

# Agenda

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## City Executive Board

Date: **Wednesday 13 June 2018**

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Time: **5.00 pm**

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Place: **The Old Library - Oxford Town Hall**

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For any further information please contact:

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Details of how City Councillors and members of the public may engage with this meeting may be found on page 10 of this agenda.

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

# City Executive Board

## Membership

<b>Chair</b>	Councillor Susan Brown	Leader of the Council, Board Member for Economic Development and Partnership
	Councillor Linda Smith	Deputy Leader (Statutory), Board Member for Leisure and Housing
	Councillor Ed Turner	Deputy Leader, Board Member for Finance and Asset Management
	Councillor Nigel Chapman	Board Member for Customer Focused Services
	Councillor Mary Clarkson	Board Member for Culture and City Centre
	Councillor Tom Hayes	Board Member for Safer, Greener, Environment
	Councillor Alex Hollingsworth	Board Member for Planning and Transport
	Councillor Mike Rowley	Board Member for Housing
	Councillor Marie Tidball	Board Member for Supporting Local Communities
	Councillor Louise Upton	Board Member for Healthy Oxford

The quorum for this meeting is three, substitutes are not allowed.

Future items to be discussed by the City Executive Board can be found on the Forward Plan which is available on the Council's [website](#)

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# AGENDA

## PART ONE PUBLIC BUSINESS

### Pages

- 1 APOLOGIES FOR ABSENCE
- 2 DECLARATIONS OF INTEREST
- 3 ADDRESSES AND QUESTIONS BY MEMBERS OF THE PUBLIC
- 4 COUNCILLOR ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA
- 5 COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES
- 6 ITEMS RAISED BY BOARD MEMBERS
- 7 SCRUTINY COMMITTEE REPORTS

The Scrutiny Committee, at its meeting on 05 June, will consider reports on Fusion Lifestyle's Annual Service Plan; Safeguarding Annual Report; and Modern Slavery Act – Transparency Statement 2017-18 (see items 8, 12 and 13 of this agenda). Any recommendations to the Board flowing from that meeting will be published as a supplement to this agenda.

- 8 FUSION LIFESTYLE'S 2018/19 ANNUAL SERVICE PLAN

13 - 74

**Lead Member:** Leisure & Housing (Councillor Linda Smith)

The Head of Community Services has submitted a report to provide an overarching performance report for the City's contract with Fusion Lifestyle (2017/18).

**Recommendations:** that the City Executive Board resolves to:

1. **Note** the national and local context of the leisure market;
2. **Note** the overarching performance dashboard for 2017/18; and
3. **Endorse** the Fusion Lifestyle Annual Service Plan as recommend by the Leisure Partnership Board.

9	<b>LOCAL DEVELOPMENT SCHEME 2018-2021</b>	75 - 92
	<p><b>Lead Member:</b> Planning and Transport (Councillor Alex Hollingsworth)</p> <p>The Head of Planning, Sustainable Development and Regulatory Services has submitted a report to approve the updated programme for the preparation of documents that will form the City Council's Local Plan.</p> <p><b>Recommendation:</b> that the City Executive Board resolves to:</p> <p><b>Approve</b> the Oxford Local Development Scheme 2018-21.</p>	
10	<b>EXTENSION OF HOME CHOICE PILOT</b>	93 - 106
	<p><b>Lead Member:</b> Housing (Councillor Mike Rowley)</p> <p>The Head of Housing Services has submitted a report to provide a review of the first year of the Home Choice pilot and to approve, in principle, the extension of the pilot to March 2019.</p> <p><b>Recommendations:</b> that the City Executive Board resolves to:</p> <ol style="list-style-type: none"><li>1. <b>Approve</b> in principle, the extension of the Home Choice pilot until March 2019; and</li><li>2. <b>Instruct</b> the Head of Housing to undertake a further review of the pilot later this year, and report the findings to CEB in October 2018.</li></ol>	
11	<b>TENANCY STRATEGY AND TENANCY POLICY 2018-2023</b>	107 - 178
	<p><b>Lead Member:</b> Housing (Councillor Mike Rowley)</p> <p>The Head of Housing Services has submitted a report to request the City Executive Board to recommend to Council approval of the amended Draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices) following a 4 week period of public consultation.</p> <p><b>Recommendations:</b> that the City Executive Board resolves to:</p> <ol style="list-style-type: none"><li>1. <b>Note</b> the amendments made to the draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices) in response to feedback from public consultation; and</li><li>2. <b>Recommend</b> to Council, approval of the amended Draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices).</li></ol>	

12	<p><b>OXFORD CITY COUNCIL SAFEGUARDING REPORT 2017/18</b></p> <p><b>Lead Member:</b> Supporting Local Communities (Councillor Marie Tidball)</p> <p>The Assistant Chief Executive has submitted a report on the progress made on the Oxford City Council’s Safeguarding Action Plan 2017/18.</p> <p><b>Recommendations:</b> that the City Executive Board resolves to:</p> <ol style="list-style-type: none"> <li>1. <b>Note</b> the key achievements of the Safeguarding work delivered through Oxford City Council during 2017/18;</li> <li>2. <b>Agree</b> the Safeguarding Action Plan 2018/19 set out in Appendix 1; and</li> <li>3. <b>Approve</b> Oxford City Council’s safeguarding policy updated April 2018.</li> </ol>	179 - 238
13	<p><b>MODERN SLAVERY ACT – TRANSPARENCY STATEMENT 2017-2018</b></p> <p><b>Lead Member:</b> Safer, Greener, Environment (Councillor Tom Hayes)</p> <p>The Assistant Chief Executive has submitted a report to approve the Modern Slavery Act – Transparency Statement for 2017 – 2018.</p> <p><b>Recommendations:</b> That the City Executive Board resolves to:</p> <ol style="list-style-type: none"> <li>1. <b>Approve</b> the Modern Slavery Act Transparency Statement 2017-2018; and</li> <li>2. <b>Delegate</b> the approval and publication of modern slavery transparency statement to the Assistant Chief Executive in consultation with the relevant Portfolio Holder.</li> </ol>	239 - 248
14	<p><b>Q4 2017/18 INTEGRATED REPORT</b></p> <p><b>Lead Member:</b> Finance, Asset Management (Councillor Ed Turner)</p> <p>The Head of Financial Services and Head of Business Improvement have submitted a report to update Members on Finance, Risk and Performance as at the end of the financial year.</p> <p><b>Recommendation:</b> That the City Executive Board resolves to:</p> <ol style="list-style-type: none"> <li>1. <b>Note</b> the financial outturn and performance of the Council for the year 2017/18 and also the position on risks outstanding as at 31st March 2018;</li> <li>2. <b>Agree</b> the carry forward requests in respect of the General Fund</li> </ol>	249 - 278

and recommend to Council the establishment of budgetary provision of £364k in respect of the new bids shown in paragraph 6 and Appendix D;

3. **Agree** the additional transfer to the General Fund Capital Financing Reserve of £533k detailed in paragraph 2 a;
4. **Agree** the carry forward requests outlined in paragraph 16 to 19 in respect of the HRA as detailed in Appendix D and recommend to Council the establishment of budgetary provision of £70k in respect of the new bids;
5. **Agree** the additional transfer to the HRA Contributions to HRA Projects Reserve of £0.550 million detailed in paragraph 2 (c);
6. **Note** the underspend against the latest budget on the Capital Programme of £636k detailed in appendix B, the funding for which will be returned to Capital Financing Resources; and
7. **Agree** to allow the roll forward of all CIL related allocations, totalling £130k in 2018/19, detailed in paragraph 9.

## 15 CLARIFICATION OF COUNCIL TAX REDUCTION SCHEME

279 - 284

**Lead Member:** Leader of the Council (Councillor Susan Brown)

The Head of Financial Services has submitted a report to clarify the operation of the new Council Tax Reduction Scheme for recipients of Universal Credit.

**Recommendation:** That the City Executive Board resolves to:

1. **Note** the clarification of the Council Tax Reduction Scheme;
2. **Approve** a notice of clarification of the Council Tax Reduction Scheme to be published on the Council website; and
3. **Instruct** the Head of Financial Services to ensure that all applications for Council Tax Reduction, for the financial year 2018/19, are calculated in accordance with the original intentions of Council.

## 16 APPOINTMENT TO OUTSIDE BODIES 2018/19

285 - 304

**Lead Member:** Leader of the Council (Councillor Susan Brown)

The Head of Law and Governance has submitted a report to agree appointments to charities, trusts, community associations and other organisations for the 2018/19 Council Year.

**Recommendations:** That the City Executive Board resolves to:

1. **Approve** appointments to charities, trusts, community associations and other organisations as shown in Appendices 1A – 1E;
2. **Note** the guidance for appointees as detailed in Appendix 2;
3. **Agree** to adopt the draft categories for appointments to outside bodies as detailed in the report at paragraphs 7 - 8; and
4. **Agree** to remove EMBS Community College, District Council's Network Association and the LGA General Assembly from the list of charities, trusts, community associations and other organisations as detailed at paragraph 14 of the report.

**17 RESPONSE TO CONSULTATION ON THE PLANNING APPLICATION FOR THE OXFORD FLOOD ALLEVIATION SCHEME (OFAS)**

The Head of Planning, Sustainable Development & Regulatory Services will submit a report to consider the City Council's response to Oxfordshire County Council which is determining the planning application for the Oxford Flood Alleviation Scheme.

The report will be published as a supplement to this agenda.

**18 MINUTES**

305 - 310

**Recommendation:** The City Executive Board NOTES the minutes of the meeting held on 22 May 2018 as a true and accurate record.

**19 DATES OF FUTURE MEETINGS**

Meetings are scheduled for the following dates:

- 11 July 2018
- 14 August 2018
- 18 September 2018
- 16 October 2018
- 14 November 2018
- 18 December 2018

All meetings start at 5pm.

## **20 MATTERS EXEMPT FROM PUBLICATION**

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

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



## **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.

### **Member's 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.

## **HOW OXFORD CITY COUNCILLORS AND MEMBERS OF THE PUBLIC CAN ENGAGE AT THE CITY EXECUTIVE BOARD**

### **Addresses and questions by members of the public, (15 minutes in total)**

Members of the public can submit questions in writing about any item for decision at the meeting. Questions, stating the relevant agenda item, must be received by the Head of Law and Governance by 9.30am two clear working day before the meeting (eg for a Tuesday meeting, the deadline would be 9.30am on the Friday before). Questions can be submitted either by letter or by email ([executiveboard@oxford.gov.uk](mailto:executiveboard@oxford.gov.uk)).

Answers to the questions will be provided in writing at the meeting; supplementary questions will not be allowed. If it is not possible to provide an answer at the meeting it will be included in the minutes that are published on the Council's website within 2 working days of the meeting.

The Chair has discretion in exceptional circumstances to agree that a submitted question or related statement (dealing with matters that appear on the agenda) can be asked verbally at the meeting. In these cases, the question and/or address is limited to 3 minutes, and will be answered verbally by the Chair or another Board member or an officer of the Council. The text of any proposed address must be submitted within the same timescale as questions.

For this agenda item the Chair's decision is final.

### **Councillors speaking at meetings**

Oxford City councillors may, when the chair agrees, address the Board on an item for decision on the agenda (other than on the minutes). The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one clear working day before the meeting, stating the relevant agenda items. An address may last for no more than three minutes. If an address is made, the Board member who has political responsibility for the item for decision may respond or the Board will have regard to the points raised in reaching its decision.

### **Councillors speaking on Neighbourhood issues (10 minutes in total)**

Any City Councillor can raise local issues on behalf of communities directly with the Board. The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one clear working day before the meeting, giving outline details of the issue. Priority will be given to those members who have not already addressed the Board within the year and in the order received. Issues can only be raised once unless otherwise agreed by the Board. The Board's responsibility will be to hear the issue and respond at the meeting, if possible, or arrange a written response within 10 working days.

### **Items raised by Board members**

Such items must be submitted within the same timescale as questions and will be for discussion only and not for a Board decision. Any item which requires a decision of the Board will be the subject of a report to a future meeting of the Board

# Agenda Item 8

**To:** City Executive Board  
**Date:** 13 June 2018  
**Report of:** Head of Community Services  
**Title of Report:** Overarching performance report for the City's contract with Fusion Lifestyle (2017/18) and recommendation to endorse Fusion Lifestyle's Annual Service Plan (2018/19)

## Summary and recommendations

<b>Purpose of report:</b>	To provide an overarching performance report for the City's contract with Fusion Lifestyle (2017/18).  To recommend that the City Executive Board endorse Fusion Lifestyles 2018/19 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Linda Smith, <b>Deputy Leader (Statutory) - Leisure and Housing</b>
<b>Corporate Priority:</b>	Strong, Active Communities; Vibrant, Sustainable Economy; Cleaner, Greener Oxford City Council.
<b>Policy Framework:</b>	Leisure and Wellbeing Strategy, 2015 to 2020.

**Recommendations:** That the City Executive Board resolves to:

1. **Note** the national and local context of the leisure market;
2. **Note** the overarching performance dashboard for 2017/18; and
3. **Endorse** the Fusion Lifestyle Annual Service Plan as recommend by the Leisure Partnership Board.

## Appendices

Appendix 1	Overarching performance dashboard, 2017/18
Appendix 2	SWOT Matrix
Appendix 3	Fusion Lifestyle's Annual Service Plan, 2018/2019
Appendix 4	Risk Implications
Appendix 5	Initial Equality Impact Assessment

## **Introduction and background**

1. In March 2009 the Council entered into a contract with Fusion Lifestyle (Fusion) for the continuous development, management and operation of leisure services in Oxford. Fusion are a social enterprise with charitable status whose sole focus and extensive expertise is operating leisure facilities.
2. Prior to starting the contract with Fusion in 2009, the leisure centres were costing the Council over £2million per year.
3. The cost to the Council is fixed according to a payment schedule for the contract period. This figure has reduced to just under £100,000 per year, alongside absorbing increases in living wage, utility costs and adding in additional free swimming sessions for young people.
4. In February 2014 the City Executive Board agreed to extend the contract for a five year period to April 2024; following a contract review that led to an improved financial and service offer.
5. The savings made over the contract period have contributed towards a range of improvements to the leisure centres, with around circa £15 million of capital investment funded by the Council.

## **State of the leisure industry**

6. The UK health and fitness industry is continuing to grow, however the last few years has seen significant changes in the market. This growth is being primarily driven from the private sector, which has more clubs, more members and a greater market value than ever before. The low cost (budget) market has continued to be the main driving force behind the private sector growth over the last 12 months<sup>1</sup> with many more clubs planned for the coming year. The outdoor and small group and self-organised offer has also shown growth.
7. With the continuing pressures on value for money leisure providers are expecting increased financial challenges. A recent Association of Public Service Excellence (APSE) state of the market survey showed that some providers are also exploring shorter opening times, closing sites to focus on a smaller number of large sites, and a greater focus on increasing revenue generating opportunities<sup>2</sup>.
8. Areas of decline identified in the survey include sports development and sports halls. Others also suggest financial pressures on users, with people having less disposable income may see a reduction in longer term membership in favour of pay-as-you-go and shorter term options. Local Authority areas that are not well connected with health agendas are more likely to be cut or less subsidised by

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<sup>1</sup> 2017 State of the UK Fitness Industry Report: The Leisure Database Company Ltd

<sup>2</sup> APSE State of the Market Survey 2017: Sport and leisure Briefing 17-43

health partnerships as they are not identifying the broader value that the centres offer<sup>3</sup>.

9. Industry resilience and future sustainability will need to include stronger and remodelled delivery options, intelligent commissioning, and increasing levels of participation using targeted approaches, alongside the considerations of cost and social value. The sector needs to become better at utilising off peak times to deliver social benefits.
10. The ability to be flexible and respond to market changes is intrinsic to future delivery. Sport England is now encouraging a collaborative approach with development of hubs and facilities that deliver physical activity and provide other services rather than traditional 'sport' model. Alongside the 'commercialisation' of facilities that deliver on social agendas too.

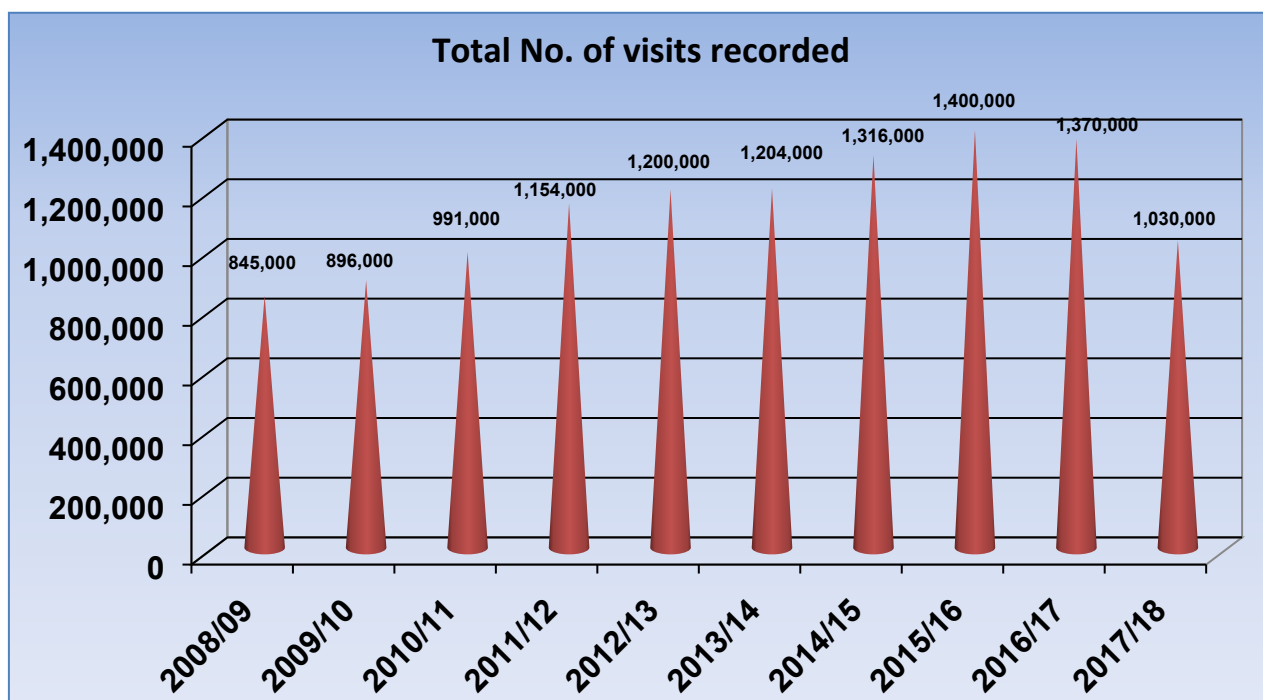
### **Oxford context**

11. Much of our progress in recent years has been achieved through effective partnership working, taking a place leadership approach to increasing physical activity levels and delivering an offer broader than only focusing on Local Authority leisure centres.
12. The Council has continued to deliver a strategic approach to increasing participation in sport and physical activity and made a number of investments:
  - Community facilities (i.e. new gym and multipurpose activity areas in Community Centres).
  - A new gym at Oxford Spires Sport & Fitness Centre (Oxford Spires Academy).
  - Commitment to broader delivery through sport and physical activity programmes, community outreach and youth ambition.
  - Investment in our green spaces (i.e. play areas, fitness trails, tennis courts and sports pavilions).
13. Our Leisure & Wellbeing Strategy (2015 to 2020) recognised these changing trends with people wanting more variety and easily accessible opportunities to be active and we invested in opportunities to enable people to be active in our parks. The new Sports Park in Horspath will further improve our activity offer and is very much in line with national trends for activity.
14. These trends have seen more people doing a broader range of activities such as mass participation events such as Park Runs, Race for Life and Tough Mudders. Alongside this we now have three budget gyms in Oxford. The quality and experience provided by these gyms has improved significantly in recent years and they are a lower price than council leisure facilities.

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<sup>3</sup> APSE State of the Market Survey 2017: Sport and leisure Briefing 17-43

15. The Council's strategy has been successful and it has helped Oxford move from having one of the lowest levels of activity in country in 2007 (Sport England<sup>4</sup>), to being the fittest city in 2016<sup>5</sup>. In 2017 our in-house sport and leisure team also won another award as the best performing Active Communities team in the country under the Quest quality assurance framework.
16. Leisure centres are increasingly focusing on getting the inactive active, rather than trying to compete with budget gyms. These trend and market conditions are making it increasingly challenging to achieve our ambitious participation targets.
17. We have also overachieved participation targets by so much in previous years that careful consideration has to be taken for adjusting targets in future years.
18. From contract commencement we have seen a continuous rise in visits however; there has been a marked decrease in visits in the past year.<sup>6</sup>



Graph 1

19. We do not have any investments planned for our leisure centres in 2018/19 so it is highly unlikely that the current trend of reducing visits will change.

<sup>4</sup> Active Lives Adult Survey November 16/17 Report published March 2018.

<sup>5</sup> Adapt Nutrition.

<sup>6</sup> Fusion completed a data cleansing exercise in May 2018. Debtor participation for the last two months of the reporting period may further alter the actual visits.

20. Our leisure provider Fusion Lifestyle is also feeling the squeeze that has resulted in a more competitive market place and they are working hard to try to tighten up their costs, some of this is being seen by customers.

### **Steps to continuously improve**

21. Implement, monitor and report progress of the 2018/19 Fusion Plan for the continuous development, management and operation of leisure services in Oxford.
22. Maintain a positive client and contractor relationship to deliver growth whilst continuing with the depth and governance of service delivery.
23. Continue an approach of co-ordinated objectives and visions from the Council, Fusion, other health and wellbeing stakeholders and engagement with service users.
24. Work with Fusion to understand the constraints of the existing contract specification and financial delivery model for continuous development, management and operation of leisure services in Oxford. Utilising guiding principles:
- Understanding and responding positively and productively to changes in the market
  - Invest or develop, if for public good
  - Understanding impact of the wider local leisure offer
  - Increasing levels of participation by those less active (i.e. targeted groups)
  - Consideration of and ability for agile working for responding to the changing market.

### **Overarching performance 2017/18**

(Appendix One performance dashboard, 2017/18)

#### **25. Accessible and affordable leisure opportunities through pricing structures at appropriate and inclusive levels.**

- Fees and charges are based on charging a market rate for those who can afford it, whilst offering concessions to those on low incomes.
- The Bonus concessionary membership scheme for those in receipt of one of 15 eligible benefits, and their dependents, continues to give reduced rates on activities at all our leisure facilities and continues to offer affordable access to Oxford facilities.
- A Three Months Summer Family membership offer was promoted online, on social media, emails and via outreach activities.
- The Great Outdoors campaign continued being promoted across all facilities. Alongside a free outdoor class pass campaign being rolled out and promoted.
- Swim only and individual facility membership offers were enhanced across facilities.

**26. Improving health and well-being by positively promoting and delivering the benefits of healthy living and active lifestyles.**

- Continued provision of reduced cost facilities to local groups such as Oxford Swans disability swimming group and KEEN (Kids Enjoy Exercise Now).
- Hosting of the Parability Day at Leys Pools and Leisure Centre.
- Delivery of the exercise on referral scheme in partnership with local Health Practitioners.
- Attendance at the Headington World Sports Day delivering activities to groups of 20 children at a time. The event is for Headington Primary schools and there are a range of sports and activities on offer throughout the day.
- Summer community outreach events to promote all Oxford leisure facilities, especially swim school and skate school.
- Facebook boosts to promote Hinksey heated Outdoor Pool and successful implementation of a new on-line session booking system.
- Launching a new website across all leisure facilities.

**27. Supporting the Council's Youth Ambition Programme.**

- Continued to deliver Council funded free swimming sessions and lessons for those under 17 years of age and living in the city.
- Junior Gym sessions in facilities.
- Affordable leisure memberships offer for those less able to afford to participate.
- Venue provision for Youth Ambition projects
- A School's Out programme for Summer school holidays was promoted by Fusion via, website, app, social media, email and centre dress and the Fusion Mobile app continues to be promoted.

**28. Tackling climate change and promote sustainable environmental resource management providing quality through continuous improvement.**

- OCC has been working in collaboration with Fusion on a range of Carbon reduction projects, such as:
  - Replacement pool covers
  - LED lighting at Ferry Leisure Centre
  - Solar car port provision at Leys Pools and Leisure Centre
- Fusion continues to commit to engage fully with the Council's priority to tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of reduction in carbon emissions year-on-year.

**29. Driving value for money by ensuring that the leisure offering is of a high standard and innovative.**

- Increases in the Oxford Living Wage and energy costs continue to be absorbed (OCC pay living wage increases above Consumer Price Index).
- Quest (the sport and leisure industry quality and customer assurance scheme) has been achieved and maintained at all the centres.



- Fusion continues to maintain International Standards 14001, 14002 and 9001 following external assessments.
- An internal audit (completed by BDO) concluded that the control design and effectiveness of arrangements in place for management, operation and development of our leisure facilities in Oxford are more advanced and developed, when compared to other audited authorities or leisure contracts.
- QUEST is the UK quality scheme for Sport and Leisure; all five Oxford facilities are QUEST accredited

**30. Delivering Service Excellence by striving to achieve an excellent customer satisfaction rating.**

- Currently high customer satisfaction levels at 87 per cent satisfied and 76 per cent of customers rate the centres as good or excellent.

**Comment on Areas of Concern**

31. A decline in overall customer satisfaction, including:

- Ease of gaining information, lack of timely response to general enquiries and customer feedback.
- Cleanliness at peak activity time.
- Lack of timely rectification for day to day repairs and maintenance.

32. National indication of decline in recruitment and retention of lifeguards, swimming teachers and exercise instructors. Fusion is similarly experiencing this despite significantly paying employees above the average industry wage (+£1.15 for lifeguards).

There is a wide range of employment opportunities across the city. Fusion has an attractive employment offer – including the Oxford Living Wage element. Training and development of existing and new employees takes place in an organised and methodical manner. However, on occasions during recruitment and induction periods there has been noticeable impact on quality.

33. Appendix Two provides additional details in the format of Strengths, Weaknesses, Opportunities and Threats matrix.

**Fusions 2018/19 Plan**

(Appendix 3)

34. Fusion's 2018/19 Plan builds on the Council's approach to delivering world class leisure provision to Oxford's residents, recognising the changing market.

35. The 2018/19 Plan was developed and agreed by the Leisure Partnership Board. The Board consists of representatives from the following groups:

- Leisure centre customers
- Older people
- Young people

- Executive member (labour) with the responsibility for leisure
- Liberal democrat with the responsibility for leisure
- Senior Council and Fusion Officers
- Public Health.

36. The function of the Board is to oversee the delivery of the city's corporate objectives through the leisure contract. An effort has been made to broaden input into the Board and over the last year there has been more attendance and contribution from Young People and Users.

37. Preparation of the 2018/19 Plan has incorporated:

- Review of performance from contract commencement.
- Review of achievements in respect of national and industry relevant benchmarks.
- Commitments and intentions set out in Fusion Lifestyles tender submission
- Liaison with stakeholders.
- Understanding the part we have in working to adapt our delivery model in light of the changing world.
- Linkage to the Council's Corporate Plan.

38. A summary document will clearly set out the Plan headlines and be available to customers, staff and other key stakeholders. The document will be printed in a format consistent to previous contract years.

### **Performance Management**

39. There will be an on-going review and monitoring process for the Plan. This will incorporate management scrutiny, monthly client performance reports, monthly meetings between key representatives of the Council and Fusion, quarterly Leisure Partnership Board meetings and a formal review in advance of the 2019/20 planning process.

### **Environmental**

40. The Plan has targets and actions that will have a positive environmental impact. These contribute to the Council's commitment for tackling climate change, promoting sustainable environmental resources, and to the reduction of carbon and water. The partnership between the Council and Fusion will continue to stretch this and where additional investment is required it may be possible to build sound business case.

### **Financial implications**

41. Savings from the contract with Fusion are already reflected in the council's budget.

## Legal implications

42. The Council has a contractual relationship under which the council's leisure facilities are managed by Fusion. The Leisure Management Agreement sets out the range of contractual requirements with which Fusion must comply. Fusion's delivery of the Service Plan is a contractual commitment.

