintenance shortfall of £1.6M has been identified and will be addressed through the Plan period.

The Council will continue to review identify and promote opportunities to increase the social benefits delivered from its community centre properties.

Action

- Community Centre Strategy Review to be completed and implemented;
- Leasing arrangements to be put in place as per strategy criteria; and
- Maintenance shortfall to be addressed to deliver fit for purpose portfolio.

5.3.2 Sports Facilities, Recreation Grounds and Play areas

9 Primary Assets on 6 sites including 4 Swimming pools (three indoor and one outdoor), 1 Ice Rink, 3 Leisure Centres and 1 Athletics Ground providing some 11,334 m² of floor space on 24 Hectares / acres

75 other recreation facilities including sports pitches (grass and all weather), tennis courts, bowls pitches, street sports areas, play areas and playgrounds with some 3066 m² of floor space on 97 Hectares / acres. In total there are 87 Playgrounds across all city sites including parks.

Capital Value £25.1M

A Draft Leisure and Wellbeing Strategy is to be adopted during 2015.

The broad thrust of this is to enhance and improve facilities and participation levels alongside reducing user subsidies to zero in the Plan period.

No new development is envisaged but a number of sites will see investment and expansion and provision of new facilities.

Ferry Leisure Centre adjoins Diamond Place for which the council has issued a Supplementary Planning document to promote re-development of the area on a mixed use basis. This provides for potential improvement/ expansion of the leisure facilities possibly in conjunction with new community facilities, entrance and Health Centre.

Delivery of services at the primary facilities is through a partnership contract with Fusion Lifestyle which has been extended to 2024. Under this arrangement the Council leases facilities to the company who deliver the services.

No change to these arrangements is envisaged in the Plan period.

Sports and Playing Pitch provision will be managed and delivered in accord with the 2012-2026 Playing Pitch Strategy. Here again this is largely about improving and modernising facilities including completion of a major pavilions investment programme.

Carbon usage of facilities such as the Ice Rink and Outdoor Pool are high and initiatives will be pursued to reduce and manage energy more effectively.

The Council will continue to review identify and promote opportunities within the sports and Leisure portfolio to increase the social benefits delivered.

Action

- Leisure and Well Being Strategy implemented;
- Playing Pitch Strategy implemented including completion of pavilions investment;
- Carbon reduction and management delivered; and
- Pavilion model lease to be developed and implemented.

5.3.3 Parks, nature reserves, countryside areas, amenity land and open space

178 assets totalling 616 Hectares / acres including 7 large city parks, 26 local parks, 22 neighbourhood parks, 28 countryside and nature reserve properties including Shotover Country Park east of the City and Port Meadow in north Oxford and other smaller areas of open space and amenity land including riverside and mooring assets, towpaths and gardens.

The Council acknowledges the significant value to the community generated by its Parks, Nature Reserves and Countryside areas.

These areas are largely held by the Council as public assets for the benefit of the community alongside the protection of sites of scientific interest, conservation/ preservation of wildlife, natural habitat and flora/fauna of the area together with protection of the setting and environment of Oxford.

These are a valuable resource which the Council will continue to maintain in an effective and efficient manner seeking opportunities to enhance wherever possible.

The Council will also continue to work with other landowners and influential bodies such as Natural England, Oxford Preservation Trust, and the Environment Agency for the benefit of the wider Oxford community together with community groups who assist in managing the areas.

The Council will continue to adopt a flexible management approach wherever possible to maximise the social benefits generated.

Action:

- Work with partners; and
- Consider opportunities in the parks portfolio to increase the social benefits generated.

Leisure Portfolio Risks

- Community centre strategy review not completed or implementation not delivered
- Failure to work appropriately with partners
- Potential opportunities not exploited
- Quality of holdings deteriorate

5.4 Amenity

5.4.1 Allotments

29 Open allotments, 27 Freehold & 2 Leased in

Provision > one plot per 125 head of population

The Council's current operational model has devolved responsibility to Allotment Associations, who administer and take responsibility for letting individual plots to members. This has created an efficient management structure with a community focus and ensures the Council is able to deliver its core responsibilities and statutory duties.

The Council acknowledges the substantial benefits of Allotment provision in terms of sustainability, health and well-being.

During 2015 the Council implemented and agreed reviews of the rentals charged to Allotment Associations in accordance with the lease terms to achieve a more consistent approach between sites.

Continued review will be undertaken during the Plan period to ensure on-going fitness for purpose and where appropriate consideration of alternative and innovative delivery models.

The Council will continue to adopt a flexible management approach wherever possible to maximise the social benefits generated.

Action

- Review of operating model to ensure fitness for purpose during the period of the AMP; and
- Consider opportunities in the allotments portfolio to increase the social surplus generated.

5.4.2 Car Parks

14 public car parks including 3 Park and Rides, 1 decked, 1 underground and 9 surface car parks (excluding car parking in parks)

4296 public spaces including 702 City Centre and 3023 Park & ride Spaces

Gross Revenue >£7.1M

The car parking offer of the city is evolving and changing in response to development proposals and activities and car usage.

1300 spaces were lost to accommodate Westgate redevelopment. Partially compensated by additional deck at Oxpens (January 2015) providing 200 spaces.

Former Coach Parking provision at Oxpens relocated to Redbridge Park and Ride to support the maintenance of parking provision during the Westgate development.

During the adoption of this Plan period a new underground car park within the new Westgate Shopping Scheme will open (due late 2017).

The Council's second multi storey car park at Barns Road adjacent to the Templar's Square shopping centre was held leasehold and was surrendered to the landlord during 2015 as part of wider plans by the landlord for development at Templar's Square and reflecting the low usage and over provision of car parking around the centre.

Adequate vehicle parking provision in the city is one of the components of the wider transport issues of the city which often results in severe congestion on all routes into the

city at peak times forming excessive strain on the infrastructure and roads.

As a result a new 'Oxfordshire Transport Strategy' is being developed by Oxfordshire County Council: Oxford City Council issued its Oxford Transportation Strategy Consultation Response in April 2015.

The future appears to be one of an increasing modal shift towards cycling and walking, improvements to park-and-ride facilities either on existing sites or via new site provisions, reduced and 'low traffic' city centre, increased pedestrianisation, consolidation and reduction in city centre parking with charging structures to reflect these policies which will deter long term parking schemes and promote alternate modes of travel.

The Council in managing its car park holdings will need to be agile and proactive in order to respond to the changes proposed. Where there are potential commercial opportunities within the portfolio the Council will explore these opportunities in pursuit of its Corporate priorities for housing and regeneration, provided that this is consistent with the broader objectives for the car park portfolio and the wider transport strategy.

Actions

- Expansion of Seacourt Park-and-Ride capacity and facilities;
- Investment in city centre and non-city centre car parks; and
- Consider all commercial opportunities to advance the Council's corporate priorities.

5.4.3 Cemeteries

4 Cemeteries on 15.49 Hectares (acres) with 465 m² (XX sf) of buildings including chapels of rest and other buildings

Only the cemeteries at Wolvercote and Botley are open for new burials but they are predicted to be closed for new burials between 2018/21 and 2021/24 respectively.

The Council will review its current policies for grave re-use and fees and charges to protect its ability to continue to make provision of this service.

Additionally the Council is committed to finding new provision(s) of Cemetery space to meet demand and requirements for the future and is currently investigating a number of potential sites within the Plan period both within and outside of its current portfolio and land holdings.

Given land constraints within the City provision may well need to be outside the current City boundaries and there will be a need to work together with adjoining Councils with regard to any development proposals.

Consideration may be given to use of Compulsory Purchase powers to secure land if this is not possible by negotiation.

Action

- Review policies for grave re-use and charging; and
- Identify and develop new cemetery site to meet requirements.

5.4.4 Garages

2328 garages and car spaces - Income >£900k pa - Value £9.4M

27,871 m² (XXsf.) of floor space on approx. 4.86 Hectares (XX acres) of land

The Council will continue to provide essential garage and car parking spaces for the benefit of its council house tenants. However it is considered that there may be opportunities to introduce a more commercial approach to the letting of garages/car

spaces and provision for increased income has been provided for within budget setting. It is also appropriate to explore potential development opportunities especially residential schemes to maximise benefit from these sites.

Actions

- A review of rents charged and alignment of rents charged to non-council tenants with the prevailing market levels; and
- A review of garage sites to promote opportunities for development.

5.4.5 Heritage and Environment

■ Heritage Buildings

The Council has significant land and building holdings in key parts of the City Centre and elsewhere in the City. In some cases this property not only supports the Council in delivering its services or supporting its budgets but also it contributes to the historic and/or environmental fabric of the City.

In managing and reviewing its property holdings the Council will be mindful of this and where it considers that the historic or environmental fabric of the City may be prejudiced unless it continues its ownership, it will retain and invest in its ownership.

The Council has five heritage assets including parts of the historic city wall and the historic Carfax Tower which remains the highest building in the city centre and in addition maintains a number of other monuments across the city without necessarily having land ownership.

The Council will continue to actively maintain and manage its heritage assets for the benefit of the community.

Action

- Consider heritage implications in all property activities; and
- Manage and maintain heritage buildings effectively.

■ Heritage Assets

In addition to buildings the council holds an extensive range of other heritage assets including the Council's Plate Room Silver along with the Ceremonial Mace, Antique Furniture, Civic Regalia, Antique Firearms and Pictures, Drawings and Artwork.

These are primarily displayed or available to view in the Town Hall and have been professionally valued at over £2m.

The Council continue to ensure their security and maintenance as appropriate to secure their long term future and acknowledges their value to the community as part of the heritage and history of the City.

Action

- Ensure security and maintenance to ensure long term future of assets.

Risks Amenity Portfolio

- Inappropriate and inefficient allotment model.
- Car parking provision insufficient to support city needs.
- Disagreement/inappropriate transport policies impacting on the Council's Plans and assets.
- Suitable site for Cemetery not available.
- Heritage buildings and assets not suitably maintained.

5.5 SURPLUS PROPERTY

The council has been very successful in minimising its surplus property stock either by disposal or by letting and currently has only seven assets falling into this category: less than one third of one per cent of the Council's stock.

Of these seven sites three are subject to restrictive covenants with Oxford Preservation Trust preventing alternative use, two are subject to conditional development agreements with third parties, one is subject to on-going negotiations and only one is vacant.

Action

- Continue to proactively manage surplus property to minimise and mitigate cost impacts at earliest opportunity.

5.6 DEVELOPMENT and REGENERATION ASSETS

The council has almost 700 assets covering over 1214 Hectares of land within the General Fund together with a further approx. 7500 council dwelling and other assets in the HRA and involvement through a joint venture with Grosvenor with the development of some 850 homes and other facilities at Barton.

These substantial assets give the council scope and opportunity to identify and bring forward direct schemes to enhance value or contribute to wider regeneration initiatives or to use its assets to leverage other land and asset owners to unlock potential developments to support delivery of corporate priorities.

A number of schemes are currently at various stages of fruition and developments are outlined below but implementation will deliver substantially against the Council's corporate priorities and provide significant regeneration within the City.

Current initiatives include:

- Barton – housing led redevelopment delivered through a public / private Joint Venture vehicle
- Northway – housing and community facilities delivered through private sector development
- Cowley - housing and community facilities delivered through private sector development
- Westgate Shopping Centre Redevelopment – City Centre retail and leisure extension and redevelopment to the shopping centre providing in excess of £500m of private sector investment;
- Blackbird Leys – regeneration of central and public realm areas and provision of much needed affordable housing;
Rose Hill – regeneration of central and public realm areas and provision of much needed affordable housing;
- Barton – regeneration of central and public realm areas and provision of much needed affordable housing;
- Oxpens – Commercial and residential mixed use regeneration project to the edge of the City Centre.
- Northern Gateway
- Diamond Place
- Gloucester Green
- Templars Square
- Land for affordable home development

The Council will look at the potential for General Fund borrowing in order to invest in its existing portfolio or adjacent/ nearby properties where additional synergies may be possible to bring forward development initiatives to drive sustainable value and income, economic growth, job creation, housing provision, and social benefit. Use of innovative delivery structures, separate companies, partnerships, joint ventures or direct investment may be appropriate.

Consideration will be given to the potential to leverage or influence third parties, though use of the Council's property portfolio to bring about wider development and regeneration.

The scope for such activity and areas for investment are not limited and could include consideration of building houses for sale and for rent as part of initiatives to improve tenure mix within the City or maximisation of returns to support the Council's wider corporate priorities.

Action

- Delivery of Barton;
- Delivery of Westgate;
- Blackbird Leys regeneration strategy;
- Rose Hill completion;
- React to externally produced regeneration and change;
- Work closely with partners for influencing regeneration although not necessarily utilising property assets:
- Review and explore potential for borrowing for investment in existing portfolio; and
- Implement programme, if viable and appropriate.

Development and Regeneration Risks

- Capability and resource insufficient to deliver.
- Funding and capital availability insufficient to deliver.
- Partners ineffective in delivery.
- Government policy and funding changes impacting ability to deliver.

5.7 CARBON MANAGEMENT and SUSTAINABILITY

The Council is fully committed to reducing carbon and improving sustainability across its property portfolio and corporately has set challenging targets which have been incorporated into the performance measures in this Plan.

For its operational portfolio and new build and other construction projects the Council will implement appropriate measures to drive this commitment and will draw on Salix funding where business cases can be built.

It is though more difficult to achieve change and improvement in its investment portfolio where much of the control is with the leasehold tenants under the terms of their leases. The council will though, where it undertakes works, consider the viability of including appropriate measures within the projects where this is justified given the investment strategy for the property.

The Council will also attempt to influence and leverage tenants to improve Carbon Management and Sustainability through its Landlord relationship with them. This potential may be enhanced by introducing 'Green Leases' when undertaking new lettings but there is a need to investigate the viability and benefits of such a solution.

Energy Performance Certification ranks properties from A (the best) to G(the poorest) and is required on all disposals or letting of property to inform and assist the buyer/occupant.

In 2018 changes to the regulations may lead to properties in the lowest two ratings (F&G) not being lettable.

The Council will review the viability of undertaking EPC surveys across the lettable portfolio in order to identify the scale/quantum of any shortfall in ratings and plan improvements where appropriate given the investment strategy for the property.

Such activity would not only drive improved Carbon Management and Sustainability but could provide leadership to others in Oxford through the Low Carbon Oxford Partnership. It may also position the Council to take advantage of non-domestic Green Deal if and when this is bought forward by the government.

Further areas to be reviewed and considered include:

- Provision of Heat Networks
- Maximisation of PV and other renewable energy systems within the Council's property stock
- All development to BREAM Outstanding or Excellent
- Installation of Smart Metering
- Early consideration of energy/carbon impacts/Salix potential in all projects
- Water reduction targets for operational buildings
- Improved energy bill and payment processes
- Procurement of building energy – gas, electricity, woodchip and water from 2017 when the market is liberalised
- Generation of on-site energy through renewable energy technology
- Maximising benefit through use of Salix/Salix plus energy efficiency revolving loan funds
- Use of whole-life costing in any decisions that impact Council energy and water cost.

Action

- Implement Carbon Management and Sustainability initiatives in all projects where viable business case
- Investigate and review potential for utilising Green Leases on new lettings
- Investigate and review viability of undertaking EPC surveys on let portfolio
- Review and investigate the further areas and measures outlined

5.8 PROPERTY DATA MANAGEMENT

Effective data management is essential in order to manage the portfolio and the Council is fully committed to investing and maintaining appropriate data systems in this regard.

Extensive data checking and validation has been undertaken during the previous Plan period to ensure accuracy and quality and the next steps in development are to expand and improve data in the areas of maintenance and insurance and reports from the system in order to further enhance the efficiency of Asset Management delivery and management.

The council is further fully committed to government initiatives on Transparency and its E-Pims system which provide for portfolio data to be publically available and relevant

information will be available on the Council's website.

Action

- Develop increased functionality relating to Maintenance ,insurance, vacant space and use
- Improve reporting capability
- Deliver requirements for Transparency and E-Pims

5.9 PROPERTY HEALTH AND SAFETY

The Council is fully committed to meeting its statutory obligations and requirements in relation to Property Health and Safety in its General Fund portfolio. This is underpinned by regular inspection of property to identify issues, defects and potential risks to Health and Safety and programmes of maintenance and repair alongside certification of gas, electric and fire safety risk assessment where responsibilities fall to the Council.

The Council further reminds third party tenants of their responsibilities and requests information and documentation to substantiate compliance.

The Council as Landlord cannot always enforce provision of such data or compliance but through this mechanism can identify High Risk properties and cases where non-compliance may exist and adjust its own activities appropriately where possible.

Action

- Regular inspection and maintenance regime in place
- Continuing review of tenant compliance

6.0 Capital Programme

The management and planning of the Council's capital programme is undertaken by the Corporate Asset Management and Capital Board (CAMAB). This Board oversees capital funding, capital expenditure, disposal programmes, prudential borrowing and funding strategy together with oversight of the capital bidding and business case development processes.

To ensure a consistent and structured approach and an appropriate level of project management is applied to drive timescales delivery and cost the council has introduced a 'Gateway' process which helps the management of and is mandatory for all projects over £100k.

This has resulted in a much improved oversight and control through a series of approval gateways at inception, feasibility, procurement, implementation and completion and parallel financial reporting and monitoring.

The Capital Budget currently allocates some £35m of expenditure over the four year period 2015/16 to 2018/19 within the General Fund which is funded from existing resources and incomes with no borrowing.

	2015/16	2016/17	2017/18	2018/19
General Fund	£17,907,999.00	£7,592,330.00	£5,371,000.00	£4,413,500.00

In the event of viable business plans for investment in excess of these levels the Council will need to consider whether this is funded from increased revenues, disposals, borrowing or other financial instruments.

The Council will throughout the plan period continue to manage and review its spending plans in the light of available budgets and funding.

7.0 Asset Condition / Planned Maintenance

The previous Plan ranked the condition of operational assets under four headings Good, Satisfactory, Poor and Bad and set targets to achieve 50% of properties within Good and Satisfactory.

Significant progress with addressing a back log of maintenance has been achieved as a result of the additional funding allocated through the previous Plan period and on-going rationalisation and disposal of surplus space so that the operational portfolio is now 100% within the target categories.

The survey and ranking process has now been extended to the whole portfolio to include both General fund and non Council Dwelling properties in the HRA and current status is as shown in the table below.

Assets Ranked by Condition

Designation	Definition	Floor Area (m²)	No of Assets	%
Good	Properties performing as intended and operating efficiently	49,788	172	19
Satisfactory	Properties performing as intended but showing minor deterioration	186,049	641	71
Poor	Properties showing major defects and or not operating as intended	26,204	90	10
Bad	Life expired and or serious risk of imminent failure.	0	0	0

The Council's Maintenance strategy during the Plan period will be

1. Operational properties that will be required for the foreseeable future and running costs are at acceptable levels and will be maintained on a planned basis to achieve and maintain a good rating alongside consideration to improvement works to reduce revenue costs, carbon management and sustainability.
2. Operational properties that will be required for the foreseeable future but where running costs are above acceptable levels will be maintained on a planned basis to maintain a Satisfactory rating alongside consideration to improvement and works to reduce revenue costs of the building where a viable business case can be made to reduce these to within acceptable figures.
3. Operational properties that do not meet future defined requirements but where revenue costs are acceptable for short term retention will be maintained at minimum maintenance levels (i.e. health and safety/wind and watertight, legislative and contractual requirements).
4. Operational properties not required for the future, shall, if temporarily occupied by the Council, be maintained at minimum maintenance levels consistent with their expected life, or, where vacant, to meet legal requirements and to preserve value, if appropriate.
5. Investment properties will be classified into Hold, Invest and Dispose and maintenance strategy as follows:

Hold - maintained at a minimum of satisfactory rating commensurate with maximising income and value and tenant retention where appropriate.