## Level of risk

43. The changing leisure market is a risk to service provision. The contract has a good track record, strong contract management and member scrutiny. Descriptions and mitigation for this level of risk are demonstrated in the Risk Implications, (Appendix Four).

## Equalities impact

44. Targets and actions within the Plan ensure equitable access to improved facilities and encourage increased usage for underrepresented and concessionary groups, in accordance with the equalities impact assessments and action plan, (Appendix Five).

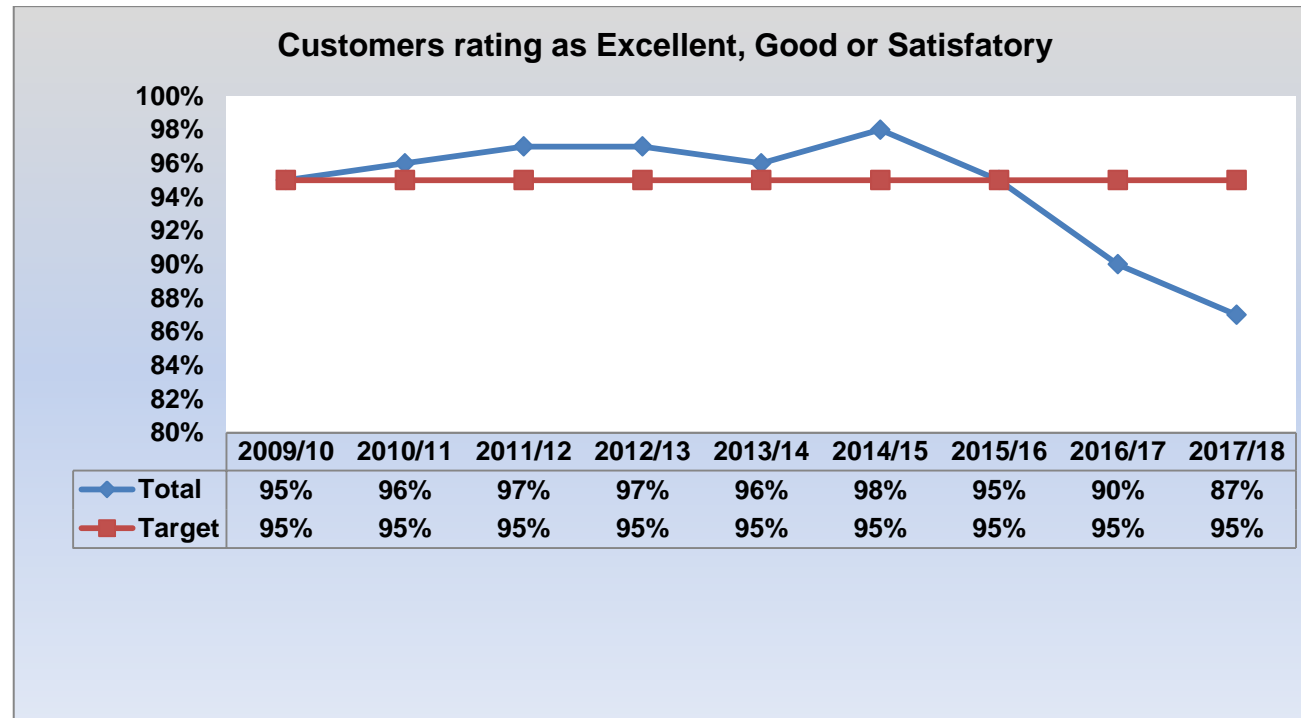
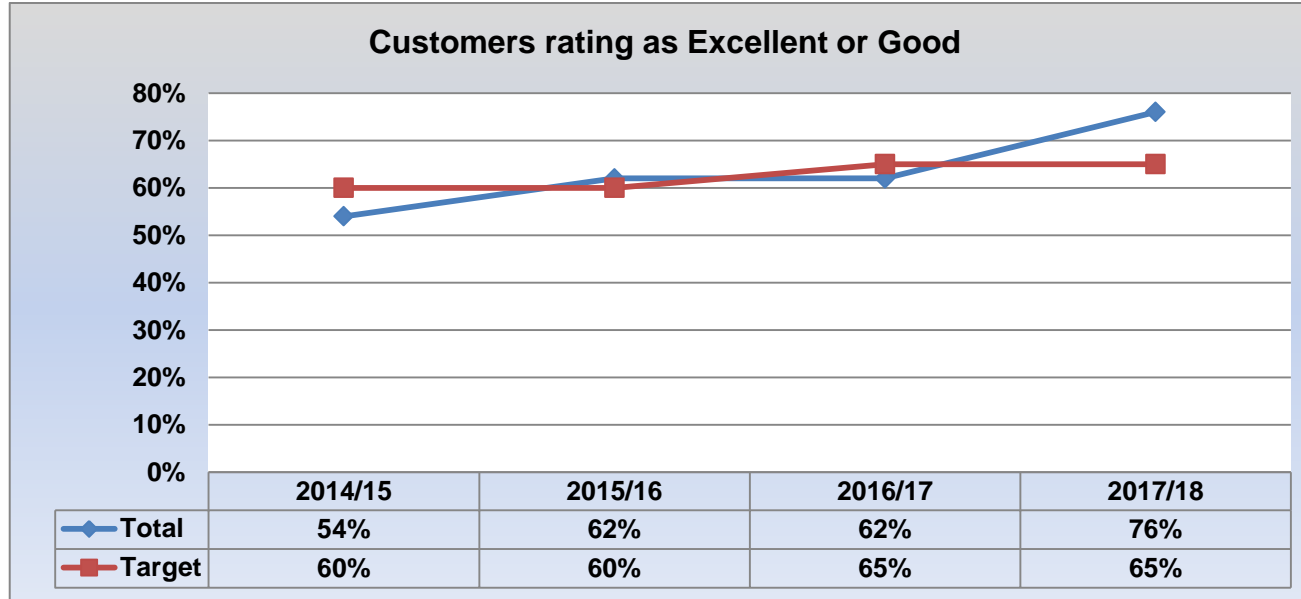
<b>Report author</b>	Lucy Cherry
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### Background Papers:

- |   |                                                                                             |
|---|---------------------------------------------------------------------------------------------|
| 1 | Fusion Lifestyle Annual Service Plan summary 2016/17 (proposed design of finished document) |
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Appendix One: Overarching performance dashboard, 2017/2018.



## Energy and CO2 figures for Oxford City Council Leisure Centres, 2017/2018

Actual CO2 reduction is circa 5% CO2 (but only by virtue of the reduced carbon intensity of grid electricity). The gas and electricity consumption has increased again this year

<b>CMP3 2017/18</b>	<b>Electricity consumption</b>	<b>Gas consumption</b>	<b>Total CO<sub>2</sub></b>	<b>Change +/- %</b>
	kWh	kWh	tCO <sub>2</sub>	
Barton Leisure Centre	<b>324,884</b>	<b>1,014,792</b>	<b>310</b>	<b>-4.9%</b>
Leys Pools and Leisure Centre	<b>820,813</b>	<b>2,410,829</b>	<b>756</b>	<b>-6.4%</b>
Ferry Leisure Centre	<b>556,332</b>	<b>1,867,467</b>	<b>555</b>	<b>-16.7%</b>
Hinksey Outdoor Swimming Pool	<b>199,976</b>	<b>2,529,499</b>	<b>541</b>	<b>29.0%</b>
Oxford Ice Rink	<b>1,200,610</b>	<b>600,600</b>	<b>568</b>	<b>-12.9%</b>
			<b>0</b>	
<b>Totals</b>	<b>3,102,615</b>	<b>8,423,187</b>	<b>2732</b>	<b>-4.9%</b>
<b>change</b>	<b>1.9%</b>	<b>2.2%</b>		

22 CMP3 = Carbon Management Programme 2017-2022

## Facility Management

<b>Objective</b>	<b>Actual 2014/15</b>	<b>Actual 2015/16</b>	<b>Actual 2016/17</b>	<b>Actual 2017/18</b>
Fusion 360 facility inspections completed (Target 99%)	98%	96%	97%	86%
Average inspection score (Target 95%)	77%	98%	94%	96%
Percentage of rectified tasks completed (Target 95%)	64%	91%	94%	64%
Percentage completion of the Planned, Preventative Maintenance schedule (Target 100%)	99%	95%	98%	100%

## Appendix Two SWOT matrix

STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> <li>• Five industry accredited leisure facilities</li> <li>• Satisfaction levels at least in-line with the national average</li> <li>• Knowledgeable and friendly staff teams</li> <li>• Commitment to an Oxford Living Wage above industry average.</li> <li>• Good quality and mix of affordable and accessible facilities</li> <li>• Council funded free swimming offers continue to be provided</li> <li>• Strong contract governance in place</li> <li>• An experienced and knowledgeable internal Officer group</li> <li>• Positive client and contractor relationship</li> <li>• Fees and charges e based on charging a market rate for those who can afford it, whilst offering concessions to those on low incomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Response time to repairs and maintenance</li> <li>• Cleanliness of facilities at peak programme times</li> <li>• Increased pattern of staff turnover across facilities</li> <li>• Customer perception of drop in quality</li> <li>• Ease of customers gaining information about and booking services</li> <li>• No investments planned for our leisure centres in 2018/19</li> <li>• Ability to be flexible to respond to market changes for future delivery and trends</li> <li>• Synergy and funding ability through the wider health, social and wellbeing markets.</li> </ul>
OPPORTUNITIES (+)	THREATS (-)
<p>23</p> <ul style="list-style-type: none"> <li>• Resilience and future sustainability could include stronger and remodelled delivery options</li> <li>• Intelligent commissioning, and increasing levels of participation using targeted approaches</li> <li>• Become better at utilising off peak times to deliver social benefits</li> <li>• For more collaborative approach with the development of hubs and facilities that deliver physical activity rather than traditional 'sport' and the 'commercialisation' of facilities which deliver on social agendas</li> <li>• Improving engagement with facility users and non-users.</li> <li>• Shift from traditional physical activities to more "modern" forms of exercise</li> <li>• Adopting a sustained approach that draws on the strengths of every local service and organisation to fundamentally change the way people engage in physical activity.</li> <li>• State of the market research indicates that providers would see an increase in income from fees and charges</li> <li>• Clinical practitioner commissioning funding is expected to grow further</li> <li>• Cross subsidy and joint ventures with organisations aspiring to shared priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• National shortage of lifeguards, qualified swimming instructors and exercise instructors</li> <li>• The low cost (budget) market has continued to be the main driving force behind the private sector growth with many more planned</li> <li>• Expected increased financial challenges</li> <li>• People having less disposable income</li> <li>• Stakeholder dissatisfaction, leading to loss of income, reputation damage and loss of future opportunity</li> <li>• A state of the market indication that traditional swimming provision is 'doomed'. Swimming nationally has dramatically decreased in popularity</li> <li>• Changing social trends and a broader range of leisure opportunities</li> <li>• Adventure sports has enjoyed a boost in popularity, with more people taking part in activities such as hill and mountain walking, rock climbing, abseiling, orienteering, or high ropes</li> <li>• Range of other employment opportunities in the city reduces ability of Fusion to attract staff.</li> <li>• Reduction in funding streams, including council budgets</li> <li>• Significantly above the industry average for car parking charges (Oxford Ice Rink and Ferry Leisure Centre).</li> </ul>





# ANNUAL SERVICE PLAN

CLIENT: **OXFORD CITY COUNCIL**

PERIOD: From **April 2018**

To **March 2019**

SUBMITTED BY: **Graham Ashby**

Contract Manager



# SERVICE PLANNING EXECUTIVE SUMMARY

## INTRODUCTION:

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2018 to March 2019.

The purpose of the Annual Service Plan is to describe the underpinning strategic objectives and to set out specific action plans in respect of those strategic objectives.

The Annual Service Plan incorporates an executive summary, a review of previous years performance, a description of the planning context, details of the strategic objectives for 2018 to 2019, specific action plans in respect of those strategic objectives and a risk analysis;

The contents of the Annual Service Plan, once agreed with the Leisure Partnership Board, will be submitted to the City Council's Executive Board and then communicated to staff, customers and other stakeholders;

We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

The on-going review and monitoring process will incorporate on-going management scrutiny, monthly update reports, monthly meetings between key representatives of Fusion and the Council, quarterly Leisure Partnership Board meetings and a formal review in advance of the 2019/20 service planning process.

## FINANCIAL:

Two strategic objectives have been identified in respect of "financial" themes:

- \* F1 To ensure each centre is financially self sustainable and generating a surplus

Individual business plans for each centre with target of surplus

- \* F2 To ensure that pricing structures and levels across the leisure facilities are appropriate

Key actions include implementation of 2018 /19 pricing proposals, including general RPI increases across core prices and planning for 2019 /20 pricing.

## PARTICIPATION:

Nine strategic objectives have been identified in respect of "participation" themes:

- \* P1 To deliver a 3% year-on-year increase in participation by users resident in the most deprived wards in the City

Key actions include: review of target wards, direct mail campaigning, work with relevant local stakeholder groups and development of specific programmes and activities; Engage with those who are inactive;

- \* P2 To deliver a 3% year-on-year increase in participation by users aged over 50

Key actions include: review of literature and website marketing, work closely with relevant local stakeholder groups to include the Councils Communities, Youth Ambition and Sports and Physical Activity teams, and PCT in the further development of the healthy living initiatives; Engage with those who are inactive;

- \* P3 To deliver a 3% year-on-year increase in participation by users aged under 16

Key actions include: development of children's party, aquatics and holiday programme products, work with relevant local stakeholder groups and the Councils Communities, Sports and Physical Activity and Youth Ambition Teams; improved work with schools and support of the Active Youth Ambition Program; Engage with those who are inactive;

- \* P4 To deliver a 3% year-on-year increase in participation by users from BAME groups

Key actions include: mail campaigning, work with relevant local and cultural stakeholder groups; the Councils Communities, Sports and Physical Activity and Youth Ambition Teams; development of community ambassadors and development of specific programmes and activities; Engage with those who are inactive;

- \* P5 To deliver a 3% year-on-year increase in participation by disabled users

Key actions include: Further develop understanding of specific customer needs with an impairment and identify a phased improvement plan. Development of specific access awareness, work with relevant local stakeholder groups and the Councils Sports and Physical Activity Team IFI accreditation such as the Swans and development of specific programmes and activities; Engage with those who are inactive;

- \* P6 To deliver a 3% year-on-year increase in participation on junior swimming

Key actions include creation of a specific marketing plan, implementation of a revised aquatics product, development of a programme of relevant add-ons, review and improved promotion of the free swimming hours; Engage with those who are inactive;

- \* P7 To deliver a 3% year-on-year increase in participation in 60+ swimming

Key actions include: implementation of revised aquatics product and development of a programme of relevant add-ons and the creation of a specific marketing plan; Engage with those who are inactive;

- \* P8 To deliver a 3% increase in participation by female users

Key actions will be to work within the 'Active Women Project' supported by key partners and funded by Sport England; Engage with those who are inactive;

- \* P9 To deliver a 3% increase in participation target

Key actions include: review of literature and website marketing, work closely with relevant local stakeholder groups to include the Councils Communities, Youth Ambition and Sports and Physical Activity teams; Engage with those who are inactive; Reception and activity access control;

## CUSTOMER RELATIONS:

Four strategic objectives have been identified in respect of customer themes:

\* CR 1 To maintain customer satisfaction levels at leisure facilities above 95% Good, Satisfactory and Excellent  
Key actions include full compliance with all Fusion customer care procedures, consistent application of processes in respect of User Groups, customer forums, management surgeries and planned actions following completion of National Benchmarking Surveys and the more regular Marketforce customer surveys;

\* CR 2 Striving for Good/Excellence 60%  
Aiming for increasing satisfaction scores through Please tell Us What You Think - aiming for Good/Excellence

\* CR 3 Response time for customer feedback - responded to within 48hrs and closed off in no more than 7 days  
Key action is delivery of action plans based on a specific reviews and results of customer relations programmes and regular feedback/management of key personnel at site level; Further develop User Groups and representation at the Leisure Partnership Board;

\* CR 4 To deliver a reduction of 6% in annual attrition levels for memberships  
Key actions include full implementation of Fusion's customer relations management procedures, including the taking of appropriate action following results of cancellation surveys. Ensuring that facilities are run and maintained to excellent standards with correct pricing, programing and with the right staff in the right positions; Adding value to loyal members and enhancing membership offers;

## HEALTH AND SAFETY:

One strategic objective has been identified in respect of "health and safety" themes:

\* HS1 To ensure 100% compliance with Fusion H&S policies and procedures  
Key actions include continued review of compliance, regular audits and on-going improvement plans.

## FACILITY MANAGEMENT:

Six strategic objectives have been identified in respect of "facility management" themes :

\* FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities  
Key actions include 100% compliance with procedures, **reception and activity access control**, regular review of failure trends, implementation of remedial plans and further development of the F360 inspections; getting the basics right (i.e. systems & procedures; Repairs & Maintenance)

\* FM2 To engage fully with the Council's priority " To tackle climate change and promote sustainable environmental resource management" and to contribute the Council's delivery of a 5% minimum reduction in carbon emissions year-on-year  
Key actions include review of target figures, implementation of ISO14001 policies and procedures, review and implementation of works in respect forward lifecycle and development works; development of wider staff engagement in identifying and tackling excess or unnecessary energy, water consumption; seek to ensure that, wherever possible, use is made of the funding available under the Salix funding scheme to procure appropriate energy-saving initiatives within Oxford facilities.

\* FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres  
Key actions include establishment of baseline figures, implementation of ISO14001 policies and procedures and development of specific plans and liaising with the refuse team at OCC

\* FM4 To ensure that high standards of cleaning are achieved at all times  
Key actions include establishment and delivery of regular, deep and specialist cleaning programmes, regular review of effectiveness of cleaning and clear communication of cleaning standards;

\* FM5 To ensure that high standards of repair and maintenance are achieved at all times  
Key actions include review of performance of Facility Management in house team and subcontractors, delivery of programme of lifecycle works and management of the equipment inventory;

\* FM6 To maintain Quest accreditation at a minimum 'Excellent' (under the old score system, which is now Good) at Ferry Leisure Centre, Good at Leys Pools & Leisure Centre, Hinksey heated Outdoor Pool, Oxford Ice Rink and Barton Leisure Centre.  
Key actions include: Information Management System audit and implementation of relevant continuous improvement plans.

## STAFFING:

Three strategic objectives have been identified in respect of "staffing" themes :

\* S1 To ensure that the Right People are in the Right Place at the Right Time  
Key actions include implementation of standard management and staffing structures, **continuing to proactively deliver recruitment campaigns with stakeholders**, full compliance with HR policies and procedures delivery of training and personal development plans and implementation of succession plan;

\* S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall  
Key actions include full compliance with HR policies and procedures, review of all job descriptions, specific promotion of Fusion as an employer of choice, and improved delivery of coaching and training programmes;

\* S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community  
Key actions include formal analysis of current workforce, development of specific action plans, delivery of relevant training and thoughtful & thorough recruitment procedures followed; provide Work Experience opportunities and offer Apprenticeships for local residents across facilities.



## MARKETING:

<p>Six strategic objectives have been identified in respect of "marketing" themes:</p> <p><u>* M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated</u></p> <p>Key actions include establishment of clear protocols, identification of measurable KPIs re awareness, training to key managers and on-going liaison with representatives from the Council communications department; Increase targeted campaign work;</p> <p><u>* M2 To deliver a 3% increase in the total membership</u></p> <p>Key actions include delivery of a calendar of sales activity; creation and implementation of specific action plan, targeted work in respect of deprived wards and regeneration areas, BAME groups, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature; Engage with those who are inactive;</p> <p><u>* M3 To establish and maintain the highest standards of facility presentation</u></p> <p>Key actions include delivery of specific action plan to include notice board presentation, and customer journey</p> <p><u>M4 To establish and maintain the highest standards of web and social media promotion</u></p> <p>Key actions to include: Websites and social media are kept up to date and are innovative; Engage with those who are inactive;</p> <p><u>M5 To develop connections and outreach with local school, youth clubs and Under18's</u></p> <p>To improve relationships with schools and youth groups and so promote health and fitness</p> <p><u>M6 To launch new collateral designs and reduce print wastage</u></p> <p>Launch new concept marketing designs and literature and reduce waste</p>
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## SPORTS AND COMMUNITY DEVELOPMENT:

<p>Six strategic objectives have been identified in respect of "sports and community development" themes:</p> <p><u>* SCD1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities</u></p> <p>Key actions include the updating of the specific list of relevant <b>health, cultural, community and local club</b> stakeholders, development of planned consultation/liaison, work with the Council's Community Centre, Sports and Physical Activity; Youth Ambition and Communities teams and delivery of joint initiatives;</p> <p><u>* SCD2 To develop and maintain positive and proactive relationships with local sports clubs</u></p> <p>Key actions include the review of the club register, delivery of calendar of liaison and on-going club support and exploration of potential new clubs;</p> <p><u>* SCD3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</u></p> <p>Key actions to include review of swimming pool, sports hall, studio, holiday programmes and ice rink programmes and delivery of improvements; Ensure that our review methodology reflects and weights the health, <b>cultural</b> and social value alongside income and participation numbers.</p> <p><u>* SCD4 To proactively explore opportunities for external funding</u></p> <p>Key actions include development of database of funding opportunities, delivery of relevant action plan and delivery of workshops to General Managers;</p> <p><u>* SCD5 To positively promote the benefits of healthy living and active lifestyles</u></p> <p>Key actions include use of Sports and Community Development notice board and development of joint initiatives with key partners including to include the Council's Communities, Youth Ambition and Sports and Physical Activity teams, public health and clinical practitioners and the Barton Healthy New Town project; production of case studies to demonstrate impact, outcomes and social value of delivery.</p> <p><u>SCD6 Develop &amp; maintain relationships with schools, cultural and educational groups</u></p> <p>Key actions include: consultation and liaison with schools, colleges, <b>cultural</b> and educational groups; facilitating work experience and delivering taster sessions</p>
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## FACILITY DEVELOPMENTS:

<p>One strategic objective has been identified in respect of "facility development" themes:</p> <p><u>* FD1 To develop a programme of other facility development proposals in the leisure facilities</u></p> <p>Key actions include development of relevant business cases and progression of any agreed plans.</p>
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## PARTNERSHIP DEVELOPMENT:

<p>Three strategic objectives have been identified in respect of "partnership development" themes:</p> <p><u>* PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements</u></p> <p>Key actions include establishment and implementation of meeting schedules, full compliance with all client liaison procedures, full compliance with all reporting and positive contribution to the Partnership Board;</p> <p><u>* PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford</u></p> <p>Key actions include to work with the Council to successfully deliver (on-time) the Horspath Sports Park and potential crèche facilities at Ferry Leisure Centre;</p> <p>Key actions include delivery of agreed plans;</p> <p><u>* PD3 To optimise the development of the partnership between Fusion and Oxford City Council</u></p> <p>Key actions include establishment and implementation of wider liaison between representatives of Fusion and the Council.</p>
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# SERVICE PLANNING CONTEXT

## INTRODUCTION:

The purpose of this section of the Annual Service Plan is to establish the context in which the planning activity will take place. This context incorporates a range of national, local and organisational factors, as follows:

- \* the objectives as set out by the Leisure Partnership Board;
- \* Fusion's corporate objectives as reflected in the company's Business Plan
- \* the analysis of contract performance to date;
- \* the commitments and intentions set out in Fusion's Best And Final Offer tender submission; Supplementary agreements and the Contract Extension agreement, 2014;
- \* the findings of the Sport England National Benchmarking Surveys undertaken in respect of 5 of the facilities;
- \* the analysis of the markets affecting the leisure facilities, including industry developments, national trends, regional and local market factors.

In the notes that follow, we have set out the key principles within each of these factors. These principles are then summarised in the form of a SWOT analysis for the current service.

## PARTNERSHIP BOARD OBJECTIVES:

The over-riding objective of the Partnership Board is to ensure that the leisure facilities deliver a service that is "World Class for Everyone".

The specific themes identified for service performance in 2018/19 are as follows:

- \* Fusion to get the basics right (i.e. systems & procedures; Control of admission and access arrangements; Repairs & Maintenance; Data gaps & analysis focus; Data for visits and demographics of those from priority areas).
- \* **Oxford Sports Park**
- \* Review options for childcare provision at Ferry Leisure Centre
- \* Pop Up Taster sessions in communities to further reduce barriers to participation
- \* Improve liaison and communication to local communities, **cultural groups** and residents
- \* Adding value to loyal members and enhancing membership offers
- \* Further develop User Groups and representation at the Leisure Partnership Board
- \* Engage with those who are inactive
- \* Increase targeted campaign work
- \* Continued engagement with reducing CO2 Emissions - delivery of 5%year-on-year reduction in carbon emissions (PB1)
- \* Continued engagement with and participation by the Council's target groups, as follows: increases in participation by users resident in the most deprived wards in Oxford, BME groups, disabilities, junior free swim scheme, under 16s participation; women participation. We aim to exceed and increase participation by at least 3% across all groups
- \* Maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated (PB3)
- \* Improving access to the facilities (e.g. **Developing understanding of specific customer needs with an impairment and delivering a phased improvement plan; Green travel**; car parking) (PB4)
- \* to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford (PB5)
- \* to improve the health and well-being of local communities by engaging people in physical activity and healthy eating choices (e.g. healthy vending machines) (PB6)
- \* to improve the offering of the 11-15 year old programming including term time and school holiday's (PB7)

## OXFORD CITY COUNCIL CORPORATE OBJECTIVES:

The Annual Service Plan is also influenced by the City Council's broader corporate objectives. The relevant objectives are incorporated into the Corporate Plan 2016-2020 and those objectives with specific relevance to the leisure facilities are as summarised below:

- \* **Vibrant, sustainable economy:** ..."Make the case for greater local control"... "Promote growth"... "Improve infrastructure"... "Deliver effective Support"... "Improve workforce skills"... "Promote and shape development"... (OCC1)
- \* **Meeting Housing Needs:** ..."Tackle the city's housing crisis"... "Build more affordable homes"... "Improve conditions for private tenants"... "Improve homes for our existing tenants"... "Tackle homelessness and rough sleeping"... (OCC2)
- \* **Strong, Active Communities:** ..."Tackle inequality"... "Provide high quality community and leisure facilities"... "Improve opportunities for young people"... "Celebrate diversity"... "Promote safe neighbourhoods"... "Safeguard and support vulnerable people"... (OCC3)
- \* **A Clean and Green Oxford:** ..."Save energy and reduce carbon emissions"... "Tackle congestion and pollution"... "Improve cleanliness of our streets"... "Reduce the total amount of waste"... "Protect the city from extreme weather events"... (OCC4)
- \* **An Efficient and Effective Council:** ..."Continue to deliver high-quality services"... "Continue to invest in technology"... "Manage our property and assets"... "Manage our contracts and procurement processes"... "Recruit, develop and value"... (OCC5)

**Further, in the Leisure and Wellbeing Strategy 2015-2020, the City Council is reviewing its leisure programmes which seeks to achieve the following 3 objectives:**

- \* **1 A world class leisure offer:** to be achieved via investment, leisure centres, outdoor sports, the broader leisure offer and improving the ways to promote the offer.
- \* **2 Our focus sports:** to remain focussed on creating innovative and inclusive sporting pathways that drives up participation in our Focus sports through a joined up leisure offer. The Focus sports include; swimming, cycling, rugby union, dance, cricket, athletics, tennis, table tennis, football and youth ambition.
- \* **3 Partnership working:** to achieve progress in effective partnership working towards increasing physical activity levels.

## FUSION CORPORATE OBJECTIVES:

Fusion's corporate vision is "to be the UK's first choice leisure organisation, delivering a new standard in healthy active leisure", and this vision is reflected in the company's three core values of "We put the Customer First", "We make it happen" and "We only want the best".

Fusion's five-year and annual corporate business plans reflect this vision and these core values and incorporate five strategic strands as follows: "Sustainable Growth and profitability", "Customer First", "Efficiency, Effectiveness and the Highest Quality Service", "Fusion People" and "New Business Development", as well as financial targets.