Dispose - maintained at a minimum of satisfactory and to preserve value.

Invest – maintained to good rating commensurate with maximising income and value and tenant retention where appropriate and consider improvements that are value enhancing or improve carbon management or sustainability.

To align with this strategy funding has been included in the capital and revenue budgets as follows and providing some £3.5m over four years

2015/16	2016/17	2017/18	2018/19
£1,403,060	£750,060	£674,060	£674,064

8.0 Running Costs

The Council's Environmental and Sustainability Team is capturing data on core environmental running costs and has clear targets for reduction in CO² emissions, energy, water consumption and waste disposal which are under the oversight of the Council's Cleaner Greener Board.

There is scope and opportunity to integrate this environmental data with other property running costs alongside staff and operational costs in managing the portfolio to profile and understand total costs on a property by property basis. In order to better inform decisions on hold, dispose, investment strategies and establish true return on investment and to drive improvement and efficiencies through targeted investment.

This is not a simple or easy process and few organisations have achieved full transparency and understanding of costs and development will be undertaken on a slow step by step approach so as not to overstretch or burden existing resource levels.

[Appendix 1 General Fund Property Data](#)

[Appendix 2 Risk Register](#)

[Appendix 2 Action Plan](#)

[Appendix 3 References](#)

Appendix 1 General Fund Property Data

Freehold Portfolio

	Investment Assets		Non-Investment Assets		Total
	Short Lease out	Long Lease Out	Operational	Socio Economic	
No.	181	57	11	426	675
Site Area	389 Hectares	21 Hectares	5 Hectares	834 Hectares	1249 Hectares
Floor Area	35,314 m ²	185,596 m ²	19,169 m ²	97,030 m ²	337,108 m ²
Value	£85.92M	£71.86M	£11.98M	£91.91M	£261.67M
Income	£6.81M	£3.22M	£81.5K	£1.72M	£11.83M
Yield	7.9%				

Leasehold Portfolio

	Investment Assets		Non-Investment Assets		Total
	Short Lease out	Long Lease Out	Operational	Socio Economic	
No.	1		3	25	29
Site Area	0.19 Hectares		0.18 Hectares	38.48 Hectares	38.85 Hectares
Floor Area	1,843 m ²		4,198 m ²	763 m ²	6,804 m ²
Value	£3.12m		£8.3M	£2.64M	£14.07M
Income	£0.29M		-	£0.5k	£0.29M
Rent Paid	£0.4k		£34k	£393k	£427k

INVESTMENT PORTFOLIO							
Category	Type	No.	Site Area (Ha)	Floor Area (m ²)	Value	Income	YIELD
Prime	Retail (City Centre)	62	5.47	31,788	£56.3m	£3.39m	6.87%
Secondary	Retail (Other)	11	0.51	2303	£1.65m	£0.102m	9.55%
Tertiary	Retail (Estates)	67	0.96	5807	£5.06m	£0.59m	11.66%
Prime	Shopping Centres ¹	3	7.18	117,150	£58.94m	£3.56m	6.04%
Prime	Restaurants/ PH (City Centre)	19	0.38	6,378	£13.68m	£1.12m	7.44%
Prime/ Secondary	Restaurants/ PH (Other)	3	0.59	603	£0.6m	£0.05m	10.64%
Tertiary	Restaurants/ PH (Estates)	1	0.3	471	£0.04m	£0.001m	-
Secondary	Offices (City Centre)	14	2.05	28,478	£5.81m	£0.5m	8.67%
Secondary	Offices (Other)	4	6.27	11,862	£2.59m	£0.14m	7.02%
Secondary	Industrial	5	0.32	1,564	£0.84m	£0.077m	9.13%
Secondary	Leisure	3	0.49	1,159	£0.39m	£0.032m	8.2%
Prime/ Secondary	Hotels	2	0.06	764	£1.46m	£0.1m	7.26%
Prime	Arts (Theatre/ Cinema/)	2	0.26	3,166	£3.28m	£0.25m	7.63%
Secondary	Agriculture	15	364.4	2,732	£3.71m	£0.12m	3.1%
Prime	Residential	11	0.6	3,858	£3.95m	£0.22m	6.19%
Prime/ Secondary	Other	17	19.59	4,672	£2.59m	£0.12m	4.55%
TOTAL		239	409.43	222,755	£160.89m	£10.37m	6.45%

NON INVESTMENT PORTFOLIO - OPERATIONAL							
Category	Type	No.	Site Area (Ha)	Floor Area (m²)	Value	Income	Rent Paid
Prime/Secondary	Offices²	4	0.56	10,834	£14.3m	£0.08m	£0.02m
Prime/Secondary	Depots/Workshops	10	4.42	12533	£5.98m	-	£0.01m
	Total	14	4.98	23,367	£20.28	£0.08m	£0.03m

NON INVESTMENT PORTFOLIO – SOCIO ECONOMIC							
	Type	No.	Site Area (Ha)	Floor Area (m²)	Value	Income	Rent Paid
	Allotments	31	69.27	481	£0.16m	£0.01m	£0.001m
	Cemeteries	4	15.53	470	£0.46m	-	-
	Community Centres	18	2.37	12,122	£13.66m	£0.02m	-
	Car Parks³	16	14.18	304	£21.36m	£0.16m	£0.39m
	Heritage Buildings⁴	5	0.08	299	£1.03m	0.002	-
	Heritage Assets⁵	5	-	-	£2.39m	-	-
	Infrastructure⁶	17	2.59	-	£0.11m	-	-
	Land and Open Spaces	144	249.14	-	£0.25m	£0.06m	£0.03m
	Parks, Nature Reserves and Countryside	34	367	1,260	£1.04m	-	-
	Public Conveniences	17	0.13	545	£1.04m	-	-
	Recreation Grounds and Play Areas	75	97.72	3123	£2.81m	-	£0.001m
	Social Partnership⁷	72	25.19	67,227	£21.97m	£1.47m	£0.001m
	Sports and Leisure Facilities	6	24.31	11,371	£26.65m	£0.001m	-
	Surplus⁸	7	4.67	1733	£1.64m	-	-
	Total	451	872.18	98,935	£94.57m	£1.72m	£0.42m

Notes:

- 1 Recognises three shopping centres Westgate, Templars Square and Covered Market
- 2 Includes Town Hall with a gross area of 6689 m². but of this:
 - 155 m² is occupied offices
 - 572 m² is let offices
 - remainder is meeting rooms, a museum and a café. All operate under their own business plan and as a profit centre rather than as a fully operational area.
- 3 Includes Gloucester Green Bus station and licence fee income from Bus companies. Income quoted does not include income from public parking charges.
- 4 Excludes St Giles War Memorial and St Michaels Marston War Memorial both maintained by Council but on sites where the Council does not have registered ownership. Excludes income from Carfax Tower which is operated and managed by a third party on behalf of the council.
- 5 Five asset groups covering the Council's Plate Room Silver including the Ceremonial Mace, Antique Furniture, Civic Regalia, Antique Firearms and Pictures, Drawings and Artwork owned by the Council and principally displayed in the Town Hall
- 6 Includes bridges, footpaths and roads owned and maintained by the Council
- 7 Largely let properties where the Council recognises the Social Value of the occupant, use or facilities delivered. Includes Citywide Garages (2328 units) as single asset.
- 8 Of the seven sites, three are subject to restrictive covenants with Oxford Preservation Trust preventing alternative use, two are subject to conditional development agreements with third parties, one is subject to on-going negotiations and one is vacant.

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Corporate Property Asset Management Protocols

- 1.0 Introduction
- 2.0 Purpose of asset management protocols
- 3.0 Links to corporate priorities
- 4.0 The Council's role as a property owner
- 5.0 Acquisitions, Investment and Capital spend
- 6.0 Disposals
- 7.0 Development/regeneration
- 8.0 Letting and tenant mix strategy (excluding Covered Market "Leasing Strategy")
- 9.0 Covered Market Leasing Strategy
- 10.0 Community lettings
- 11.0 Environmental impact
- 12.0 Restrictive covenants
- 13.0 Landlord's consent
- 14.0 Service charges
- 15.0 Insurance
- 16.0 Health and Safety
- 17.0 Rent arrears
- 18.0 Repairs and maintenance
- 19.0 Rent reviews and lease renewals
- 20.0 Dilapidations
- 21.0 Tenancy associations
- 22.0 Commercialisation opportunities
- 23.0 Valuation
- 24.0 Property Subsidisation
- 25.0 Equality and Diversity

1.0 Introduction

- 1.1 The purpose of the Asset Management Plan 2015/2020 is to provide a framework for the strategic management of the Council's General Fund assets as a Corporate Resource. Its aim is to set out the Council's vision, aspirations and objectives for its portfolio, and outlines an Action Plan for how it aims to achieve these outcomes.

2.0 Purpose of Asset Management Protocols

- 2.1 The Asset Management Protocols will provide a consistent framework of values to determine and shape how the Council implements the Asset Management Plan 2015/2020.
- 2.2 These Asset Management Protocols will define detailed areas of asset management activity, which will provide an insight into the corporate approach adopted in the management of the council property portfolio.

3.0 Links to Corporate Priorities

- 3.1 The Asset Management Protocols will consist of generic objectives and practices that are aligned to a private sector "institutional" or corporate owner and occupier of property assets. However in addition, the protocols will reflect the historic legacy, local circumstances, the community and social role of the council and the corporate priorities of the council.
- 3.2 The Asset Management Protocols also reflect wider trends and central government policy. These will evolve and be reflected in refinements to the Asset Management Protocols over time. The key external influences that have been reflected in this policy area:
- Promotion of access to public services
 - Value For Money
 - Good governance principles
 - The Capital and Investment Strategy – Prudential Accounting
 - The E Government agenda
 - The efficiency savings requirements
 - Support of partnering, collaboration, third sector and multi-agency approaches across various services
 - Promotion of overall socio-economic well-being
 - Regeneration, renaissance and growth
 - Welfare change
 - Funding pressures
 - City Deal

4.0 The Council's Role as a Property Owner

- 4.1 Beyond its scale and cost, the Council's property portfolio is significant also in the impact it makes on the City's economy and environment. The quality and condition of Council properties makes an important impact on the environment.
- 4.2 Under-used or vacant property represents an actual as well as opportunity cost to the Council. Also, by under-exploiting a scarce land asset, under-used or vacant property often prevents another more beneficial use or form of development from taking place.

- 4.3 The Council recognises the importance of indirect as well as direct costs of holding under-used property assets and is committed to a continuous process of property review to monitor and promote opportunities for identifying and releasing surplus property.
- 4.4 The requirement for property as a resource does not necessitate its ownership and the Council should similarly consider alternative tenure options within the context of its corporate financing strategy.

5.0 Acquisition, Investment and Capital Spend

5.1 Operational and Service Requirement

Land and property interests will only be considered for acquisition if, after consultation, the following circumstances apply:

- The acquisition will make a positive contribution to the current delivery of Council services.
- All other methods for the delivery of this service have been investigated and a full Property Options Appraisal has been undertaken which highlights this acquisition route as the most economically advantageous and efficient method of service delivery.

In addition to the above, the following circumstances may apply:

- The acquisition of the interest has potential for future strategic regeneration and/or redevelopment purposes in pursuit of the Community Strategy or Council Strategic aims and priorities.
- No other available land and property asset can provide a more cost effective and/or efficient point of service delivery.
- There is an adopted Council Plan/policy/strategy, with resources identified, which will bring the land or property into beneficial use in the foreseeable future.
- There is potential for advantageous shared use.
- The investment in land and buildings is used as a part of a wider treasury management function for the allocation of capital to provide an investment/revenue return to support front line services. Any investment decision would meet target hurdle rates of return appraised using discounted cash flow/internal rates of return methodology.

5.2 Compulsory Purchase

The Council has powers to acquire land and property by use of Compulsory Purchase Powers in order to carry out a function which parliament has decided is in the public interest. Commonly the powers are used to support development of land or to resolve issues with empty property with a view to bringing them back into use. Because of their nature in depriving people of their assets albeit with compensation the Council will not proceed without having considered all other alternatives and obtaining executive board approval in all cases before issuing orders.

Properties acquired under such a process will normally be intended for re-sale either before or after value added activity to achieve the specific goals of the Council unless a viable and credible business case exists otherwise and appropriate funding is available.

The Council will establish and maintain a rolling budget to undertake such activity.

5.3 Investment/Capital Spending

Where the council is considering capital spend or investment the following criteria shall apply:

- Direct investment into new property acquisition for investment return which display the following characteristics:
 - Low risk of tenant default and therefore robust income profile
 - Adequate liquidity of investment
 - Strategic opportunity which complements an existing City Council holding
 - Would protect the income from and value of an existing City council property holding
 - Enhances or contributes to long term revenue of the City Council
 - Forecast Return on Investment (ROI) of more than 4%
 - The prospect of materially enhanced returns – above a ROI of 4% through active asset management
- Direct investment into existing stock held by the City Council where a credible business case exists to add value through:-
 - Incremental Town Planning validation and or
 - Refurbishment and or
 - Redevelopment
- Direct investment into land or property for development or refurbishment
 - Where a credible business case exists to add value and/ or,
 - Appropriate for delivery of other corporate objectives; or
 - Appropriate to achieve long term strategic planning
- Planned Maintenance

The Council has undertaken a baseline Condition Survey to underpin future planning of its maintenance programmes. This is reviewed and budgeted on an elemental basis to develop a prioritised approach to work.

Using this as a base the Council will develop annual programmes of work and will on cyclical basis refresh the condition surveys to maintain an on-going and prioritised five year programme having regard to the buildings significance and the legal statutory and contractual significance and the impact on Health and Safety

The survey programme will ensure adequate information is available each year to inform and populate budgets and ensure appropriate funding.

The portfolio will be categorised on the following criteria

A=Good – Performing as intended and operating efficiently

B=Satisfactory – Performing as intended but showing minor deterioration

C=Poor – Showing major defects and or not operating as intended
D=Bad – life expired and or serious risk of imminent failure

6.0 Disposals

6.1 Land and property will be considered to be surplus or under-used if, following consultation, any of the following statements apply.

That the interest:

- No longer makes a positive contribution to the current delivery of Council services.
- Has no potential for future strategic regeneration and/or redevelopment purposes in pursuit of the Corporate Plan aims and objectives.
- An alternative site can provide a more cost effective and/or efficient point of service delivery.
- The income from the site is below that which could be achieved from:
 - An alternative/more intensive use.
 - Investment of the capital receipt (i.e. uneconomically let)
- Has no potential to re-gear, or otherwise manage the lease in a more economically and advantageous way.
- There is no adopted Council Plan/policy/strategy, with resources identified, which will bring the site into beneficial use in the foreseeable future.
- There is no potential for advantageous shared use.

6.2 Disposals will be managed by Corporate Property as part of a programme to deliver capital receipts targets. These targets will be driven by the Council's wider needs and the potential to release surplus capital inherent in the portfolio. This may lead to the Council's targets being exceeded.

6.3 The Council will, as a matter of general policy, seek to achieve best consideration in all property disposals other than where specific cases can be sustained for sales at less than best consideration. Transfers for community use will normally include the imposition of "community lock out clauses" to ensure the enduring use is for the wider community.

7.0 Development/Regeneration

- a. In certain cases the Council will hold property interests in anticipation of some wider benefit to be secured through re-development, sometimes for long periods.
 - b. These property interests will be maintained in a secure and safe condition. Where possible, holding costs will be defrayed by securing temporary rental or licence fees.
- 7.1 The continued holding of these properties usually has an opportunity cost and this is not generally justified where the redevelopment potential is small or remote. Continued

justification will need to be substantiated on the basis of specific development proposals and estimated timescales, holding cost and return assumptions

- 7.2 In pursuance of the Council's Regeneration Strategy it will be appropriate for a Planning brief to be prepared for any land capable of redevelopment to identify the most advantageous use and nature of the redevelopment, and should have the objective of stimulating further regeneration in the locality.
- 7.3 An evaluation should be carried out in each case, as appropriate, to identify whether additional land should be acquired to enhance the impact and viability of any redevelopment.
- 7.4 Where the land forms or could form part of a larger redevelopment scheme in private ownership the property can be offered to the owner by private treaty at an appropriate price reflecting beneficial value and subject to positive planning covenants producing additional benefits for the Regeneration Strategy. Alternatively it may be appropriate in certain circumstances for various forms of joint ventures or joint promotion agreements to be considered.
- 7.5 The Council seeks to achieve regeneration and beneficial change by leadership of redevelopment and stimulation of diversity and quality in employment, service and residential accommodation, to be accomplished through a combination of land ownership and planning powers and processes.

8.0 Letting and Tenant Mix Strategy (excluding the "Covered Market)

- 8.1 The Council will pursue a commercial letting policy designed to promote efficient management and maintain or enhance asset values and grow income flow, in accordance with the Portfolio Business Plan.
- 8.2 The Council will promote diversity in the retail estate so as to maximise retail opportunities to local residents and visitors, and encourage economic prosperity and vibrancy of the city.
- 8.3 The Council recognises that the prime goal of shops or other retained assets on housing estates and in residential neighbourhoods will often be to provide facilities for residents and because of the significant poverty and deprivation that is present the Council acknowledges that maintaining access to such service provision is important.

This though is only one of a number of key drivers impacting these properties including access to the best pricing, creation of employment, improving health, enhancing the local economy and creating vitality and the council will consider all of these in achieving an appropriate tenant mix and these considerations will take precedence over maximisation of tenant income.

- 8.4 The Council will comply with the Government's '*A Code of Practice for Commercial Leases in England and Wales*' which is designed to offer potential tenants a varied range of tenure options, subject to the principles of good estate management.
- 8.5 The Council will ensure that commercial units are available also to all people in accordance with the Council's equality and diversity policies. The Council will also provide documentation in a format that is accessible to people with disabilities.

9.0 Covered Market Leasing Strategy

- 9.1 The Council will develop and publish regularly a 'Leasing Strategy' for the covered market and all new lettings and applications for consent will be considered in accordance with the adopted 'Leasing strategy' document.
- 9.2 The Covered Market Leasing Strategy will support having a range of small, independent businesses in the market, to preserve and enhance its historic character.

10.0 Community Lettings

- 10.1 The Council's policy is to adopt the principles advocated in the RICS report '*Whose Property Is It Anyway?*' and the findings of the Quirk review. This policy will be supplemented by the contents and principles established by the Localism Act.
- 10.2 The Council recognises the importance of providing support to voluntary organisations that provide services to the community compatible with the Council's wider objectives and the Community Strategy. Traditionally this support has taken the form of "soft" rental terms on Council properties.
- 10.3 This traditional approach is seen as damaging from three perspectives. First, it promotes under-management by voluntary organisations of important resource costs. Secondly, it makes it more difficult to perform day to day property management decisions sensibly, for example enforcing repairing covenants. Thirdly, a suppressed rent not only reduces the income receivable but also damages the underlying asset value base of the Council, and the performance analysis and understanding thereof.
- 10.4 The Council's preference will be to let properties on proper commercial lease terms and open market rents on an "arm's length basis", and where appropriate, to replace the hidden rental subsidy with an overt grant subsidy, with appropriate fully offsetting adjustments to budgets. This will also make the Council's overall support to the voluntary sector as a whole more visible and transparent.
- 10.5 Notwithstanding this preference the Council acknowledges a need to be flexible and innovative in terms of leasing and ownership options so as to provide solutions best fitted to individual needs.
- 10.6 The Council will maintain a record of all community and social lettings to ensure transparency

11.0 Environmental Impact

- 11.1 The Council seeks to own and occupy property in an environmentally responsible way with a commitment to reduce carbon emissions in accordance with corporate targets
- 11.2 New buildings should aim to achieve a Building Research Establishment Environmental Assessment Method (BREEAM) assessment of at least "Very Good" and ideally "Excellent", subject to commercial considerations of capital and life cycle cost. All new technologies for new build and retrofit will be considered and where possible prioritised for General Fund assets.

- 11.3 Where buildings are directly managed by the Council all property services i.e. repair and maintenance activity will have due regard to environmental and sustainability considerations and life cycle costing in the design, specification and implementation.
- 11.4 The Council will implement and comply with the Heat Network Regulations 2014 (As amended 2015) in relation to its property assets

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11.5 The Council will comply with regulations relating to Energy Performance Certificates in relation to its property assets

12.0 Restrictive Covenants

- 12.1 The Council will not seek to breach covenants placed by third parties on its land where still enforceable but will seek to negotiate its modification or removal where appropriate to do so.
- 12.2 In relation to covenants the Council has imposed, it will seek to enforce such covenants where it is rational, sensible and proportional to do so, or, where no longer required, seek payment for its release or partial release where lawful to do so and in accordance with policy and fee/ charging schedules to be prepared and agreed.
- 12.3 The principles of such fee and charging schedules are as follows:
- Right to Buy Covenants – Administration Fee
 - Qualified Covenants for extensions and minor alterations – Small fixed charge plus Administration Fee
 - Qualified Covenants for separate units of accommodation – Enhanced fixed charge plus Administration Fee
 - Absolute Covenants for extensions and minor alterations – Small fixed charge plus Administration Fee
 - Absolute Covenants for separate units of accommodation – Charge based on up to 50% of increased value

13.0 Landlord's consent

- 13.1 All requests for consent from the Council should be submitted in writing with supporting information to the Head of Housing & Property.
- 13.2 Requests will be dealt with in a reasonable time period and replied to in writing confirming if consent will be granted, or alternatively stating grounds for refusal of consent. Consent will not be granted until the completion of a formal licence where required.
- 13.3 The Council will outline scale fees if applicable for providing consent and the process of providing formal consent.
- 13.4 The Council will have regard to principles of good estate management practice in considering any application, and will consider financial, non-financial matters and the impact on the remainder of the Council's landholdings, existing and adjacent tenants, and or impact on the Community and economic prosperity of the area

14.0 Service Charge

- 14.1 Where ever practicable, the Council will endeavour to re-charge "landlords outgoings" in running buildings let to occupying tenants
- 14.2 The basis of the recharge will be subject to an agreed formula, and will be administered by the Council's Regeneration and Major Projects area.
- 14.3 Service charge accounts will be levied on the basis of "on account" payments, half yearly, or annual re-charges, and or reconciliations running between March and

February or such other period as appropriate for the efficient management and collection of service charges. Full reconciliations will be provided where possible within three months of closing the account for the year.

- 14.4 The Council will where possible comply with the RICS Service Charge Code of Practice.

15.0 Insurance

- 15.1 The Council will endeavour where permitted to re-charge insurance premiums to tenants where they are insured under the terms of the Council block policy.
- 15.2 The Council will insure on the basis of an "All Risks" commercial insurance policy, which where possible will include Terrorism insurance where this is commercially available in the insurance market.
- 15.3 A copy of the insurance schedule will be provided to the tenant if requested.
- 15.4 All re-charges of insurance premiums will be administered annually in advance and to align with the insured period under the Council's block policy.
- 15.5 Where responsibility for insurance rests with the tenant, the tenant will be required to evidence this insurance to the Council upon reasonable notice period.

16.0 Health and Safety

- 16.1 Where premises are let the Council will ensure that all and any common facilities are compliant with relevant Health and Safety Legislation
- 16.2 Tenants may be required from time to time to evidence upon request statutory compliance with health and safety legislation including but not limited to Gas, Electric, Asbestos and Fire Risk relating to their leased accommodation. In receiving such information the Council does not accept any responsibility or liability for compliance or any breach of statutory requirements by the tenant.

17.0 Rent Arrears

- 17.1 The Council will act promptly and diligently in recovering rent arrears in order to protect revenues for front line services.
- 17.2 Rent is deemed to be in arrears if on the day it becomes due the Council is not in receipt of cleared funds.
- 17.3 The Council will use whatever means are available or appropriate to recover arrears of rent, including distraint, legal proceedings, Bankruptcy, Winding up Orders or referral to debt recovery specialists.
- 17.4 It is advised that any tenants who are experiencing problems should make contact with the Regeneration and Major Project area of the Council as soon as is practicable.

18.0 Repair and Maintenance

- 18.1 The Council will display a preference to let property on a full repairing and insuring basis, and therefore the tenant will be responsible for repair and maintenance of the

assets in accordance with the express provisions of the lease/license, and requirements under statute.

- 18.2 The Council will undertake to comply with all covenants
- 18.3 The Council will ensure that its properties are maintained in accordance with corporate standards. A poor physical condition can contribute to an atmosphere of decay in the immediate area whereas properties that are well maintained and secure can sustain or elevate the tone of the neighbourhood. The Council recognises that responsible ownership and occupation of property includes acting as a good neighbour by maintaining it in a good condition. It also recognises that insufficient expenditure on maintenance and management is normally reflected in a proportionately greater erosion of value.

19.0 Rent Reviews and Lease Renewals

- 19.1 This area of professional activity will be co-ordinated by the Council's Regeneration and Major Projects Area, in conjunction with the Council's Legal department. The activity may be instigated in-house or may be undertaken by appropriately qualified external professional advisers.
- 19.2 Where the council implements rent reviews and lease renewals, it will seek to establish the highest market rental value supported by comparable evidence, to preserve the capital value and income flow of the portfolio.
- 19.3 Where the Council implements lease renewals it will seek to impose terms that are commensurate with market practice, RICS guidance, and that preserve the value and income flow from the portfolio.
- 19.4 In accordance with the Letting/Tenant Mix Strategy, the council in all new leases will consider providing tenants with priced options in relation to monthly/quarterly in advance rents, upwards and downwards reviews, and all other reasonable requests. The council is required to secure best consideration in rent review and lease renewals activity.

20.0 Dilapidations

- 20.1 The council will undertake interim and terminal dilapidations schedules where appropriate to do so. The costs of preparation and service will be advised at the time of preparation and will be recovered where it is permitted to under the terms of the lease/license.
- 20.2 The Council will comply with the *Dilapidations Protocol 2012 of Property Litigation Association*, and will use its best endeavours to mitigate any claim for damages and costs.

21.0 Tenant Associations

- 21.1 The Council will promote and encourage the adoption of Tenancy Associations or member of Tenant Bodies etc.
- 21.2 All such Associations will have their primary relationship with the Regeneration and Major Projects area of the Council.

22.0 Commercialisation opportunities

22.1 The Council will explore all opportunities to generate additional income from its portfolio of Land and Buildings, although not limited to these will include:

- Telecoms/way leaves etc.
- Wind turbines
- Advertising
- Kiosks
- Promotional displays/events
- Markets/street trading
- Pop up shops

22.2 In all instances the Council will have regard to the impact of the activity on neighbouring owners, tenants and the community and neighbourhood.

23.0 Valuation

23.1 Professional property valuation services will be undertaken by the Regeneration and Major Project area of the Council. These will be undertaken by RICS qualified members of staff for a range of purposes across both commercial and residential sectors. Alternatively, the Regeneration and Major Projects area will be responsible for commissioning external valuation advice from appropriately qualified professionals.

23.2 An internal system of Quality Assurance is observed.

23.3 All valuations comply with Chartered Institute of Public Finance and Accountancy requirements in relation to valuation and asset register requirements of the end of year accounts.

23.4 The Council will outline scale fees, for undertaking valuations if appropriate.

24.0 Property Subsidisation

24.1 The Council is empowered, in certain circumstances, to grant interests in property at less than best consideration. However, this often disguises the actual costs of property in any particular project. All consideration is taken to ensure that valuations reflect any such subsidies when setting rental levels.

25.0 Equalities and Diversity

25.1 The Council has a Diversity and Equalities Action Plan and it will ensure that all actions taken under the AMP support this Action Plan. In the delivery of projects Equality / Diversity Impact Assessments are undertaken as necessary.

25.2 The Council will continue its work on Disability Discrimination Act access to public buildings. All of our buildings have had accessibility surveys and have accessibility Plans in place.

25.3 Wherever appropriate the Council will also support equalities initiatives in property management and construction.

DRAFT

Appendix

Asset Management Plan Risk Register

No.	Risk Description	Gross Risk		Cause of Risk	Consequence	Mitigation	Current Risk		Further Management of Risk: Transfer/Accept/Reduce/Av oid	Monitoring Effectiveness	Residual Risk	
		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										
		I	P				I	P			I	P
1	No up to date AMP	4	4	Plan not prepared or not adopted	Ineffective management of property assets, loss of income, missed opportunities	Up to date Plan prepared and adopted	3	3	Accept	Effective	2	1
2	Inappropriate AMP	4	4	Plan not fit for purpose	Ineffective management of property assets, loss of income, missed opportunities	Professional preparation and input. Effective consultation across all stakeholders	3	3	Reduce - Annual Plan reviews and stakeholder consultation, performance measurement, benchmarking and CAMAC Board oversight.	Effective	2	1
3	AMP actions not undertaken	4	4	Lack of resource, lack of funds, no stakeholder buy in	Ineffective management of property assets, loss of income, missed opportunities	Effective and agreed resource, capital and revenue Plans to support Plans	3	3	Reduce – Annual Plan reviews and stakeholder consultation, performance measurement, benchmarking and CAMAC Board oversight.	Effective	3	2
4	Speed of delivery insufficient	3	4	Ineffective cumbersome or slow delivery and decision processes, lack of resourcing	Ineffective management of property assets, loss of income, missed opportunities	Effective processes, ISO + IIP systems in place, appropriate delegated authorities	2	3	Reduce – Empowered and motivated staff	Ineffective	2	2
5	Inability to Recruit	3	3	Terms and conditions, staff availability, working conditions not suitable	Loss of or failure to retain staff or to recruit to meet requirements	Flexible HR and recruitment policies	3	3	Reduce – Effective appraisal and development systems	Effective	2	2
6	Market	4	3	Adverse market conditions	Adverse impact on values, receipts and income, capital receipts and spend	Market intelligence, professional staff, responsive decision making	3	3	Reduce – Clarity and understanding of portfolio and property risk, performance measurement	Ineffective	3	3
7	Lack of supporting policy framework	3	3	Corporate policies not available, out of date	Ineffective management of property assets, adverse cost and revenue impacts	Corporate Leadership, Policies reviewed and updated on timely basis	3	2	Reduce – Annual Plan reviews and stakeholder consultation, performance measurement, benchmarking and CAMAC Board oversight.	Effective	2	2
8	Development activity	3	4	Development of new Westgate Shopping Centre, Oxpens, Templars Square, Northern Gateway	Change to values and rents in the city, changes to occupancy and voids	Market intelligence, professional staff, responsive decision making	3	3	Reduce – Clarity and understanding of portfolio and property risk, performance measurement	Ineffective	3	3

9	Infrastructure changes	3	4	Implementation of major road schemes, redevelopment of railway station, pedestrianisation, congestion charging, car parking changes, transportation changes	Changes to values and rents, occupancy and voids	Market intelligence, professional staff, responsive decision making	3	3	Reduce – Clarity and understanding of portfolio and property risk, performance measurement	Ineffective	3	3
10	Planning Change	3	4	Changes to zoning, green belt, statutory framework and legislation	Impact on values rents and opportunities	Market intelligence, professional staff, responsive decision making	3	3	Reduce – Portfolio and property knowledge and property strategies in place	Ineffective	3	3
11	Reduced Council funding	4	4	Change to Council's income from reduced Central Government funding and other statutory change	Inability to fund schemes, provide resource	Grow property income and value sufficiently to reduce need for funding	3	3	Reduce – Consideration of alternative delivery models	Ineffective	3	3
12	Failure to maintain properties and assets	3	3	Lack of awareness, funding or resource or ineffective processes and systems	Deterioration of properties and assets, loss of value and income, damage to heritage, health and safety risk	Portfolio knowledge, sufficient funding, effective processes and systems	2	3	Reduce – Performance measurement Benchmarking	Effective	2	2
13	Failure to understand Social Value of properties and assets	3	3	Lack of awareness, failure to quantify social value	Inappropriate decisions	Portfolio knowledge, stakeholder consultation, development of social value models	2	2	Reduce – Benchmarking, awareness of best practice	Ineffective	2	1
14	Failure to effectively use premises	3	3	Failure to review space, implement best working practices, invest, upgrade technology	Excess space retained, higher costs	Performance measurement, space standards, benchmarking	2	2	Reduce – Stakeholder consultation	Effective	2	1
15	Failure to identify opportunities	4	3	Lack of awareness, funding or resource or ineffective processes and systems	Missed opportunities, failure to grow income and value	Portfolio knowledge, sufficient funding, effective processes and systems	3	3	Reduce – Performance measurement Benchmarking	Ineffective	3	2
16	Failure to manage sustainability and energy consumption	3	3	Lack of awareness, failure to quantify sustainability issues, failure to understand energy consumption	Inappropriate decisions, increased costs, environmental impact	Performance measurement, energy targets and standards,	2	2	Reduce- Benchmarking, awareness of best practice	Effective	2	1
17	Failure to innovate	3	4	Culture, processes and systems not supporting behaviour	Missed opportunities, inappropriate decisions	Corporate leadership and vision, flexible and supportive systems,	3	3	Reduce – Effective risk management Performance appraisal	Ineffective	3	2

						culture of innovation embedded, corporate risk appetite understood						
18	Failure to work with partners	3	3	Failure to communicate and liaise with third parties	Synergies and opportunities from shared activity and partnerships missed	Regular liaison and communication with third parties, ethos of shared and maximised community value	3	2	Reduce – Awareness of best practice	Ineffective	2	2
19	Oxford Centric Portfolio	4	4	Impact of a locationally limited investment portfolio	Excessive sensitivity to local regional changes and impacts	Market knowledge Performance measurement and projection, effective and rapid decision making	3	3	Reduce – Consider non oxford investment	Ineffective	3	2
20	Retail Centric Portfolio	4	4	Impact of predominantly retail investment portfolio	Excessive sensitivity to local and regional changes to retail market	Market knowledge Performance measurement and projection, effective and rapid decision making	3	3	Reduce – Consider change to Investment mix of portfolio	Ineffective	3	2
21	Adverse publicity/ public opinion	3	3	Inappropriate decisions, inadequate stakeholder consultation	Unfavourable Press and media outputs	Effective stakeholder consultation, awareness of impacts of decisions	3	2	Accept	Ineffective	2	2
22	Business Continuity	4	3	Loss of space and property due to risk event	Impacts/failure to deliver operational business, loss of income	Effective business continuity Plans in place	3	3	Accept	Ineffective	3	3
23	Technology change	3	3	Accommodation unfit for purpose	Inefficient delivery, excess space use, higher costs	Market knowledge	3	2	Accept	Ineffective	3	2
24	Community facilities unfit for purpose	3	3	Failure to complete Community Centre Review or failure to implement	Incorrect space and facilities delivered, cost impacts	Complete effective Community Centre Strategy Review and implement	2	2	Reduce – Performance measurement Benchmarking	Ineffective	2	1
25	Changes to leisure management model	4	3	Failure of current management contracts	Changed requirements, cost and value	Performance measurement, Contract management and review, financial monitoring	3	3			2	3
26	Ineffective management and delivery of allotments	3	3	Inappropriate delivery model	Cost, income and social value impacts	Review delivery model	2	2	Reduce – Market knowledge. Best practice awareness	Ineffective	2	1

27	Car parking provision in city insufficient	4	3	Insufficient car parking, loss of facilities	Loss of income, poorer city image, deterrent to public visits, tourism, employment	Market knowledge, effective and timely decisions, clarity and implementation of strategy	3	3	Accept	Ineffective	2	2
28	Cemetery provision insufficient	3	3	Existing facilities full/end of life failure to obtain/develop new facilities	Loss of facility, public discontent	Clarity of requirements, Identify potential sites and negotiate acquisition on timely basis	2	3	Accept	Effective	2	2
29	Data Management	3	3	Failure to maintain accurate data and records	Loss of income, poor management	Quarterly data checks, change control process	2	3	Accept	Effective	2	2
30	Health and Safety	3	3	Failure to ensure Property Health and Safety	Injury to people/ loss of property, income. Claims against council	Regular property inspections and maintenance programmes, Tenant assurance programme	3	2	Accept	Effective	2	2

Risks identified have been assessed on the basis of Impact (I) and Probability (P) in worst case scenario (Gross Risk) and position after mitigation actions are taken (Residual Risk) together with assessment of Current Risk with actions and mitigations currently in place

References:

Oxford City Council Website:

www.Oxford City.gov.uk

OCC's Constitution

Audit Commission website: Total Place / One Council Use of Resources criteria

Making Assets Work – the Quirk Review of community management & ownership of public assets.

Building Research Establishment Environmental Assessment Method (BREEAM)

Local Government Act 1972 s.123

RICS Property Asset Management: Public Sector Asset Management Guidelines
Jan 2008

IESE (Improvement & Efficiency South East)

CIPFA best practice notes and recommendations for Asset Management Plans

OCC Corporate Plan

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Our Corporate Vision

Our Corporate Priorities

Property Objectives

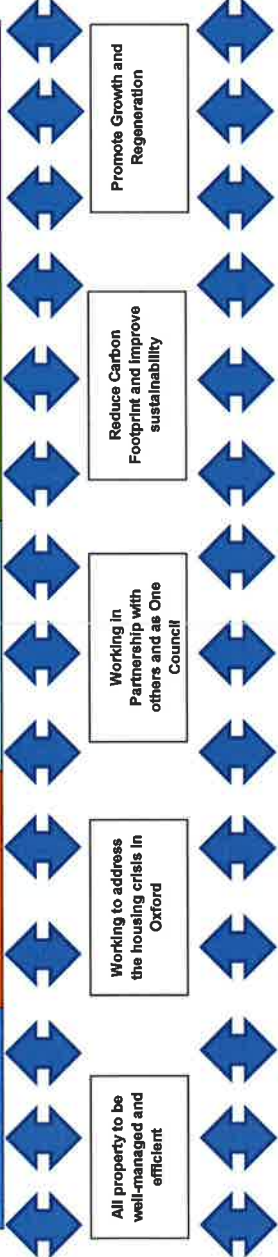
Property Action Plans

Property Risks

Performance Measurement

Building a world class city for everyone

VIBRANT AND SUSTAINABLE ECONOMY	MEETING HOUSING NEEDS	STRONG AND ACTIVE COMMUNITIES	CLEANER GREENER OXFORD	AN EFFICIENT AND EFFECTIVE COUNCIL
Our ambition: A strong local economy, supported by effective education and training	Our ambition: More affordable, high quality housing in Oxford	Our ambition: Communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own well-being and that of their communities.	Our ambition: A cleaner, greener Oxford: in the city centre, in our neighbourhoods and in all public spaces.	Our ambition: A flexible and accessible organisation, delivering high quality, value-for-money services.