## 2017/18 PERFORMANCE:

Please see 17/ 18 Annual Service Plan Review.



## AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

**Key commitments agreed within the business planning process are:**

As per Partnership Board objectives

## SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the last part of 2014, Sport England National Benchmarking Surveys were published for Barton Leisure Centre and Oxford Ice Rink. Ferry Leisure Centre and Leys Pools and Leisure Centre were published in early 2015 although the survey of Leys Pools and Leisure Centre did not include the new wet side facilities. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2013/14) and sample surveys of customer satisfaction undertaken in the summer 2014.

- \* "Strong" financial performance at; Ferry and Barton Leisure Centres and Oxford Ice Rink. "Weak" performance at Leys Pools and Leisure Centre mainly because of low income generation. Subsidy per user in the top quartile at Ferry Leisure Centre and Oxford Ice Rink.
- \* "Improved" access performance at Ferry Leisure Centre and Oxford Ice Rink and Leys Pools and Leisure Centre, particularly 11 - 19 year olds and 20 - 59 year olds and unemployed. Good performance for deprived/disadvantaged users but weaker performance in disabled and 60+ groups.
- \* Areas of good satisfaction across all sites for; helpfulness of staff, standards of coaching, general cleanliness and activity range. Areas of poor satisfaction include quality and value for money of food and drink.
- \* "Above industry average" customer satisfaction performance at Barton and Ferry Leisure Centres. Oxford Ice Rink was perceived to be below industry standards due mainly to poor food and beverage provision, poor equipment and activity charge/fee and Leys Pools and Leisure Centre near to average scoring.

## MARKET ANALYSIS:

### National Context:

#### **General Consumer trends:**

- \* less money in their pockets may put consumers off joining a health and fitness club or steer them towards less expensive options;
- \* the key 25-34 age band is set to increase most significantly, along with the 45-54 age group, which could also prove to be a lucrative market if targeted correctly;
- \* consumers view keeping fit as more important than many other leisure activities and are less willing to cut back spending on this area than many others;

#### **Users from BME groups:**

- \* with the exception of Hinksey Outdoor Pool participation levels are generally higher than that of the wider population (NBS)
- \* the gap between participation by men and women is greater amongst certain BME groups (e.g. "Black Other");
- \* typical sport preferences amongst BME groups include weight training, martial arts, badminton, cricket and basketball. Swimming is typically not preferred;

#### **Disabled Users:**

- \* approximately 10.6million disabled people in the country;
- \* Sport England market segmentation research shows that disabled users are spread across all segments, such that targeted marketing is difficult;

#### **Disadvantage users**

- \* Disadvantage usage is significantly above NBS benchmark average, though there is less use from those unemployed;

### Oxford-specific Context:

#### **General Population:**

- \* Population growth of 12% (2004-2014); the eleventh fastest growing English city
- \* 24% (30,000) of the city's adult population are full time students
- \* 25% population turnover each year
- \* 32% of the population are aged between 18 and 29 years
- \* 22% of residents from a black or ethnic group and 14% are from white non-British ethnic background
- \* Oxford is reporting an aging population for the first time in recent history
- \* Unemployment is 5.4% compared to England average of 7.1%

#### **Deprived Wards:**

- \* a review has been undertaken of the key deprived wards within Oxford and how those wards might be better served by Oxford's leisure facilities. The key wards for focus are as follows: Barton and Sandhills, Headington Hill and Northway, and Quarry and Risinghurst (all directly served by Barton Leisure Centre), Rose Hill and Iffley, Littlemore, Northfield Brook, Blackbird Leys and Cowley (all directly served by Leys Pool & Leisure Centre) and Carfax (served to some extent by Ferry Leisure Centre).

#### **Users over 50:**

- \* recognised that this remains a significant potential market, with up to 121,000 potential users aged over 50 in the wider catchment for the leisure facilities;
- \* current penetration/participation rates have improved (based on NBS reports) but more can be done to encourage this user-group

#### **Users under 16:**

- \* penetration/participation rates are very good particularly the 11 - 19 year olds (based on NBS reports) ;

#### **Users from BME groups:**

- \* relatively large BME population (22%)
- \* increased diversity in recent years, through influx of people from new EU countries;
- \* people of Black and Bangladeshi ethnic origin are at particular risk of unemployment;

#### **Findings from non-user survey:**

Non-user surveys are undertaken on a bi-annual basis. A street survey was undertaken in October 2011. A total sample of 300 people were surveyed in the Summertown, Headington and Templars Square areas. The research was designed to investigate attitudes and behaviour around exercise and to find out what the residents of the area think about the leisure facilities. The key findings were as follows:

- \* The majority of the sample thought that regular exercise/activity was important with 68% stating very important (national benchmark 61%).
- \* 52% strongly agree that physical activity is good for your health even if moderate, 32% strongly agree it's good for your health even if only for 10 minutes at a time. 43% strongly agree physical activity is better for you if you keep it up for at least 30 minutes and 16% strongly agree it's better if you get out of breath. 38% either agree or strongly agree you can get enough in your daily life without doing sport or exercise.
- \* 42% thought that they were regularly undertaking at least 5 x 30 minutes of moderate exercise (national benchmark 39%). 12% said they had done no sessions, (national benchmark 15%).
- \* Of those that did exercise regularly, 18% used a leisure centre/health club and/or College University facilities. The most popular form of independent activity was walking/jogging in the street/parks at 74%.
- \* 62% of respondents are wanting to do more activity, slightly lower than the national benchmark of 67%, the main reason for this being "wanting to improve their health" at 62%. Slightly under half (47%) thought that not enough time due to work was the major factor in preventing them doing more, (national average 50%), followed by not enough time due to home at 11%.
- \* Of those who do not want to do more the main reason is "no need" at 56% (higher than the national average at 44%), followed by not enough time due to work at 13%.
- \* The key factors to be addressed according to non-users are lack of time, which has the highest importance factor at 49% stating very important. Direct costs (17%); lack of personal motivation (11%); indirect costs (9%).
- \* 52% of the sample would consider using Oxford Fusion Lifestyle facilities slightly higher than our national average of 60%.
- \* The main reasons they don't currently use were 'No time' (31%), 'Cost' (17%), and 'No need' (12%).
- \* The main thing, according to our respondents, that the facility could do to encourage usage amongst these non-users, would be to 'Lower costs' at 28% (lower than the national benchmark at 44%), followed by 'more information' (8%).

## SWOT ANALYSIS:

### Strengths:

- \* variety and geographical spread of facilities within portfolio;
- \* improved facilities through developments and substantial investment and maintenance programme
- \* higher than industry average performance in respect of customer satisfaction (cf. NBS surveys and regular NPS surveys);
- \* maintained improvements in cleaning standards;
- \* consistent meeting, reporting and monitoring regimes with the Council;
- \* staffing establishment ensuring right people right place right time
- \* strong financial performance, particularly subsidy per user
- \* Maintained high customer satisfaction and Mystery Visit results
- \* New facility opened in 2015

### Opportunities:

- \* continued delivery of cultural change within management and staffing teams;
- \* continued partnership working between Fusion and the Council;
- \* high population turnover within the city
- \* programming opportunities in relation to family activities and Group Fitness Product
- \* programming opportunities in relation to 60+ target group

### Weaknesses:

- \* building up a base membership level at Leys Pool & Leisure Centre (and to a lesser extent other facilities) due to the high take-up of Bonus card pay as you go visits
- \* car parking arrangements at Ice Rink & Ferry Leisure Centre
- \* high and variable staff costs (as a percentage of income);
- \* loss making contract in 2015-16

### Threats:

- \* facilities offered by the colleges and universities at a lower rate
- \* challenge of delivering significant increases in income and participation;
- \* increased car park charges at Ferry Leisure Centre and Oxford Ice Rink
- \* the emergence of the budget gym market in Oxford
- \* oversubscribed classes with bonus only membership

### **Supporting Documentation:**

Leisure Net Solutions "street Focus" non-user research 2011  
Index of Multiple Deprivation Map (Department of Communities and Local Government, 2007)  
Active England Survey Results 2013  
Oxford City Council Corporate Plan, 2016-2020  
Target Market Report - Deprived Wards (Hatrick Marketing, November 2009)  
Target Market Report - Users over 50 (Hatrick Marketing, November 2009)  
Target Market Report - Users under 16 (Hatrick Marketing, November 2009)  
Target Market Report - Users from BME Groups (Hatrick Marketing, November 2009)  
Oxford Profile 2013 (Oxford City Council)  
Target Market Report - Disabled Users (Hatrick Marketing, November 2009)  
NBS surveys 2014 & 15

# INTRODUCTION

## INTRODUCTION TO THE ANNUAL SERVICE PLAN:

Fusion commenced management of the City Council's then seven leisure facilities on March 30th 2009.

The management contract now incorporates the delivery of services of the City Council's main five leisure facilities: Barton Leisure Centre, Leys Pool & Leisure Centre Ferry Leisure Centre, Oxford Ice Rink and the Seasonal Hinksey heated Outdoor Pool.

In establishing this management contract, the City Council's key aim is to facilitate the development of World Class facilities and World Class services within the City. Throughout the duration of the contract both parties intend to deliver significant improvements in service levels, value for money and customer satisfaction with the City's leisure facilities. The emphasis in the early stages of the contract was on the delivery of significant investment in customer-facing areas throughout the leisure facility portfolio. Following the developments the emphasis will be to further increase usage of facilities.

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2018 to March 2019.

The purpose of the Annual Service Plan is to describe the underpinning strategic objectives and to set out specific action plans in respect of those strategic objectives.

The intention is to carefully monitor the delivery and impact of the Annual Service Plan such that successes and areas for improvement are identified and acted upon.

## PREPARATION OF THE ANNUAL SERVICE PLAN:

The Annual Service planning process has incorporated the following elements:

- \* review of performance from contract commencement to date;
- \* review of achievements in respect of Sport England National Benchmarking Service and other relevant benchmarks;
- \* liaison with the City Council and the Leisure Partnership Board in order to understand any specific service requirements pertaining to the year ahead;
- \* assimilation of any specific and relevant elements of Fusion's corporate business plan;
- \* liaison with appropriate stakeholders in order to understand key issues and potential development opportunities;
- \* assimilation of staff and customer feedback in respect of current service levels and opportunities for improvements;
- \* analysis of the local market, potential key targets and relevant competition;
- \* establishment of primary service objectives for the next twelve months;
- \* creation of specific action plans, with defined accountabilities and timescales, to deliver these service objectives;
- \* establishment of clear and measurable ("SMART") targets in respect of all elements of the Plan;
- \* confirmation of monitoring and review systems and procedures for the Plan.

## CONTENTS OF THE ANNUAL SERVICE PLAN:

The key contents of this Annual Service Plan are as follows:

- \* an executive summary of the annual service plan;
- \* a review of performance from previous year;
- \* description of the context for the annual service planning process;
- \* details of the strategic objectives and detailed actions plans for a series of service elements as follows:
  - financial, participation, customer, health and safety, Facility Management, staffing, marketing, sports and community development, facility developments, partnership development;
- \* detailed calendars of activities in respect of specific strategic objectives;
- \* a description of how the contents of the annual service plan will be agreed and subsequently communicated to key stakeholders;
- \* a description of how the delivery of the annual service plan will be monitored, reported and, where relevant, updated through the course of the year;
- \* an analysis of the key risks associated with the delivery of the annual service plan.

## COMMUNICATION OF THE ANNUAL SERVICE PLAN:

The process for the initial agreement of the Annual Service Plan is as follows:

- \* October '17: Partnership Board initial discussion regarding primary service objectives;
- \* November '17: Presentation of draft Annual Service Plan to Client Performance meeting for review;
- \* January '18: Presentation of the final Annual Service Plan to the Leisure Partnership Board;
- \* **June 18:** Endorsement of the Annual Service Plan by the OCC Executive Board.

The planned process for the communication of the key principles of the Annual Service Plan is as follows:

- \* February 2018: communication to Fusion management team and staff;
- \* June 2018: Presentation of the Annual Service Plan to the Council City Executive Board for endorsement
- \* **June 2018:** Communication to customers and key stakeholders.

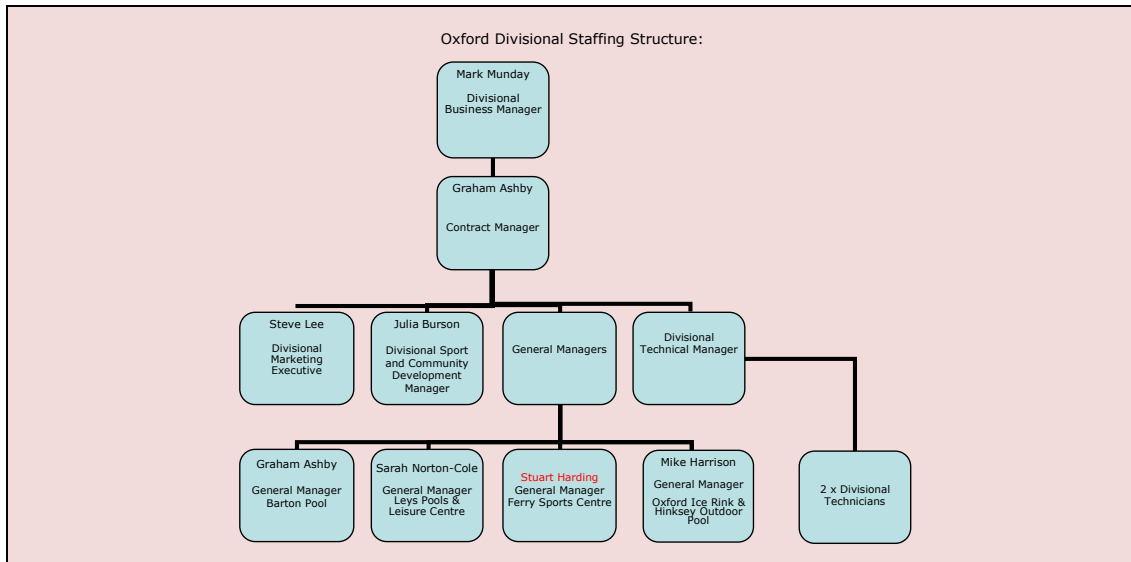
## REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

The on-going review and monitoring process will incorporate the following elements:

- \* on-going management scrutiny at site, divisional, Senior Management Team and Executive Management Team levels;
- \* monthly update reports delivered by Fusion to the Council;
- \* monthly meetings between key representatives of Fusion and the Council;
- \* quarterly meetings of the Leisure Partnership Board;
- \* **an annual meeting with Senior Council and Fusion Finance stakeholders;**
- \* an annual Senior Council and Fusion Stakeholder meeting

## KEY FUSION PERSONNEL INVOLVED IN THE DELIVERY OF THE ANNUAL SERVICE PLAN:



# FINANCIAL

<b>F1 To ensure each centre is financial self sustainable and generating a surplus - to be reviewed monthly</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create individual business plans to include Like for Like income growth on all income lines - target 3% uplift	April 2018 - March 2019	Business Plan Created	CMgr (with GMs)
2	To consider the introduction of a different concessionary scheme in line with the introduction of universal credits.	April 2018 onwards	Monthly Reviews conducted	CMgr (with GMs)
3	Implement the Council endorsed fees and charges for 2018/19	April 2018 onwards	Action plan implemented.	CMgr (with GMs)
4	To undertake weekly trading reviews with General Managers.	weekly	Weekly trading meetings instigated at each site.	CMgr (with GMs)
	Conference Call to review weekly forecast			
5	If loss making programmes, promote to reduce losses	Monthly	Business plan projections prepared.	CMgr (with team)
6	To increase the use of the new 3G Football Pitches/Pavilion at Leys Pool and Leisure and to achieve all financial targets	April 2017 - March 2018	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year	GM
7	To finalise detailed business plan projections for 2019/20	December 2018	Business plan projections finalised.	CMgr (with team)
8	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2018	Business Plan targets and budgets communicated to all relevant staff.	CMgr (with team)
9	Review and develop the retail offer across all facilities; including investigating potential of a dedicated sales area/ shop at the Ice Rink.	April 2018 to March 2019	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year; Feasibility and business base presented for a dedicated Ice Rink retail offer.	CMgr (with team)

<b>F2 To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive -</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To apply RPI increases to all core prices at each of the leisure facilities and to undertake relevant customer communication.	Apr-18	Increases applied and customer communication undertaken.	CMgr (with GMs)
2	To formally review all pricing structures and levels and develop specific pricing proposals for the 2019/20 Annual Service Plan.	September - December 2018	Pricing structures and levels formally reviewed and proposals developed for 2019/20	CMgr
	To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates; and increases to legacy memberships.			
3	To conduct a bench marking exercise using other Fusion Contracts and competition within Oxfordshire in preparation for the formal price review of all prices	July - August 2018	Formal review conducted	CMgr
4	To agree pricing proposals for 2019/20; including proposals for changing the Bonus pay and play offer and Bonus Direct Debit membership.	December 2018	Pricing proposals agreed.	
5	To agree process of consultation and communication in respect of 2019/20 pricing	December 2018 - January 2019	Process agreed.	CMgr
6	To implement agreed process of consultation and communication in respect of 2019/20 pricing	January - March 2018	Process implemented.	CMgr (with GMs)
7	To add further value to loyal membership holders.	April 2018 to March 2019	Offers implemented.	CMgr (with GMs)

**Abbreviations:**

CMgr Contract Manager  
 GM General Manager  
 ME Marketing Executive  
 DSCDMgr Divisional Sports and Community Development Manager

# PARTICIPATION

<b>P1 To deliver a 3% year-on-year increase in participation by users resident in the most deprived wards in the City</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review target wards within the City and update target streets and estates within those target wards that require inclusion/omission	Apr-18	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr
3	To continue to implement targeted campaigns, promoting existing benefits of the Bonus Choice membership and specific activities; through data supplied by Oxford City Council to reach those on low incomes and engage with those who are inactive. <b>Promoting classes to Bonus pay and play members with the view of upgrading to the Bonus Choice offer.</b>	Apr 17 to Mar	3% increase achieved by Oct 2018	CMgr
4	To maintain links with appropriate <b>health, cultural and</b> community groups within each of the target wards and Engage with those who are inactive.	On-going	Attend at least three community events in the year; partnership working with OCC Community Locality Officers	DSCDMgr (with GMS)
5	To deliver, engage with those who are inactive and promote the Free Swimming schemes across the city and to review effectiveness of pool programming at each Centre in order to maximise participation	On-going	2% increase achieved by Oct 2018; Pool timetables <b>and free swimming schemes</b> promoted and delivered.	DSCDMgr (with CMgr & GMS)

<b>P2 To deliver a 3% year-on-year increase in participation by users aged over 50</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To review and update partners who support the development of activities and increase in participation by people aged over 50.	April - June 2018	Up-to-date partners identified and reviewed.	DSCDMgr (with CMgr & GMS)
	Review the older peoples Needs Analysis			
3	To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case; Engage with those who are inactive.	April 2018	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMS)
	Promote 50+ gym usage and class activities and Engage with those who are inactive.	April 2018 - Dec 2018	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMS)
	Promote GP referrals and aim to deliver >200 per year	Mar-19	Target / KPI achieved	DSCDMgr (with CMgr & GMS)

<b>P3 To deliver a 3% year-on-year increase in participation by users aged under 16</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	DSCDMgr (with CMgr)
2	Increase Learn 2 Swim Programme	April 2018 onwards	90% capacity in all three Centres and 3000 swim participants per week	DHT (with GMS)
3	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	Apr-18	Stakeholder partners reviewed.	DSCDMgr (with GMS)
4	To increase Skate school participation by 10%	April 2017 onwards	Increase skate school - from 370 to 470 + (430 by October 2018, 470 by February 2019)	
5	Promote safety of swimming to Oxford Primary schools - Swimming Week	Jul-18	Programme created.	DSCDMgr (with CMgr & GMS)
6	<b>Proactive promotion of the Council funded free swimming schemes for Young People.</b>		<b>A 3% year on year participation increase in free swimming sessions; Pool timetables and free swimming schemes promoted and delivered.</b>	DSCDMgr (with CMgr & GMS)
7	Engage with those who are inactive	April 18 to Mar 19	Programme created and delivered	DSCDMgr (with CMgr & GMS)

<b>P4 To deliver a 3% year-on-year increase in participation by users from BAME groups</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To review <b>health, cultural and community</b> stakeholder partners who can support the development of activities and increase in participation by <b>people from BME groups.</b>	April - June 2018	Stakeholder Partners reviewed	DSCDMgr (with GMS)
3	To maintain association with <b>BAME partners</b> with whom to work to promote accessibility to the leisure facilities for <b>BAME groups.</b>	On-going	<b>Stakeholder partners identified and engaged with.</b>	DSCDMgr (with GMS)
4	To review and implement a revised programme of work with <b>BAME partners.</b>	October 2018 March 2019	Programme reviewed and implemented.	DSCDMgr (with GMS)
5	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2018	Campaign undertaken.	CMgr (with DSCDMgr & GMS)
6	Engage with those who are inactive	April 18 to Mar 19	Programme created and delivered	DSCDMgr (with CMgr & GMS)



<b>P5 To deliver a 3% year-on-year increase in participation by disabled users</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To review inclusiveness and accessibility at Hinksey and remedy any shortcomings before the 2019 season starts	Apr-18	Disabled access and facilities up to required standard	DFM, GM ands CMgr
3	To review stakeholder partners who can support the development of activities and increase in participation by disabled people.	April - June 2018	Stakeholder partners reviewed.	DSCDMgr (with GMS)
4	To promote Inclusive Fitness at Leys Pools & Leisure Centre and record disability to all users that sit within these category to enable improved reporting	April 2018 - March 19	Promotion of IFI facilities	DSCDMgr
5	Engage with those who are inactive	April 2018 - March 19	Programme created and delivered	DSCDMgr (with CMgr & GMS)
6	Further develop understanding of specific customer needs with an impairment and identify a phased improvement plan.	April 18 to Mar 19	Specific needs review completed and phased improvement plan created with delivery started.	DSCDMgr (with CMgr & GMS)

<b>P6 To deliver a 3% year-on-year increase in participation on junior swimming</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Programme of growth of Learn 2 Swim programme	on-going	HR Policy, recruitment process - over 3000 children per week on the scheme .	CMgr
2	To review and promote the allocated hours for free swimming	April 2018	Review undertaken and revised programme agreed with the Council Representative and produced	DSCDMgr (with CMgr & GMS)
3	In partnership with OCC deliver funded free swimming sessions and lessons targeted at children in high areas of deprivation having low rates of physical activity	on-going	Swimming lessons undertaken	DSCDMgr (with CMgr & GMS)
4	Continue to work with Oxford City Swim club in our joint CDF programme,	April 2018- March 2019	Programme developed and implemented	DHT (with GMS)
5	Engage with those who are inactive	April 18 to Mar 19	Programme created and delivered	DSCDMgr (with CMgr & GMS)

<b>P7 To deliver a 3% year-on-year increase in participation in 60+ swimming</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2018- March 2019	Marketing plan implemented.	CMgr (with DSCDMgr & GMS)
4	To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants. Engage with those who are inactive	April 2018 - March 2019	Programme developed and implemented	CMgr (with DSCDMgr & GMS)
5	Programme to incorporate free swimming loyalty card, access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit, ladies only etc. Initiatives to include liaison and joint working with Swim England .	April 2018 - March 2019	Programme developed and implemented	CMgr (with DSCDMgr & GMS)

<b>P8 To deliver a 3% year-on-year increase in participation in Female Activities</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation in female activities.	April - June 2018	Stakeholder Partners reviewed	DSCDMgr (with GMS)
3	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2018	Joint initiatives identified.	DSCDMgr
4	To implement the agreed joint initiative re increasing female use.	July - December 2018	Joint initiatives implemented.	DSCDMgr
5	Engage with those who are inactive	April 18 to Mar 19	Programme created and delivered	DSCDMgr (with CMgr & GMS)

<b>P9 To deliver a 3% increase in overall participation</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2018/19	Apr-18	Participation targets established	CMgr (with DSCDMgr)
2	To achieve a total of 3% growth vs 2017/18	April 2018 to March 19	To achieve a total of 3% growth vs 2017/18	All Fusion Staff
3	Rewards card sign up targets to be established for each Centre and monitored weekly. Reward card usage also monitored for effectiveness of service delivery in each Centre	April 2018 to March 19	Reward card sign-ups and usage targets established	CMgr (with DSCDMgr)

4	Engage with those who are inactive. Key actions to include: review of literature and website marketing, work closely with relevant local stakeholder groups to include the Councils Communities, Youth Ambition and Sports and Physical Activity teams	April 2018 to March 19	3% increase in overall participation	CMgr (with DSCDMgr)
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Abbreviations

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager
- DHT Divisional Head Teacher

# CUSTOMER RELATIONS

<b>CR 1 To maintain customer satisfaction levels at leisure facilities above 95% Good, Satisfactory, Excellent</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Fusion's policies and procedures regarding customer care, including customer forums and meet the manager sessions.	April 2018 and on-going.	Policies and procedures implemented.	GM
2	To ensure that all facilities maintain an up-to-date "Customer Care" notice board, <b>which also identifies and includes contact details for facility General Manager.</b>	On-going	Notice boards provided and maintained with relevant information displayed.	GM
	Notice board to present information including customer care policies, Please Tell Us What You Think and Net Promoter Score statistics, detailed "you said, we did" feedback, details of customer forums and management surgeries, customer rules and etiquette.			
3	To reaffirm composition and roles of User Groups at each of the leisure facilities and establish a calendar of meetings in each case which is published on customer notice boards for the year ahead.	April 2018	User Group composition, roles reaffirmed and calendar of meetings established.	GM
4	To hold regular 'Meet the Manager' surgeries or user group meeting at each leisure facility.	April 2018 to March 2019	Management surgeries held.	GM

<b>CR 2 Customer Service KPI improvement year on year in each Centre</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Establish 2018/19 targets for Good / Satisfactory figures for each Centre based on 2017/18 actuals	Apr-18	Marketforce PTUWYT and Net Promoter Score	GM
2	Aim on achieving customers rating their satisfaction levels Good or Excellent (GE) greater than 2017/18	Monthly	PTUWYT	GM
3	Achieve 95% satisfactory/good/ rating for staff score	Monthly	PTUWYT - Staff Score	GM
4	Aim to improve the Net Promoter Score year on year in each facility	Mar-18	Marketforce NPS	GM
5	Achieve at least 95% satisfactory rating for ease of gaining booking and information and Website score	Monthly	PTUWYT - Ease of gaining booking and information and Website score	GM

<b>CR 3 Response time for customer feedback - responded within 48 hours and closed within 7 days</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	First response time to comments to be 48-hours or less	On-going	Marketforce	GM
2	Resolution time to be within 7 days	On-going	Marketforce	GM
3	To ensure all staff receive Delivering Service Excellence training	On-going	Inductions complete	GM

<b>CR 4 To ensure user representation on the Leisure Partnership Board and quarterly User group meetings take place and are well attended</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	All centres to provide User group or "Meet the Manager" meeting dates for the 2018/19 year	Apr-18	Calendar developed and communicated via customer notice board	CMgr (with GMs)
2	Each Centre to aim to provide one representative from each User group to attend quarterly Leisure Partnership Board meetings	April 18, July 18, October 18, Jan 18	Attendance recorded	CMgr, DMMGR (with GMs)
3	Offer incentives to service users who regularly attend the quarterly Leisure Partnership Board	April 18, July 18, October 18, Jan 18	Incentives offered and delivered	CMgr, DMMGR (with GMs)
4	To ensure all meetings are minuted and displayed to all customers within 7 days of the meeting and to the Fusion standard; Minutes of meetings to be submitted to the Client prior to displayed on public noticeboards.	April 18, July 18, October 18, Jan 19	Customer notice board complies to Fusion standard and updated within the allotted time frames	CMgr, DMMGR (with GMs)