INVESTMENT Invest in our portfolio to drive increased sustainable incomes and values to support the Councils wider service delivery	OPERATIONAL Continuous review of space occupancy and efficiency to drive value enhancement, cost savings and flexibility	LEISURE Support Leisure service delivery and continuously review to identify opportunities for increased social benefits	AMENITY Enhance social benefit to the community from the Councils Amenity Assets	SURPLUS Proactively manage to minimise and mitigate cost impacts	DEVELOPMENT & REGENERATION Innovate to develop sustainable solutions to priority areas
<ul style="list-style-type: none"> Annual reviews of portfolio performance Improved risk profiling Advanced forecasting Categorisation of portfolio Implement agricultural review recommendations Improve property management Covered Market Leasing Strategy 	<ul style="list-style-type: none"> Implementation of Office for the Future 3 programme Review and rationalise depots Town Hall Business Plan Effective business continuity plans 	<ul style="list-style-type: none"> Complete Community Centre Strategy Review Effective maintenance programme implemented Implement Leisure and Wellbeing Strategy and Playing Pitch Strategy Work in partnership to protect and improve parks, nature and countryside 	<ul style="list-style-type: none"> Review allotment operational model Expand Seacourt Park and Ride Develop new cemetery site Consider heritage implications in all property decisions 	<ul style="list-style-type: none"> Effective and open marketing Work in partnership to leverage wider initiatives Bring forward sustainable development opportunities 	<ul style="list-style-type: none"> Delivery of Westgate, Barton, Rose Hill, and Blackbird Leys Regeneration Influence and react to externally produced regeneration and change Influence and use own property to ensure the diversity and vitality of city's retail offering Borrow to invest in own portfolio for sustainable solutions Implement Empty Homes Strategy
<ul style="list-style-type: none"> Oxford and retail centric portfolio Covered Market Lease Renewals 2017 Government policy change 	<ul style="list-style-type: none"> Business Continuity Technology change Service change 	<ul style="list-style-type: none"> Community Centre Strategy Review not completed Opportunities not exploited 	<ul style="list-style-type: none"> Inappropriate or non agreement of transport policies Insufficient parking Site for cemetery not available 	<ul style="list-style-type: none"> Ineffective marketing Opportunities not exploited Insufficient pace 	<ul style="list-style-type: none"> Failure to deliver key projects Lack of funding Resource limitations
Core Performance Indicators	Core Performance Indicators	Supplementary Performance Indicators			
<ul style="list-style-type: none"> Income +6% by 2019/20 Areas <3% by 2019/20 Office space utilisation <10m² per FTE 40% carbon reduction by 2020 	<ul style="list-style-type: none"> Value +6% by 2019/20 Return maintained at > 6% 3%pa water reduction Running cost reduced to < 8% of investment income by 2020 	<ul style="list-style-type: none"> Below GJFA Benchmarking 2 pa Development initiatives Depot rationalisation review Sustainable Maintenance programme in place working with others Green Leases PV installation maximised Smart Metering installed Improved Town Centre Trading ranking and indices 2pa successful Empty Homes initiatives Delivery of Rose Hill & Blackbird Leys regeneration Community involvement 			

Asset Management - The Oxford Way

Continuous process of Plan, Do, Review taking input from the Councils Corporate Plan Priorities and changing and updating to meet service needs, variations to the changing property environment, and requirements for management of risk. This enables clarity of direction, flexibility and speed of action to deliver a World Class Service and an effective and efficiently managed portfolio.

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Report of the Guest Houses Review Group

*An inquiry into preventing and disrupting the
exploitation of vulnerable people in guest houses*

Commissioned by Oxford City Council's Scrutiny
Committee

December 2015

Contents

List of appendices 2
Foreword by the Chair of the Guest Houses Review Group 2
Summary of recommendations 3
Introduction..... 6
Background 6
Terms of reference 7
Methods of investigation..... 7
Findings and recommendations 8
 Recent improvements to safeguarding practices..... 8
 Remits and constraints of inspecting authorities 8
 Guest houses operating in Oxford 9
 The case for a voluntary code of good practice..... 10
 What a voluntary code of good practice should include 10
 Signing up to the code 15
 Additional support for guest houses 15
 Monitoring compliance..... 15
 Resource implications..... 16
 Branding and promoting the code..... 16
 Other suggestions for strengthening safeguarding in the hospitality sector 17
Conclusion..... 18
Acknowledgements 18

List of appendices

- Appendix 1 – Project Scope*
- Appendix 2 – Summary of professionals’ roles and powers in relation to guest houses*
- Appendix 3 – Summary of safeguarding improvements that affect guest houses*

Foreword by the Chair of the Guest Houses Review Group

It is evident that the scale of crimes of exploitation is far greater than previously realised. Investigations by police forces from across the United Kingdom continue to find that child rape, adult trafficking, forced labour and sexual exploitation offences continue to take place – including through organised exploitation of some of the most vulnerable people within our communities.

District councils, like Oxford City Council, have a key role to play in safeguarding the environment where young people may congregate, meet or stay. It is clear some offences of exploitation took place within a number of Oxford's guest houses. Some of these detected offences centred on organised exploitation of vulnerable children. Other detected offences include organised, deceitful trafficking of young adults from overseas. The appalling consequences for each of the victims left many with a lack of self-esteem, a feeling of worthlessness and a shadow blighting their lives.

Councillors are concerned that the powers available to the authorities for ensuring the safety of vulnerable members of the public within guest houses are inadequate. The Council's powers in this sector are limited to issues of food safety and health and safety at work. In conducting this review, councillors wanted to understand whether there is more that could reasonably be done to deter, disrupt and prevent opportunities for exploitation of children and adults in guest houses.

In coming to our recommendations, we established that some owners of guest houses already work to very good standards, sharing suspicions and incidents with the police and having various measures in place that can deter potential perpetrators – the Review Group commends such voluntary initiatives. In providing evidence, owners of other establishments accept they have had little oversight of who comes and goes from guest rooms, but each showed a willingness to improve standards.

Consequently, a core recommendation from the Review Group is for a voluntary code of good practice – with a degree of oversight to ensure the spirit of the code is acted upon. The desire of the Review Group is that a significant number of guest house owners will sign up for this code. Hopefully, there will be few premises which do not comply. Together with this, the Review Group encourages the extension of "Hotel Watch" to help build closer relationships – across the hospitality industry, and with statutory authorities. And, the "Say Something if You See Something" initiative should be promoted throughout the hospitality sector. Each recommendation, if agreed, will help raise awareness, deter offenders, identify offences – and, most importantly, improve the protection of vulnerable people.

In conclusion, the Review Group would like to thank the representatives of statutory and voluntary organisations for providing evidence – and, in particular, we wish to thank the representatives of Oxford guest houses for their frank and open contributions at our closed hearings. I extend my personal thanks to my colleague councillors – and to our committee clerk, Andrew Brown – for their support and dedicated work.

Councillor Van Coulter
Chair for the Guest House Review Group

Summary of recommendations

Recommendation 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).

Recommendation 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.

Recommendation 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 responsible for ensuring compliance with the code of good practice;*
- c) Having an identified responsible person on duty at the guest house at all times during its hours of operation;*
- 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;*
- e) Having a free crime prevention check every 3 years and implementing recommendations made by the Crime Prevention and Reduction Advisor;*
- 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;*
- g) Registering with Thames Valley Alert and participating in the hotel partnership to strengthen two-way information sharing between guest houses and the authorities;*
- 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;*
- i) Having a ‘no cash without ID’ policy, recording vehicle registration numbers where relevant and requiring visitors to register with reception;*
- j) Holding and restricting access to master keys for all rooms and ensuring that guest rooms are checked daily;*
- 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.*

Recommendation 4 – That the owners of guest houses in the Oxford area should be asked to self-certify that they comply with the voluntary 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.

Recommendation 5 – That that guest house owners signed up to the code should be signposted to sources of advice and guidance.

Recommendation 6 – That the City Council asks Thames Valley Police to give prompt attention to requests for assistance at local guest houses.

Recommendation 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.

Recommendation 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.

Recommendation 9 – That a suitable logo should be created for the voluntary code of good practice that could be displayed on guest house websites.

Recommendation 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 a voluntary code of practice should also be promoted more widely, including through a City Council press release.

Recommendation 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.

Recommendation 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.

Recommendation 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.

Recommendation 14 – That the City Council should look for opportunities to join with partners, perhaps through the National Working Group, in pressing government to:

- a) Do more to involve the hotel accreditation agencies and major travel website companies in efforts to promote good safeguarding practices in the hospitality sector;*
- b) Introduce a public awareness campaign that empowers people to come forward with safeguarding concerns.*

Introduction

1. The Guest Houses Review Group is a cross-party working group established by Oxford City Council's Scrutiny Committee during the 2015/16 municipal year. The Review Group's membership comprises Councillors Coulter (Chair), Paule, Royce and Simmons. Councillor Paule replaced Councillor Lygo when he became a member of the City Executive Board during the early stages of this review.

Background

2. In 2013, seven men were found guilty of human exploitation and trafficking young British girls from Oxford across the UK¹. An Oxford guest house was identified as one of a number of premises where the offenders took young girls to have sex.
3. The Serious Case Review released in 2015 identified a systematic failure by local authorities and the police. The report recommended increased awareness-raising with front line professionals, schools, parents and the communities, and that hotels and B&Bs should be included in awareness-raising².
4. Hotels and guest houses have also been used for the purpose of Child Sexual Exploitation (CSE) in other UK cities.

*"A feature of recent CSE cases has been the use of premises such as hotels, take-away outlets or accommodation to groom and sexually exploit children."*³

5. The Anti-social Behaviour, Crime and Policing Act 2014 requires the owner, operator or manager of a hotel or guest house to provide guests' name and address details to the police where the officer has a reasonable belief that child sexual exploitation, or conduct connected with it, is taking place.

*"These provisions address the problem of hotels, guest houses and bed and breakfast accommodation being used for the purpose of child sexual exploitation."*⁴

6. Another Oxford guest house was entered and searched by the authorities in 2014 as part of a multi-agency operation. Two people were arrested on suspicion of arranging for people to be brought into Britain for the sex trade.
7. The powers available to City Council and other statutory agencies are limited in terms of protecting vulnerable children and adults in guest houses. The roles and powers of statutory agencies in this sector are set out in appendix 2.
8. A key ambition of Oxford City Council is to become a 'leader of place' through partnership working and collaboration. This means that the City Council wants to be recognised as being the leading authority and voice for the city of Oxford.

¹ [Oxford exploitation trial: Guilty verdicts over child rapes, BBC News, 14 May 2013](#)

² [Serious Case Review into Child Sexual Exploitation in Oxfordshire: from the experiences of Children A, B, C, D, E, and F, Oxfordshire Safeguarding Children Board, 26 February 2015, p. 25](#)

³ [Anti-Social Behaviour, Crime and Policing Act 2014, Part 9, paragraph 32](#)

⁴ [Anti-social Behaviour, Crime and Policing Bill Fact sheet: Child sexual exploitation at hotels, The Home Office, January 2014](#)

9. Members of the Scrutiny Committee have expressed concerns that the regulatory framework and responsibility for ensuring the safety of vulnerable people in these publically accessible premises remains inadequate, and wanted to review whether more could reasonably be done. The Scrutiny Committee prioritised this review when agreeing its 2015/16 work programme in June 2015.

Terms of reference

10. The Guest Houses Review Group met six times from August to November 2015. At its first meeting the Review Group agreed that its remit should be:

To understand what is already being done to prevent exploitation in guest houses and explore the case for further interventions, including the introduction of a voluntary code of practice for providers.

11. The project scope for this review was agreed by the City Council's Scrutiny Committee on 7 September and is included as Appendix 1.
12. There is no single comprehensive definition of what constitutes a guest house but for the purposes of this review, the term 'guest house' refers to any private house that is not licensed to serve alcohol in which six or more guest rooms are offered to paying guests. Guest houses are typically owner-managed businesses based in the proprietor's own home and the term 'guest house' or 'bed and breakfast' (B&B) is usually included in the name of such establishments.

Methods of investigation

13. The Review Group's findings and recommendations have been informed by evidence provided by a number of council officers, representatives of statutory and voluntary agencies and people who run guest houses, as well as desk research. To ensure a full and frank debate, all meetings were held under Chatham House rules and the Review Group agreed not to identify the individual guest house owners they interviewed or their premises. The Review Group has:
- Held discussions with representatives of 3 different Oxford guest houses;
 - Met with Council officers and representatives of statutory and voluntary agencies that have some professional involvement with guest houses. The roles and powers of the agencies are set out in appendix 2;
 - Reviewed briefing notes and written evidence provided by Council officers, external witnesses and members of the Review Group;
 - Reviewed relevant documentation including:
 - The Anti-social Behaviour, Crime and Policing Act 2014;
 - Anti-social Behaviour, Crime and Policing Bill Fact sheet: Child sexual exploitation at hotels;
 - Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism;
 - Say Something if You See Something campaign literature;
 - Say Something if you See Something action plan;
 - Letters sent to guest houses and hotel head officers from the Oxford Safer Communities Partnership in 2011;

- Information on complying with fire safety law for people who provide sleeping accommodation;
- Thames Valley Police Staff Guide for the hotel trade;
- National and local press articles.

Findings and recommendations

Recent improvements to safeguarding practices

14. The Independent Chair of Oxfordshire Safeguarding Children Board has reported that evidenced improvements are being made by Oxfordshire agencies in response to Bullfinch and the Serious Case Review. A detailed account of this progress is set out in [Child Sexual Exploitation in Oxfordshire: Agency responses since 2011](#) (paragraph 4.26).

“Agencies in Oxfordshire have made great strides towards making children safer from child sexual exploitation but there is still more to be done”⁵.

15. The Review Group has identified those measures that contribute to protecting vulnerable children and adults more specifically in guest houses (see appendix 3). These national and local measures notably include the requirement of the Anti-social Behaviour, Crime and Policing Act 2014 for guest houses to provide name and address details of guests to the police upon request, joint operations at guest houses where activities linked to CSE and human trafficking were suspected to be taking place and the roll out of the sector-led ‘Hotel Watch’ partnership across Oxfordshire by spring 2016. This will provide a forum for improved information sharing between guest houses and the police.

16. In discussion with people involved in running Oxford guest houses, the Review Group identified good practices that can help to reduce (but not eliminate) instances of guests causing problems and exhibiting concerning or suspicious behaviour. These good practices are also set out in paragraphs 32-51.

Remits and constraints of inspecting authorities

17. A police officer of at least the rank of inspector can require the owner, operator or manager of a guest house to provide guests’ name and addresses where the officer has a reasonable belief that CSE or conduct connected to it has been or will be taking place on the premises. The police can use legislation to enter and inspect guest houses but first require either a warrant or intelligence that justifies entry. Police powers of entry and enforcement remain considerably less substantial for guest houses that are unlicensed to sell alcohol than for licensed premises such as public houses. Powers to close premises are available to the police under the Sexual Offences Act, and these closure powers were extended in 2014 to cover a broader range of offences.

18. Oxford City Council’s Environmental Health Service has powers to inspect guest houses for food safety and health and safety at work. The frequency of inspections under both sets of legislation is based on an assessment of risk. Guest houses are likely to be assessed as low risk for food safety and checked every 2-3 years. The period between unannounced physical inspections could be

⁵ [Child Sexual Exploitation in Oxfordshire: Agency responses since 2011, Oxfordshire Safeguarding Children Board, February 2015, p. 3](#)

as long as 6 years if a lower level intervention, such as a questionnaire, is deemed to be sufficient when alternate checks are due to take place. Guest houses are also deemed to be low risk premises for health and safety at work and are not routinely inspected, although this legislation does contain powers to close premises where serious breaches have taken place. While their remit is not directly related to safeguarding, Environmental Health Officers are trained to look harder for other types of issues and hazards if there is good reason to do so.

19. Oxfordshire Fire and Rescue Service has powers to inspect guest houses for fire safety and do so routinely every 1-3 years. Inspectors have powers of entry and can access all parts of a building if deemed necessary. The Fire and Rescue Service can take formal enforcement action if they find a serious fire risk that the owner is not managing.
20. Even taking routine inspections by the Fire and Rescue Service and Environmental Health together, the period between unannounced inspections of particular guest houses could be as long as 3 years in some cases.
21. The Review Group heard from professionals involved in preventing and disrupting human exploitation that the existing remits and powers of the various authorities do not enable them to get to the core of the issue of protecting vulnerable people in guest houses. The authorities will however seek to disrupt activity using all available powers where evidence of exploitation alone is not strong enough.

Guest houses operating in Oxford

22. As not all guest houses are required to register as food businesses in the city, the City Council does not currently hold a comprehensive up to date list of guest houses operating in Oxford. To the best of the Review Group's knowledge none of the other statutory agencies do either. Without an accurate list, the authorities cannot communicate to all guest houses to raise issues of safeguarding.
23. The Review Group enquired as to whether a list of guest houses could be extracted from the business rates data held by the Council but found that this would not be possible. A list would need to be compiled using online research.
24. The Review Group has produced its own rudimentary list of guest houses from those advertised on two travel websites. 49 guest houses and B&Bs were identified as operating in the city but this exercise is unlikely to have identified all of them. Numerous guest houses are also located just outside the city, including in Botley, Cumnor, Kennington, Kidlington and Sandwell-on-Thames.
25. The Council's Human Exploitation Co-ordinator has also produced a list using online research and has identified some 80 hotels, guest houses and B&Bs operating in the Oxford area. Again this list is not fully comprehensive but it could provide a useful starting point in the development of an accurate list.

Recommendation 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).

The case for a voluntary code of good practice

26. In discussions with professionals and guest house owners, the Review Group questioned whether the introduction of a code of good practice would be welcome and useful. Such a code would have to be introduced on a voluntary basis because the Council has no powers to require guest house owners to participate.
27. No one the Review Group spoke to objected outright to the introduction of a voluntary code of good practice. Amongst guest house owners, there was an acknowledgment of the problem and a willingness to co-operate. A police officer advised the Review Group that a code of good practice would complement other initiatives aimed at protecting vulnerable children and adults in guest houses.
28. In speaking with guest house owners and professionals, the Review Group has identified a number of good practices in guest houses but also some gaps, and became convinced that more could be done protect vulnerable people in guest houses. While recognising that it isn't possible to address everything and that devious people will find ways around the rules (perhaps by breaking guest houses into smaller units), the Review Group believes that a voluntary code of good practice would make a significant positive difference.
29. A voluntary code of good practice would provide assurance that guest house owners are committed to operating their guest houses in accordance with good practice that can help to deter, prevent and disrupt criminal activities in these premises. It would also make it easier for guest house owners to ensure that they are operating in accordance with good practice.
30. The Review Group suggests that a voluntary code of good practice should be introduced in consultation and partnership with other agencies including Thames Valley Police, the County Council (which includes Trading Standards and the Oxfordshire Fire and Rescue Service), District Councils that border the city, the hotel partnership and Experience Oxfordshire, a destination management company that is supported by the City and County Councils. Ideally a voluntary code of good practice would be jointly branded by all these organisations.
31. A voluntary code of good practice could also be linked in with the Say Something if you See Something campaign, which is designed to raise awareness of safeguarding issues amongst key organisations including taxi's, hotels and licensed premises.