<b>CR 5 To deliver a reduction of at least 3% attrition levels for membership</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain mechanisms for measuring baseline membership numbers and attrition levels.	On-going	Mechanisms are maintained	CMgr (with GMs)
2	To implement Fusion's Customer Relations Policies and procedures.	On-going	Policies and procedures implemented.	CMgr, DMMGR (with GMs)
3	To develop a calendar of retention activity for members.	April - May 2018	Calendar developed.	CMgr, DMMGR (with GMs)
4	To implement agreed calendar of retention activity.	June 2018 - March 2019	Calendar implemented.	CMgr (with GMs)
5	To add further value to loyal members and enhance membership offers	April 2018 - March 2019	Proposals identified and implemented	CMgr (with ME & GMs)

**Abbreviations:**

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager

# HEALTH AND SAFETY

<b>HS1</b>				
<b>To ensure 100% compliance with Fusion H&amp;S policies and procedures</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake an internal audit at each site of compliance with all elements of Fusion's health and safety policies and procedures and to establish a relevant remedial action plan.	Monthly	Audit undertaken and action plan established.	CMgr, DBM (with GMs)
	Audit to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas.			
2	To implement the action plan re H&S compliance.	On-going	Action plan implemented.	DFMgr, (with GMs)
3	To maintain a health and safety notice board at all leisure facilities	On-going	Notice boards up to date.	CMgr (with GMs)
4	To undertake reviews of accident and incident trends and to draw up any relevant remedial action plan within the Service Development Improvement Plan (SDIP).	monthly	Reviews undertaken and action plan established.	CMgr (with GMs)
5	To implement any remedial action plan in respect of accident and incident trends.	As required	Action plan implemented.	CMgr (with GMs)
6	To facilitate a formal audit at each site.	each site twice yearly	Audit undertaken	CMgr (with GMs)
7	Update each SDIP and implement relevant action plan in response to formal H&S audit.	6 monthly	Action plan implemented.	CMgr (with GMs)
8	To facilitate formal external (ISO18001 & ISO90001) audit of health and safety management policies and procedures.	April 2018 - March 2019	BSI audit undertaken and accreditation awarded	CMgr (with GMs)

**Abbreviations:**

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager
- DFMgr Divisional Facilities Manager

# FACILITY MANAGEMENT

FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 95% compliance with Fusion 360 inspection regime, with two checks carried out daily and reported electronically that automatically uploads cleaning and maintenance jobs automatically to our rectification process	On-going.	95% of scheduled Fusion 360 inspections undertaken.	GMs
2	To review the nature of Fusion 360 failures quarterly/annually and develop relevant remedial action plans.	April; July; Oct & Jan 2018 - 2019	Review undertaken and action plan created.	CMgr (with GMs)
4	To implement relevant remedial action plans re Fusion 360 failures.	April; July; Oct & Jan 2018 - 19	Action plan implemented.	CMgr (with GMs)
5	Report Monthly Fusion 360 Scores	Monthly	Monthly Reporting - Action plan if below 95%	CMgr (with GMs)
6	Ensure that Technicians are scheduled to visit Centres rather than lone reactive working and ensure that each Centre is visited at least every 2- working days	April 2018 - March 2019	GM feedback to DFM weekly	DFM (with GMs)
7	Ensure that the basics are right (i.e. systems and procedures; Responsive & timely Repairs & Maintenance; Reception and activity access control, etc.)	April 2018 - March 2019	Monthly reporting	DFM (with CMgr & GMs)

FM2 To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a minimum 5% reduction in carbon emissions year-on-year				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To implement and maintain all ISO14001 environmental management systems and procedures in Oxford.	On-going	Systems and procedures implemented.	CMgr (with GMs)
2	To review and maintain a formal energy action plan in respect of each of the leisure facilities.	May 2018	Plan reviewed.	CMgr (with GMs)
	To specifically engage with and assist the Council in delivering its "Carbon Management Plan 3: Continual Improvement in Carbon and cost Reduction 2017-2022" carbon management programme including utilities monitoring, (and acting on excess energy/water consumption findings alerted by the OCC energy team), submitting monthly utilities reads and providing biomass delivery records for Leys pools biomass to the energy team at the council, developing green travel plans for customers and staff, reducing energy and water impacts in supplier and contractor management, developing a carbon champion network in Leisure centres and educating/raising awareness of customers and staff about energy and water consumption reduction approaches being implemented or that they can influence.			CMgr (with GMs)
3	To implement formal energy and water reduction action plans leading to annual reductions in energy and water consumption at OCC leisure centres. Share the plans with OCC energy team members for regular review/joint input and in developing awareness and understanding of what is driving consumption at the leisure centres and how to more effectively control and reduce it (e.g. working towards applying ISO 50001 energy management systems principles in leisure centres and responding to issues of excess consumption identified in significant energy use areas).	on-going	Plan implemented.	CMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2018 and on-going	Accreditation maintained	CMgr (with GMs)
5	Promote Cycle to Work Scheme	on-going	to have 10+ on scheme	CMgr (with GMs)
6	To incorporate appropriate works into a programme of lifecycle works.	Apr-18	Relevant works incorporated into programme.	CMgr
7	To ensure all environmental management notice boards are maintained displaying relevant information including A3 colour laminated Display Energy Certificates as mandatory under the relevant regulations.	on-going	Notice boards in place and displaying relevant information.	CMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			CMgr (with GMs)
8	To ensure green travel plans are revised and in place at each site and communicated effectively to customers & staff	April - June 2018	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)
9	To proactively work with OCC energy team members to identify, develop the business case for and deliver Salix funded energy efficiency projects in the leisure centres such as LED lighting and controls upgrades, boiler upgrades and controls, Insulation, implementation of additional renewable energy installations (including solar car ports, battery storage) etc. and to return Salix energy efficiency project loan payments in a timely manner each year.	on-going	Further embedding of energy and carbon reduction into core operations and responsibilities; strong top-down commitment to energy management; Active energy management - monitoring and targeting; liaison meetings with Council environmental colleagues.	CMgr, EM, DFM (with GMs)

FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to implement all ISO14001 environmental management systems and procedures in Oxford initiating any suggested improvements following reassessments	On-going	Systems and procedures implemented	CMgr (with GMs)
2	To ensure all environmental management notice boards in place and displaying relevant information.	On-going	Notice boards in place and displaying relevant information.	CMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			CMgr (with GMs)
3	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2018	Action plan created.	CMgr (with GMs)
4	To complete Baseline assessment for each site	April - June 2018	baseline assessment completed	GMs
5	To assess current number of General Waste Bin collection & Recycle bins/Collections per week to attain a 50/50 split	Apr-18	Quantitative method to measure	CMgr (with GMs)
6	To review action plan to reduce general refuse and increase recycled waste	July 2018 - March 2019	Action plan implemented.	CMgr (with GMs)

FM4 To ensure that high standards of cleaning are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish programme of high level and deep cleans across all of the facilities. Two deep cleans per annum	April 2018	Programme established.	CMgr (with GMs)
2	To implement high level and deep clean schedules.	April 2018 - March 2019	Programme implemented.	CMgr (with GMs)
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and F360 inspection scores).	Monthly	Cleaning schedules reviewed and revised.	CMgr (with GMs)
4	To implement revised cleaning schedules.	As required	Cleaning schedules implemented.	CMgr (with GMs)
6	To monitor customer scores through Please Tell Us What You Think - Aim 90% good/satisfactory/excellent Scores	Monthly scores	PTUWYT - Cleanliness	GMs

FM5 To ensure that high standards of repair and maintenance are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review performance of Facility Management (FM) subcontractors in Q4 2018/19 and draw up relevant remedial action plan.	April 2018	Performance reviewed and action plan drawn up.	CMgr
2	To implement remedial action plan for FM performance.	April - June 2018	Action plan implemented.	CMgr
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage). Out of order equipment and fixtures and fittings to be uploaded automatically through Fusion 360 to our Reactive maintenance portal. Ensure all Out of Order equipment is communicated with a date of reporting, anticipated date of rectification and information of fault.	on-going	System established and implemented and maintained.	CMgr (with GMs)

4	To approve programme of lifecycle maintenance works for 2018/19.	April - May 2018	Lifecycle maintenance programme established.	CMgr
5	To implement equipment replacement programme for 2018/19. (CAPEX)	April 2018 - July 2018	Programme implemented.	CMgr (with GMs)
6	To review full equipment inventory for all leisure facilities.	April 2018 and on-going	Equipment inventory reviewed	CMgr (with GMs)

FM6	To maintain Quest accreditation at a minimum Excellent at Ferry Leisure Centre, Good at Leys Pool & Leisure Centre, Hinksey heated Outdoor Pool, Oxford			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain relevant continued service improvement plan.	April 2018 and on-going	Plan drawn up and maintained.	CMgr (with GMs)
2	To implement updated service improvement plan.	April 2018 and on-going	Action plan implemented.	CMgr (with GMs)
3	To undertake formal directional reviews for all centres	As required	Health check undertaken and Quest maintained.	CMgr (with GMs)

Abbreviations

CMgr Contract Manager  
GM General Manager  
ME Marketing Executive  
DFM Divisional Facilities Manager  
EM Environmental Manager  
DSCDMgr Divisional Sports and Community Development Manager

# STAFFING

<b>S1 To ensure that the Right People are in the Right Place at the Right Time</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review of Fusion's staffing structures is undertaken to ensure sites continue to have 'Right People, Right Place at the Right Time.	April - October 2018	Staffing structures in place	CMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford that work 16 hours per week or more .	April 2018 - March 2019	Appraisals completed.	CMgr (with GMs)
3	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team). Plans to include staff succession planning	June - July 2018	Training and development plan drawn up.	CMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2018 - March 2019	Compliance training 100%	CMgr (with GMs)
5	To implement agreed training and development plans.	July 2018 - March 2019	Training and development plan implemented.	CMgr (with GMs)
6	To ensure compliance with Fusion's new automated clocking in/out 'time and attendance' system	April 2018 and on-going	System effectively introduced	CMgr (with GMs)

<b>S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2018 and on-going.	100% compliance achieved.	CMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2018 and increase trust index score by minimum 2 points	April 2018 - May 2019	Minimum of 70% participation achieved.	CMgr (with GMs)
3	Set up Divisional monthly / quarterly awards to take place in April, July, October & December	April 2018 - March 2019	Calendar of Awards	CMgr (with GMs)

<b>S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	September 2018	Programme created.	CMgr (with GMs)
	Plan to include attendance at job fairs and school careers events; proactive recruitment visibility in Oxford communities and at events.			CMgr (with GMs)
2	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2018	Programme implemented.	CMgr (with GMs)
3	Work with recruitment software Springboard for external and internal recruitment	April 2018 and on-going.	Information collected and analysed.	CMgr (with GMs)
4	To deliver induction training for staff in respect of equality and diversity.	April 2018 and on-going	Training delivered.	CMgr (with GMs)
5	Commit to hosting at least 2 work experience placements and 2 work apprentices for local residents across facilities.	April 2018 - March 2019	Placements/Apprentices hosted	CMgr (with GMs)

CMgr Contract Manager  
 GM General Manager  
 ME Marketing Executive  
 DSCDMgr Divisional Sports and Community Development Manager  
 RGN HR Regional Human Resource Manager

# MARKETING

<b>M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To implement the agreed approach to PR communications in respect of the leisure contract and partnership overall	April 2018- March 2019	PR approach implemented.	RMM (with CMgr)
2	To review and update the KPIs relating to the general awareness of the Oxford leisure facilities; increasing web hits by 3% on 2017/18 and achieve 6 press releases.	April 2018	Measurable KPIs reviewed.	RMM (with CMgr)
3	To establish an indicative programme of general PR communications across the Oxford contract, with a specific aim of increasing awareness of the facilities. With focus and key target areas: 1) participation 2) things to do 3)schools 4) health & fitness 5) key groups (i.e. older & younger people, BAME and Disability, etc.)	April 2018	Programme established.	RMM (with CMgr ,DSCM, GMs & CRM's)
4	To implement the programme of general PR communications.	April 2018 - March 2019	Programme implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)
5	To agreed approach to Healthy Choices promotions and Healthy Vend machines across the Contract, linking in with the sugar smart campaign.	April 2018 - March 2019	Programme implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)
6	To implement a programme of marketing to increase the visibility of leisure services to groups such as older people who may be less likely to engage with social media and on-line marketing channels	April 2018	Programme implemented.	RMM (with CMgr, DSCM, GMs & CRM's)
7	To implement an agreed programme of joint working (including targeted campaigns), with OCC Communications and Branding team and other Community Services teams.	June 2018- March 2019	Programme implemented.	RMM (with CMgr)

<b>M2 To deliver a 3% increase in total membership</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Develop membership marketing plans for each centre. Maintaining visibility of the Oxford branding.	April 2018	Plan created.	RMM (with GMs, CRM's)
2	To implement the agreed centre marketing plans.	April 2018 - March 2019	Plan implemented.	RMM (with GM's , CRM's)
3	To create a specific action plan to increase deprived usage.	Apr-18	Plan created and implemented.	RMM/SCD (with GM's , CRM's)
	Targeted work in respect of deprived wards and areas of regeneration, 50+ age group, BAME and disabled people, work with relevant partners/stakeholders and review of core literature; Engage with those who are less active.			
4	Develop a communication plan to increase the Bonus concessionary and choice memberships	Apr-18	Plan implemented and at least 3% increase in memberships.	RMM/SCD (with CMgr)

<b>M3 To establish and maintain the highest standards of facility presentation</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Audit the Customer Journey presentation against the Fusion Integrated Management System guidance and develop an appropriate action plan for improvement; <b>prioritising the Ice Rink facility</b>	April 2018	Audit undertaken and plan developed.	RMM (with CMgr & GMs)
2	Implement the customer Journey action plan	April 2018 - March 2019	Action plan implemented.	RMM (with CMgr & GMs)

<b>M4 To establish and maintain the highest standards of web and social media promotion</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Ensure the website for the Oxford leisure facilities remains current and up-to date, website to be fully updated. <b>This will include clear timetables and free swimming schemes</b>	April 2018- March 2019	Website redesigned and live	RMM (with HoM)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter and Instagram - each centre has a social media champion who is trained by the groups wider marketing team	April 2018- March 2019	Action plan implemented.	RMM (with CMgr, DSCM, GMs & CRM's)

<b>M5 To develop connections and outreach with local school, youth clubs and Under18's</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Work with Councils Sports and Community Development team to develop plans to improve relationships with schools and youth clubs to promote health and fitness - Work with 5 identified schools	April 2018- March 2019	Plan completed and implemented	RMM (with CMgr ,DSCM, GMs & CRM's)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter and Instagram	April 2018- March 2019	Action plan implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)
3	To create and implement an action plan in respect of promoting Rewards Cards to over 8s	April 2018- March 2019	Action plan implemented.	RMM (with CMgr ,DSCM, GMs & CRM's)

<b>M6 To launch new collateral designs and reduce print wastage</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Design and launch new collateral designs for core literature and sales materials	April 2018	New materials launched and on site	RMM (with HoM)
2	Reduce amount of print wastage by replacing print materials with on-line, electronic, <b>social Media, apps etc. wherever possible.</b>	April 2018 - March 2019	Waste reduced.	RMM (with HoM)

<b>M7 To increase Reward Card usage and registration</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create and implement an action plan in respect of promoting Rewards Cards to all users over the age of 8	April 2018 - March 2019	<b>Action plan implemented; New materials launched and on site</b>	RMM (with CMgr ,DSCM, GMs & CRM's)

**Abbreviations:**

- CMgr Contract Manager
- GM General Manager
- RMM Regional Marketing Manager
- DSCDM Divisional Sports and Community Development Manager
- HoM Head of Marketing



## SPORTS AND COMMUNITY DEVELOPMENT

<b>SCD 1</b>				
<b>To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and update the list of key local stakeholder organisations and contacts within Oxford.	April 2018	List specified.	DSCDMgr
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2018	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working .	April 2018	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Development team for 2018 /19.	April - May 2018	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2018 - March 2019	Plan delivered	DSCDMgr
6	To review work plan for the delivery of 'GO Active Get Healthy' Diabetes project.	April 2018	Plan agreed	DSCDMgr
7	Improve liaison and communication with local communities and residents, prioritising areas of regeneration and engaging with those who are least active.	Quarterly updates	Programmes and calendars established and completed.	DSCDMgr (with GMs)

<b>SCD 2</b>				
<b>To develop and maintain positive and proactive relationships with local sports clubs</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and maintain an up to date register of all sports clubs, and community groups and relevant organisations currently using the leisure facilities.	On-going	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 18	Calendar established.	DSCDMgr (with GMs)
3	To establish a programme of on-going support for registered clubs, based on the outputs of consultation/liaison.	On-going	Programme established.	DSCDMgr (with GMs)
4	To maintain links with other key sports clubs within Oxford and to establish a list for consultation/liaison.	July 2018	Links maintained/created	DSCDMgr
5	To establish a process of consultation/liaison with other key sports clubs.	July - September 2018	Programme established.	DSCDMgr
6	To implement process of consultation/liaison with other key sports clubs.	October 2018 - March 2019	Programme implemented.	DSCDMgr
7	To work in partnership with City of Oxford Swimming Club and develop opportunities to work together to develop swimming pathways	On-going	plan established	DSCDMgr
8	To work in partnership with Oxford United and local football clubs to promote both Fusion and this key stake holder	April 18 to March 19	Links maintained/created and programme implemented	DSCDMgr
9	To work in partnership with Oxford City Stars and develop opportunities to work together	On-going	Links maintained/created	DSCDMgr

<b>SCD 3</b>				
<b>To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review and revise the Swimming Pool Programmes	April 18	Strategy and Plan Produced	DSCDMgr
2	Implement the Pool Programme	April 18 onwards	Plan implemented.	DSCDMgr (with GMs)
3	To review centre programmes at all facilities 3 time a year and identify opportunities for any further sessions in each case; ensuring that our review methodology reflects and weights the health, cultural and social value, alongside income and participation numbers.	April 18	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		August 18	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 18	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
4	To formally review opening hours at all leisure facilities and prepare proposals for change.	April 2018	Review undertaken and any proposals prepared.	DSCDMgr (with GMs)
5	To formally review bank holiday opening hours at all leisure facilities and prepare proposals for OCC agreement	April 2018	Opening hours agreed	DBM (with GMs)
6	To implement agreed proposals for change to opening hours.	May 2018	Agreed proposals implemented.	DSCDMgr (with GMs)
7	Pop Up taster sessions in communities to further reduce barriers to participation.	At least 2 sessions each quarter	Programme implemented.	DSCDMgr (with GMs)
			Case Studies produced	

<b>SCD 4 To proactively explore opportunities for external funding</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To update and maintain the database of potential external funding sources, at national, regional and local levels.	June 2018	Database updated.	DSCDMgr
2	To identify specific opportunities and to develop relevant action plans.	May - July 2018	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2018 - March 2019	Action plans implemented.	DSCDMgr
4	To communicate to General Managers the funding opportunities and the utilisation of any funding obtained.	September 2018	Communications delivered.	DSCDMgr

<b>SCD 5 To positively promote the benefits of healthy living and active lifestyles</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure that all facilities provide an up-to-date "Sports and Community Development" notice board.	On-going	Notice board provided.	DSCDMgr
2	To review stakeholder partners for potential new partnerships who can support the promotion of healthy living.	April - June 2018	Partners identified.	DSCDMgr (with GMs)
3	To ensure we are a partner in the Older Peoples Day	Oct-18	Plan created	DSCDMgr
4	To support GO Active Get Healthy project, work together on programmes to get people active	On-going	Plan created	DSCDMgr
5	Create and deliver a programme of activities utilising funding opportunities available	Sept 2018	Programme created	DSCDMgr
6	Monitor & evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	April - June 2018	Evaluations and reviews undertaken with meetings attended	DSCDMgr
7	To attend health sub group meetings where beneficial (including the Barton Healthy New Town project)		Attend Meetings	DSCDMgr
8	To actively develop links with GP surgeries to increase Exercise on Referral numbers	April - June 2019	Plan created	DSCDMgr
			Visits made and sign-ups increased	DSCDMgr
9	To continue to support Cardiac phase 3 rehab and Pulmonary rehab at Leys Pools and Leisure Centre	On-going	Work in partnership	DSCDMgr & GM's
10	To support Healthy eating in line with the sugar free food campaign.	On-going	Work in partnership	DSCDMgr & GM's
11	Develop new initiatives with key partners (i.e. Public Health, Clinical Practitioners and the Barton Healthy New Town group).	April 2018 -March 2019	Work in partnership	DSCDMgr & GM's
12	Further demonstrate impact, outcome and social value of delivery	April 2018-March 2019	A minimum of one case study produced and communicated each month	DSCDMgr & GM's
13	Work in in partnership with the Council and other key stakeholders to develop and promote a drowning prevention strategy for the city	April 2018-March 2019	Work in partnership	DSCDMgr & GM's

<b>SCD 6 Develop &amp; maintain relationships with schools, educational groups, BAME and community groups</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish a calendar of regular consultation/liaison with all registered schools and education groups.	April 18	Calendar established.	DSCDMgr (with GMs)
2	To develop and target at least 4 activities within schools.	Apr-18	Activity Programme established.	DSCDMgr (with GMs)
3	To maintain a continuous improvement plan in relation to schools and colleges development.	On-going	Programme implemented.	DSCDMgr (with GMs)
4	Attend the 'Schools Liaison Group' meetings	On-going	Meeting attended	DSCDMgr
5	Be an active stakeholder in the planning and delivery of the Oxford School Games and the Oxford disabled Games.	April 18 - March 19	Games planned and delivered with Fusion contribution	DSCDMgr
6	To lead and offer Schools Swimming Service	April 18 - March 19	Liaison established and maintained	DSCDMgr
7	Establish a program of 'Work Experience' aimed at 16 - 21 year old pupils from schools and colleges	On-going	Programme implemented	DSCDMgr
8	To offer local schools the opportunities to get them down to the ice rink and experience the rink	October 17 - February 18	At least 500 pupils attending Free Day	DSCDMgr
9	To develop a school event calendar to celebrate sporting events for the centres	April 2017 - June 17	<b>Programme implemented</b>	DSCDMgr

<b>SCD 7 Badminton development</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure the Fusion Badminton Development Plan is developed	April 18	Calendar established.	DSCDMgr (with GMs)
2	To ensure the Fusion Badminton Development Plan is delivered in Oxford leisure facilities	April 19	Calendar established.	DSCDMgr (with GMs)

# FACILITY DEVELOPMENTS

FD1	To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such developments			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To develop business cases for potential facility developments to be incorporated into 2019/20 business planning / Annual Service Planning processes.	April - June 2018	Business cases developed and presented to the Council representative	CMgr
2	To continue to explore opportunities for crèche facilities at Ferry Leisure Centre; <b>Include options as business case/s in the presentation to the Council representative.</b>	April - June 2018	Feasibility study produced and presented	CMgr
3	To work as Oxford City Councils Preferred supplier of Leisure Provision	April 2018- March 2019	Partnership & Contractual opportunities	CMgr
4	To work with the Council to successfully deliver (on-time and budget) the <b>Oxford Sports Park</b>	Jul-18	Partnership & Contractual opportunities	HoF

## Abbreviations:

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- HoF Head of Facilities
- DBMO
- DSCDMgr Divisional Sports and Community Development Manager

## PARTNERSHIP DEVELOPMENT

<b>PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To fully agree the dates, agendas and required attendees for all client-contractor meetings in 2018/19	April 2018	All details agreed.	CMgr
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	April 2018 and on-going	100% compliance.	CMgr
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2018 and on-going	100% compliance.	
4	To fully agree the format, content and timing of all reporting arrangements for 2018/19	April 2018	All details agreed.	CMgr
5	To ensure 100% compliance with agreed reporting arrangements.	April 2018 and on-going	100% compliance.	CMgr
6	To contribute positively and proactively to the Leisure Partnership Board meeting.	April 2018 and on-going	Partnership Board meeting held with demonstrable contribution.	CMgr
7	To submit and present the draft 2019/20 Annual Service Plan to the Leisure Partnership Board.	January 2019	Draft Annual Service Plan submitted.	CMgr
8	To agree a final Annual Service Plan for 2019/20 and prepare for implementation.	January - March 2018	Final Annual Service Plan agreed by the Leisure Partnership Board and implementation preparation underway.	CMgr
9	To review relevant partnership risk registers at Officer Operations & the Leisure partnership Board meetings at least twice a year	April 2018 & September 2019	Risk registered reviewed; mitigating actions and ownership understood; outcomes minuted	CMgr

<b>PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to agree a specific list of potential opportunities	April 2018 onwards	List identified and course of action agreed.	CMgr
2	To implement any agreed course of action in respect of additional opportunities.	April -2018 onwards	Course of action implemented.	CMgr
3	To continually propose added value and increased facility provision if necessary	2018/19	Business case developed/amended and presented to the Council representative.	CMgr

<b>PD3 To optimise the development of the partnership between Fusion and Oxford City Council</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council	April - June 2018	Processes reviewed.	CMgr
	To review the monthly performance report template			

### Abbreviations:

DBMgr Contract Manager  
 GM General Manager  
 ME Marketing Executive  
 DSCDMgr Divisional Sports and Community Development Manager

# RISK ANALYSIS

## INTRODUCTION:

As part of strategic business planning at a corporate and divisional level, potential risks to Fusion's business are identified and assessed. Their impact and likelihood is analysed and informs operational, resource and financial planning. At Fusion's corporate level, these plans are kept under review and monitored on a monthly basis by Board committees and by the Executive Management Team. The plans are also reviewed formerly at each quarterly Board meeting. Specific high-risk areas (e.g. health and safety and financial management) are also subject to specialist management, internal compliance monitoring and external audit on a regular basis.

At a divisional level, the Contract Manager is responsible for creating and maintaining a division-specific risk analysis and for working in conjunction with colleagues to continually monitor the implementation and effectiveness of mitigating actions identified within the risk analysis.

The risk analysis set out below represents an amalgam of relevant organisational risks as identified within Fusion's corporate risk analysis and specific risks as identified directly in respect of Fusion's delivery of services within Oxford.

## RISK ANALYSIS:

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Operational health and safety	Staff or customer injury, product or service liability, reduced ability to operate	4	3	12	Board member with specific responsibility for H&S	4	2	8
					Specialist H&S Manager in post			
					Comprehensive H&S management policies and procedures in place			
					Regular monitoring and on-going reporting of relevant H&S KPIs			
					Comprehensive H&S training undertaken			
System of internal audit								
Poor service provision	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	4	2	8	External accreditation with associated audits and inspections	4	1	4
					Robust operational and quality management systems established			
					Comprehensive customer feedback systems established to gather and analyse customer opinions			
					Comprehensive on-going monitoring of performance in respect of key service criteria			
					Establishment of detailed annual service plans setting out strategic objectives and required actions			
Increased competition	Reduced use of facilities, loss of income, reduced development potential	3	3	9	Robust operational and quality management systems established	3	3	9
					Comprehensive customer feedback systems established to gather and analyse customer opinions			
					Comprehensive on-going monitoring of performance in respect of key service criteria			
					Regular review of relevant competition on a local, regional and national basis			
					Expert support from key advisors, including legal, HR, H&S etc			
Non-compliance with relevant legislation and regulations	Fines, contractual penalties, default, censure	4	1	4	Robust operational and quality management systems established	4	1	4
					On-going external and internal audit and inspection regimes			
					Specialist ICT Manager in post, with expert off-site third party organisations providing support			
Failure of ICT systems	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Corporate ICT recovery plan established as part of business continuity plan	4	2	8
					All data backed up daily			
					Corporate ICT systems housed in a secure environment			
					Corporate business continuity plan in place and regularly reviewed			
Damage to buildings or equipment through fire, flood or similar	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Division-specific business continuity plan to be developed	3	2	6
					All data backed up daily			
					Corporate ICT systems housed in a secure environment			
					Fire and related risk assessments in place on a site-by-site basis and regularly reviewed			
					Emergency Action Plans in place on a site-by-site basis and regularly reviewed			

Fraud or financial error	Financial loss, reputational damage, regulatory action, client dissatisfaction	3	2	6	Financial control procedures established and audited regularly Scheme of delegation established with separation of duties, authorisation limits and regular board reporting Insurable risks covered where possible	3	2	6
Lack of direction, strategy and forward planning	Financial loss, reputational damage, client and customer dissatisfaction	3	2	6	5-year strategic plan in place with 5-year objectives and targets reviewed and set on an annual basis Annual business plan in place setting out key aims, objectives and policies with defined financial plans and budgets Annual service plans established on a divisional basis, setting our objectives, targets and planned actions Comprehensive monitoring of financial and operational performance Clear client liaison policies and procedures in place to ensure that forward strategy continues to be shaped by the objectives and requirements of client partners	3	2	6
Loss of key staff	Negative impact on operational and financial performance, loss of divisional and corporate knowledge, damage to relationships with client partners	2	4	8	Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams. Clear policies and procedures in respect of internal communication, knowledge management and quality management systems Proactive recruitment policies in order to identify and appoint relevant staff. Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff. Comprehensive succession planning across the business Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement	2	3	6
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6	Appropriately resourced central HR team, supported by relevant specialist advisors Comprehensive recruitment and staff management procedures Comprehensive training programmes for all line managers, with published training and development plan Staff Partnership and Consultative committee established together with regular dialogue with staff representatives Formal recognition of key unions and regular dialogue with relevant representatives	3	2	6
Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9	Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules Establishment of Partnership Board to provide guidance and support in relationship Establishment of an agreed Annual Service Plan, with shared objectives, agreed actions and timescales Regular performance monitoring, including service standards and compliance with the annual service plan. Multi-faceted relationship between Fusion and Oxford City Council	3	2	9
Deterioration of facilities	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity, unplanned facility closure	3	2	6	Appropriately resourced central FM team, supported by relevant specialist advisors Relevant and dedicated divisional resource Employment of specialist FM contractor to provide support in delivery of PPM and reactive maintenance Establishment of an agreed programme of backlog and lifecycle (substantive) works Regular monitoring and inspection of facility condition and maintenance processes	3	2	6

## Key:

## Severity of impact:

Is the measure of magnitude of harm or loss that Fusion and/or Fusion's partner may suffer, ranging from 1 to 5, where:

5 is "high" impact: i.e. will cause shutdown of the business leading to significant loss of money and surplus which is capable of bankrupting the business;

3 is "medium" impact: i.e. will cause interruption of a critical part of the business that results in significant but containable loss;

1 is "low" impact: i.e. will cause interruption that leads to no material loss.