Recommendation 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.

What a voluntary code of good practice should include

32. The Review Group has considered the merits of numerous suggestions as to what a voluntary code of good practice should include in order to promote and embed good safeguarding practices in local guest houses. A number of good practices have been identified for inclusion and the Review Group suggests that

these should be consulted on more widely once a voluntary code of good practice has been drafted.

33. The Review Group is mindful that many guest houses wish to provide a welcoming and homely environment for their guests and that the requirements of a code of good practice should be sensitive to this. The Review Group feels that practices that would be onerous, impractical, resource intensive or duplicate an existing requirement should be omitted. The Review Group also wants to ensure that suggested good practices are consistent with Thames Valley Police advice.
34. It was suggested to the Review Group that a voluntary code of good practice could be badged as a tourism mechanism that supports the marketing of guest houses to tourists as well as embedding good safeguarding practices in this sector. The Review Group notes that some guest houses largely cater for people coming to the city for work or those requiring temporary accommodation, and suggests that the emphasis of the code should be on community safety.

Signing up to a basic safeguarding policy statement

35. Guest houses are usually small, family-run businesses that are unlikely to have a written safeguarding policy. The Review Group suggests that, in signing up to a voluntary code of good practice, guest house owners could also sign up to a basic safeguarding policy statement. This statement could include an acknowledgement of the guest house owner's role in prioritising the safety and wellbeing of guests and vulnerable people, and their acceptance of the responsibility to take reasonable and appropriate steps to ensure their welfare.

Single point of contact

36. A police inspector informed the Review Group that guest house owners have little or no responsibility in law for sexual offences committed on their premises. The police advise hotels to identify a single point of contact for reporting suspicious activity to them. The Review Group suggests that guest house owners should provide a named single point with oversight of the running of the guest house and responsibility for ensuring that it complies with good practice. It is expected that the single point of contact would normally be the owner of the guest house or a manager appointed by them. This person should also be expected to notify the code administrator of any changes that affect compliance within 28 days.

Responsible person

37. As the single point of contact is unlikely to always be present and on duty at the guest house, the Review Group suggests that an identified 'responsible person' should be present at the guest house at all times during its hours of operation. While not responsible in law, this role could help to ensure compliance with good practice and report suspicious activities to the police in the absence of the single point of contact.

Basic Disclosure

38. There are currently no checks in place to ensure, as far as possible, that guest house owners are a 'fit and proper person'. Such checks are now built into the Council's taxi licensing application process. To provide transparency and assurance that guest house owners are a 'fit and proper person', the Review Group suggests that the single point of contact should be asked to produce a 'basic disclosure' certificate from Disclosure Scotland (they don't have to be from

Scotland to do this). The certificate currently costs £25 and it either contains information about every conviction, or states that there is no such conviction (it does not list any spent convictions). Should the single point of contact have one or more convictions, this should trigger a conversation and the nature of the conviction(s) should be taken into account. If serious concerns remained then a decision should be taken as to whether or not to exclude the guest house from the voluntary code of good practice. A similar approach should be taken if the single point of contact is unwilling to provide a basic disclosure certificate. The Review Group also suggests that the guest house owner should be encouraged to obtain basic disclosure certificates for all staff (including sub-contracted staff) who permanently or regularly work in the guest house.

Crime prevention advice

39. Thames Valley Police Crime Prevention and Reduction Advisers can offer free advice on how to prevent and reduce crime. To provide assurance that guest houses have adequate security measures in place, the Review Group suggests that it would be good practice for guest house owners to seek this advice every 3 years and implement recommendations. If a guest house was redeveloped or extended, the owner should also be signposted to advice on how to design out opportunities for people to commit crime.

Co-operating with the police

40. The police informed the Review Group that they have no rights to monitor closed circuit television (CCTV) in guest houses and limited powers to inspect premises. The Review Group suggests that, in signing up to a voluntary code of good practice, guest house owners should commit to co-operating with the police where suspicions or issues arise, including by allowing the police to freely enter the premises where illegal behaviour is suspected to be taking place and, where relevant, to access CCTV footage for up to 28 days. The Review Group understands that the voluntary searching of guest houses would need to take place within a guidance framework to ensure that any evidence uncovered could later be used in court. In return for making a commitment to co-operating with the police, guest house owners should be able to expect assistance from the police when reporting concerns (see recommendation 6).

Registering with Thames Valley Alert

41. In discussion with the Review Group, a guest house representative reported noticing a spate of requests for short notice cash bookings at around the time that the offences brought to light by Operation Bullfinch were taking place. This example underlines the need for information and intelligence sharing between guest houses and the police.
42. Thames Valley Alert aims to strengthen two-way information sharing between the police and the wider community and the Review Group suggests that guest house owners should register to receive messages of information, crime alerts and witness appeals relevant to their local area.
43. The hotel partnership is a sector-led initiative that provides a forum for owners and managers of hotels and guest houses to invite guest speakers and discuss a variety of issues of concern, including bilking (guests leaving without paying), as well as safeguarding. This scheme started in Cherwell as 'Hotel Watch' and participating guest houses convened a talk on child sexual exploitation in

February 2015. Hotel Watch is being rolled out across Oxfordshire in early 2016, probably under a different name. The Review Group suggests that it would be good practice for guest house owners to participate in this initiative.

Safeguarding training for all staff

44. Staff working in guest houses can be provided with basic training and advice to enable them to recognise types of behaviour that are potentially concerning. The Review Group acknowledges that running a guest house can be resource-intensive and that staff turnover can be high, so the training provided to staff should be proportionate to their type of work and level of responsibility.
45. End Child Protection and Trafficking (ECPAT) offer online recourses including an e-learning course to improve travel and hotel industry professionals' understanding of child protection issues. This has been endorsed by the Association of British Travel Agents. The Review Group suggests that a requirement of the code should be for all people identified as being a 'single point of contact' or 'responsible person' to complete this e-learning course. Training records should be retained, as these could be provided to demonstrate compliance with good practice.
46. Thames Valley Police has produced a Staff Guide for the hotel trade which lists types of behaviours that may be of concern, for example guests asking for a specific room number without knowing the name in which the room is booked, individuals who appear to be monitoring public areas, or guest rooms containing lots of condom wrappers or drug paraphernalia. This guidance also states that staff should be encouraged to make eye contact and engage guests in conversation to enquire as to the reason for guests stay or visit to the area. The Review Group suggests that this staff guide should be provided to all staff employed in guest houses, including any short term or sub-contracted employees.

Booking and checking in practices

47. Guest Houses are now required by law to provide name and address details of guests to the police upon request. However, the Review Group notes that guests are not required by law to provide proof of their identity when making a booking. In discussions with representatives of guest houses and statutory agencies, the Review Group has identified booking and checking in practices that can help to deter potential perpetrators.
48. A guest house representative advised the Review Group that they require card details to secure bookings even if the person making the booking wishes to pay in cash. The same guest house representative does not take online bookings, preferring to speak with potential guests in person or over the phone. These practices were not seen as onerous as they saved guest house staff no end of trouble. To help to ensure that guests are who they say they are the Review Group suggests that guest houses should have a 'no cash without ID' policy.
49. Other practices listed in police guidance include recording vehicle registration numbers and requiring visitors (if permitted) to register with reception. The Review Group suggests that these good practices should also feature in the code.

Holding master keys for all rooms

50. Holding and limiting access to master keys is considered to be good practice and many guest houses already do this. If suspicions were raised to the police that warranted the entry of a guest room, the identified responsible person could provide a master key to the police. The police guidance also states that guest rooms should be checked daily. The Review Group suggests that these practices should form part of the code of good practice.

Arrangements for monitoring premises

51. The police guidance advises hotel staff to look out for guests who move in and out of the premises at unusual hours and the Review Group was advised by a police inspector that the standard and control of night management in some guest houses is a particular concern. Some guest houses lock the main entrance at night and / or have an evening curfew. The Review Group heard that a guest house with multiple entrances has installed CCTV to provide external views of the building that can be monitored from the main desk or viewed later if required. The Review Group suggests that arrangements for monitoring premises should be appropriate to size and type of guest house and, as far as possible, consistent with advice provided by a Crime Prevention and Reduction Advisor. Where CCTV footage is recorded, this should be retained for up to 28 days.

Recommendation 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:

- l) Signing up to a basic safeguarding policy statement;***
- m) Providing details of an identified 'single point of contact' who has oversight of the running of the guest house and is responsible for ensuring compliance with the code of good practice;***
- n) Having an identified responsible person on duty at the guest house at all times during its hours of operation;***
- o) 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) Having a free crime prevention check every 3 years and implementing recommendations made by the Crime Prevention and Reduction Advisor;***
- q) 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;***
- r) Registering with Thames Valley Alert and participating in the hotel partnership to strengthen two-way information sharing between guest houses and the authorities;***
- s) 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;***
- t) Having a 'no cash without ID' policy, recording vehicle registration numbers where relevant and requiring visitors to register with reception;***
- u) Holding and restricting access to master keys for all rooms and ensuring that guest rooms are checked daily;***

- v) ***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.***

Signing up to the code

52. The Review Group found that there was a willingness to cooperate with the authorities and embed good practices amongst representatives of guest houses. The Review Group suggests that guest house owners should be invited to self-certify that they comply with good practice on an annual basis. This process should be as straight-forward as possible and could be prompted by a letter signed by the Local Policing Area Commander. Take up could also be promoted through the hotel partnership and any other relevant channels.

Recommendation 4 – That the owners of guest houses in the Oxford area should be asked to self-certify that they comply with the voluntary 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.

Additional support for guest houses

53. For a voluntary code of good practice to be seen as credible and successful, it would require the support of a significant proportion of local guest house owners, so participation should have clear benefits to them and to their business. A simple self-certification process would make it easier for guest house owners to ensure that they are doing what they can to embed good practices that can help to deter, prevent and disrupt criminal behaviour.

54. One guest house representative informed the Review Group that they were not clear what action they could take to deal with problematic guests. In addition, some guest house representatives said they had found the police to be dismissive or unhelpful when they had reported suspicions or issues. The Review Group suggests that signing up to a voluntary code of good practice should come with a commitment from the authorities to provide practical and constructive advice to guest house owners, and to take requests for assistance seriously.

Recommendation 5 – That that guest house owners signed up to the code should be signposted to sources of advice and guidance.

Recommendation 6 – That the City Council asks Thames Valley Police to give prompt attention to requests for assistance at local guest houses.

Monitoring compliance

55. There would need to be a mechanism in place for picking up any concerns that guest houses covered by the voluntary code of good practice are not complying with one or more elements of it. The Review Group suggests that City Council services and partner agencies that inspect or receive complaints about guest houses should be asked to report any such concerns to the code administrator. The identified single point of contact should then be asked to demonstrate that they have addressed the reported concerns, either straight away or next time they self-certify, depending on the nature and seriousness of the reported issues. Where non-compliance is substantiated, guest house owners should be asked to take remedial action or risk being suspended from the code.

Recommendation 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.

Resource implications

56. The introduction and administration of a voluntary code of good practice would have resource implications unless this work could be absorbed by existing officer capacity. The Review Group envisages that resource would need to be identified to establish the voluntary code of good practice, and then to administer it over time. The initial work would involve compiling an accurate list of guest houses, drafting the code of good practice, producing materials and web content, promoting the code to guest houses and partner organisations, chasing and recording responses from guest houses, and sharing information about which guest houses are covered by the code with partner organisations.

57. Once established, the work involved in administering the code during the year would be significantly lower but an identified resource would still be required to maintain the accurate list of guest houses (at least annually), provide a point of contact for guest houses and the various agencies and record and follow up on instances of non-compliance. The workload would peak once a year when the code is renewed. The requirements of the code should be reviewed each year to ensure it remains consistent with good safeguarding practice before guest house owners are asked to self-certify. Consideration should be given to where these responsibilities should sit but the Review Group suggests that the Council's Human Exploitation Co-ordinator should have some oversight of this function.

Recommendation 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.

Branding and promoting the code

58. A guest house representative advised the Review Group that they would not be willing to display a Say Something if you See Something campaign poster in their guest house because the image and message had negative connotations. The Review Group suggests that for the voluntary code of good practice to be visible to guests in an appropriate way, it should come with a recognisable logo that participating guest house owners could display on their website, and potentially on window stickers.

59. The public should be able to access information about the voluntary code of good practice. The Review Group suggests that a list of guest houses covered by the code should be provided on the Council's website, together with details of what practices these guest houses have signed up to. The City Council should also promote the introduction of the code through the local press.

60. A representative of Experience Oxfordshire advised the Review Group that their organisation would be supportive of the introduction of a voluntary code of good practice. The Review Group suggests that, to improve the visibility of the scheme to the public, Experience Oxfordshire should be asked to display the logo on their website next to participating guest houses. Experience Oxfordshire should also be informed when guest houses are no longer covered by the code so that the logo can be removed.

Recommendation 9 – That a suitable logo should be created for the voluntary code of good practice that could be displayed on guest house websites.

Recommendation 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 more widely, including through a City Council press release.

Recommendation 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.

Other suggestions for strengthening safeguarding in the hospitality sector

61. During the course of its evidence gathering the Review Group identified some additional suggestions (beyond the scope of this review) as to how the City Council could contribute to protecting vulnerable people within the broader hospitality sector.

62. A code of practice already exists for international organisations in the hospitality sector to sign up to with respect to combatting commercial CSE; the Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism. The Review Group suggests that the City Council should encourage the city’s larger hotels and tour operators to sign up to this code of conduct.

63. The Review Group was advised that the City Council could do more to promote the importance of safeguarding to organisations such as Experience Oxfordshire and the local Chamber of Commerce. The Review Group suggests that the Council should utilise existing high-level relationships in asking these organisations to do more to support the Say Something if you See Something campaign.

64. The majority of guest houses and hotels in Oxford are listed on travel websites such as Trip Advisor and Bookings.com, and many have been awarded star ratings by Visit England or the AA. Over the longer term there could be an opportunity for such organisations to do more to promote good safeguarding practices within the hospitality sector. The Review Group suggests that the City Council should look for opportunities to join with partners, perhaps through the National Working Group, to lobby government to press these organisations to play a greater role in promoting good safeguarding practices.

65. Council officers advised the Review Group that there is a need for a public awareness campaign that empowers people to come forward with concerns. The

Review Group suggests that government should be asked to do more in this regard too.

Recommendation 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.

Recommendation 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.

Recommendation 14 – That the City Council should look for opportunities to join with partners, perhaps through the National Working Group, in pressing government to:

- c) Do more to involve the hotel accreditation agencies and major travel website companies in efforts to promote good safeguarding practices in the hospitality sector;***
- d) Introduce a public awareness campaign that empowers people to come forward with safeguarding concerns.***

Conclusion

66. The Review Group has found that there is a strong case for the introduction of a voluntary code of good practice for guest house owners to sign up to that promotes and embeds good safeguarding practices that can deter, prevent and disrupt criminal activities. The Review Group has exceeded its original brief by suggesting details of good practices that should be included in the code and of how the code should operate in practice, as well as by providing additional suggestions relating to the wider hospitality sector.

67. The Review Group is conscious that the City Executive Board will be asked to consider these recommendations at a time when Council resources are constrained. However, it should be emphasised that the protection of vulnerable children and adults in guest houses is an important issue, particularly given the extraordinary crimes that have taken place in Oxford over recent years, and that a more progressive approach needs to be taken to preventing these criminal activities from being repeated in future. Where the detail of these recommendations is not agreed, the Review Group would welcome alternative proposals that can achieve the same objectives.

Acknowledgements

68. We would like to give special thanks to the three people involved in running Oxford guest houses for giving up their own time to speak with us, answer questions and share their experiences. We would also like to thank the following professionals for taking the time to meet with us. Their contributions were invaluable in helping the Review Group to formulate its recommendations:

- From Elmore Community Support Team: Liz Patterson
- From Experience Oxfordshire: Vanessa Allan
- From Oxford City Council: Richard Adams, Linda Ludlow, Val Johnson and Ian Wright
- From Oxfordshire County Council: Paul Malloy and Richard Webb
- From Thames Valley Police: Rachel Patterson

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Appendix 1 - Guest Houses Review Group project scope

Review Topic	'Preventing exploitation in guest houses'
Lead Member	Councillor Van Coulter
Other Members	Councillor Mark Lygo Councillor Gwynneth Royce Councillor Craig Simmons
Officer Support and allocate hours	Scrutiny Officer support – approx. 2-4 days per month for up to 4 months (Mid-August – Mid-Dec). Additional support from officers working in Environmental Health, Community Safety and Policy & Partnerships.
Background	<p>Police investigations in recent years have found that child rape and trafficking offenses have taken place in an Oxford guest house, as well as a variety of other premises.</p> <p>The Anti-social Behaviour, Crime and Policing Bill included new powers to require hotels and similar establishments to provide information about guests to the police, where there is a reasonable belief that child sexual exploitation is taking place.</p> <p>There is concern that the regulatory framework and responsibility for ensuring the safety of these 'public' premises is weaker than with other types of venues. Guest houses are not licensed and the City Council's powers in this sector are limited to issues of food safety and health and safety.</p>
Rationale	<p>Scrutiny Members want to understand whether there is more that could reasonably be done to strengthen safeguarding and prevent and disrupt the exploitation of children and adults in guest houses.</p> <p>The Scrutiny Committee prioritised this review when agreeing its work programme for 2015-16.</p>
Purpose of Review / Objective	To understand what is already being done to prevent exploitation in guest houses and explore the case for further interventions, including the introduction of a voluntary code of practice for providers.
Indicators of Success	<ul style="list-style-type: none"> - Wide and constructive engagement with stakeholders and experts that delivers a range of opinion; - The production of evidence-based report setting out what (if any) further action could be taken to prevent exploitation from taking place in guest houses, and the resource implications of doing so; - The majority of any recommendations to the City Executive Board are agreed and implemented; - If a voluntary code of practice is adopted, a significant number of guest houses sign up to this.
Out of scope	General quality standards within guest houses. This is the responsibility of tourism bodies.

Methodology/ Approach	Evidence gathering could include: <ul style="list-style-type: none"> - Inviting written and verbal evidence from stakeholders and experts; - Desk research / literature review; - Undertaking a site visit if required. 		
Specify Witnesses / Experts	<ul style="list-style-type: none"> - Ian Wright – Service Manager, Environmental Health; - Linda Ludlow – Human Exploitation Coordinator; - Val Johnson – Policy & Partnership Team Leader; - Richard Webb – Trading Standards & Community Safety Manager, Oxfordshire County Council - Liz Patterson – Team Manager, Elmore Community Services. - Thames Valley Police; - Oxfordshire Fire and Rescur Service; - Vanessa Allen - Experience Oxfordshire; - Representatives of 3 Oxford guest houses. 		
Specify Evidence Sources for Documents	<ul style="list-style-type: none"> - Factsheet: Child sexual exploitation at hotels, UK Government; - Oxfordshire Children's Safeguarding Board Serious Case Review: Findings and Response, Thames Valley Police - Stocktake report into progress made in tackling child sexual exploitation in Oxfordshire, Oxfordshire Safeguarding Children Board; - Professional Handbook for Tackling CSE (incl. CSE Strategy), OSCB; - Oxfordshire's multi-agency procedures, OSCB; - CSE Screening Tool, OSCB; - Other OSCB documentation; - Briefing note by the Human Exploitation Co-ordinator; - Say something if you See Something campaign, NWG Network; - Letters sent to hotels as part of 'Anti-trafficking day 2011' - Press articles; 		
Site Visits	TBC		
Projected start date	7 August 15	Draft Report Deadline	27 Nov 15
Meeting Frequency	Monthly	Projected completion date	17 Dec 15

Appendix 2 – Summary of professionals’ roles and powers in relation to guest houses

This table lists the services and organisations the Review Group engaged with during this review and summarises their roles and powers in relation to guest houses in Oxford.