## Likelihood of occurrence:

Is the possibility that the threat event will occur, ranging from 1 to 5, where:

5 is "high" likelihood: i.e. it is likely that the threat will occur in the next year;

3 is "medium" likelihood: i.e. it is possible that the threat will occur in the next year;

1 is "low" likelihood: i.e. it is highly unlikely that the threat will occur in the next year;

## LINKS WITH OBJECTIVES

STRATEGIC OBJECTIVES		RELEVANT SERVICE PLAN AIMS
Partnership Board Objectives		
PB1	continued engagement with reducing CO2 Emissions - delivery of 5% year-on-year reduction in carbon emissions	FM2, FM5
PB2	continued engagement with and participation by the Council's target groups, as follows: increases in participation by users resident in the most deprived wards in Oxford, BME groups, disabilities, junior free swim scheme, under 16s participation; women participation. We aim to exceed and increase participation by at least 5% across all groups and total participation but with targets being as high as 15% in certain target groups such as older people	F2, P1, P2, P3, P4, P5, P6, P7, P8, P9, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6
PB3	maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	FD 1, M1, M3, M5
PB4	improving access to the facilities (e.g. car parking)	M1
PB5	to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	FD 4, PD 2, PD 3,
PB6	to improve the health and well-being of local communities by engaging people in physical activity and healthy eating choices (e.g. healthy vending machines)	P1-9, M1, M3, M5, FD 4, PD 2, PD 3, PD 4, PD 5
PB7	to improve the offering of the 11-15 year old programming including term time and school holiday's	M1, M5, M7, P1, P3
<b>Oxford City Council Corporate Objectives</b>		
OCC1	Vibrant Sustainable Economy	F1, F2, F3, P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 3, FM 6, M2, M3, M5, SCD 1, SCD 3, SCD4, SCD 6, PD 1,
OCC2	Meeting Housing Needs	
OCC3	Strong and Active Communities	P1, P2, P3, P4, P5, P6, P7, P8, P9,
OCC4	A Clean and Green Oxford	FM 2, FM3
OCC5	An Efficient and Effective Council	F1, F2, F3 CR 1, CR 2, CR 3, FM6, S1, S2, M5, SCD1, SCD2, SCD5, PD1, PD3,
<b>Fusion Corporate Objectives</b>		
Fus 1	to deliver a 8% year-on-year increase in turnover	P1-9, F1, F2, S1, M1, M2, M3
Fus 2	to deliver a 10% increase in Margin	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 3	to deliver a 4% increase in like for like revenue	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 4	to ensure 98% "good"/ "excellent" for overall customer satisfaction and 100% "good"/ "excellent" for staff	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 5	to deliver Quest accreditation rating of "Excellent"	FM 6
Fus 6	To achieve turnover of 86 million pounds	

SERVICE PLAN AIMS		RELEVANT STRATEGIC OBJECTIVES
F1	Each Centre financial self sustainable	PB 1-4, OCC 1, OCC 3-5, Fus 1-5,
F2	To ensure that pricing structures and levels across the leisure facilities are appropriate	PB 1-7, Fus 1, OCC3, Fus2
P1	To deliver a 3% year-on-year increase in participation by users resident in the most deprived wards in the City	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P2	To deliver a 3% year-on-year increase in participation by users aged over 50	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P3	To deliver a 3% year-on-year increase in participation by users aged under 16	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P4	To deliver a 3% year-on-year increase in participation by users from BME groups	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P5	To deliver a 3% year-on-year increase in participation by disabled users	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P6	To deliver a 3% year-on-year increase in participation on the junior swimming	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P7	To deliver a 3% year-on-year increase in participation on the 60+ swimming scheme	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P8	To deliver a 3% year-on-year increase in participation in women and girls activities	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P9	To deliver a 3% increase in overall participation	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 1	To maintain levels of satisfaction at 95% GSE	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 2	Customer Service KPI improvement year on year in each Centre	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 3	Response time for customer feedback - responded within 48 hours and closed within 7 days	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 4	To ensure user representation on the Board and quarterly User group meetings take place and are well attended	PB2-4,6, OCC3, Fus4
CR 5	To deliver a reduction of at least 6% attrition levels for membership	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
HS 1	To ensure 100% compliance with Fusion H&S policies and procedures	OCC5
FM 1	To achieve average Fusion 360 inspection scores of at least 95% across all facilities	OCC5
FM 2	To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year.	PB1, OCC4, OCC5
FM 3	To achieve a 50/50 split (50% landfill 50% recycling) of all refuse collection from our centres	PB 1, OCC 4
FM 4	To ensure that high standards of cleaning are achieved at all times	PB2, PB6, OCC3, OCC4
FM 5	To ensure that high standards of repair and maintenance are achieved at all times	PB 1, PB 2, PB5, OCC 2
FM 6	To maintain Quest accreditation at a minimum 'Excellent' at Ferry L. Good at Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.	PB 1, OCC 1,3,4, Fus5
S1	To ensure that the Right People are in the Right Place at the Right Time	Fus4, OCC5
S2	To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall	Fus4, OCC5
S3	To ensure that the Fusion workforce in Oxford is as representative as possible of the local community	Fus4, OCC5
M1	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	PB 3, PB 5
M2	To deliver a 5% increase in total membership	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
M3	To establish highest standards of facility presentation	PB1, PB 2-6, OCC 1, OCC 3-5, Fus 1-5,
M4	To establish and maintain the highest standards of web and social media promotion	PB 1-7,
M5	To develop connections and outreach with local schools	PB7
M6	To launch new collateral designs and reduce print wastage	Fus 2, Fus 6, OCC5, OCC4, PB3
M7	To increase Reward Card usage and registration	PB2, PB3, PB6, PB7, OCC3, Fus1,2,3
SCD 1	To develop positive and proactive partnerships with key local stakeholders	PB2, PB3, PB6, PB7, OCC3, Fus1,2,4
SCD 2	To develop positive and proactive relationships with local sports clubs	PB2, PB3, PB6, PB7, OCC3, Fus1,2,5
SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users	PB2, PB3, PB6, PB7, OCC3, Fus1,2,6
SCD 4	To proactively explore opportunities for external funding	PB2, PB3, PB4, PB6, PB7, OCC6, OCC4, OCC5, Fus1-3,5,6
SCD 5	To positively promote the benefits of healthy living and active lifestyles	PB2-4,6,7, OCC3, Fus1-6
SCD 6	Develop & maintain relationships with schools and educational groups	PB2-4,6,7, OCC3, Fus1-7
FD 1	To develop a programme of other facility development proposals in the leisure facilities	PB2-4,6,7, OCC3, Fus1-8
PD 1	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements	OCC5
PD 2	To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	PB5
PD 3	To optimise the development of the partnership between Fusion and Oxford City Council	PB5

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# Appendix 3B

## Oxford Div. overview 2018 / 19

The table below highlights the quantifiable targets for the Oxford area. Following client consultation and in line with the 2018/19 ASP themes and objectives, the amount of reportable KPI's as monitored through monthly reports has been condensed to allow focus on delivery and impact. Core leisure operating measures remain such as participation and financial performance. All targets below are stretch targets and are set to either meet or exceed contractual targets and are not subject to pay mech.

Title													
Reference	Plan and Do	Consultation/Influence / source	base line	Measure / Target				Review and Impact				Comments	Agreed actions.
	Headline Aim			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		

Title													
Reference	Plan and Do	Consultation/Influence / source	base line	Measure / Target				Review and Impact				Comments	Agreed actions.
	Headline Aim			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		

Title													
Reference	Plan and Do	Consultation/Influence / source	base line	Measure / Target				Review and Impact				Comments	Agreed actions.
	Headline Aim			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		

agreed scoring  
 green : on target  
 amber : 75% or above of target  
 Red: under 75% of target



Appendix Four: Fusion Lifestyle 2018/ 2019 Annual Service Plan for the management of the Council's leisure facilities.

Risk Implications

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
Satisfaction	Dissatisfaction with delivery of leisure provision	Threat	Lack of intrinsic linkage within the Plan to enable delivery of the Council's Corporate Plan; Poor development of objectives and targets in respect of achieving the council's aspirations and vision	Stakeholder dissatisfaction, loss of income, reputation damage, loss of future opportunity.	30.04.18	Head of Service	2	2	2	2	1	1	None	Establishment of a detailed Annual Service Plan that sets out the strategic objectives and required actions; with a comprehensive on-going monitoring of performance in respect of key service criteria.	On-going governance	Open	75%	Leisure & Performance Manager
Corporate Priorities	The 2018/ 2019 Annual Service Plan strategic aims do not reflect corporate priorities	Threat	Lack of assimilation with the Councils Corporate Plan	Value for money not achieved; failure to provide the aspiration of a World-Class leisure service.	30.04.18	Head of Service	3	3	3	3	2	1	None	Strategic direction from the Leisure Partnership Board and Active Communities Performance Board; Effective engagement with representatives of the Leisure Partnership Board and other internal and external officers; Robust development process for the delivery of the 2016/ 2017 Fusion Lifestyle Annual Service Plan.	On-going governance	Open	75%	Leisure & Performance Manager
Savings	Failure to achieve the commitment to accessible savings	Threat	Lack of financial consideration and planning within the delivery strands of the 2018/ 2019 Annual Service Plan.	Value for money not achieved.	30.04.18	Head of Service	3	3	3	3	3	1	None	Robust performance and financial monitoring procedures to detect variations and put in mitigating actions.	On-going governance	Open	75%	Leisure & Performance Manager
Business Continuity	Business Continuity Planning	Threat	Failure to maintain an up to date Business Continuity Plan.	Leisure facilities unable to operate for a period of time.	30.04.18	Fusion Lifestyle	3	2	2	2	2	2	None	Regular review of current Business Continuity Plans and annual testing of plan.	On-going governance	Open	75%	Leisure & Performance Manager
Reputation	Reputational Risk	Threat	Failure to manage repercussions following a serious event at a facility	Loss of Council reputation	30.04.18	Fusion Lifestyle	2	3	1	2	1	2	None	Emergency Plan for control of media exposure.  Health & Safety monitoring and reporting regime in place and externally audited.	On-going governance	Open	75%	Leisure & Performance Manager
Contractor becomes insolvent.	Business Continuity	Threat	Contractor goes into administration;	full or partial termination of the LMC; leisure facility closures; reduced service; financial impact; negative publicity.	30.04.18	Head of Service	2	1	3	3	2	1	None	Prompt raising of the management fee and any late payment follows debt recovery procedures; Review of the Annual Statement of accounts when received from the leisure provider and reviewed by OCC Officers. Open and transparent local and senior stakeholder relationship management; Strong contract management governance.	On-going governance	Open	75%	Leisure & Performance Manager

Fusions capacity to deliver service due to significant growth	Business Continuity	Threat	Contractor over stretches available resources and funding.	Lack of investment to the Oxford contract; profit from the Oxford contract reallocated across the wider leisure portfolio.	30.04.18	Head of Service	2	1	3	3	2	1	None	Strong Contract management governance regime; Open and transparent local and senior stakeholder relationship management.	On-going governance	Open	75%	Leisure & Performance Manager
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## Appendix Three:

Fusion Lifestyle 2018/2019 Annual Service Plan for the management of the Council’s leisure facilities.

### Initial Equalities Impact Assessment



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<b>Service Area:</b> Community Services	<b>Section:</b> Active Communities	<b>Key person responsible for the assessment:</b> Leisure and Performance Manager	<b>Date of Assessment:</b> 30 April 2018
<b>Name of the Policy/ Plan to be assessed:</b> <ul style="list-style-type: none"> <li>Leisure and Wellbeing Strategy 2015 to 2020.</li> <li>Fusion Lifestyle’s 2018/ 2019 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford – as recommended by the Leisure Partnership Board.</li> </ul>		<b>Is this a new or existing policy</b>	Existing

**1. Briefly describe the aims, objectives and purpose of the policy/ plan**

The overriding objectives of the leisure management contract are:

- To develop world-class leisure facilities and to improve the value for money they offer;
- To reduce the overall subsidy for leisure services, prior to 2009 the subsidy per user was one of the most expensive in the country;
- Alongside the benefits of a successful contract such as increased participation, an upward cycle of continued improvement, and an improved public realm, there is also a surplus share arrangement that encourages the Council to support Fusion Lifestyle to exceed their contractual financial targets and provide further leisure investment.

The quality and service standards are high and facilities will be accessible with diverse and with inclusive programmes.

- Charging at market rate for those that can afford and running a highly cost effective service so that a surplus is created to fund a progressive concessions programme.
- Central part of the Corporate Plan for 2018-2022

The vision for delivery of leisure facility provision is to:

- Continuously improve the service for all users
- Reduce the subsidy per user
- Have greater energy efficiency from the leisure facilities
- Provide modern world-class leisure facilities to enhance the quality of life for everyone.

<p><b>2. Are there any associated objectives of the policy/ plan, please explain</b></p>	<p>The Leisure Facility Review (May 2009) detailed the Council's strategic approach to developing a city wide leisure offer that includes all facilities irrespective of ownership across the city. The review detailed a sustainable way forward for our leisure facilities.</p> <p>The Leisure &amp; Wellbeing Strategy 2015 to 2020 is the services overarching strategy; the delivery of the strategy is supported by the Green Space Strategy, the Playing Pitches Strategy and the Youth Ambition Strategy. The strategy has three priorities:</p> <p><b>Objective 1 – A world class leisure offer</b>        The leisure offer is anywhere sport and physical activity can take place. Alongside traditional facilities such as leisure centres it includes parks, community centres, waterways, children's centres, business premises and community buildings such as churches and village halls.</p> <p><b>Objective 2 – Our focus sports</b>        This strategy continues to designate <i>focus sports</i>. The Sport Team will remain focused on creating innovative and inclusive sporting pathways that drive up participation through a joined up leisure offer.</p> <p><b>Objective 3 – Partnership working</b>        Much of the progress in recent years has been achieved through effective partnership working and taking a place leadership approach to increasing physical activity levels. The Council's Sport and Leisure team have an excellent reputation; this has helped bring in external funding and resulted in far greater outcomes being achieved and this approach needs to be built on.</p>
<p><b>3. Who is intended to benefit from the policy/ plan and in what way</b></p>	<ul style="list-style-type: none"> <li>• Users of all leisure facilities in Oxford;</li> <li>• Local tax payers;</li> <li>• Target Groups: Those under the age of 17 and over the age of 50 years; Black, Asian, Minority and Ethnic groups; those with disability; Women and girls; Those resident in the most deprived areas of the City; those on a low income (and their dependants).</li> <li>• City communities.</li> </ul>

**4. What outcomes are wanted from this policy/ plan?**

The plan is intrinsically linked to enabling the delivery of the Council's Corporate Plan, and has been developed to clearly set the objectives and targets in respect of achieving the council's aspirations and vision for delivering modern world-class leisure services.

The vision for delivery of leisure facility provision is to:

- Continuously improve the service for all users
- Reduce the subsidy per user
- Provide greater energy efficiency from the leisure facilities
- Offer modern world-class leisure facilities to enhance the quality of life for everyone.
- Targeted improvements in use by under-represented groups, women, older people, BME.

**5. What factors/forces could contribute/detract from the outcomes?**

- The general economic climate.
- Competition from the wider leisure industry.

**6. Who are the main stakeholders in relation to the policy/ plan**

- Oxford City Council;
- Councillors;
- Fusion Lifestyle;
- Facility users;
- Residents;
- Partners
- Communities

**7. Who implements the policy and who is responsible for the policy/ plan?**

Community Services – Active Communities; Head of Service; Executive Director Community Services  
  
 Fusion Lifestyle – Contract Manager

**8. Are there concerns that the policy/ plan could have a differential impact on racial groups?**

∓

**No**



<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"><li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li></ul> <p>There is no pricing differentiation due to racial group.</p>
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<p><b>9. Are there concerns that the policy <i>could</i> have a differential impact due to gender?</b></p>	<p>¥</p>	<p><b>No</b></p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>There is no pricing differentiation due to gender.</p> <p>Active Women has been a project driven by Sport England to get more women from disadvantaged communities, and more women caring for children, playing sport. The sessions are specifically designed for local women and aim to make it as easy as possible to participate and provision includes tennis, jogging, football, netball, badminton, trampolining, basketball and swimming.</p>	

<p><b>10. Are there concerns that the policy/ plan could have a differential impact due disability?</b></p>	<p>¥</p>	<p><b>No</b></p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>Those entitled to disability benefits, and their dependants are entitled to excellent discounts through the Bonus concessionary membership scheme.</p> <p>Fusion Lifestyle has an active partnership with the disability swimming group ‘Oxford Swans’ who hold sessions at Ferry Leisure Centre and Leys Pools and Ferry Leisure Centre. There is also a good relationship with Kids Enjoy Exercise Now (KEEN), who are a UK registered Charity providing sporting, recreational and social activities to people with mental and physical disabilities, and special needs.</p> <p>Facilities comply with DDA legislation and development schemes progressed in partnership with Fusion Lifestyle give full consideration to needs of this target group.</p>	

<p><b>11. Are there concerns that the policy/plan could have a differential impact on people due to sexual orientation?</b></p>	<p>¥</p>	<p><b>No</b></p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>There is no pricing differentiation due to sexual orientation.</p>	

12. Are there concerns that the policy/ plan <u>could</u> have a differential impact on people due to their age?	Yes	No
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>Concessionary fees and charges are available to these targeted groups. Additionally the Council continues to provide targeted free swimming and free swimming lessons for those aged under 17 years of age and resident in the City.</p> <p>Fusion offer Primetime sessions for those aged 50 years and over.</p>	

<p><b>13. Are there concerns that the policy/plan <u>could</u> have a differential impact on people due to their religious belief?</b></p>	<p>¥</p>	<p><b>No</b></p>
<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> <li>• Research; Consultation; Programming; Pricing; Promotion; Partnerships.</li> </ul> <p>There is no pricing differentiation due to religious belief.</p> <p>Fusion activity programming includes ladies only sessions and swimming lessons (i.e. Barton Leisure Centre, Ferry Leisure Centre and Leys Pools and Leisure Centre).</p>	

<b>17. Are there implications for the Service Plans?</b>		YES	No	<b>18. Date the Service Plan will be updated</b>	1 April 2018	<b>19. Date copy sent to Equalities Officer</b>	01.05.18
<b>20. Date reported to Equalities Board:</b>		n/a		<b>21. Date to Scrutiny (5 June 2018) and CEB (13 June 2018)</b>	<b>22. Date published</b>		
<b>23. Could the differential impact identified in 8-13 amount to there being the potential for adverse impact in this policy/ plan?</b>	∓	No	<b>24. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason</b>			∓	No
<b>25. Should the policy/ plan proceed to a partial impact assessment?</b>	∓	No	<b>If Yes, is there enough evidence to proceed to a full EIA:</b>			No	
			<b>Date on which Partial or Full impact assessment to be completed by</b>			n/a	

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Signed (completing officer): Lucy Cherry Signed (Lead Officer) Ian Brooke

**Team members and service areas that were involved in this process:**

Head of Community Services  
 Active Communities Manager  
 HR Business Partner Service and Support  
 Leisure and Performance Manager

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**To:** City Executive Board  
**Date:** 13 June 2018  
**Report of:** Head of Planning, Sustainable Development and Regulatory Services  
**Title of Report:** Oxford Local Plan Local Development Scheme 2018-21

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To approve the updated programme for the preparation of documents that will form the City Council's Local Plan.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Alex Hollingsworth, Planning and Transport
<b>Corporate Priority:</b>	A Vibrant and Sustainable Economy; Meeting Housing Needs; Strong and Active Communities; A Clean and Green Oxford.
<b>Policy Framework:</b>	Local Plan
<b>Recommendation:</b> That the City Executive Board resolves to:	
1. <b>Approve</b> the Oxford Local Development Scheme 2018-21	
<b>Appendices</b>	
Appendix 1	Local Development Scheme 2018-21
Appendix 2	Risk Assessment

## Introduction and background

1. The Local Development Scheme (LDS) is a project plan that sets out timescales for the preparation and revision of documents in Oxford's Local Plan and other planning policy documents. The term Local Plan can be used as the collective name for a number of planning policy documents, including development plan documents and supplementary planning documents. It is also the name for the document that will contain the majority of Oxford's statutory planning policies.
2. The LDS provides details on what the Local Plan will contain and the geographical area it will cover. The LDS is an important tool to enable local communities and interested parties to keep track of the Local Plan documents' progress and to ensure that they are aware of when opportunities for involvement are likely to

arise. It is a statutory requirement that all local planning authorities prepare and maintain a LDS.

3. The lifespan of the City Council’s current LDS is 2016-19. The LDS is intended to be a dynamic document, updated at intervals to reflect the timetable for developing the local plan and other significant work programmes. The LDS 2018-21 will come into effect from the date of approval by CEB and will supersede the existing LDS 2016-19.

### **Oxford Local Plan 2036**

4. The City Council is currently in the process of producing a new Oxford Local Plan 2036, to replace most of the existing documents containing planning policy (other than Area Action Plans). The Oxford Local Plan 2036 will provide a long-term planning framework to deliver managed growth of the city to 2036. The new Local Plan will join up the Council’s corporate strategies, seeking to deliver the land use and spatial elements resulting from the Corporate Plan and other corporate strategies. It will also reflect the vision or directional aspirations of our wider partnership bodies including the Oxford Strategic Partnership, the Oxfordshire Growth Board and the Local Enterprise Partnership, in helping to deliver the Council’s economic strategy, housing strategy and green space strategy.
5. The LDS 2018-21 amends slightly the programme for production of the Oxford Local Plan 2036. The key amendments are:

<b>Local Plan stage</b>	<b>Formerly programmed for: (LDS 2016-19)</b>	<b>Now programmed for: (LDS 2018-21)</b>
Public consultation on the Draft Local Plan (Reg 19)	June/July 2018	November/December 2018
Submission of Local Plan for examination (Reg 22)	December 2018	March 2019
Estimated date of adoption and publication	October 2019	December 2019

These amendments have been carefully considered. They allow time to properly consider changes introduced in the Government’s draft and final revised NPPF (expected in July 2018). Submission of the document is delayed by only a few weeks, and change to the overall programme is minimal. The Local Plan timetable will still meet the milestones set out in the Oxfordshire Housing and Growth deal. An additional benefit from the revised timetable is that it will allow for consultation on the draft Plan to be held during the autumn period, easing pressure on organisations who might have key individuals away during some of the summer period.

6. It is intended that the draft Local Plan will be considered at the September Scrutiny meeting and at the September City Executive Board meeting and then at the October full Council meeting seeking approval for consultation. Public consultation will then start at the beginning of November.

## Joint Spatial Strategic Plan

7. The Joint Spatial Strategic Plan (JSSP) will contain strategic policies for Oxfordshire for the period to 2050. A separate Local Development Scheme for this document will be brought to CEB in due course.

## Financial implications

8. The financial implications arising from producing a Local Plan include the costs of a Local Plan Examination (including Counsel advice) and independent technical analysis of issues such as transport, environment and sustainability. Revenue to accommodate these anticipated costs was agreed in the 2016/17 budget report approved by Members'. Consultation in accordance with the Consultation Programme appended to the LDS will be carried out by the planning policy team with support from Corporate Consultation/Business Improvement.

## Legal issues

9. The preparation and publication of the Local Development Scheme is a statutory requirement under Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended).
10. The City Council is required to monitor compliance with the timescales for document production and revision set out in the LDS and to make this information publicly available. Compliance with the LDS is monitored and published through the Annual Monitoring Report.

## Level of risk

11. A risk assessment has been undertaken (Appendix 2). All risks have been mitigated to an acceptable level.

## Equalities impact

12. There are no equalities impacts arising from this report.

<b>Report author</b>	Sarah Harrison
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**Background Papers:** None

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# Oxford City Council

## Local Development Scheme 2018 - 2021

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# Appendix 1

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## Introduction

The Planning and Compulsory Purchase Act 2004 introduced the requirement for councils to prepare and maintain a Local Development Scheme (LDS). The LDS sets out the work programme for the preparation of documents to be included in the Local Plan. This document supersedes the Oxford 2016-2019 LDS.

### ***What is the Local Development Scheme?***

This LDS is a three year project plan for preparing documents and provides the starting point for the local community, businesses, developers and other interested parties to find out what the City Council's current planning policies are for the area. It includes 'milestones' to inform the public about opportunities to get involved with the plan making process and to let them know the likely dates for involvement. The LDS is published on the City Council's website at [www.oxford.gov.uk/lds](http://www.oxford.gov.uk/lds).

## Oxford's Local Plan

Oxford's Local Plan contains a range of documents to guide development within Oxford. The term Local Plan is the collective name for those planning documents produced by the Council which comprise the Development Plan. Applications for planning permission are to be determined in accordance with the Development Plan unless material considerations indicate otherwise.

### ***Documents in the statutory development plan***

Council produced documents within the statutory development plan are subject to extensive community and stakeholder involvement, and an independent examination by an Inspector to ensure that the necessary legal requirements for the preparation of the document have been met and the document is 'sound'. All these documents will be subject to the European Strategic Environment Assessment Directive and will incorporate a sustainability appraisal to ensure that they accord with the principles of sustainable development. They must be consistent with the NPPF.

### ***Supplementary Planning Documents (SPDs)***

SPDs provide further details and guidance to supplement policies. SPDs are adopted by the City Council following public consultation, and are not part of the statutory Development Plan.

### ***Documents in Oxford's Local Plan***

Currently, the statutory Development Plan consists of:

- Saved policies of the Oxford Local Plan 2001-2016 (November 2006)
- Oxford Core Strategy (March 2011)
- Sites and Housing Plan (February 2013)
- West End Area Action Plan (June 2008)
- Barton Area Action Plan (December 2012)
- Northern Gateway Area Action Plan (July 2015)
- Policies Map

- Headington Neighbourhood Plan

In addition, there are the following documents:

- Diamond Place SPD (July 2015)
- Statement of Community Involvement in Planning (July 2015)
- Community Infrastructure Levy (CIL) Charging Schedule (October 2013)
- Jericho Canalside SPD (December 2013)
- Oxpens Master Plan SPD (November 2013)
- Affordable Housing and Planning Obligations SPD (September 2013)
- Balance of Dwellings SPD (January 2008)
- Parking Standards, Transport Assessments and Travel Plans SPD (February 2007)
- Telecommunications SPD (September 2007)
- Natural Resource Impact Analysis SPD (November 2006)

### ***Policies Map***

The Policies Map (previously referred to as the Proposals map) illustrates graphically the policies and proposals of the Local Plan. The Policies Map will be revised and updated as new policies are adopted.