Function	Organisation	Description of role and powers in relation to guest houses
Policing	Thames Valley Police	<p>Thames Valley Police are pro-active in trying to prevent and disrupt child sexual exploitation (CSE) and are working with guest houses and other parts of the night time economy to improve intelligence sharing through the Hotel Scheme partnership.</p> <p>Thames Valley Alert is a community messaging system that gives individuals and businesses the opportunity to receive crime and safety alerts that are relevant to them.</p> <p>Crime Prevention and Reduction Advisors can offer free advice to guest houses.</p> <p>Police powers to enter and inspect guest houses are less extensive than those for licensed premises. They require a warrant or evidence that justifies entry.</p> <p>Powers to close premises have been available under the Sexual Offences Act relating to prostitution and pornography offences. The Anti-Social Behaviour, Crime and Policing Act 2014 extended these closure powers to include wider range of offences and conduct preparatory to offences, such as grooming. Previously these powers were limited to prostitution and pornography offenses¹.</p> <p>The Act also allows a police officer of at least the rank of inspector to require the owner, operator or manager of a hotel or similar establishment to provide the names and addresses of guests, where the officer has a reasonable belief that CSE or conduct connected to it has been or will be taking place on the premises.</p>
Environmental Health	Oxford City Council	<p>Guest houses are deemed to be relatively low risk for food safety so unannounced visits take place every 2-3 years (min. every 6 years). If a guest house has been previously prosecuted for food safety, the premises may be deemed to be a higher risk and visited every 18 months. Environmental Health has a wider hazard-spotting role and inspecting officers are expected to look harder for issues if they had good reason to do so.</p>

¹ [Anti-Social Behaviour, Crime and Policing Act 2014, Part 9, paragraph 33](#)

		There are no routine inspections of guest houses for health and safety at work. However, this legislation includes powers to close premises for serious breaches.
Community Safety	Oxford City Council	<p>The Human Exploitation Co-ordinator develops strategic responses to issues such as sex working, modern day slavery and child sexual exploitation, focused on prevention and intervention. The Human Exploitation Co-ordinator sits on National Working Group and the CSE sub-group of Oxfordshire Safeguarding Children's Board that is developing an action plan on the local delivery of the "Say Something if you See Something" campaign.</p> <p>The Community Response Team deal with environmental and noise nuisances. The Anti-social Behaviour Investigation Team investigates cases of anti-social behaviour. These teams can play a role in identifying establishments that are of concern.</p>
Policy and Partnerships Team	Oxford City Council	The Policy and Partnerships Team has a role in working with partners to strengthen general safeguarding arrangements. This includes working with the County Council to develop better local working with faith and community groups around safeguarding.
Fire safety inspections	Oxfordshire Fire and Rescue Service (Oxfordshire County Council)	The Fire Service inspects compliance with fire safety law in guest houses every 1-3 years. Fire inspectors have powers of entry and can access all parts of a building if deemed necessary. The Fire Service can take formal enforcement action if they find a serious fire risk that the owner is not managing. This could involve issuing a notice of enforcement, alteration or prohibition, or in some cases, initiating a prosecution.
Trading Standards	Oxfordshire County Council	Trading Standards deal with consumer complaints about poor standards and misleading advertising. There are no specific standards relating to guest houses but general principles apply such as those around professional diligence. Trading Standards manage an approved trader scheme but this scheme is not currently open to guest houses.
Independent Trauma Advisor Service	Elmore Community Services	The Independent Trauma Advisor (ITA) service has assisted the Police in multiple operations and supported victims of sexual exploitation, forced labour, debt bondage and criminal exploitation. The ITA programme was launched in 2013 and in 2015 received a further 2 years of funding from the Thames Valley Police and Crime Commissioner.
Promoting and developing tourism	Experience Oxfordshire	Experience Oxfordshire is a destination management company operating to not-for-profit principles that promotes and develops leisure, business and cultural tourism in Oxfordshire. Until 2014 it was known by its constituent parts; Visit Oxfordshire and Oxford Inspires. Experience Oxfordshire currently has 72 accredited and non-accredited accommodation provider partners, of which 25 are guest houses.

Appendix 3 – Summary of safeguarding improvements that affect guest houses

This below list sets out current activities and actions identified by the Review Group during its evidence gathering that contribute to protecting vulnerable people in guest houses. It is not necessarily exhaustive.

[Child Sexual Exploitation in Oxfordshire: Agency responses since 2011](#) provides a detailed account of progress made by the various Oxfordshire agencies in response to Bullfinch.

Action	Purpose and details	Scope and focus	Lead agency
Code of conduct for the protection of children from sexual exploitation in travel and tourism.	The Code asks hotels and others to commit to implementing 6 steps ; an ethical CSE policy, training staff, contract clauses with suppliers, providing information to travellers; provide information to local 'key persons' and reporting annually. Very UK organisations have signed up.	International – CSE in the travel and tourism sector	End Child Protection & Trafficking International
'Every child, everywhere' e-learning course	Online course to improve travel and hotel industry professionals' understanding of child protection issues.	National – safeguarding children	Assoc. of British Travel Agents / End Child Protection and Trafficking
Requirement to record basic information about guests	From 2014, it is a requirement for guest houses to disclose name and address details of guests to the police upon request. Failure to comply is a criminal offence. Passport details are required for overseas visitors.	National – safeguarding children in guest houses	Guest houses
National Working Group Network	Human Exploitation Co-ordinator sits on National Working Group and seeks to replicate best practice locally.	National – CSE	Oxford City Council
'Say something if you see something' campaign	Broad campaign launched in 2013 to raise awareness of CSE and safeguarding amongst key organisations.	National delivered locally – safeguarding	Thames Valley Police / Oxfordshire Safeguarding Children Board
Joint operations	Disruption work has involved officers from the City Council contributing towards joint operations with Police and other agencies at public houses and guest houses where links to CSE and or trafficking are suspected.	Local – CSE & people trafficking	Thames Valley Police
Multi-Agency Safeguarding Hub	The MASH provides a single front door from universal services and the public for all referrals to children's social	Local – general safeguarding of	Thames Valley Police / Oxfordshire

(MASH)	care to enable the sharing of information and more effective action at the point of referral.	children	Councils / Health
The Kingfisher Team (Oxfordshire's Child Sexual Exploitation Team)	The Kingfisher Team works on the identification of potential perpetrators, victim awareness and general education about child sexual exploitation, including in schools. The Human Exploitation Co-ordinator has been assigned to work alongside the Kingfisher team to aid the flow of intelligence.	Local - CSE	Thames Valley Police / Oxfordshire County Council / Oxford City Council Health
Hotel Scheme partnership	Sector-led initiative started in Cherwell to enable hoteliers and the police to share information. Membership comprised 25 hotels and guest houses as of January 2015. Scheme due to be rolled out in Oxford in early 2016.	Local – various issues including safeguarding	Guest houses / Thames Valley Police
Thames Valley Business Watch	Brings together businesses including hotels, guest houses, taxis, pubs and clubs to strengthen information sharing and intelligence. Guest houses can register to receive crime alerts, witness appeals etc.	Local – safeguarding	Thames Valley Police
Letters to all hotels and guest houses	Letters sent in 2011 to inform them of the outcome of a case involving two men that trafficked foreign nationals into sex working and highlight an e-learning course.	Local – safeguarding in guest houses	Oxford Safer Communities Partnership
Conference on Human Trafficking	A conference on human trafficking for frontline professionals and members of the BME community was held in April 2014.	Local – CSE	Oxford City Council
Child Sexual Exploitation (CSE) sub-group of OSCB	Developing an action plan on the local delivery of the 'Say Something if You See Something' campaign. A toolkit for professionals including a handbook for tackling CSE has also been developed. The CSE subgroup has been tasked to identify an on-going, coordinated programme involving the City Council, County Council and Police working in communities and with young people at risk.	Local – CSE	Oxfordshire Safeguarding Children's Board
Safeguarding training for frontline professionals	Training is being rolled out to frontline officials including to all City Council officers. Coupled with strengthened information sharing across different agencies.	Local - safeguarding	Oxford City Council

Performance Summary
Scrutiny Committee

Agenda Item 7

Trends compare relative performance with

Green = target met
Amber = within tolerance
Red = outside tolerance

Prd: previous month

Prev Year End: previous March

Sep-2015

Year on Year: the same period from the previous year

Measure		Owner	Result 2014/15	Latest Data		Year End Target 2015/16	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
Cleaner Greener Oxford											
ED003	ED003: The number of enforcements carried out as a result of environmental offences	Richard J Adams	1,406 Number	100 Number	521 Number	100 Number	G				Busy period with several Operations ran
ED004	ED004: The % of OxFutures programme milestones met	Jo Colwell	100%	100 %	100%	100 %	G				Change request approved by EU to extend project end to Nov 16 (12 month extension). No other funding. Allows extra time to meet major target which is £18m investment leveraged. Currently £3.7m delivered. This target is monitored monthly by a join pcb with county council and the low carbon hub.
NI195b	NI195b Percentage of streets with detritus levels falling below Grade B (YTD)	Geoff Corps	2.10%	3.00%	0.85%	3.00%	G				Year to date 4 out of 470 streets inspected were below grade B. In September 4 of the 75 streets was below grade B
Corporate Health											
BIT021	BIT021: Number of authorised procurement practitioners in Service Areas	Caroline Wood	15 Number	18 Number	22 Number	25 Number	G				Just 22 champions remain with 9 now on Cohort 3 and 8 on Cohort 4 which commenced Sept.
BIT022	BIT022: Level of efficiency savings, income generation identified through service reviews and process/system improvement projects	Jan Heath	£758,951	£66,000	£102,063	£330,000	G				Verto efficiency £32k, Uniform lalpack, P2P uniform spend, Oxpens relocation, Kent CC project.
CH001	CH001: Days lost to sickness	Simon Howick	7.09 days	3.00 days	3.06 days	6.00 days	A				
BV016a	BV016a: Percentage of employees with a disability	Simon Howick	8.52%	10.00%	8.31%	10.00%	A				The figures have remained fairly stable for the past year. The external Two Ticks Audit is due to take place in October and is expected to see another successful accreditation and to acknowledge new initiatives in awareness training, the employee assistance offer (OPTUM) and wider investment in Health & Wellbeing initiatives

**Performance Summary
Scrutiny Committee**

Trends compare relative performance with
Prd: previous month
Prev Year End: previous March
Year on Year: the same period from the previous year

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Sep-2015

Measure Ref	Description	Owner	Result 2014/15	Latest Data		Year End Target 2015/16	RAG	Trends			Comments
				Target	Result			Prd	Prev Year End	Year on Year	
BV017a	BV017a: Percentage of black and ethnic minority employees	Simon Howick	7.2%	9.0%	7.4%	9.0%	A				The rate of BME applications for vacancies between 01/04 to 30/09/2015 stands at 21.39% (a high point)while staff numbers remain stable at just under 7.5% of the workforce. HR/ OD ran two engagement workshops in September to assist BME et al job seekers living in Oxford with awareness of the Council and what we have to offer as well as practical advice and guidance about how to overcome any potential barriers around completing online or paper based application forms. 50% of attendess at these workshops were from BME communities and we received some useful feedback ideas that will be fed into the current projects around how we recruit.

Empowerment

LG002	LG002: Achieve the electoral registration household registration rate	Jeremy Thomas	96.60%	96.00%	96.90%	96.00%	G				This relates to 2014/15 as data for 2015/16 will not be available until March 2016
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Great Customer Contact

CS001	CS001: The % of customers satisfied at their first point of contact	Helen Bishop	84.95%	80.00%	82.80%	80.00%	G				
PC027	PC027: Increase the Number of people engaging with the Council's social media accounts	Chris Lee	72,587 Number	61,398 Number	73,000 Number	62,895 Number	G				Estimate as no count was taken in September due to staff absence.
CS003	CS003: Customers getting through first time on Councils Main Service lines	Helen Bishop	95.45%	95.00%	94.20%	95.00%	A				
CS004	CS004: Enquiries resolved by customer service centre without hand off	Helen Bishop	91.60%	90.00%	91.68%	90.00%	G				

Improve Recycling

NI191	NI 191 The Kg of waste sent to landfill per household (YTD)	Geoff Corps	415.03 kgs	212.50 kgs	171.36 kgs	425.00 kgs	G				Result is provisional
NI192	NI192 Household waste recycled and composted (YTD)	Geoff Corps	45.85%	45.30%	46.58%	46.50%	G				Result is provisional. team have just lauched the Blue Bin Recycling League recycling competition

Participation in Healthy Activities in the most deprived wards

**Performance Summary
Scrutiny Committee**

Trends compare relative performance with

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Sep-2015

Year on Year: the same period from the previous year

Measure Ref	Description	Owner	Result 2014/15	Latest Data		Year End Target 2015/16	RAG	Trends			Comments
				Target	Result			Prd	Prev Year End	Year on Year	
NI008	NI008 The % increase in the number of adults taking part in sport as measured by Sport England's Active People Survey	Ian Brooke	31.3%	31.3%	31.3%	31.5%	G				Sport England's Active People survey is an annual survey (December) that measures the percentage increase in numbers of adults taking part in regular sport, an interim result is also published in June. The result shown is the full result of 31.3% which places Oxford City in the top 14 of all Councils within the Country, top within the County which is a phenomenal result and is a 10.4% increase from the baseline figure of 20.7 which was recorded in 2005/6
LP106	To increase participation at our leisure centres by target groups	Ian Brooke	17%	3 %	2%	3 %	A				A Y-O-Y 2% increase in overall participation. Circa 260k visits Y-T-D.

Reduce Emissions

ED002	ED002: The reduction in the city council's carbon footprint	Paul Robinson	800 Tonnes	91 Tonnes	350 Tonnes	454 Tonnes	G				StAl dates Chambers Solar PV project underway with target install of 18 Dec 2015. SAC PV planning application submitted for Nov Planning Cttee review. Salix funded energy efficiency projects being developed - inc Covered Market LED upgrade for 2015/16 financial year. Energy and Natural resources Sigma Energy billing queries system to date during 2015/16 have saved £35,297.89 in unnecessary Energy/Water spend with a further £43,392.23 potential saving on billing queries pending.
LP008	To reduce the use of utilities in Leisure facilities	Ian Brooke	2 Kgs CO2	2 Kgs CO2	2 Kgs CO2	2 Kgs CO2	A				On target Y-T-D

Youth Ambition

BI002a	BI002a: The number of training places and jobs created as a result of Council investment and leadership	Nigel Kennedy	432 Number	487 Number	432 Number	550 Number	R				Information has not been received from two construction contractors despite being reminded. The new contract with Willmott Dixon in relation to the Tower Block refurbishment includes a commitment which will be recorded once the contractor is on site in the new year.
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**Performance Summary
Scrutiny Committee**

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Prd: previous month

Prev Year End: previous March

Sep-2015

Year on Year: the same period from the previous year

Measure Ref	Description	Owner	Result 2014/15	Latest Data		Year End Target 2015/16	RAG	Trends			Comments
				Target	Result			Prd	Prev Year End	Year on Year	
BI002b	BI002b: The number of Council apprenticeships created through Council investment for those who live in Oxford	Simon Howick	21 Number	26 Number	18 Number	26 Number	R				<p>The Council currently employs 18 apprentices towards its target of 26. The shortfall is explained by the following:</p> <ul style="list-style-type: none"> - The cycle of apprentice succession planning & recruitment at Direct Service has just reached the point where some apprentices have completed their training and have now been appointed into full time roles. Backfilling has taken place, with new starts commencing in September. A Business Administration apprenticeship will be advertised shortly to replace one due to complete and move into a permanent role in October - Direct Services also ran a NEET apprenticeship programme for the second time in 2015 but this time with fewer appointees - Two service areas not replacing apprenticeships that did not progress beyond their probation periods - Business Improvement are in the process of going out to market for an ICT Apprentice and a Business Administration Apprentice (replacing an apprentice succession planned into a permanent role within the first year of their apprenticeship) - Legal Services are considering a bid for a Business Administration apprentice and have also discussed a Legal Executive apprentice - The Anti-social Behaviour Team are putting together a bid for an apprentice for the next cohort to be recruited in September 2016 and it is expected other services will be making similar bids - Although the apprenticeship funding has been reduced (from £150k to £100k) we are hopeful to achieve the target with service areas giving larger contributions to fund the posts. Apprenticeship candidates have reduced during recruitment

**Performance Summary
Scrutiny Committee**

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Sep-2015

Year on Year: the same period from the previous year

Measure		Owner	Result 2014/15	Latest Data		Year End Target 2015/16	RAG	Trends			Comments
Ref	Description			Target	Result			Prd	Prev Year End	Year on Year	
							R				campaigns, with many potential applicants opting to stay in full time education. The Council is working proactively through Business in the Community and other partnerships on related initiatives e.g. to raise awareness in schools of the career benefits of apprenticeships.
LP119	The number of young people accessing youth engagement projects and activities outside school hours	Ian Brooke	6,033 Number	4,000 Number	3,910 Number	5,400 Number	A				The measure is slightly under target (by approximately 90 young people)it is currently within its tolerance. This is due to final figures coming in for the funded programmes. It is expected that the programme is currently exceeding target with these and youth voice counted.
PC004	PC004: Grow level of active participation in dance through programme of events	Claire Thompson	8,788 Number	2,600 Number	2,769 Number	7,200 Number	G				

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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. Potential Review Panels (to be established if and when resources allow)
6. Items for Scrutiny Committee meetings
7. Draft Scrutiny Committee agenda schedule

1. Standing Panels

Topic	Area(s) for focus	Nominated councillors (no substitutions allowed)
Finance Panel – All finance issues considered within the Scrutiny Function.	See appendix 1	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 panels and ad hoc panels in progress

Topic	Scope	Progress	Next steps	Nominated councillors
Waste Water Flooding	To continue engagement with Thames Water Utilities on sewerage flooding	TWU asked to facilitate a seminar	Work concluded – rec monitoring	Cllrs Darke (Chair), Goddard, Pressel & Thomas
City Centre PSPO	To pre-scrutinise the city centre PSPO decision in a one-off meeting	Meeting held on 5 Oct	Work concluded – rec monitoring	Cllrs Gant (Chair), Clarkson Taylor & Thomas
Cycling	To review how to make best use of unallocated cycling investments	CEB responded to recs on 10 Sept	Work concluded – rec monitoring	Cllrs Upton (Chair), Gant, Pressel & Wolff
Inequality	To review how the City Council can combat harmful inequality in Oxford	CEB responded to recs on 15 Oct	Work concluded – rec monitoring	Cllrs Coulter (Chair), Gant, Lloyd-Shogbesan & Thomas
Recycling Rates	To monitor recycling and waste data and recycling incentives	Meeting and site visit in Feb 2015	Monitor progress of recycling incentives	Cllrs Fry (Chair), Hayes & Simmons
Guest Houses	To review the case for interventions to prevent exploitation in guest houses	4x evidence sessions held	Report to Scrutiny on 9 Dec	Cllrs Coulter (Chair), Paule, Royce & Simmons
Budget Review 2016/17	To review the Council's 2016/17 draft budget and medium term financial plan	Scope & timetable agreed	Evidence gathering from 14 Dec 2015.	Finance Panel Members
Equality & Diversity	To review barriers faced by under-represented groups in employment and anti-discrimination practices.	Scope agreed and planning meeting held	Evidence gathering to resume in Feb 2016.	Cllrs Hayes (Chair), Altaf-Khan, Taylor & Thomas