### **Other Documents**

#### ***Oxfordshire Joint Statutory Spatial Plan***

The Oxfordshire Joint Statutory Spatial Plan will set out strategic policies to deal with key issues for Oxfordshire with a cross-boundary approach. Work on the JSSP will be undertaken during the LDS period, with the intention of adopting the Plan in 2021.

#### ***Statement of Community Involvement in Planning (SCIP)***

The Statement of Community Involvement in Planning sets out how we will involve the community in the planning process, including Local Plans and Development Management. It sets out the activities that the Council will undertake to reach stakeholders and the public during the various stages of preparation of Local Plan documents. The most recent SCIP was adopted at City Executive Board on 9<sup>th</sup> July 2015. It can be viewed at [www.oxford.gov.uk/sci](http://www.oxford.gov.uk/sci).

#### ***Annual Monitoring Report***

Each year the City Council produces an Annual Monitoring Report, which is approved at the City Executive Board in the autumn. The Annual Monitoring Report has the following main functions:

- to measure progress made in respect of the planning documents being prepared;
- to review the effectiveness of the adopted planning policies;
- to monitor the extent to which policies and targets in adopted documents are being achieved against a range of indicators.

All of the Annual Monitoring Reports produced by the City Council can be viewed on the City Council's website at [www.oxford.gov.uk/amr](http://www.oxford.gov.uk/amr).



### ***Neighbourhood Plans***

The Localism Act introduced new rights and powers to enable communities to get directly involved in planning for their areas. Neighbourhood planning allows communities to come together through a parish council or formal neighbourhood forum and produce a neighbourhood plan. Neighbourhoods can decide what they want to cover in their neighbourhood plan. They may allocate land for development, or influence the type and design of development that comes forward. Neighbourhood plans must however be in general conformity with the strategic planning policies already adopted by the City Council. They should not promote less development than set out in the Local Plan and or undermine its strategic policies. They are also subject to an independent examination and need to be approved by a majority vote in a local referendum.

Once plans are adopted they will become part of the Development Plan. To date, Oxford City Council has formally designated four neighbourhood areas (where plans are being led by neighbourhood forums. One Neighbourhood Plan (Headington) is adopted. The remaining neighbourhood areas, which are at various stages of plan production, are:

- Littlemore;
- Summertown and St Margaret's; and
- Wolvercote.

### ***Technical Advice Notes (TANs)***

Oxford City Council is producing a series of Technical Advice Notes (TANs). These provide technical advice to developers and decision-makers. TANs are not adopted planning policy documents. TANs may be updated from time to time, to reflect changing circumstances or in light of new examples of best practice. To date the following TANs have been published:

- Tan 1A: Space Standards for Residential Development
- TAN 2 Energy Statement
- TAN 3 Waste Storage
- TAN 4 Community Pubs
- TAN 5 External Wall Insulation
- TAN 6: Residential Basement Development

The Council is likely to publish a Biodiversity TAN within the timeframe of this LDS.

All of the technical advice notes produced by the City Council can be viewed on the City Council's website at:

<http://www.oxford.gov.uk/PageRender/decP/PlanningPolicyTechnicalAdviceNotes.htm>

## Work Programme for 2018-2021

During the period covered by this LDS, the City Council will produce the following documents:

- Oxford Local Plan 2036

### **Local Plan 2016-2036**

The City Council is producing a Local Plan covering the period to 2036, 10 years beyond the current period of the Core Strategy. This will ensure that development in Oxford continues to come forward and be considered in a plan-led system.

The Area Action Plans (AAPs) the City Council has produced work well as stand-alone documents and will remain in place as separate documents. There may be a need for a new specific separate document to be produced in the future. However, the City Council intends to take the opportunity to review all its development plan documents (other than the AAPs) and to contain the majority of its policies in one place.

The following table shows the planning policy documents that will be replaced by the Oxford Local Plan 2036. After the council meeting to approve submission of the pre submission draft, that draft will be used as a material consideration in development management decisions on planning applications.

Local Plan policies will be supported by new and existing SPDs and its implementation supported by CIL.

Saved policies of the Oxford Local Plan 2001-2016 (November 2006)	Policies will be superseded on adoption of Oxford Local Plan 2036
Oxford Core Strategy (March 2011)	
Sites and Housing Plan (February 2013)	
Policies map	Will be updated on adoption of Oxford Local Plan 2036
West End Area Action Plan (June 2008)	Will not be replaced by Oxford Local Plan 2036. Now expired. Policies of the Local Plan will be relevant in the area, and will ensure Station SPD, Oxpens SPD and the Design Code can still be used.
Barton Area Action Plan (December 2012)	Will not be replaced by Oxford Local Plan 2036, although policies of the Local Plan will be relevant in the area and some policies may be superseded.
Northern Gateway Area Action Plan (July 2015)	Will not be replaced by Oxford Local Plan 2036, although policies of the Local Plan will be

	relevant in the area and some policies may be superseded.

**Appendix 1: Gantt chart of the LDS work schedule**

	2018			2018			2018			2018			2019			2019			2019			2019			2020			2020			2020			2020			2021			2021			2021			2021					
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D			
Annual Monitoring Report								■				■								■				■								■				■											■				■
Local Plan 2016-2036										■	■				■			■	■	■				■																											

**Milestones**

Start	■
Publish	■
Public Consultation	■
Submit	■
Examination hearings	■
Adopt	■

## **Appendix 2: Oxford Local Plan 2036 Consultation and Engagement Programme (as published alongside the previous LDS 2016-2019)**

We will aim to have a plan shaped by the community and businesses, so that they will inform the plan as well as have a sense of ownership. Consultation will be at the heart of development of the Plan at every stage. We will welcome diverse inputs from organisations and a wide range of local people and where possible we will look to see how respondents reflect the profile of the community. In the early stages the community will have a chance to shape the issues the Plan covers, helping to set out a vision. In the later stages, they will be able to inform and check the direction that the plan is going in. It is important to ensure that consultation is planned and programmed to ensure that interested parties are aware of the project and become involved at the best stage in the process. Because of the greater opportunity to shape the plan in the earlier stages, consultation and engagement will be 'front loaded', with an emphasis on involving people at the early stages of developing the new plan. Engagement and consultation at all stages will be consistent with the Statement of Community Involvement in Planning, and appropriate to the stage.

We anticipate that there will be a wide range of views to be considered and from different communities and interests within and outside the city. The consultation responses and engagement are an important input in forming the Local Plan. The Evidence base, Government policy and so on will also be important in informing policy direction, together with professional judgement. We will aim to be clear at all stages of consultation and engagement that there are constraints to what can be included in a Plan, and that the engagement process is a chance for people to put forward views that will help inform the direction of the plan.

**Options for different stages of consultation and engagement**

Stage	What to consult on	Benefits/purpose of this stage	How to consult and engage	How to publicise	Who to consult and engage with
<p>Early public involvement (informal, ongoing dialogue) Approx June/July 2016</p>	<p>Members of the public will be asked to contribute to the vision for Oxford 2036. There are likely to be some specific questions about what the document or policies should include-comparing scenarios, commenting on themes or finding out people's issues and priorities.</p> <p>Early engagement with specialist, community and technical bodies and neighbouring authorities will be important. This is likely to involve discussion about what they expect to see in the document, and setting up of agreements on how we will co-operate during the Plan period.</p>	<p>This stage will introduce the project. It will be focused on Information gathering.</p> <p>This stage is intended to be open and aimed at finding out how people wish to see the city develop.</p> <p>Enables people to put forward their ideas, highlighting issues and possible solutions and thereby participating in the initial stages of developing proposals and options. People can shape the plan and are engaged in the process and have a sense of ownership.</p>	<p>Activities to be fun/informal Interactive displays Workshops/informal drop-ins /1-2-1 meetings for those with specific expertise Questionnaire/ comments postcard</p> <p>Possible other methods: Potentially send packs to community groups for their help with reaching people Look for existing events to attend- and opportunities to introduce the Local Plan and the process. Social media Create a video presentation for people to view in their own time</p>	<p>Press release Email/letter to contacts Flyers Posters City Council website Local interest groups Through existing networks such as the Oxford Business Forum</p>	<p>A wide consultation, trying to get people involved from an early stage.</p> <p>There will also be meetings focused on those with specific expertise and duty to co-operate organisations, e.g. developers or highway engineers, EA, other districts. All key statutory consultees and stakeholders will be contacted.</p>

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<p>Consultation on emerging options/draft policies Approx. June/July 2017</p>	<p>Preferred options document. A document showing preferred options as draft policies, with other options considered also shown.</p> <p>Sustainability Appraisal and evidence base papers or topic papers also to be published.</p> <p>The thinking behind selection of the preferred options to be shown clearly.</p>	<p>This stage enables meaningful public engagement in the development of the plan's policies, enabling them to evaluate different options. We will show clearly the direction of our thinking so far, providing the wider context for the project and explaining why options are selected as 'preferred', and how the results of the previous consultation have been applied. This will be set out for people to comment on, but they will not be being presented with a draft plan where decisions have already been made.</p> <p>There will be scope to make changes to draft policies/preferred options based on the consultation responses. People can get involved in shaping the document.</p>	<p>Formal consultation for 6 weeks or more. The publication of the Preferred Options document will be publicised. People will be encouraged to engage with the document by viewing it and commenting.</p> <p>There will be other methods used to try to engage people and invite feedback, and providing the opportunity for public to meet the team and ask questions: Travelling exhibition Workshops/meetings Questionnaire with possible summary leaflet of preferred options.</p>	<p>Press release Contact all those previously involved and those on our contacts database. Flyers/posters City Council website Local interest groups</p>	<p>As wide a range of people involved as possible.</p>
<p>Pre-submission consultation Approx June/July 2018</p>	<p>Publish document. Also publish key evidence base studies and SA.</p>	<p>People have the opportunity to comment on the draft. There is only scope to make relatively minor changes.</p>	<p>Publish document with comment form. Summary version with questionnaire Exhibitions/ posters</p>	<p>All those previously involved, consultee database, press release.</p>	<p>Focus on list of consultees and all involved at earlier stages</p>

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# Appendix 2

Local Development Scheme 2016-19 Risk Assessment

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	
Unexpected delays	There is potential for unanticipated delays in document production.	Threat	Delays may be a result of a number, or combination, of factors (for example, external agencies or consultants may be unable to fit in with timescales, issues may be more complex to understand/resolve than anticipated, or there may be a lack of resources available to complete the programme).	LDS timescales for document production are not met.	11.11.15	Head of Planning and Regulatory Services	3	3					Compliance with LDS timescales will be reported in the Annual Monitoring Report.	Maintain awareness of potential causes of delay- maintain continuous contact with consultants and managers to check necessary resources are in place and work is being produced to detailed work programmes.	Ongoing throughout the lifetime of the LDS as required				
Changes to the planning system at the national level	Changes to national legislation, policy and guidance may alter the process that needs to be followed in producing new documents, or may mean that the focus or approach of documents needs to be altered.	Threat	Changes to national legislation, policy and guidance by Central Government.	LDS timescales for document production may not be met.  The LDS may need to be amended if additional documents need to be reviewed in order to maintain compliance with national policy.	11.11.15	Head of Planning and Regulatory Services	2	4					Compliance with LDS timescales will be reported in the Annual Monitoring Report.	Maintain awareness of potential changes at the national level as they arise so that appropriate responses can be planned in advance in order to minimise negative impacts.	Ongoing throughout the lifetime of the LDS as required				

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**To:** City Executive Board  
**Date:** 13 June 2018  
**Report of:** Head of Housing  
**Title of Report:** Extension of Home Choice Pilot

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To provide a review of the first year of the Home Choice pilot and to approve in principle, the extension of the pilot to March 2019.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Mike Rowley, Housing
<b>Corporate Priority:</b>	Meeting Housing Needs.
<b>Policy Framework:</b>	Housing Strategy, Financial Inclusion Strategy.
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Approve</b> in principle, the extension of the Home Choice pilot until March 2019; and</li> <li>2. <b>Instruct</b> the Head of Housing to undertake a further review of the pilot later this year, and report the findings to CEB in October 2018.</li> </ol>	

<b>Appendices</b>	
Appendix 1	Customer case studies
Appendix 2	Impact of pilot on service areas
Appendix 3	Risk Register

## **Introduction and background**

1. In 2003 the Council established a private rented sector access scheme branded Home Choice as part of the new Housing Options and Prevention Service. The Home Choice Scheme provides housing in the private rented sector to people at risk of homelessness. The scheme's objectives are to reduce homelessness, and the cost of placing people in temporary accommodation. The scheme has been very successful, with 900 households currently housed under its provisions and over 1800 families helped. However, yearly new starts have been falling for some time, and alternative approaches need to be considered to avoid increasing pressure on temporary accommodation.
2. The main reason for the reduction in new starts under the Home Choice scheme is the high cost of renting privately in Oxford. Since Local Housing Allowance rates were capped in 2011, and then frozen from 2016 until 2020, the gap between Housing Benefit (or the Housing Cost Element in Universal Credit) and

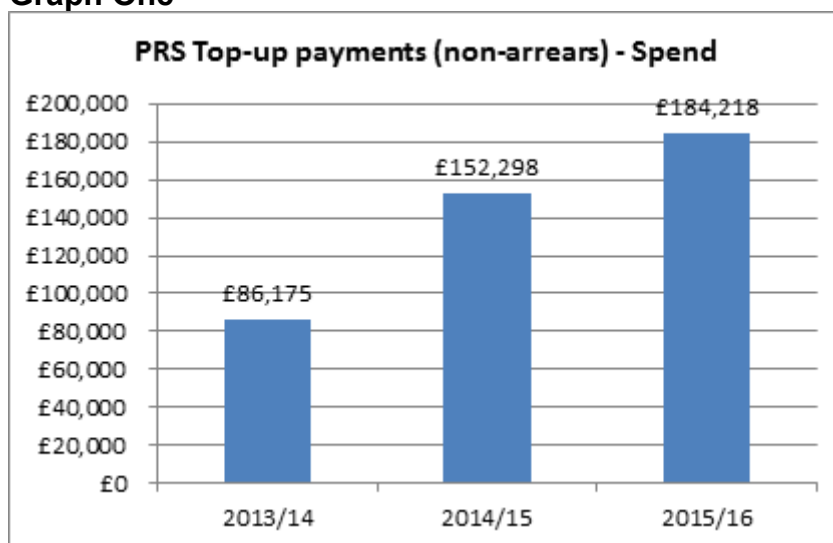
market rents has been increasing every year. Table one below shows the shortfall at April 2017 according to the Valuation Office Agency.

**Table One**

Property size	Monthly LHA Rate	Median Market Rent	Gap to LHA
2 bedroom	£834	£1150	£316
3 bedroom	£997	£1425	£428
4 bedroom	£1296	£2200	£904

- Tenants housed by Home Choice receive payments to top-up their Housing Benefit to the level of the agreed rent charged. These are usually paid as a matter of course to minimise the landlord's financial risk. However, other private tenants seeking support from the Council by applying for a Discretionary Housing Payment (DHP) are required to undertake activities to reduce their need for a DHP, such as looking for work. Despite the decrease in Home Choice new starts (79 in 2015/16 compared to 200 in 2010/11), the volume and amount of top-up payments were still increasing in 2016 (as shown in Graph One below). Long term this was going to have a significant financial impact on the Council and most importantly fail to deliver sustainable outcomes for residents housed in the private rented sector.

**Graph One**



- The Home Choice Pilot (branded as Oxford Rent Guarantee for external marketing) was commenced to deal with the inequality in approach to private sector tenants outlined in the paragraph above. The pilot was agreed by CEB on 13 October 2016.
- Due to the disparity in market rents and Local Housing Allowance (LHA) rates, most PRS tenants have a shortfall in their Housing Benefit. This is not an issue for social tenants on low incomes who will get 100% of their rent paid for by Housing Benefit, unless they are affected by the Bedroom Tax or Benefit Cap. Locally, the gap between LHA rates and market rents means it is not sustainable

for people on low incomes to live in PRS accommodation, and the Council cannot afford to subsidise the difference on an ongoing basis.

6. The pilot aims to reduce the cost to the council in topping up the rent of people placed in the PRS and most importantly to support those individuals so they can sustain their tenancy independently in the future. The pilot seeks to apply the support model used by the Welfare Reform Team which has been very successful in helping tenants faced by reductions in their housing benefit to sustain their tenancies, usually through accessing employment. The model seeks to empower tenants to take control of decisions which affect their family's economic independence, moving them from dependence on support from the state and city council, towards greater self-reliance.
7. The Housing Coach uses the provision of top-up payments as an incentive for tenants to work with him and to take action to improve their situation. The difference between the Home Choice Pilot and the work of the Welfare Reform team is a need to ensure the council has access to PRS properties. As such, in the pilot, the Council guarantees the rent to the landlord, paying in advance, and collects the rent owed from the tenants. This allows any additional support provided by the Council, in the form of a top-up payment, to be withdrawn without risking the Council's access to the property. Where the tenant is in receipt of Housing Benefit, the benefit and any top-up payment is paid directly to the tenant, so they have the responsibility of paying their rent.
8. The pilot will run for two years and aims to support a minimum of 80 tenants housed through the Home Choice Scheme. The pilot objectives are for:
  - at least 20 tenants to become financially independent of the Council
  - at least 64 tenants to engage in training, remove barriers to entering work, or increasing their earnings from work
  - for 40 tenants to be migrated from the existing Home Choice scheme, and 40 to be sourced from new customers coming through Housing Options
  - for 40 new properties to be secured for use in the pilot
9. Outcomes being measured are as follows:
  - The level of participant engagement in the project, both landlords and tenants
  - The number of participants sustaining their tenancy independently (without a top-up) by the end of the project
  - The number of out of work participants who move into work
  - The number of in-work participants who increase the number of hours they work, or increase their earnings
  - The number of participants who access training
  - The number of participants who make progress following referral to support services (e.g. CAB for debt advice)

### **OUTCOMES SO FAR**

10. In the first year of the pilot, 43 tenants have been enrolled. Most face barriers to sustaining a tenancy independently. These include employment, health and well-being, relationship breakdown and loneliness and transition from an institution. The experience of the Welfare Reform team is that these issues take time to

deal with, first in gaining the trust of the tenant, and then seeking their resolution. Progress isn't linear, with most people experiencing setbacks along the way. To tackle these barriers, the pilot provides tailored support based on the need of the individual in three key areas linked to their capacity to sustain a tenancy independently:

- Improving housing opportunities
- Progress towards employment
- Improving personal and financial resilience

11. In the first year of the pilot, significant progress has been made in all three of these areas as the following figures show:

#### Improving housing opportunities

- 43 tenancies created (24 new lets, 19 existing Home Choice tenants)
- 26 landlords have provided properties to the pilot
- 11 tenants are sustaining their tenancy without a top-up

#### Progress towards employment

- Five tenants are engaged in training to prepare for work
- Eight tenants are actively seeking work
- Five tenants have found work
- Five tenants have increased their hours of work

#### Improving personal and financial resilience

- Five tenants have been helped to access other benefits
- Three tenants have successfully managed money management plans
- Two tenants are saving for a deposit in order to move on from the pilot
- All tenants have passed their quarterly home inspections, which shows they are managing their tenancy effectively

12. Table 2 below show the breakdown of the conditions that have been applied to the top up payments received by tenants in the pilot. Tenants usually have more than one condition applied, so the total number is in excess of the 43 tenants in the pilot.

**Table 2.**

LHA Rent shortfall Top up conditions		
	No	%
Find work	6	10%
Increase working hours	11	17%
Apply for another benefit	7	11%
Debt advice	20	32%
Prepare for work	2	3%
Engage with support service	1	2%

Find cheaper accommodation	0	0%
Reduce expenditure	2	3%
Sustain employment	2	3%
Other	0	0%
Tenant paying shortfall themselves	12	19%

13. Appendix One contains case studies which show how two customers have been supported and made progress in the pilot. One of these tenants has progressed to the point where they have secured the tenancy of a new property independently. This is the ultimate aim of the pilot, although it was not expected to achieve such an outcome so soon. The Real Lettings project which undertakes similar work, although provided by St Mungo's, works on the basis of tenants taking three years to achieve such an outcome.

14. Although there have been some considerable successes for individual tenants in the pilot, the number of outcomes has been lower than for equivalent work undertaken in the Welfare Reform team. There are a number of reasons for this which are listed below and explored further in subsequent paragraphs as follows:

- Time spent on procuring and managing property
- Challenges in collection of rent
- Time spent making manual payments
- Customer attitude to private rented sector

15. The pilot employs a single person to procure and manage the properties, and support customers. It is estimated that property procurement and management takes up a third of their time. Some support for this work has been provided by colleagues in the Private Sector Housing team, and in the next year it is planned that they will take on much more of this work. This will allow more time for customer support, which should lead to improved outcomes.

16. Rent collection for tenants in the pilot has been undertaken by the Incomes team. The absence of key personnel, and difficulty in recruiting key staff has hampered this work. One of the principles of the pilot is for the Council to incentivise tenants to engage with the support offered by making a top-up payment which is conditional on engagement. If rent arrears are not dealt with promptly, there is little incentive for the tenant to engage. A fixed term role has been recruited to manage the rent collection in the pilot, so this issue will shortly be resolved. To ensure the pilot's approach is viable, it will be necessary to ensure that any eviction of a pilot tenant, can result in an intentionally homeless decision being made. Notices seeking possession will be served to tenants who accrue arrears which may enable this to be tested.

17. The pilot requires a lot of manual payments to be made. All the monthly top-up payments to tenants and quarterly payments of rent to the landlords have to be made manually. With 43 tenants in the pilot, this is a lot of work for the Housing Coach, and for the Payments team. In order for the pilot to be scalable, an automated solution needs to be found to this issue, and will be pursued with existing suppliers.

18. Customers attitude to placement in the private rented sector (PRS) also acts as a barrier to the work of the Housing Coach. Half of the pilot's tenants have come through Housing Options. Nearly all of them enter this process with the aim of obtaining a Council tenancy. As such, placement in the PRS is an undesirable outcome. This means that it takes a little longer for the Housing Coach to establish a positive working relationship, than it would for a WRT caseworker with one of their customers.

### **OPTIONS FOR DEVELOPMENT OF PILOT**

19. The pilot is due to end in September 2018. For the reasons outlined in the paragraphs above, it is not yet possible to make a strong financial case for adopting the pilot's approach for everyone the Council places in the private sector. However the project team is confident that if the issues identified above can be addressed, then this case will be able to be made. The positive outcomes achieved for some customers support this view. This means there are currently three options for the pilot:

1. Let the pilot run until September 2018 and then make a decision about its future
2. Extend the pilot until March 2019 and review in Autumn 2018
3. End the pilot immediately
4. Convert the pilot into business as usual now

20. Given that the pilot has achieved positive results for some customers, option three is not appropriate. However the issues raised in paragraphs 15-17 mean that Option 4 cannot yet be pursued. Option 2 would allow time to resolve the issues preventing better outcomes being achieved, and to achieve positive outcomes for more tenants. Funding for turning the work into business as usual could be addressed in the 2019/20 budget process. Option 1 would not allow this, and presents operational issues, including the retention of staff, so Option 2 is recommended.

21. Additional funding would be required to extend the pilot for the second half of 18/19. This would be to cover the cost of the Housing Coach and an Incomes Officer to collect the rents. In order to support the transition from a pilot to business as usual, it is recommended that an additional housing coach is employed for the last six months of the project. This would allow time for them to be trained, and start to take on their own cases before the pilot ends. Additional funding is being sought, with a fall back position being that the Homelessness Prevention reserve will be used.

### **IMPACT ON SERVICE AREAS**

22. The Home Choice pilot has required new processes to be adopted by a variety of frontline and support services. The pilot is a great example of the Team Oxford approach where tasks are shared across departments with a shared goal to improve customer outcomes. The process has involved cultural change and has met minor challenges along the way to achieve the objectives. Appendix Two details the impact of the pilot on the service areas involved.

### **FINANCIAL IMPLICATION**

23. The total cost of the pilot over two years was projected to be £172k, as shown in Table 5 below. This excludes costs for landlord incentives and tenant top-ups as



these would still be being made whether the pilot was running or not, albeit under the Home Choice model. The Rent Guarantee Scheme does place the Council at greater risk of financial loss as unlike deposits or bonds, the liability of rent guarantee lasts until the tenancy is ended. At the end of the pilot we will be able to quantify the costs of collection within this new model.

**Table 5.**

<b>Expenditure Item</b>	<b>Cost</b>
Consultant to develop rent guarantee model	£7,500
Housing Coach	£70,700
Welfare Reform Team support	£35,350
Specialist support for customers	£21,280
Incomes Officer for rent collection	£27,360
ICT costs to amend Northgate	£10,000
<b>Total</b>	<b>£172,190</b>

24. The introduction of a Rent Guarantee Scheme has allowed the Council to source rented properties at rents below the market rate. This means that the Council is spending less money on top-ups than it would do under the existing Home Choice scheme. This is shown in Table 6 below which provides a monthly cost comparison between the two schemes operated by the Council, as well as the cost of Temporary Accommodation and Bed & Breakfast accommodation.

**Table 6.**

<b>Property size</b>	<b>Rent Guarantee</b>	<b>Home Choice</b>	<b>Temporary</b>	<b>B&amp;B</b>
2 bedroom	£925	£975	£1,458	£2,805
3 bedroom	£1,100	£1,200	£1,760	£3,272
4 bedroom	£1,375	£1,500	£2,141	£3,874

25. The pilot will have made savings for the Council by the avoidance of temporary accommodation, costs that can be up to £500 a week. The Rent Guarantee element has been very attractive for landlords, and without this element, it is estimated that new lets in Home Choice would continue to have declined by 15 properties over the two years of the pilot. This would have meant that families who have been housed in the pilot would have had to go into temporary accommodation. If 15 families were housed in temporary accommodation for a year in a 2 bedroom property, the Council would incur an additional £96,000 in costs, compared to being housed in the Home Choice pilot.

26. The proposed extension of the pilot would incur an additional £64,000 costs. These are broken down in Table 7 below.

**Table 7.**

<b>Expenditure Item</b>	<b>Cost</b>
Housing Coach costs for Jul18 - Mar19	£27,042.75
Income Officer costs for Oct18 - Mar19	£18,604.80
2nd Housing Coach costs from Oct18 - Mar19	£18,028.50
<b>Total</b>	<b>£63,676.05</b>

### **Legal issues**

27. Where tenants in the pilot have accrued arrears, the landlords of these properties have served notices to the tenants under sections 8 and 21 of the Housing Act (1988). One of the pilot objectives is to test whether evictions in this manner can be used in support of making “intentionally homeless” decisions. Legal colleagues will be consulted throughout this process.

### **Level of risk**

28. A Risk Register is attached at Appendix Three.

### **Equalities impact**

The Home Choice pilot only works with vulnerable residents at risk of homelessness and so an impact assessment is not required.

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**Background Papers:** None

## Appendix 1 – Case Studies

### Case Study 1:

Ms J joined the pilot in April 2017. She was a young single mother with one child working 16 hours per week as a kitchen assistant in a school. Due to her income, she was not entitled to full Housing Benefit, and often struggled to pay the full rent each month. Her financial situation was complicated by the presence of other debts. As such her landlord was considering eviction, prior to her joining the pilot.

After joining the pilot, the Council paid a top-up payment to ensure her rent payments were covered. The landlord's rent was guaranteed by the Council, so the risk of eviction was averted. The Housing Coach's initial assessment was that Ms J needed to increase her hours of work and seek help with her debts. They supported her to increase her hours of work, which meant that when her top-up payment was reviewed, Ms J felt she could manage the payment of rent by herself.

As Ms J was in a more settled situation, she was able to start thinking about her long term future. She came to recognise that moving outside Oxford would improve her financial position as a result of reducing her housing costs. This ended up with Ms J moving to Swindon. Her property in Oxford is still within the pilot, and will be used to house another family at risk of homelessness.

### Case Study 2:

Mr D was an existing Home Choice tenant. He was married with children, and in full time work. However he was making inconsistent rent payments, and his landlord was threatening eviction. Mr D also had significant debts. He joined the pilot in February 2017. Initially Mr D felt that he didn't need a top-up payment as he thought he could afford to pay the difference between his Housing Benefit and rent. Unfortunately two months later Mr D lost his job. His case was reviewed and a top-up was awarded. The conditions of this were that he engage with support offered by his housing coach to manage his rent account, look for another job and address his money management issues with Citizens Advice Oxford.

The housing coach provided employment support to both Mr D and his wife, who obtained a job working 25 hours a week, which entitled the couple to Working Tax Credits. Mr D is claiming Jobseekers Allowance and looking for night shift work as he now looks after his children in the daytime. The housing coach helped Mr D sort out his rent payments, and a review of his rent account showed that he was in credit by £1,200.00. This money was used to clear some of his debts. Citizens' Advice helped restructure his debt payments, resulting in reduced monthly outgoings. The family no longer need the top-up payment, as they can afford to pay this themselves.

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## **Appendix Two – Impact of Pilot on Service Areas**

### **Private Sector Team**

1. The housing coach who co-ordinates the Rent Guarantee scheme is based in Home Choice, and so this team has been at the forefront of changes in the way of working.
2. The team have enjoyed a good level of corporate support and have been adopting a coaching role for tenants and landlords, which is a change from their traditional support model, and more akin to the holistic, customer focussed offer of the welfare reform team.
3. The housing coach currently splits his time 40% on procuring properties and dealing with landlords, 35% on administrative tasks and 25% on tenant support. The balance of workload is still weighted unfavourably towards manual administration work rather than coaching for the customers which is a barrier to achieving greater outcomes in the pilot.
4. Moving existing Home Choice tenants into the pilot has been straightforward. However identifying new cases from people accessing Housing Options has been more challenging. Regular communication between the Housing Coach and Options team is supporting Options staff to identify appropriate cases. Changes to be made from April 2018, as a result of the Homelessness Reduction Act 2017 will also facilitate this. It brings a focus on early prevention and requires customers to follow a housing plan.
5. No tenants are in the eviction process yet, so the pilot has not tested whether the scheme is compatible with making intentionally homeless decisions. The team have had over eighteen enquiries from other local authorities and national publicity on the scheme which has been highlighted for good practice.

### **Incomes**

6. A part time incomes officer funded by the pilot, leads on the collection of rent. They work closely with the housing coach and Benefits team, ensuring that the direct debits for rent coincide with Housing Benefit payments and conditional top ups. Rent collection is a critical success factor in a guarantee scheme and other Councils have met significant challenges in this area. Having a dedicated officer familiar with the scheme, who can develop a relationship with tenants struggling to pay their rent ensures prompt action is taken when arrears are accrued. However staff vacancies this year have meant that the team have found it challenging to provide resilience in the absence of the assigned officer.

### **Welfare Reform Team**

7. The welfare reform team dedicated significant time to providing training for the housing coach. This included the coaching aspect of advising, signposting and monitoring conditionality plans to support the progress of the tenant. The team continue to provide support to the housing coach who is included in meetings to review casework from both teams. The majority of the tenant plans have run smoothly and those tenants who were reluctant to engage and undertake steps to improve their situation have with determination been won over.

### **Benefits**

8. The team already had a dedicated officer to administer the benefit claims of Home Choice clients and this has carried over into the Home Choice pilot. Dedicated benefits staff have worked closely with colleagues in the pilot to ensure that changes or delays to benefit payments, do not result in the rent Direct Debit bouncing.

### **Procurement & Payments**

9. Payments of monthly top-ups to tenants, and quarterly payments of rent to landlords have to be made manually as there is no facility to set up regular payments. As the number of tenants in the plot has increased, so have the number of manual payments. This increases the work for both the housing coach and colleagues in the Procurement & Payments team. The second year of the pilot will see explore options for automating this process.

### **ICT**

10. ICT have provided support in developing new functionality for collecting rent owed in the pilot. They have an ongoing role in setting up new properties in the Northgate housing system, so the housing coach can create the necessary rent account. This has been dependent on one member of staff which has resulted in delays when they are absent. Proposals to train additional staff in this process have not yet been carried out.
11. Housing is currently using an old version of Northgate which is planned to be replaced in 2019 with new software. This software has been commissioned with the rent guarantee scheme in mind to enable better interfacing between processing teams

# Appendix 3

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
Inconsistent engagement with customers	Teams participating in the pilot fail to work well together and deliver an inconsistent service to customers	Opp	Staff focus on their service priorities rather than the priorities of the pilot	Collection of rent and provision of support conflict, causing confusion for the customer	29/3/18	Paul Wilding	3	4	3	4	2	1		Operational staff to meet regularly to agree plans for individual customers	1/5/18	In Progress	25	Paul Wilding
Customer support	Ensure sufficient time is provided for customer support	Opp	Housing coach has to spend time procuring properties and dealing with burdensome administration	Insufficient time spent supporting customers who struggle to progress as a result	29/3/18	Paul Wilding	3	3	3	3	3	2		Property procurement undertaken by Private Sector team. Automated process for making payments investigated.	1/9/18	In Progress	0	Paul Wilding
Rent collection	Ineffective rent collection undermines pilot principles	Threat	Insufficient resource for rent collection	Customers have no incentive to engage with support, as there is no consequence to non-payment of rent.	29/3/18	Paul Wilding	4	3	3	1	3	1		Resource allocated for rent collection. Resilience provided in Incomes team to cover absence of staff dedicated to pilot.	1/9/18	In Progress	25	Paul Wilding

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**To:** City Executive Board  
**Date:** 13 June 2018  
**Report of:** Head of Housing Services  
**Title of Report:** Draft Tenancy Strategy and Tenancy Policy 2018-2023

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To request the City Executive Board to recommend to Council, approval of the amended Draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices) following a 4 week period of public consultation.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Mike Rowley, Housing
<b>Corporate Priority:</b>	Meeting Housing Needs
<b>Policy Framework:</b>	Housing and Homelessness Strategy 2018-21 Tenancy Strategy and Policy Statement 2013-18.
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Note</b> the amendments made to the draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices) in response to feedback from public consultation; and</li> <li>2. <b>Recommend</b> to Council, approval of the amended Draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices).</li> </ol>	
<b>Appendices</b>	
Appendix 1	Draft Tenancy Strategy 2018-23 with sub appendices: A = Tenancy Policy; B = Legislative requirements and changes; C = Oxford city context; D = Flexible Fixed Term Tenancies (FFTT), how will they potentially work in Oxford?
Appendix 2	Initial Equality Impact Assessment
Appendix 3	Risk Register
Appendix 4	Draft Tenancy Strategy and Tenancy Policy 2018-2023 Consultation Feedback

## **Introduction**

1. The Council has a duty to publish a Tenancy Strategy (as a strategic housing authority) and Tenancy Policy (as a social housing provider and landlord) in accordance with the Localism Act 2011. The purpose of the strategy is to set out the Council's requirements and expectations of social housing providers operating within the City, to ensure that housing is provided to meet local housing need.
2. The Council's current strategy and policy statement was produced in 2013 and is due for renewal in 2018. The commitment to renew the Tenancy Strategy in 2018 was also set out as an action in the Council's recently adopted Housing and Homelessness Strategy 2018-21.
3. At its meeting on 20 March 2018, the City Executive Board (CEB) approved the publication of the draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices) for a 4 week period of public consultation. The consultation ended on 19 April 2018 and amendments have been made to the draft strategy to take into account the feedback received.
4. The key objectives of the Tenancy Strategy are:
  - 4.1 To promote Oxford City's housing vision with a focus to provide social rented tenancies
  - 4.2 To ensure that affordable housing providers adhere to the new Tenancy Strategy to the benefit of the local community
  - 4.3 Affordable housing providers are to let any new tenancies in Oxford at genuinely affordable rents i.e. in line with social rent or at Affordable Rents capped at Local Housing Allowance (or equivalent measure) levels.
  - 4.4 To create sustainable, mixed and balanced communities.

## **Development of the strategy and appendices**

- 5 The CEB report dated 20 March 2018, highlighted the changes to Government policy and new regulations introduced by the Housing and Planning Act 2016 i.e. subject to Government guidance being published, the mandatory requirement for all Local Authorities to offer flexible Fixed Term Tenancies. The CEB report also set out the findings of an evaluation exercise that had been undertaken in relation to the City Council's existing Tenancy Strategy and Policy Statement 2013 (including the impact on registered Providers that operate in the City and the practices of other similar sized stock-owning Local Authorities).
- 6 Following approval by the City Executive Board, the Draft Tenancy Strategy 2018-2023 and its associated appendices were published for a period of public consultation which ran from 21 March 2018 to 19 April 2018 inclusive. This included consultation events with stakeholders and statutory consultees, and consultation with Council tenants as well as a public survey via an online questionnaire [www.oxford.gov.uk/tenancystrategysurvey](http://www.oxford.gov.uk/tenancystrategysurvey). The consultation was promoted via social media, posters, news articles, Member briefings and articles in the City Councils' Tenants in Touch magazine. To meet legislative requirements, copies of the draft Tenancy Strategy and Tenancy Policy 2018-23 documents were sent electronically to all Registered Providers who operate within Oxford City. In addition, paper copies of all the documents were made available for the public to view at St Aldates Chambers.

- 7 There were a total of 34 responses to the consultation on the Tenancy Strategy and Tenancy Policy 2018-23. These included responses from 13 Registered Providers, 2 major employers and 19 individuals. 35% (12) responses were received via the online survey form; one individual response was provided via written feedback as opposed to completing the online survey; and the remainder of responses were obtained from the stakeholder (12 attendees) or tenant consultation (9 attendees) events held in early April 2018. A summary of the consultation feedback, along with the officer response, has been provided as Appendix 4 to this report.
- 8 The consultation responses revealed:
- 31% of respondents supported that the Council should introduce Flexible Fixed Term Tenancies now.
  - In relation to the assessment of affordability as set out in the Strategy, 46% of respondents expressed a view that it would be reasonable to pay between 30-35% of NET household income on household costs i.e. rent and/or mortgage. A further 32% of respondents proposed that this should be lower (e.g. 20-25% of NET income). This reflects what is found in national data and research around calculating affordability i.e. spending around one third of household income on housing costs (see Appendix C of the Tenancy Strategy for details).
  - 70% of respondents agreed that the Council and Registered Providers (RPs) should provide tenancies at social rent levels and 61% supported that the Council should continue to offer lifetime tenancies.
  - Around half (52%) supported that social housing providers (RPs) should offer lifetime tenancies and a further 25% neither agreed nor disagreed with this. Those who disagreed highlighted that fixed term tenancies can assist in better managing housing stock and can facilitate the churn of social housing re-lets.
  - 91% of respondents agreed that affordable rents, if used, should be capped at Local Housing Allowance levels although concerns were raised regarding the viability of schemes if rental income is capped.
  - Strong support (94%) was also demonstrated for any receipts from sales of Affordable Housing to be used to build "one for one" replacement homes at social rent levels. However, respondents also highlighted that there is limited development opportunity within the city to build the replacement homes i.e. not many larger development sites and smaller development sites may be impacted by viability.
  - 70% of respondents agreed that rent charges on shared ownership properties should be capped (to support affordability). However, concerns were expressed that capping rental income may impact on the viability of schemes.
- 9 To date, no Government guidance has been published with regards to the mandatory use of Flexible Fixed Term Tenancies and there is no indication yet as to when this will happen. Therefore, until such time when Government guidance is published, it is proposed that Oxford City Council continues to issue introductory (12 month tenancies for new council tenants which enable the tenant and the City Council to establish if the tenancy arrangements are suitable) and lifetime tenancies. The Council will also continue to promote that other social housing providers in the City do the same for the benefit of the local community.

- 10 Once Government guidance has been published, the Council will be required to review its Tenancy Strategy and Tenancy Policy 2018-2023 in line with legislation and to consult on any proposed changes. Appendix D to the strategy explores in more detail how Flexible Fixed Term tenancies could potentially work in Oxford.
- 11 Further to the consultation, feedback has been used to amend the draft Tenancy Strategy and Tenancy Policy 2018-2023. Changes have been made to include clarity of position and to assist understanding around impact on viability and affordability; reference to the published consultation on the revised draft National Planning Policy Framework (i.e. definition of affordable housing models); and also to incorporate recent statistical updates.
- 12 The Tenancy Strategy 2018-2023 and associated appendices, supports a continued offer of social rent tenure in preference to affordable rent where possible. This is mainly due to affordability reasons set out in Appendix C of the Tenancy Strategy document.

### **Financial implications**

- 13 None associated with the recommendations in this report. However, the financial impact associated with the introduction of Fixed Term Tenancies, when the details are eventually provided by Government, will be modelled through the HRA Business Plan and reported accordingly.

### **Legal issues**

- 14 Local Authorities are required to review their Tenancy Strategies within 5 years. Production, consultation and approval of this new strategy prior to the expiry of the existing one, ensures that the Council continues to meet its duties under the Localism Act 2011 (sections 150 and 151) and the Housing and Regeneration Act 2008 Part 2 Chapter 6 s196 and s197. (See also paragraph 16 below).
- 15 Once Government guidance has been published, the Council will be required to follow Government guidelines and review this strategy in light of legislation introduced by the Housing and Planning Act 2016 (Part 4, Chapter 6).

### **Level of risk**

- 16 If the amended Tenancy Strategy 2018-23 and associated appendices are not approved, this will result in a delay in having a new Tenancy Strategy and Tenancy Policy adopted in time to replace the existing documents when they expire in summer 2018. This may result in the City Council being unable to meet its legislative obligations under the Localism Act 2011. See Appendix 3: Risk Register.

### **Equalities impact**

- 17 The Equalities Impact Assessment initial screening form is attached as Appendix 2. No adverse equality implications are evident at this stage. The strategy seeks to secure affordable accommodation with security of tenure where possible for all those in housing need.

### **Conclusion**

- 18 A new Tenancy Strategy and Tenancy Policy 2018-2023 will enable the City Council to continue meeting its legislative obligations as a landlord and as a strategic local authority from 2018, and have an effective strategy in place to

facilitate the delivery of appropriate tenure and services to support the Oxford community going forward over the next five years.

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<b>Background Papers:</b>
1 Tenancy Strategy and Policy Statement 2013-18 <a href="https://www.oxford.gov.uk/downloads/file/912/tenancy_strategy_and_policy_statement_2013">https://www.oxford.gov.uk/downloads/file/912/tenancy_strategy_and_policy_statement_2013</a>
2 Housing and Homelessness Strategy 2018-21 <a href="https://www.oxford.gov.uk/downloads/download/254/homelessness_strategy">https://www.oxford.gov.uk/downloads/download/254/homelessness_strategy</a>

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APPENDIX 1

# Tenancy Strategy 2018-2023

May 2018



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## 1. Introduction

As a strategic housing authority, Oxford City Council is required to have a Tenancy Strategy in place to set out the Council's requirements and expectations of social housing providers operating within the City, to ensure that housing is provided to meet local housing need. Therefore this Tenancy Strategy 2018-23,



should be taken into account when Registered Providers and other social housing providers (including Oxford City Housing Limited – the Council's Housing Company) who develop and let dwelling houses in the City, adopt or review their own tenancy policies and operating procedures. This document also incorporates the Tenancy Policy for Oxford City Council in its role as a social housing landlord.

The Tenancy Strategy and appended Tenancy Policy have been developed following an evaluation of the Council's Tenancy Strategy and Policy Statement 2013-18; consultation with other Local Authorities, social housing providers, tenants and the public; and a review of the changes in legislation and Government policy. Production of this strategy meets with the agreed priorities and objectives set out in the Council's Housing and Homelessness Strategy 2018-2021, and is in conjunction with the development of Oxford's Local Plan 2036.

The ambition of the Housing and Homelessness Strategy 2018-21 is:

Oxford to be a City where people have access to affordable and high quality homes that enable them to build settled, safe and healthy lives, within sustainable and thriving communities.

To achieve this ambition, it is expected that all social housing providers will meet with the requirements set out in this Tenancy Strategy and ensure that truly affordable housing is provided to meet demand.

Oxford City Council's Tenancy Policy has been provided as Appendix A and is reflective of the aims of the Tenancy Strategy whilst incorporating legislative requirements i.e. the Housing Act 1985, Housing Act 1996, Localism Act 2011, Homelessness Act 2002 and, pending further government guidance, the Housing and Planning Act 2016.

### **The key objectives of the Tenancy Strategy are:**

- To promote Oxford City's housing vision with a focus to provide social rented tenancies
- To ensure that affordable housing providers adhere to the new Tenancy Strategy to the benefit of the local community
- Affordable housing providers are to let any new tenancies in Oxford at genuinely affordable rents i.e. in line with social rent or at Affordable Rents capped at Local Housing Allowance (or equivalent measure) levels.
- To create sustainable, mixed and balanced communities.

## 2. Oxford City Council Tenancy Strategy 2018-2023

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This is the Tenancy Strategy for Oxford City. At the time of writing (May 2018), local authorities are awaiting Government guidance with regards to the changes introduced in the Housing and Planning Act 2016, in particular, the implementation of Flexible Fixed Term Tenancies (FFTT) (see Appendix D for more information). It is anticipated that as legislation is enacted and statutory guidance is published, this Tenancy Strategy will be updated to reflect any mandatory requirements. **Fig 2.1** on page 6 demonstrates how this Tenancy Strategy links with other strategies, policies and tenant involvement activities.

### Social responsibility

Oxford City Council expects all housing providers that own or manage stock in Oxford to meet their social obligations and regulatory requirements some of which are set out in Appendix B of this Tenancy Strategy. In addition, the Council wants to ensure affordable housing – existing or new – meets Oxford’s housing needs, is truly affordable and provides good quality, energy efficient accommodation. The Housing and Homelessness Strategy 2018-2021 sets out that in addition to providing more affordable homes, preventing homelessness and meeting the needs of vulnerable people is a top priority for the Council. Moreover, the Council wants to promote homes – not just housing – where people can build lives, gain access to education, training, work and secure better health and well-being. By providing such homes the City Council, along with other social housing providers and partner agencies, can help to build successful, stable neighbourhoods and communities.



### Best use of housing stock

The Housing and Homelessness Strategy 2018-21 sets out how the City Council will work in partnership to make best use of social, affordable and private sector housing stock. There are good reasons to use the limited resource of social and affordable housing in the most effective way. These include:

- A severe shortage of genuinely affordable accommodation which cannot be met in the private sector as private sector rents are too high (even with the availability of housing benefit) and the general demand for affordable housing exceeds supply.
- An expectation to see social housing occupied by tenants who need the size, type and tenure of accommodation they occupy.

- Given the affordability pressures within Oxford, the Strategic Housing Market Assessment 2014 estimates that around 1,029 additional affordable homes would need to be delivered each year 2016-2031 to meet the backlog and future affordable housing need.
- There are around 2,500 households on the Housing Register, the majority of whom may never be offered a council or Registered Provider (also known as a housing association) tenancy.
- A need for move-on accommodation for vulnerable people who are building settled lives, moving from hostels or living in unsuitable accommodation. Lack of move-on housing can result in access to much needed specialist accommodation being blocked from those who need it.

To ensure that social housing is allocated appropriately, Oxford City Council has formed a partnership with the major Private Registered Providers of social housing who operate within the City. This is the Oxford Register for Affordable Housing (ORAH) Partnership and the Council maintains a common register of social housing applicants on behalf of the Partnership (details can be found in the ORAH Partnership Agreement<sup>1</sup>). ORAH Partners have agreed to give 90% - 100% of all lettings to Housing Register applicants nominated by the Council.

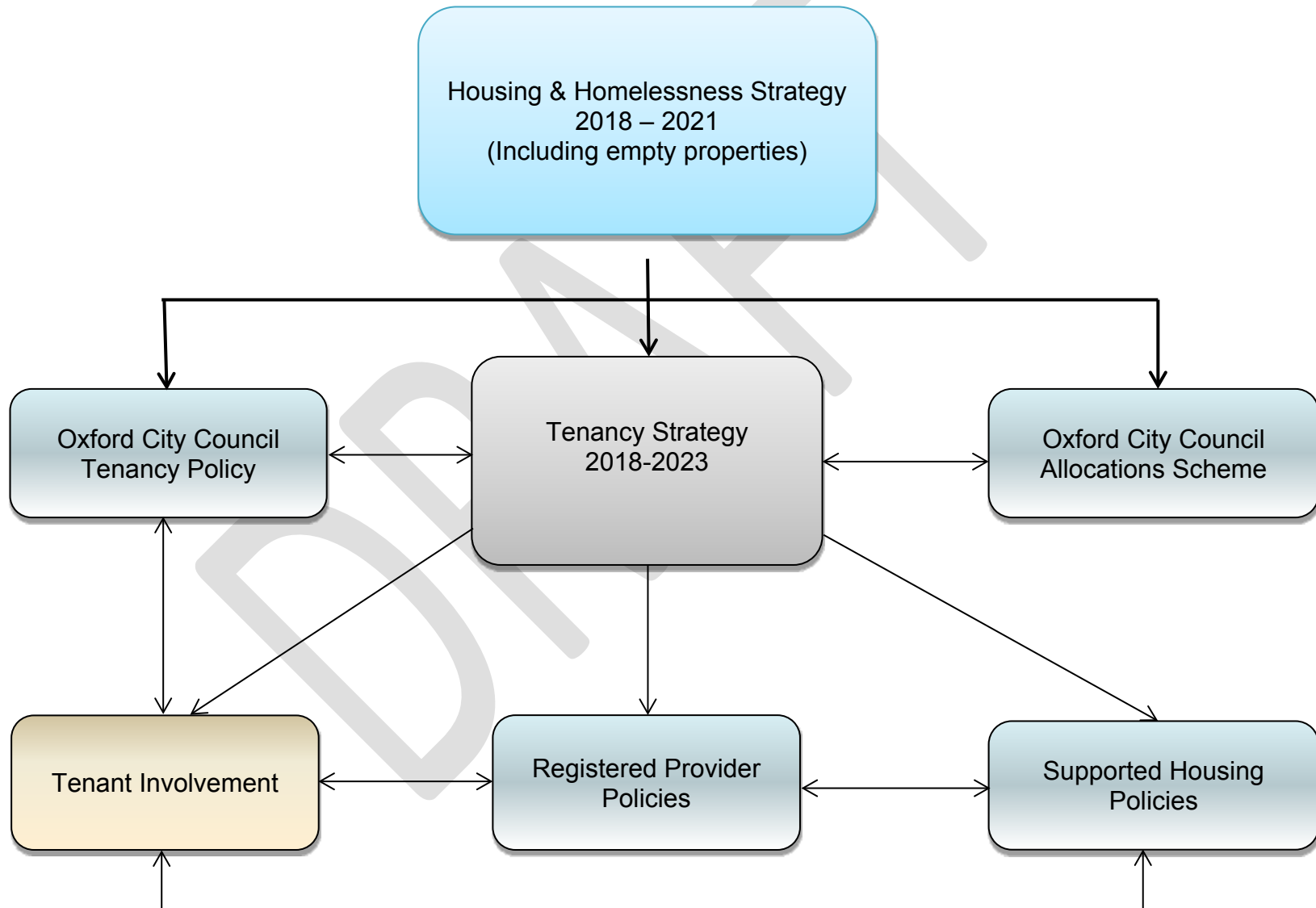
In line with the obligations set by the ORAH Partnership Agreement, S.106 Agreements<sup>2</sup>, and in accordance with the City Council's Allocations Scheme, the City Council requires that all social housing providers who own or manage stock in the City to make best use of that stock and provide suitable and genuinely affordable accommodation for those who need it. Under the ORAH Agreement, Registered Providers (RPs) have agreed not to dispose of any of their social housing stock in the city without the express consent of the Council. It is expected that RPs and all social housing providers in receipt of capital from sales of affordable housing units will use the receipt to build at least "one for one" replacement property within Oxford, preferably at social rent levels.

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<sup>1</sup> ORAH Partnership Agreement June 2011

<sup>2</sup> S.106 of the Town and Country Planning Act 1990.

FIG 2.1 Where the Tenancy Strategy fits



## Tenancy Management

Effective management of all conditions of the tenancy agreement, including tackling tenancy fraud, managing tenancy changes, mutual exchanges (e.g. Home Swapper Scheme or equivalent) and the Right to Buy process, will ensure that social housing tenants act appropriately and in accordance with their tenant responsibilities. The City Council expects social housing providers who own or manage stock within the City, to provide effective Tenancy Management services in order to assist in reducing the risk of homelessness and to support the development of sustainable neighbourhoods.

## Tenancy Sustainment

To ensure that tenants, who are vulnerable or who need additional support to help them sustain their tenancy, can access support when needed, Oxford City Council encourages all housing providers to invest resources to provide suitable tenancy sustainment services. Such support can assist tenants to remain living in the community where they have settled and where they are able, to access other support networks.

Valued investment in tenancy sustainment services has proven to give long term benefits to both the tenant and the landlord. The tenant is supported, and can feel more confident and empowered to take control and improve their circumstances. In turn, this can lead the tenant to better manage their accommodation, sustain rent payments, and reduce the risk of them becoming homeless through loss of tenancy. Therefore the landlord is more assured of a regular rental income and knows that their property is more likely to be looked after.

## Tenant Involvement

Oxford City Council has taken the initiative to develop an award winning Tenant Involvement Team which actively encourages its 8,000 Council tenants to get involved with issues that impact upon them such as the design, delivery or scrutiny of the City Council's landlord services. The Team operates in an inclusive, accessible and collaborative manner to encourage tenants with all skills and abilities to get involved. Involving tenants in this way contributes towards ensuring that the City Council is a tenant-led, effective and efficient landlord that delivers good quality housing and landlord services to its customers. It also ensures that the Tenant Involvement and Empowerment Standard are being met.

All housing providers in the City are encouraged to ensure their regulatory requirements are being met and to invest in quality tenant involvement activities. This can help housing providers to continuously improve, develop quality landlord services and to also meet the needs of Oxford's communities.

## Lifetime Tenancies

Until new guidance has been received from Government in relation to the mandatory use of fixed term tenancies, the City Council's preference is that social housing tenants are offered "lifetime tenancies" - either secure or assured - as such

tenancies help to build and support sustainable communities. The Council also acknowledges the use of Introductory Tenancies where appropriate, and that some specialist supported housing may be let on different tenancy terms.

## Successions

Successions to tenancies should be applied in line with legislation and Government guidance applicable at the time of the Succession application. Where a person succeeds to a tenancy but needs to move, please refer to the Council's Allocations Scheme for more details.

## Using Flexible Fixed Term tenancies

Although the Housing and Planning Act 2016 introduced mandatory use of Flexible Fixed Term Tenancies (FFTT) for new local authority tenancies, Government guidance is awaited to clarify the details about the length of tenancy to be granted and any discretionary powers awarded to Local Authorities. Further explanation of how FFTT could potentially work in Oxford is set out in Appendix D. However, until the guidance on mandatory use of such tenancies has been published, the City Council will continue to support the use of lifetime tenancies.

Fixed term tenancies are normally specifically prohibited for any homes provided via Section 106 agreements – including conversion to this tenure at the point of re-letting of the property (churn of housing lets), as there is a need to provide long term security of tenure.

The City Council requires all social housing providers providing homes within the city to offer lifetime (secure or assured) tenancies.

However, if the RP or social housing provider does offer a fixed term tenancy, the City Council would expect:

- Clear information about the tenancy to be provided to prospective tenants before the start of a tenancy (i.e. when the property is advertised/before the property is allocated)
- The RP/social housing provider to adopt an agreed protocol with the City Council to make clear the respective roles at the end of a fixed term tenancy e.g. Pre- eviction protocol; the provision of advice to the tenant regarding the appeal process, accessing independent legal advice and how to secure suitable alternative accommodation (including property purchase should the household's financial circumstances allow).
- The RP/social housing provider policies should conform to the Regulator's requirements on Tenancy Standards and the tenancy offered should usually be for a minimum of 5 years after<sup>3</sup> the probationary period unless there are proven and agreed exceptional circumstances to offer a 2 year fixed term instead, in addition to any probationary tenancy period (see also the City Council's Allocations Scheme).