146

Indicative timings of 2015/16 review panels

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 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	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.
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 of the Forest of Oxford	To scrutinise the Council's work on tree cover with other work on biodiversity and with the work of the Forest of Oxford, consider having an annual Forum and the public can be involvement.
Arrangements for dealing with	To consider whether the Council would benefit from having different arrangements (e.g. a

employment, training and HR matters	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.
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 Schedule

Date, time & room	Agenda Item	Lead Member; Officer(s)
12 January , 6.15pm, St. Aldate's Room	<ol style="list-style-type: none"> 1. Taxi Licensing 2. Customer Contact performance 	Julian Alison Michelle Iddon
2 February, 6.15pm, St. Aldate's Room	<ol style="list-style-type: none"> 1. Corporate Plan 2016-20 (pre-decision) 2. Grant Allocations to Community & Voluntary orgs (pre-decision) 3. Transfer Station for Recycled Material (pre-decision) (part exempt) 4. Recommendation Monitoring – Local Economy 	Val Johnson Julia Tomkins Roy Summers Cllr Fry; Laurie-Jane Taylor
7 March, 6.15pm, St. Aldate's Room	<ol style="list-style-type: none"> 1. Educational Attainment 2. Youth Ambition programme 3. Planning enforcement 4. Performance Report – 2015/16 quarter 3 	Ian Brooke Hagan Lewisman Patsy Dell N/A
5 April, 6.15pm, St. Aldate's Room	<ol style="list-style-type: none"> 1. Preventing isolation 2. Graffiti 3. Report of the Diversity Review Group 4. Recommendation monitoring – Inequality 5. Recommendation monitoring – Cycling 	Luke Nipen. Doug Loveridge Cllr Hayes Cllr Coulter; Val Johnson Cllr Upton; Mai Jarvis

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 schedule

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

Informal meetings closed to the public

Date and room (5.30pm unless stated)	Agenda Item	Lead Member; Officer(s)
14 December, 5pm, Judge's Room,	1. Budget Review 2016/17 – initial meeting	Nigel Kennedy
5 January, Plowman Room	1. Budget Review 2016/17 – Community Services	Tim Sadler & Nigel Kennedy
6 January, Plowman Room	1. Budget Review 2016/17 – Organisational Development and Corporate Resources	Peter Sloman, Jackie Yates & Nigel Kennedy
7 January, Plowman Room	1. Budget Review 2016/17 – Regeneration & Housing (joint session with Housing Panel)	Stephen Clarke & Nigel Kennedy
14 January, Plowman Room	1. Budget Review 2016/17 – agree recommendations	Cllr Simmons; Andrew Brown

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 2013-2018.
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 the Council's housing stock and HRA plan	Report to CEB expected in 2016.
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)
10 December, St. Aldate's Room	<ol style="list-style-type: none"> 1. Performance Monitoring – quarter 2 2. Proposed Changes to Choice Based Lettings Scheme 3. Rent Arrears 	<p>N/A</p> <p>Tom Porter</p> <p>Cllr Brown & Damon Venning</p>
11 January, Plowman Room	<ol style="list-style-type: none"> 1. Externally Leased HRA Properties – Rent Setting (pre-decision) 2. Private Sector Housing Strategy (pre-decision) 3. A Housing Company for Oxford (pre-decision) 	<p>Dave Scholes</p> <p>Ian Wright</p> <p>Alan Wylde</p>
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. Review of Older Persons Accommodation (pre-decision) 	<p>N/A</p> <p>Martin Shaw & Jack Bradley</p> <p>Daryl Edmunds</p> <p>Bill Graves</p> <p>Frances Evans</p>

Informal meetings closed to the public

Date and room	Agenda Item	Lead Officer(s)
7 January, Plowman Room (5.30pm)	1. Budget Review 2016/17 – Regeneration & Housing (joint session with Finance Panel)	Stephen Clarke & Nigel Kennedy

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FORWARD PLAN FOR THE PERIOD DECEMBER 2015 - NOVEMBER 2016

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

What is a Key decision?

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

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

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

Private meetings

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

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

Pat Jones, Committee Services Manager

Committee & Member Services
St Aldate's Chambers
St Aldate's Street
Oxford OX1 1DS

01865 252191

cityexecutiveboard@oxford.gov.uk

Inspection of documents

Reports to be submitted to the decision-maker and background papers to those reports are available for inspection at the Council offices and will appear on our website

<http://www.oxford.gov.uk> 5 working days prior to the date on which the decision is due to be made.

The Council's decision-making process

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

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

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

City Executive Board 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
Report Owner:	Executive Director for Organisational Development and Corporate Services
Report Contact:	Head of Business Improvement

ITEM 2:	CUMBERLEGE HOUSE - DEVELOPMENT APPRAISAL ID: I011745
On 9 July 2015 the City Executive Board resolved to:	
<ol style="list-style-type: none"> 1. AGREE not to pursue the disposal of Cumberlege House as approved in principle by Executive Board in November 2007; 2. ADOPT Option 4 in principle as set out in the report – to redevelop Cumberlege House for new Council housing and in consultation with the Council's S151 officer to include the scheme in the HRA new build development programme 2015-18, subject to a reassessment of the Council's HRA investment priorities; 3. APPROVE the demolition of Cumberlege House and instruct the Head of Housing and Property to procure and enter into contract to enable demolition works to start either as soon as the property is vacated or, should a short term lease be agreed, as set out in sections 18-19 of the report, then after that lease end date and prior to the development start on site; and in any case after the impact of the Right to Buy extension has been fully assessed; 4. GRANT delegated authority to the Head of Housing and Property to negotiate and enter into a fixed term lease, should a suitable lessee be identified within a two month period. 	
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	Executive Director for Regeneration and Housing
Executive Lead Member:	Housing
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Dave Scholes, Housing Needs Manager Tel: 01865 252636 dscholes@oxford.gov.uk

ITEM 3:	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
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Ian Wright, Service Manager Environmental Health iwright@oxford.gov.uk

ITEM 4:	TOWER BLOCKS REFURBISHMENT PROJECT - LETTING OF CONTRACT AND APPOINTMENT OF CONTRACTOR ID: I009026
On 11 June 2015 the City Executive Board resolved to RECONFIRM the authority delegated to the Executive Director, previously City Regeneration now Regeneration and Housing in consultation with the s151 Officer and the Monitoring Officer, to appoint and award the contract to the preferred principal contractor in accordance with the competitive tender process undertaken.	
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:	Corporate Strategy and Economic Development
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Stephen Clarke, Head of Housing and Property Tel: 01865 252447 sclarke@oxford.gov.uk

ITEM 5:	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 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
Report Owner:	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

COUNCIL 7 DECEMBER 2015 PROVISIONAL REPORTS

ITEM 6:	LOCAL GOVERNMENT PENSION SCHEME - REVIEW OF FLEXIBLE RETIREMENT DISCRETIONS ID: I012518
<p>To review the use of discretions for Flexible Retirements and seek approval to proposed revisions.</p> <p>The proposal is submitted at short notice due to a need to respond to changes in legislation and consequently decisions need to be made regarding certain aspects of the application of the local government pension scheme.</p>	
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 - Union Consultation
Decision Taker	Council
Executive Lead Member:	Customer Services and Corporate Services
Report Owner:	Executive Director for Organisational Development and Corporate Services
Report Contact:	Simon Howick, Head of Human Resources and Facilities Tel: 01865 252547 showick@oxford.gov.uk

ITEM 7:	OXPENS DELIVERY STRATEGY ID: I009224
OXPENS DELIVERY STRATEGY REVISED APPROACH	
<p>To explain the revised approach for a private sector investor partnership and development delivery vehicle and the effects on the Council's budget.</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 Oxpens (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>Note:</p> <p>The decision at 1) above replaces the previous decision taken by the City Executive Board</p>	

on 27 April 2015 which was to:

1. Delegate to the Executive Director for City Regeneration and Housing the authority to publish a Voluntary Ex Ante Transparency (VEAT) Notice in the Official Journal of European Union (OJEU), 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 following consultation with the Council's s.151 Officer and Monitoring Officer.

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	Council
Executive Lead Member:	Corporate Strategy and Economic Development
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Fiona Piercy Tel: 01865 252185 fpiercy@oxford.gov.uk

CEB 17 DECEMBER 2015 REPORTS

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 public?	Open
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"/>
Executive Lead Member:	Finance, Corporate Asset Management and Public Health <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Report Owner:	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□□
Executive Lead Member:	Corporate Strategy and Economic Development□□
Report Owner:	Assistant Chief Executive□□
Report Contact:	Val Johnson, Policy Team Leader Tel: 01865 252209 vjohnson@oxford.gov.uk

ITEM 10:	INTEGRATED PERFORMANCE REPORT QUARTERLY 2015/16 ID: I011045
<p>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:</p> <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□□
Executive Lead Member:	
Report Owner:	
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 11:	TREASURY MANAGEMENT STRATEGY, ANNUAL REPORT AND PERFORMANCE 2015/16 ID: I010203
<p>CEB Nov 2015: To report the Council's Treasury Management performance for the 6 month period up to 30 Sept 2015.</p>	
Is this a Key Decision?	Yes - It is likely to result in the Council incurring expenditure which is greater than £500,000
Is this item open or exempt to the public?	Open
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
Report Owner:	Head of Financial Services
Report Contact:	Anna Winship, Management Accountancy Manager Tel: 01865 252517 awinship@oxford.gov.uk

ITEM 12:	ASSET MANAGEMENT PLAN 2016-2020 ID: I011608
<p>A new Asset Management Plan for the period 2016-2020.</p> <ul style="list-style-type: none"> • This report will be 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□□
Executive Lead Member:	Finance, Corporate Asset Management and Public Health□□
Report Owner:	Regeneration and Major Projects Service Manager□□
Report Contact:	Mike Scott, Corporate Asset Manager Tel: 01865 252138 mwscott@oxford.gov.uk

ITEM 13:	DATA PROTECTION POLICY REFRESH ID: I006767
To propose minor changes to the current Data Protection Policy to keep it in line with best practice and new guidance issued by the Information Commissioner.	
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:	Customer Services and Corporate Services
Report Owner:	Executive Director for Organisational Development and Corporate Services
Report Contact:	Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

ITEM 14:	CORPORATE ENFORCEMENT POLICY (PREVIOUSLY ENVIRONMENTAL DEVELOPMENT ENFORCEMENT POLICY) ID: I003111
Refresh the current enforcement policy to take account of government guidance and corporate priorities.	
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?	To be advised.
Decision Taker	City Executive Board
Executive Lead Member:	Planning, Transport and Regulatory Services
Report Owner:	Head of Planning and Regulatory Services
Report Contact:	Ian Wright, Service Manager Environmental Health iwright@oxford.gov.uk

ITEM 15:	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 will go to CEB in December 2015. Adoption after public consultation in early 2016 – scheduled for CEB 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 - autumn 2015
Decision Taker	City Executive Board□□
Executive Lead Member:	Culture & Communities□□
Report Owner:	Head of Community Services□□
Report Contact:	Ian Brooke, Head of Community Services Tel: 01865 252705 ibrooke@oxford.gov.uk

ITEM 16:	RESETTLING SYRIAN REFUGEES IN OXFORD ID: I012688
To provide an update to members on progress in accommodating Syrian Refugees in Oxford through the Government's Syrian Vulnerable Person Resettlement Scheme and approve proposals to accommodate Syrian Refugees in Oxford over the coming months.	
At Council Meeting on 23rd September 2015 Council considered a motion and agreed that the council should accommodate refugees in Oxford. Following that officers have been working with the Home Office to make arrangements for Oxford to participate in the government scheme. These arrangements have only recently been confirmed and this is the first opportunity to update CEB.	
Is this a Key Decision?	Yes - It is significant in terms of its effect on communities living or working in an area comprising two or more wards
Is this item open or exempt to the public?	Open
Will this decision be preceded by any form of consultation?	
Decision Taker	City Executive Board
Executive Lead Member:	Corporate Strategy and Economic Development
Report Owner:	Assistant Chief Executive
Report Contact:	Val Johnson, Policy Team Leader Tel: 01865 252209 vjohnson@oxford.gov.uk

ITEM 17:	PROCUREMENT STRATEGY ID: I011822
To refresh the Council's procurement strategy for 2016 – 2019.	
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:	Customer Services and Corporate Services□□
Report Owner:	Head of Financial Services□□
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 18:	PROPOSED FREEHOLD PURCHASE OF THE OLD SCHOOL, GLOUCESTER GREEN ID: I012855
The Council has an opportunity to purchase the long leasehold interest in The Old School,	

Gloucester Green.	
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.	
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 Commercial affairs of the Council.
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□□
Report Owner:	Executive Director for Regeneration and Housing□□
Report Contact:	Piers Scrimshaw-Wright Tel: 01865 252142 pscrimshaw-wright@oxford.gov.uk

CEB 21 JANUARY 2016 - PROVISIONAL REPORTS

ITEM 19:	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
Report Owner:	Head of Planning and Regulatory Services
Report Contact:	Mark Jaggard, City Development Tel: 01865 252161 mjaggard@oxford.gov.uk

ITEM 20:	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 and Building Control application fees :	
21 January CEB – report to consider	
<ul style="list-style-type: none"> Increasing some of the building control application fees 	
CEB 15 October – decision to approve	
<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
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Head of Planning and Regulatory Services

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
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Julia Castle, Senior Lettings & Disposal Surveyor jcastle@oxford.gov.uk

ITEM 22:	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
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Alan Wylde, Housing Development & Enabling Manager Tel: 01865 252319 awylde@oxford.gov.uk

COUNCIL 8 FEBRUARY 2016 - PROVISIONAL REPORTS

ITEM 23:	STATEMENT OF LICENSING POLICY 2016 - 2021: REVIEW ID: I012223
Statutory policy review required every 5 years to update and amend current policy.	

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?	Consultation prior to Council approval
Decision Taker	Council
Executive Lead Member:	Crime, Community Safety and Licensing
Report Owner:	Executive Director for Community Services
Report Contact:	Julian Alison, Licensing Team Leader jalison@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 24:	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 – January 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
Report Owner:	Head of Planning and Regulatory Services
Report Contact:	Ian Wright, Service Manager Environmental Health iwright@oxford.gov.uk

ITEM 25:	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
Report Owner:	Head of Housing and Property
Report Contact:	Dave Scholes, Housing Needs Manager Tel: 01865 252636 dscholes@oxford.gov.uk

ITEM 26:	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
Report Owner:	Executive Director for Community Services
Report Contact:	Paul Spencer Tel: 01865 252238 pspencer@oxford.gov.uk

ITEM 27:	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
Report Owner:	Head of Financial Services
Report Contact:	Nigel Kennedy, Head of Financial Services Tel: 01865 252708 nkennedy@oxford.gov.uk

ITEM 28:	TREASURY MANAGEMENT STRATEGY, ANNUAL REPORT AND PERFORMANCE 2016/17 ID: I011768
Treasury Management Strategy for 2016/17, including prudential indicators. CEB 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
Report Owner:	Head of Financial Services
Report Contact:	Anna Winship, Management Accountancy

	Manager Tel: 01865 252517 awinship@oxford.gov.uk
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ITEM 29:	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
Report Owner:	Head of Community Services
Report Contact:	Julia Tomkins, Grants & External Funding Officer Tel: 01865252685 jtomkins@oxford.gov.uk

ITEM 30:	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
Report Owner:	Head of Business Improvement
Report Contact:	Helen Bishop, Head of Business Improvement Tel: 01865 252233 hbishop@oxford.gov.uk

ITEM 31:	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
Report Owner:	Executive Director for Community Services
Report Contact:	Roy Summers, Direct Services Tel: 01865 253608 rsummers@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 32:	REVIEW OF OLDER PERSONS ACCOMMODATION /REVIEW OF 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	
Report Owner:	Head of Housing and Property	
Report Contact:	Frances Evans, Housing Strategy & Performance Manager fevans@oxford.gov.uk	

ITEM 33:	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	
Report Owner:	Head of Housing and Property	
Report Contact:	Nerys Parry, Housing Services nparry@oxford.gov.uk	

ITEM 34:	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	
Report Owner:	Head of Planning and Regulatory Services	

Report Contact:	Sarah Harrison, Senior Planner Tel: 01865 252015 sbharrison@oxford.gov.uk
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ITEM 35:	HEADINGTON NEIGHBOURHOOD PLAN ID: I012135
To approve submission of the draft Headington Neighbourhood Plan for 6 week 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?	6 week consultation
Decision Taker	City Executive Board
Executive Lead Member:	Planning, Transport and Regulatory Services
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Executive Director for Regeneration and Housing

ITEM 36:	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?	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:	Planning, Transport and Regulatory Services
Report Owner:	Head of Planning and Regulatory Services
Report Contact:	Ian Marshall, Team Leader Design, Heritage and Specialist Services Tel: 01865 252332 imarshall@oxford.gov.uk

CEB 14 APRIL 2016 - PROVISIONAL REPORTS

COUNCIL 18 APRIL 2016 - PROVISIONAL REPORTS

ITEM 37:	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
Report Owner:	Head of Law and Governance
Report Contact:	Emma Griffiths, Law and Governance Tel: 01865 252208 egriffiths@oxford.gov.uk

ITEM 38:	REGULATION OF INVESTIGATORY POWERS ACT 2000 ID: I004596
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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
Report Owner:	Head of Law and Governance
Report Contact:	Jeremy Franklin, Law and Governance jfranklin@oxford.gov.uk

ITEM 39:	SUSTAINABLE ENERGY ACTION PLAN (SEAP) ADOPTION ID: I011844
We became signatories of the European Commission's Covenant of Mayors in September 2014 and are required to adopt a Sustainable Energy Action Plan in order to meet at least a 20% reduction in carbon emissions by 2020. 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?	N/A
Decision Taker	City Executive Board
Executive Lead Member:	Climate Change and Cleaner, Greener Oxford
Report Owner:	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 40:	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
Report Owner:	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 41:	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
Report Owner:	Executive Director for Regeneration and Housing
Report Contact:	Rebekah Knight Tel: 01865 252612 rknight@oxford.gov.uk

COUNCIL - SEPTEMBER 2016

To include any reports from CEB

ITEM 42:	STATEMENT OF GAMBLING LICENSING POLICY 2016 REVISION ID: I011840
To approve the draft Statement of Gambling Licensing Policy 2016 for consultation	
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
Decision Taker	Council
Executive Lead Member:	Crime, Community Safety and Licensing
Report Owner:	Head of Community Services
Report Contact:	Julian Alison, Licensing Team Leader jalison@oxford.gov.uk

CEB OCTOBER 2016 - PROVISIONAL REPORTS

ITEM 43:	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
Report Owner:	Head of Community Services
Report Contact:	Trevor Jackson, City Leisure and Parks Tel: 01865 252363 tjackson@oxford.gov.uk

CEB NOVEMBER 2016 - PROVISIONAL REPORTS

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Scrutiny Recommendation - October to November 2015

Planning Annual Monitoring Report – 2 November Scrutiny Committee				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
<p>1. That the Council includes the following two new indicators when considering the effectiveness of planning policies contained within the Oxford Local Development Plan</p> <p>a) Number of units of affordable housing to rent built on Council owned land</p> <p>b) The amount of land freed up for affordable housing development through change of use</p>	Y	<p>Both recommendations are accepted on the understanding that point ‘a’ refers to affordable homes, which could include social rent and intermediate housing in line with the adopted policy. While it is important to have consistency in the indicators measured over time, it is clear that some current indicators are less useful than others not currently used. Before producing the next AMR the range of indicators will be reviewed, and amended where appropriate including the addition of the two suggested indicators. When adding new indicators the ease of producing retrospective data for trend analysis will be taken into account, as will a principle of not increasing the size and complexity of the existing AMR and the resources required to compile it.</p>	Cllr Hollingsworth & Mark Jaggard	Nov 2016
Arrangements for fitting Solar Panels – 8 th October Housing Panel				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
<p>1. That the City Council should make every effort to enter into a viable agreement with the Low Carbon Hub as soon as possible in order to maximise the available benefits of fitting solar panels on Council-owned housing stock.</p>	Y	<p>I agree with the recommendation and indeed officers are already looking at ways of working with the Low Carbon Hub to help install PV panels on Council homes.</p>	Cllr Rowley & Stephen Clarke	Feb 2016

Additional Licensing for HMOs – 8th October Housing Panel				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the City Council encourages landlords and agents offer longer term tenancies and rent level guarantees, and explores the option of including these as discretionary criteria within the Landlord Accreditation Scheme.	Y	The Council will endeavour to encourage landlords and agents to offer longer tenancies and affordable market rents wherever possible and investigate the option of including this as a desirable element of accreditation in consultation with landlords and agents at the next Landlord Information Exchange event planned for December 2015.	Cllr Turner & Ian Wright	April 2016
2. That the City Council considers whether there is anything that can be done to address the inequity whereby many tenants living in HMOs are unable to access free bulky waste collections.	Y	Officers will investigate the potential to increase the number of free bulky items collections for tenants living in HMOs and if feasible will report back to CEB at a future meeting.	Cllr Turner & Ian Wright	April 2016
City Centre Public Spaces Protection Order – 6th October Scrutiny Committee				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the design and placing of signage is considered by a cross-party group of members and that every effort is made to remove obsolete signage across the city.	Y	I welcome this recommendation and will ask officers to convene a cross-party group of members to develop appropriate signage in suitable locations, and ensure obsolete signage is removed.	Cllr Sinclair & Richard Adams	March 2016
2. That full consideration is given to any further views expressed by Liberty in relation to the revised draft PSPO.	Y	A letter has been received from Liberty since the scrutiny meeting. The letter will be reported to the Board.	Cllr Sinclair & Richard Adams	Y
3. That the City Executive Board notes that there was no consensus in the Scrutiny Committee or PSPO Panel for the inclusion at this stage of the behaviours set out in sections 1a and 1e	Y	Noted.	Cllr Sinclair & Richard Adams	Y

of the draft PSPO.				
4. That the City Executive Board inserts the word “reasonably” before the word “perceived” in section 1a of the draft PSPO.	Y	Accepted.	Cllr Sinclair & Richard Adams	Y
5. That the City Executive Board should clarify and define the meaning of the word “near” in section 1a of the draft PSPO to protect and assist officers enforcing the order.	N	Not accepted. ‘Near’ is a word which is easily understood, which does not require further definition. It will be a matter of fact as to whether the prohibition is engaged.	Cllr Sinclair & Richard Adams	N/A
Financial Inclusion Strategy – Action Plan Update – 6th October Scrutiny Committee				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the Action Plan should be kept under review so that the Council can be responsive to significant changes in circumstances (e.g. further welfare reforms, reduced children’s centre provision).	Y	The report delegates authority to update the Action Plan as and when required, which enables us to be responsive to new or changing situations. In such an event we can add or change actions in the plan. I review the plan on a monthly basis with officers to look at any significant variations and officers also review it on a monthly basis. We will report any significant variations under delegated authority.	Cllr Brown & Paul Wilding	Y
2. That the directory of affordable childcare should be shared with Councillors.	Y	There is no directory of affordable childcare. The availability of childcare is a constantly changing situation. The action in the plan that this relates to is to identify local providers of childcare. The County Council have a service which is able to tell you what is available at the time of contacting them. Anyone can access this, so we can provide the contact details. It is provided by the Family Information Service who can be reached on	Cllr Brown & Paul Wilding	Y

		08452 262636.		
3. That the Action Plan should contain a stronger emphasis on more joined up partnership working, for example with the health sector to support social prescribing.	N	Action 28 in the plan deals with this area, although the wording doesn't make this explicit. The action is being delivered through our participation in the social prescribing project being carried out by Bury Knowle Surgery.	Cllr Brown & Paul Wilding	N/A
4. That all frontline staff should receive training on recognising the indicators of financial exclusion.	N	The revision of the action plan explicitly excludes contact centre staff from this training as it has been deemed not appropriate. The time spent identifying indicators of financial exclusion on a phone call would be too onerous and would require additional resource to maintain the same level of service as calls would take longer to deal with. Instead the new action focuses on delivering this to teams who have longer periods of engagement with customers likely to be at risk of financial exclusion. This would include tenancy sustainment, energy advice officers and the welfare reform team.	Cllr Brown & Paul Wilding	N/A
5. That the City Council should monitor the accessibility of the private rented sector to people who are out of work and the use of the Lord Mayor's Deposit Scheme.	Y	The Housing Needs Team already produces performance data relating to this area which includes number of new starts in Home Choice, and deposits provided under the Deposit Scheme. Housing Scrutiny Panel reviews performance in this area including the number of households in temporary accommodation, which is a good indicator of the difficulty in accessing the PRS. Housing Scrutiny could request that other data is reported relating to access to the PRS if this would be helpful.	Cllr Brown & Paul Wilding	Y
6. That the City Council should bring	N	Recent policy changes from the government	Cllr Brown &	N/A

forward any plans that would assist households in taking advantage of higher feed in tariff rates.		<p>mean that drastic cuts in the housing revenue account budget will be required. This is subject to government confirmation but this is highly likely later in the autumn.</p> <p>This means that the Council will have to reassess its existing spending priorities between December and March so can no longer commit to many non-essential services. It is very likely that the major programmes with the housing stock such as energy efficiency and solar PV will be significantly affected.</p> <p>Tighter budgets mean that the Council will have to do more with less, and means we are unable currently to commit to any work other than those that are basic, cost effective and/or vital programmes of work:</p> <ul style="list-style-type: none"> • Loft insulation work to top up to about 270mm • Heating replacement programme • External insulation, double glazing and improved ventilation in Tower Blocks 	Paul Wilding	
Proposed Lease and Monitoring Arrangements for Community Centres – 6th October Scrutiny Committee 2015				
Recommendation	Agreed Y/N	Executive response	Lead Member & Officer	Implemented Y/N / due date
1. That the City Executive Board should consider deferring the decision on this report and taking it alongside the Community Centre Strategy decision, which is expected in November.	N	The report reflects the contents of the strategy report which will be brought in November. There is nothing within the leases report that is inconsistent with, or at odds with, the strategy report.	Cllr Simm & Ian Brooke	N/A

2. That the City Council should develop a “code of conduct” that sets out the expectations on Community Centre Associations and the types of support Associations can expect from the City Council. This code of conduct should be linked to the lease and monitoring arrangements for community centres.	In part	Many community associations will have their own Code of Conduct; this suggestion can be explored with community associations, either individually or through the Federation.	Cllr Simm & Ian Brooke	April 2016
3. That the report should provide more detail on the standard forfeiture (termination) provisions on tenant default or insolvency.	Agreed	Agreed, we will seek further clarification from Legal.	Cllr Simm & Ian Brooke	Dec 2016
4. That City Executive Board should make arrangements for independent legal advice to be available to Community Centre Associations.	Agreed	For those CAs moving from a licence to a lease, we will consider this during the period of discussion and negotiation. As there are areas of commonality in this process we can consider who would be the best source of advice of the CAs, for example, Community Matters. Associations with expired leases are being offered financial assistance towards seeking legal advice.	Cllr Simm & Ian Brooke	April 2016

MINUTES OF THE SCRUTINY COMMITTEE

Monday 2 November 2015



COUNCILLORS PRESENT: Councillors Simmons (Chair), Hayes (Vice-Chair), Coulter, Darke, Gant, Henwood, Lloyd-Shogbesan, Smith, Taylor, Upton, Pressel and Thomas.

BOARD MEMBERS PRESENT: Councillor Susan Brown, Councillor Alex Hollingsworth and Councillor Dee Sinclair

INVITEES AND OTHER MEMBERS PRESENT: Councillor Jean Fooks

OFFICERS PRESENT: Tim Sadler (Executive Director Community Services), Jeremy Thomas (Head of Law and Governance), Richard J Adams (Community Services), Mark Jaggard (City Development), Paul Wilding (Benefit Operations Manager), Pat Jones (Committee and Member Services Manager) and Catherine Phythian (Committee Services Officer)

53. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Fry (substitute Councillor Pressel) and Councillor Hollick (substitute Councillor Thomas).

54. DECLARATIONS OF INTEREST

There were no declarations of interest.

55. CALL IN: CITY CENTRE PUBLIC SPACES PROTECTION ORDER (PSPO)

The Chair of the Scrutiny Committee explained that he had called in the CEB decision to approve the introduction of a City Centre Public Space Protection Order (PSPO) because he was concerned that the information raised by the University of Oxford and Liberty had not been fully considered. He asked the Committee to limit their discussion to the following issues:

- The University of Oxford proposal that their land be excluded from the City Centre PSPO
- the three points raised by Liberty in their letter dated 9 October 2015:
 - insufficient evidence of detrimental effect

- insufficient consideration of alternative and/or existing measures
- disproportionate breadth of PSPO terms
- the proposed use of Criminal Behaviour Orders (CBOs)

The Committee & Member Services Manager advised the Committee that it was required to review the City Executive Board decision in light of the call-in representations and, on a majority, decide to:

1. support the decision, which can then be acted on immediately; or
2. refer the decision back, with comments, to the City Executive Board to take a final decision.

The Chair of the City Centre PSPO Scrutiny Panel said that he supported the call-in as he was concerned that the Panel had not been in a position to fully scrutinise the City Centre PSPO and take account of the matters raised by the University of Oxford and Liberty. He acknowledged that the Head of Law & Governance and the Community Safety & Resilience Manager had kept the Panel informed of developments but felt that the role of the Panel had been constrained.

The Community Safety & Resilience Manager briefed the Committee on the key stages of the consultation process highlighting the fact that the general letter to University addresses had been supplemented by a targeted letter to University Bursars and by discussions with the University security services.

The Committee acknowledged that in retrospect it would have been better to send the consultation letter to the Director of Estates at the University of Oxford for internal dissemination. They also felt that the content of the letter could have been clearer about the implications of the proposed PSPO for the landowner. The Committee then considered the arguments for and against amending the boundaries of the City Centre PSPO, having particular regard to the likelihood that more restrictive boundaries would lead to displacement of the anti-social behaviours.

The Director of Community Services said that he had met with a representative from the University Estates team who had confirmed their wish for the University land to be excluded from the City Centre PSPO, despite the risk of displacement of activities from the city centre.

The Committee considered a proposal to change the boundaries of the City Centre PSPO to remove Oxford University land. This proposal was not agreed by the full Committee or by a majority:

- 5 in favour of changing the boundaries of the City Centre PSPO
- 7 not in favour of changing the boundaries of the City Centre PSPO

Cllr Thomas raised a number of concerns about the proposed use of Criminal Behaviour Orders (CBOs), in particular that

- CBO's were only mentioned at a very late stage in the debate without the opportunity to scrutinise
- the Council already has the power to request CBO's and has had numerous opportunities to deploy

- CBO's were very unlikely, based on academic research, to achieve the stated aim of moving people towards services and were consequently a high risk strategy
- CBO can only be issued once an individual has been prosecuted

The Head of Law and Governance acknowledged the points made by Cllr Thomas. He said that the City Centre PSPO was intended to set minimum standards of behaviour in the city centre. He reiterated the advice he had given to the City Executive Board explaining that although the preferred approach would be to direct people towards support services it had to be recognised that the PSPO also provided the Council with the powers to take enforcement action when necessary.

The Chair of the City Centre PSPO Panel observed that, in deciding to approve the introduction of the City Centre PSPO, the City Executive Board had been fully apprised of the issues raised by Liberty and of the corresponding legal advice from the Head of Law and Governance.

The Committee considered a proposal to refer the City Centre PSPO back to the City Executive Board to reconsider the issues raised in the 9 October letter from Liberty and the proposed use of CBOs. This proposal was not agreed by the full Committee or by a majority:

- 3 in favour of referring the PSPO back to the City Executive Board
- 9 not in favour of referring the PSPO back to the City Executive Board

The Chair of the Scrutiny Committee thanked the Board Member and officers for their time and said that the City Executive Board decision to introduce the City Centre PSPO was confirmed.

56. DISCRETIONARY HOUSING PAYMENTS

The Revenues & Benefits Programme Manager presented the report (previously circulated, now appended) which detailed the status of the Discretionary Housing Payments budget at 30 September 2015. He reminded the Committee that in March 2015 the City's Executive Board had agreed a new Discretionary Housing Payment (DHP) policy, which aimed to support people to find long term solutions to the reduction in their benefits.

The Board Member for Customer and Corporate Services said that the new policy was introduced in response to the reduced government grant for 2015/16 and that it was necessary because of the underlying problem of a lack of affordable housing in a city with high employment. In response to questions from the Committee she said she expected all of the DHP grant from the government would be spent in 2015/16.

In discussion the Committee noted the following points:

- that the recipients of long term DHP awards tended to face significant barriers to entering the job market not all of which (for example accessing

mental health support and affordable child care) were within the City Council's control

- that future DHP reports would provide more detailed information on the personal circumstances of the people who are refused DHP
- that there was probably a close correlation between DHP recipients and people in short term tenancies but this had not been tested
- that the Council was able to settle modest rent arrears and award DHP to customers
- that the reduction in the number of people claiming benefit and living in the private rented sector in 2015/16 compared to 2014/15 was in part due to the buoyant job market in the city but was also due to the significant number of people forced to move out of the city because of the difficulties of accessing a property in the private rented sector and the increasing gap between rental costs and Local Housing Allowance rates in the city

The Committee thanked the Revenues & Benefits Programme Manager for his report.

Cllr Pressel left the meeting during discussion of this item.

57. PLANNING - ANNUAL MONITORING REPORT (AMR)

The Board Member for Planning, Transport and Regulatory Services presented the Annual Monitoring Report (AMR) 2014-15 (previously circulated, now appended) which reported on the effectiveness of planning policies contained within Oxford's Local Development Plan against a range of performance indicators.

The Scrutiny Committee discussion focused on concerns about the red status of Indicator 13: Affordable Housing Completions (Gross) and Tenure. The Board Member explained whilst it was disappointing that only 17 affordable dwellings were completed in the 2014/15 monitoring year it was in part due to the phasing of the completion of residential developments. The situation would improve in future years as existing developments were completed. He advised the Committee that the 2015/16 report would include 107 (gross) affordable dwellings being provided through the City Council's own building programme.

The Committee also raised a number of comments relating to Indicator 22: Students and Purpose Built Student Accommodation and Indicator 23: Location of New Student Accommodation. The Board Member gave an assurance that the Council remained committed to working with the University of Oxford and Oxford Brookes to minimise the number of students living in private rented accommodation in the city.

In view of the large number of "green" status indicators in the report the Committee questioned whether there would be merit in reviewing the choice of measures. The Board Member agreed that this was something that should be kept under review.

The Spatial & Economic Development Manager gave the following responses to questions from the Committee:

- It was not possible to facilitate housing development by a “swap” of a suitable but protected employment site with another unprotected site
- Although there had been a relatively high turnover of staff within the planning department there remained a dedicated core of professional officers committed to meeting the needs of customers and communities in the city

The Scrutiny Committee RESOLVED that the following recommendation be put to the City Executive Board:

That the City Executive Board states whether it agrees or disagrees with the following recommendations:

1. That the Council includes the following two new indicators when considering the effectiveness of planning policies contained within the Oxford Local Development Plan
 - a. Number of units of affordable housing to rent built on Council owned land
 - b. The amount of land freed up for affordable housing development through change of use

58. EQUALITY AND DIVERSITY REVIEW - SCOPE

The Chair of the Equality and Diversity Review Panel presented the draft scoping document. He thanked panel members, the Scrutiny Officer and Chris Harvey and Jarlath Brine for their support in shaping the proposed terms of reference for the panel.

In discussion the Committee identified the following points for further consideration by the panel

- that Council representatives from Unison and Unite should be invited to participate in the panel either as members or as witnesses
- whether there were inequalities within particular types of job or grade levels within the Council which did not reflect the overall position
- when considering what barriers are faced by under-represented groups in the recruitment process it was important to look at the initial, application stages

The Committee resolved to AGREE the scoping document.

59. UPDATES SINCE THE LAST MEETING

The Chair of the Guest Houses Review Panel reported that they had completed the evidence gathering and were now formulating recommendations. The report

would be submitted to the Scrutiny Committee and City Executive Board in December.

The Chair of the Housing Standing Panel said she was pleased to report that the City Executive Board had accepted the recommendations on solar panels and HMO licensing.

The Chair of the Finance Standing Panel said that they had recently discussed financing options for affordable housing with representatives from the Low Carbon Hub. This had been a productive meeting and the Head of Financial Services intended to hold further discussions. He reminded the Committee that they were welcome to join the Panel at any of the budget review meetings scheduled for December and January. He encouraged any Committee members unable to attend the meetings to submit any budget related questions to himself or the Scrutiny Officer.

The Committee NOTED the dates of the future meetings of the standing panels.

60. WORK PROGRAMME AND FORWARD PLAN

The Committee reviewed the work programme and Forward Plan noting the slippage of two of the City Executive Board reports scheduled for pre-decision scrutiny in December.

The Committee resolved to AGREE that:

1. the City Executive Board reports on the ODEON, Gloucester Green Market development options and the Transfer Station for Recycled Material should remain on the work programme for pre-decision scrutiny at a future date;
2. the Asset Management Plan should be added to the agenda for the meeting on 2 February 2016.

61. REPORT BACK ON RECOMMENDATIONS

The Committee NOTED the report commenting on the high number of scrutiny recommendations that had been accepted by the City Executive Board.

62. MINUTES

The Committee resolved to APPROVE the minutes of the meeting held on 6 October 2015 as a true and accurate record.

63. DATES OF FUTURE MEETINGS

The Committee NOTED that further meetings were scheduled on the following dates:

9 December 2015 - Wednesday

12 January 2016

2 February 2016

7 March 2016

5 April 2016

All meetings being at 6.15 pm.

The meeting started at 6.15 pm and ended at 8.30 pm

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