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<sup>3</sup> Homes and Communities Agency (March 2012) The regulatory framework for social housing in England from April 2012, paragraph 2.2, page 23 ([http://www.homesandcommunities.co.uk/sites/default/files/our-work/regulatory\\_framework\\_2012.pdf](http://www.homesandcommunities.co.uk/sites/default/files/our-work/regulatory_framework_2012.pdf))

- A presumption that fixed term tenancies will be renewed if the circumstances of the household are broadly similar to those when the original letting was made.
- Between 12 and six months prior to the end of the fixed term, the landlord will undertake an assessment to ascertain:

1. How has the tenant conducted their tenancy?
2. How has the tenant managed their property?
3. Is the property still suitable to meet the housing needs of the household?
4. Does the tenant have the means to move to alternative accommodation?

In determining if the tenant has the means to move to alternative accommodation, an affordability assessment will need to be undertaken prior to any decision being made to end a tenancy. This should include consideration of the tenant's monthly or weekly income, capital savings, rent payments and other reasonable expenditures.

### **Victims of Domestic Abuse**

With regards to the security of tenure for victims of domestic abuse, the Secure Tenancies (Victims of Domestic Abuse) Bill 2017-19 introduced on 19 December 2017<sup>4</sup>, states that it requires all local authorities and Private Registered Providers of social housing in England, that, when re-housing an existing lifetime tenant who needs to move or has recently moved from their social home to escape domestic abuse, to grant such tenant a lifetime tenancy in their new home.

This will ensure that the victims will not fear losing security of tenure and will provide their families with stability and security in their new home. Whilst this may have some impact on slowing the churn of social housing stock, the impact is expected to be minimal and any impact offset by subsequent eviction of the perpetrator from the victims former home, therefore freeing up another social rented property.

Should the Bill (or an amended version) become legislation, the City Council will expect all social housing providers to meet with new legislative requirements.

### **Appeal**

Oxford City Council requires all RPs and social housing providers offering flexible fixed term tenancies to ensure a robust appeal process is in place for those tenants on whom a "notice to end their tenancy" has been served, and the tenant is advised to seek independent legal advice as needed.

### **Affordable Rent**

In accordance with Oxford City Council's Local Plan Affordable Housing Policies<sup>5</sup>, the Council expects that of the total proportion of affordable housing being provided on new developments, at least 80% would be provided and let as Social Rent

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<sup>4</sup>

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/671215/Note\\_of\\_Impacts\\_of\\_the\\_Bill.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/671215/Note_of_Impacts_of_the_Bill.pdf)

<sup>5</sup> As at May 2018

properties. Affordable Rent can be provided as part of the remaining 20% intermediate tenure housing (see also page 14 and Appendix C). However, Affordable Rent at 80% of market rent is not considered to be affordable for the many people receiving low/median level incomes in Oxford.

This is because:

- Affordable housing is for people in housing need where their needs cannot be met within the general rental market. Charging higher rents will exacerbate problems with accommodation affordability and could limit access and choice of housing for those receiving low or below median incomes.
- Affordable Rent homes (set at 80% of market rent values) will be outside the reach and unsustainable for many homeless households and those on the Council's Housing Register, with or without Universal Credit (see Fig 2.2 and Appendix C for affordability examples).
- Where Affordable Rents are set above Local Housing Allowance (LHA) rates, this could result in those who are in receipt of low incomes, becoming reliant upon Universal Credit or Discretionary Housing Payments (DHPs) and still not have the ability to bridge the gap of the shortfall between income and contractual rent. The reliance of claiming Universal Credit or DHPs therefore increases the cost to the public purse.
- Within Oxford postcode areas, LHA does not cover the full cost of Affordable Rents if set at the maximum of 80% of median rent levels. FIG 2.2 shows the shortfall that households would need to pay to make up the difference between a rent at 80% of median rent (for all Oxford postcodes) and the maximum assessed LHA rate.

**FIG 2.2 Summary of private rents per calendar month (pcm) recorded for different property types between 1 October 2016 and 30 September 2017 for Oxford (all postcodes)<sup>6</sup>**

Property type	Oxford Median Rent (£pcm)	Rent at 80% of median rent (£ pcm)	LHA rate (£pcm)	£ shortfall between 80% rent and LHA rate (£pcm)
Room	510	408	360	48
1 bed	975	780	690	90
2 bed	1,175	940	836	104
3 bed	1,425	1,140	1000	140
4 bed	2,100	1,680	1300	380

If rent costs are calculated at 35% of net household<sup>7</sup> income, a rent cost at 80% of median market rent in Oxford would require an estimated net annual household income of between £13,988 for a room only and £50,760 for a 4 bedroom home (See Fig C.5 Appendix C). The **median gross** earnings for employees in Oxford is around £32,517 (approximately £25,397 **net** per annum) and therefore a single person would need to pay a higher proportion of their income on rent (reducing the residual income available to pay other household bills), earn a higher than median annual **net** salary, or be able to share the costs with a partner in order to be able to afford the

<sup>6</sup> Valuation Office Agency

<sup>7</sup> Household income – the income earned and other income received by the main householder e.g. resident tenant, owner occupier. It could include the income of their partner or spouse but does not include income from non-dependents or children living with them.



cost of renting anything larger than 'room only' accommodation (see also Fig C.5 in Appendix C). Given this, all social housing providers should align to, and **not** exceed the LHA rates. This will ensure that the rent will be genuinely affordable for local people and will ensure future community sustainability within Oxford. There are further details regarding LHA rates shown in Appendix C.

Although the City Council does not generally support Affordable Rent as a default tenure in place of Social Rent, it acknowledges that in exceptional circumstances Affordable Rent is appropriate i.e.:

- Affordable Rents may be applied to new homes funded by the Homes and Communities Agency (HCA, now known as Homes England) where Affordable Rent is expected in order to comply with grant funding requirements. Hence not to offer properties with Affordable Rents could limit the availability of grant funding and the opportunities to build new affordable homes in the area (**In this case, the rent should be capped and not exceed Local Housing Allowance (LHA) Rates**). Charging above LHA rates will exacerbate financial problems for the household and could result in loss of tenancy due to rent arrears.
- Affordable Rents (with rents capped to not exceed LHA rates) could be acceptable as intermediate tenure i.e. the additional affordable housing units offered over and above the required proportion of social rented tenure homes required through planning policy on suitable development sites (see Oxford Local Plan policies).
- Affordable Rent properties (with rents capped at LHA levels) may be applied to some new-build units where there are exceptional viability circumstances on a development site i.e. where site viability has been tested and this clearly demonstrates that the site cannot deliver the required proportion of social rented tenure but it could be viable with a small element of Affordable Rent tenure as part of the overall affordable housing provision (any proposals would need to meet with current and future Oxford Local Plan Policies).
- For further guidance on how affordable housing provision is governed through the planning system refer to Oxford City Council Planning Policies or the Royal Institution of Chartered Surveyors (RICS)<sup>8</sup> guidance on valuation for Affordable Housing and Rent

Whilst the City Council strongly supports the delivery of a high proportion of social rented tenure it recognises that, not all who apply to be added to the Council's Housing Register will be successful in securing accommodation at social rent levels. Therefore, as the strategic housing authority and a good landlord, the Council will encourage and support social housing providers to bring forward, in line with Oxford's existing and emerging Local Plan policies, new and genuinely affordable intermediate housing options to meet the aspirations of those who are looking to secure alternative models of tenure, ensuring that these options are promoted to housing applicants and social housing tenants. This will enable households with the financial ability, to have a wider choice of housing tenure other than social rent, thus promoting the opportunity to make best use of the limited supply of social rented

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<sup>8</sup> <http://www.rics.org/uk/knowledge/professional-guidance/guidance-notes/valuation-of-land-for-affordable-housing-2nd-edition/>

housing. Mobility schemes (e.g. Home Swapper Scheme) will also be promoted where appropriate.

## Affordable Housing models

The Housing and Planning Act 2016 placed significant emphasis on broadening home ownership as a means to address the nation's housing problems. However, the Housing White Paper 2017 indicated a change in emphasis towards a wider range of tenures. In particular the White Paper proposed to update the Government definition of affordable housing to include:

- Social rent (guideline target rents determined by the Government's rent policy),
- Affordable Rent (up to 80% of local area market rent),
- Starter homes (at a cost of not more than £250,000, to be sold at 20% discount on open market value, for households with annual incomes less than £80,000),
- Discounted market sale housing – sold at least 20% below local market value,
- Affordable private rent (at least 20% below local market rent) - suitable for provision of affordable housing as part of Build to Rent Schemes,
- Intermediate housing – shared ownership (part rent, part buy), discounted market sales and intermediate rent housing that is sold or rented at a price that is above social rent but below market levels<sup>9</sup>.

The Draft Revised National Planning Policy Framework (published for consultation on 5 March 2018) also supports the categories of affordable housing for rent; Starter Homes; discounted market sale housing; and other affordable routes to home ownership such as rent to buy.

## Rent to Buy Scheme<sup>(10)</sup>

- Rent to Buy is a Government scheme designed to ease the transition from renting to buying a home by providing subsidised rent.
- With Rent to Buy, the tenant rents a newly built home at approximately 20% below the market rate for up to five years (exact period of time varies by property – see also Appendix B).
- Rent to Buy can also be called Rent to Save or Intermediate Rent.
- During the rental period, there is an option to buy the property or to buy part of the property under a Shared Ownership scheme.
- At the end of the rental period, the tenant should decide as to whether to buy part of the property or move on.
- To be eligible the household should:
  - Earn £80,000 a year or less. A household can be one person, or a couple whether in a relationship or not;
  - Be a first time buyer, or used to own a home but can't afford to buy one on the open market now;
  - Have sufficient savings to cover deposit and rent up front;
  - Be able to demonstrate the ability to save towards a deposit while benefiting from a reduced rent; and

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<sup>9</sup> Housing and Homelessness Strategy 2018-2021

<sup>10</sup> [https://www.helptobuysouth.co.uk/docs/HtBS\\_RenttoBuy\\_March2017.pdf](https://www.helptobuysouth.co.uk/docs/HtBS_RenttoBuy_March2017.pdf)

- Depending upon the Registered Provider (RP) requirements there could be additional eligibility criteria but additional priority may be given to existing RP and social housing tenants, people with local connections to an area as well as being first time buyers.

A benefit of the scheme is that it may give tenants access to properties that otherwise would not be affordable. However if house prices rise during the rental period, the cost of buying the property might rise beyond the financial reach of the household. A longer rental period could place the household at greater risk of this happening, especially in high demand and high value areas such as Oxford.

Rent to Buy may be a suitable option for those households who are able to sustain the rent (and in future a mortgage payment) but currently do not have the level of savings to support the necessary deposit required by mortgage lenders in order to buy a property in the short term.

### **Build to Rent Scheme<sup>11</sup> (supported by the Home Building Fund)<sup>12</sup>**

- The Government created a £3 billion fund to increase the number of homes to be built in England. The fund is administered by Homes England.
- Small builders, community builders, custom builders and regeneration specialists, as well as larger builders and developers can apply for loans to build large scale housing which is purpose built for market rent.
- The advantages of this type of scheme are that it could encourage development to happen more quickly and could support regeneration within the local economy as well as providing more rented accommodation for families.
- The scheme aims to introduce more family friendly tenancies i.e. for a longer term.
- Delivery of the scheme within Oxford, as with any other new development, is dependent upon securing appropriate premium land to be used for building.

Whilst private rented accommodation is one housing option, it is unaffordable for the majority of earners who receive a median level income in Oxford.

### **Community-led Housing<sup>13</sup>**

As stated in the overarching Housing and Homelessness Strategy 2018-2021, Oxford City Council secured Government funding to support community-led housing initiatives. Using the allocated funds, the Council has commissioned research that will identify the need for, and viability of, providing community-led housing in the City.

- Community-led housing can be designed and managed by local people and built to meet the needs of the community – not for private profit.
- It is a way for local communities to provide their own decent and affordable homes.

<sup>11</sup> <https://www.gov.uk/government/publications/fixing-our-broken-housing-market>

<sup>12</sup> <https://homebuildingfund.campaign.gov.uk/>

<sup>13</sup> <http://www.communityfirstoxon.org/housing-community-planning/community-led-housing/>

- Community-led housing is often designed to help certain groups – for example young people, older people, or those in need of affordable family homes. It's often eco-friendly and sustainable.
- Housing can be rented to local people at affordable rates which are kept low over the long-term, or the property can be sold to create income or subsidy to be recycled into other new housing developments to benefit the local community.
- As with a Build to Rent scheme, delivery of a Community-led Housing Scheme is largely dependent upon securing appropriate premium land or assets to be used for building.

### Shared Ownership (part rent, part buy)

Appendix C, FIG C.8, demonstrates in detail that shared ownership within Oxford is also unattainable and unaffordable where the income required to support the purchase of a two bedroom flat for example, exceeds the local annual median earnings (i.e. £32,517 gross per annum or estimated £25,397 net per annum). Purchasing a share of a larger property is far beyond the reach of many local people unless the gross household income is much higher i.e. >£47,000 per annum to purchase a 2+ bedroom accommodation, and there are sufficient capital savings to accommodate a >£9,000 deposit. Given this, the City Council generally does not support shared ownership tenure as the default intermediate affordable housing option unless:

- The % rent charge on unsold equity is reduced e.g. to a maximum of 2% of unsold equity (where viable).
- The social housing provider agrees to recycle capital receipts from the sale of shared ownership units to provide additional genuinely affordable homes within the City.
- Service charges for shared ownership units are kept to an affordable level (see below).

More details and information about other forms of intermediate affordable housing are discussed in Appendix C.

### Service Charges

Service charges are subject to separate legal requirements (as set by The Service Charges (Summary of Rights and Obligations, and Transitional Provision) (England) Regulations 2007 No1257 Reg. 3)<sup>14</sup>, including tenancy agreements. The cost of service charges in addition to rent and/or any mortgage payments in the case of shared ownership, can make accommodation unaffordable for those households receiving a lower income. It is expected that affordable housing providers that let or manage properties within Oxford City, will endeavour to keep service charges to a minimum and any increases within the Guideline Limit. Social and affordable housing providers should therefore, properly distinguish between rents and service charges in any rental or sale documentation or property advert. If an affordable housing provider proposes additional services that may not be covered by the housing element of Universal Credit or Housing Benefit (potentially leading to a significant

<sup>14</sup> <http://www.legislation.gov.uk/ukxi/2007/1257/regulation/3/made>

increase in the level of costs that would have to be paid by the tenant), the Provider should discuss this with the local authority in the first instance. Providers are reminded that the Rent Standard<sup>15</sup> requires tenants to be supplied with clear information on how service charges are set.

### **The Council's Affordable Housing Planning Policy and homes secured through S.106 agreements.**

Locally the **Sites and Housing Plan 2011-2026'** (Policies HP3 & HP4) sets out the City Council's requirement for affordable housing provision on development sites in the City. In general, any new development site of 10 or more dwellings will require 50% to be affordable housing, of which a minimum of 80% of the affordable stock should be provided as social rent homes, and the remaining 20% to be intermediate housing (NB\* the Sites and Housing Plan policies will be reviewed as part of the new draft Local Plan 2036, due to be considered in 2019). The National Planning Policy Framework 2012 (NPPF) defines what Affordable Housing, Social Rent, Affordable Rent and Intermediate Housing is<sup>16</sup> (NB\* this may be revised following the consultation on the Draft Revised NPPF published 5 March 2018).

Where properties have been secured as Affordable Housing via S.106 Agreements, the terms of those agreements will continue to apply and will normally prohibit the provision of, or conversion to, Affordable Rent tenure on initial or subsequent letting unless this is a requirement of the Homes England grant funding scheme.

The key point is that to make affordable housing genuinely affordable for local people, having regard to local incomes and property prices, accommodation should be offered for rent or purchase at prices that are affordable for those who receive median/lower level incomes.

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<sup>15</sup>

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/419271/Rent\\_Standard\\_Guidance\\_2015.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419271/Rent_Standard_Guidance_2015.pdf)

<sup>16</sup> <https://www.gov.uk/guidance/national-planning-policy-framework/annex-2-glossary>

## Summary

To summarise the key points of Oxford City Council's Tenancy Strategy, it expects all social housing providers:

- To provide a minimum 80% of the Affordable Housing proportion on new development sites as Social Rent tenure and, through sufficient subsidies, keep any intermediate rented tenure at Local Housing Allowance (LHA) rates where viable, and keep intermediate housing to purchase at affordable levels having regard to lower/median annual incomes and lower quartile property prices.
- Keep service charges to a minimum to ensure affordability for occupiers.
- Not to change the tenure (churn) of any property from Social Rented to Affordable Rent within the City (unless it is a requirement associated with the allocation of any grant funding) as charging higher rents will reduce the number of properties that would be affordable locally.
- When setting Affordable Rents, to align to, and **not** exceed the LHA rate, or provide the units at Social Rent levels. This will ensure that the rent will be genuinely affordable for local people and will ensure future community sustainability within Oxford.
- To offer lifetime (secure or assured) tenancies to social housing tenants as this provides security of tenure and helps to build sustainable, settled communities.
- To provide quality Tenancy Management, Tenancy Sustainment and Tenancy Involvement practices to ensure all social housing tenants are supported appropriately and to reduce the risk of homelessness through loss of tenancy.
- When in receipt of capital from sales of affordable housing, to use the funding received, to build at least "one for one" replacement property within Oxford at Social Rent levels to meet housing need.
- To ensure all legislative guidance and obligations are adhered to.

# Tenancy Policy 2018-2023

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## Introduction

Oxford City Council, as a social housing landlord, is obliged to have a Tenancy Policy in place that sets out how it will operate and deliver the requirements of the Council's overarching Tenancy Strategy 2018-2023.

Oxford City Council provides 7,746 affordable homes in the City plus 209 outside the City. Registered Providers supply a further 3,753 over which the City Council has at least 90% nomination rights in conjunction with the ORAH Partnership Agreement.

## Tenancy Policy

In its social housing landlord role, the Council supports and will have full regard of the requirements set out in the over-arching Tenancy Strategy 2018-2023 for Oxford.

Until Government guidance has been published with regards to the change introduced by the Housing and Planning Act 2016 i.e. introduction of mandatory flexible fixed term tenancies, the City Council will continue to provide Introductory and Secure tenancies as the default tenancy type, for both new build and relets. This will apply to those tenants who have a housing need, who continue to pay their rent on time and are not in breach of their tenancy agreement.

Should Government guidance be published on the mandatory requirement to provide flexible fixed term tenancies, then the City Council will update this Tenancy Policy to allow the necessary flexibility and compliance with legislation.

In accordance with the City Council's Allocations Scheme (*compiled in accordance to PART VI of Housing Act 1996*), any available City Council properties will be advertised on the Council's Choice Based Lettings system<sup>17</sup> stating the tenure terms on offer. Upon successful selection, the prospective tenant will be given clear guidance and advice on the Council's responsibilities and the new tenant's rights and responsibilities in relation to the property and the tenancy agreement.

## Introductory tenancies

**(Ref: PART V of 1996 Housing Act, Chapter 1, s124 & s125)**

For those tenants who have not held a social tenancy previously they will initially be offered an Introductory Tenancy for a term of up to 12 months (see Oxford City

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<sup>17</sup> Oxford City Council Choice Based Lettings system:  
<http://www.oxfordcitycbl.org.uk/Data/ASPPages/1/5317.aspx>

Council's Allocation Scheme for criteria). This will be an opportunity for both the tenant and the City Council to establish if the tenancy arrangements are suitable for the tenant and if the tenancy and property are being managed appropriately. The Introductory Tenancy will be reviewed during the 12 month term in line with the tenancy agreement. The review aims to establish answers to the following questions:

1. How has the tenant conducted their tenancy?
2. How has the tenant managed their property?
3. Is the property still suitable to meet the needs of the household?

Assuming a successful completion of the 12 month Introductory Tenancy, and that the tenant has adhered to the terms of their tenancy agreement, the tenant will automatically become a secure tenant (subject to no other restrictions being in place) with a lifetime tenancy, extending their rights within the tenancy agreement.

### **Victims of Domestic Abuse**

The City Council will operate in line with current legislation in relation to accommodating victims of domestic abuse. Should the Secure Tenancies (Victims of Domestic Abuse) Bill 2017-19 that was introduced on 19 December 2017<sup>18</sup> (or an amended version) become legislation, the City Council will adhere to the new legislation to ensure that, when re-housing an existing lifetime tenant who needs to move, or has recently moved from their social home to escape domestic abuse, a lifetime tenancy is to be granted for their new home.

This will ensure that the victims will not fear losing security of tenure and will provide their families stability and security in their new home.

### **Affordable Rents**

Oxford City Council's preferred rent option is Social Rent. The Council does not support the provision of Affordable Rent tenure at 80% of market rent rates and will not offer tenancies on an Affordable Rent basis unless it is a requirement of any allocation of grant for new homes with part funding from Homes England, or it meets one of the 'exceptional criteria' set out in the Tenancy Strategy 2018-23 (see page 11).

### **Best use of social housing stock**

Flexible tenancies may offer an opportunity to increase the number of re-lets (churn) in social housing stock. However, due to the significant lack of alternative affordable and appropriately sized accommodation in Oxford to meet housing needs, and in order to give security of tenure to Council Tenants, the City Council will, until further Government guidance has been received regarding the mandatory implementation of flexible fixed term tenancies, continue to offer lifetime tenancies and will make best use of existing housing stock as described in the Housing and Homelessness

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[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/671215/Note\\_of\\_Impacts\\_of\\_the\\_Bill.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/671215/Note_of_Impacts_of_the_Bill.pdf)



Strategy 2018-21. This will include cyclical property maintenance, asset improvement and management programmes, and the continuation of the Removals and Expenses Move-on incentive scheme (REMS) offered to Council Tenants who are under-occupying their current home and who wish to downsize. This would allow their current home to be offered to a family and be fully occupied.

## Tenancy Management

To ensure all Council Tenants meet the terms of their tenancy agreement, the City Council will continue to identify and tackle tenancy fraud in addition to dealing with any neighbourhood issues or anti-social behaviour. The City Council will also manage tenants and their requests for tenancy changes, mutual exchanges (home swapper scheme), and the Right to Buy with the aim of managing any impact of changes on the local community.

## Tenancy Sustainment

The City Council will continue to assist those tenants who require further support or who are vulnerable and need support to sustain their tenancy, enabling them to remain as part of the community where they live and to receive continued assistance from their own support network (see the Housing and Homelessness Strategy for more details).

## Tenant Involvement

In accordance with the Tenancy Strategy 2018-2023 and also the Housing and Homelessness Strategy 2018-2021, the City Council will continue to actively encourage Council Tenants to get involved with issues that affect them. This will assist the Council in developing quality accommodation and a tenant-led, effective housing landlord service to customers. Tenants will receive relevant training, and involvement activities will be inclusive and supported.

## Successions

Successions to tenancies will be applied in line with legislation and any Government guidance applicable at the time of the Succession application. Where a person succeeds to a tenancy but needs to move, please refer to the Council's Allocations Scheme for more details.



## Monitoring and review

The City Council will monitor the implementation of the Tenancy Strategy and the Tenancy Policy during the period 2018-2023, including the impact upon Oxford City Council and its partner social housing providers. Monitoring will be via the Oxford Register of Affordable Housing (ORAH) Partnership and through annual reviews undertaken with individual Registered/social housing providers. Where there are legislative changes that prescribe necessary or mandatory actions, the City Council will adhere to legislation and published guidance, and will revise this Tenancy Policy in line with new legislative obligations. Appendix C will be updated annually (in December) to reflect latest statistical data and to ensure that local affordability details are up-to-date.

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## APPENDIX B

# Legislative requirements and changes

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The Council has a duty to publish a Tenancy Strategy in accordance with the Localism Act 2011 and in addition, take into consideration the following legislation:-

- The Housing Act 1985
- The Housing Act 1996
- Homelessness Act 2002
- The Housing and Planning Act 2016
- Homeless Reduction Act 2017

Since the City Council's 5-year Tenancy Strategy was produced in 2013, there have been changes to Government policy and new legislation has been published. The national and local context is explained further in Appendix C of the City Council's Housing and Homelessness Strategy 2018-21.

**The Localism Act 2011** specifically sets out the scope of a local authority tenancy strategy and the matters to which social housing providers for its district are to give regard to in formulating their own policies i.e.:

- i. The kinds of tenancies they grant.
- ii. The circumstances in which they will grant a tenancy of a particular kind.
- iii. Where they grant tenancies for a term, the lengths of the terms and
- iv. The circumstances in which they will grant a further tenancy on the coming to an end of an existing tenancy.

One of the key changes introduced by the Localism Act 2011 was in relation to the introduction of fixed term tenancies (FTT) for social housing providers. FTT tenancies can be offered in addition to lifetime tenancies.

### **The Tenancy Standard (Homes and Communities Agency (Homes England), 2012)**

The Localism Act 2011 also brought about the revised Tenancy Standard which states that all Registered Providers (RPs) shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how their lettings:

- (a) Make the best use of available housing
- (b) Are compatible with the purpose of the housing
- (c) Contribute to local authorities' strategic housing function and sustainable communities.

Registered Providers (RPs) of social housing are able to offer assured tenancies, but if they choose to use fixed term tenancy it is expected that they will normally be for a minimum term of 5 years (although 2 years can be offered in exceptional circumstances) and offer broadly the same tenancy conditions as those for secure tenants except for the fixed term period. RPs must also have a clear, published procedure for the appeals process, should their tenant wish to question the fixed term.

The Housing and Planning Act 2016 introduced new regulations. A summary is set out below:

#### **The Housing and Planning Act 2016 (with associated chapter references)**

- Introduction of Starter Homes as affordable housing (discounting new homes by up to 20%) (**Part 1 Chapter 1**)
- Promotion of self-build and custom house building (**Chapter 2**)
- Measures to address rogue landlords and property agents in the private rented sector in England (**Part 2**)
  - Banning orders (**Chapter 2**)
  - Rent repayment orders (**Chapter 4**)
- Recovering abandoned premises in England (**Part 3**)
- Housing, Estate Agents and rent charges (**Part 5**)
- Planning powers (**Part 6**)
- Compulsory Purchase powers (**Part 7**)
- Social Housing (**Part 4**)
  - including Right to Buy on a voluntary basis (**Chapter 1**)
  - vacant higher value local authority housing (**Chapter 2**)
  - rents for high income social tenants (“Pay to stay”) (**Chapter 3**)
  - reducing regulation of social housing (**Chapter 4**)
  - insolvency of Registered Providers of social housing (**Chapter 5**)
  - Mandatory use of flexible fixed term tenancies – Secure/‘Lifetime tenancies’ no longer to be awarded by Local Authorities (**Chapter 6**)

Government Guidance is still awaited in relation to some of these regulations however, the conclusions and recommendations of the Select Committee - Housing and Right to Buy Response (April 2017)<sup>19</sup> are included in the details below:-

- i. **Extension of the Right to Buy (RTB) to RP’s** on a voluntary basis.  
This would allow Registered Provider tenants to be given the same right as council housing tenants to the right to buy the home they rent. However, any RP selling its property through “RTB” would need to use the funding received to build at least “one for one” replacement property within the district (this could include ‘starter homes’).

This is likely to prove difficult in areas like Oxford where land prices and cost of development are high. The provision of starter homes may also be cost-prohibitive given the high price of property even at lower quartile levels.

<sup>19</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/606204/CM9416\\_-\\_Select\\_Committee\\_Housing\\_and\\_Right\\_to\\_Buy\\_Response\\_Web\\_.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/606204/CM9416_-_Select_Committee_Housing_and_Right_to_Buy_Response_Web_.pdf)

However, outcomes from the consultation on the Government's Housing White Paper published earlier in 2017 (ref. starter homes) are awaited<sup>20</sup>.

The government has also stated that any RP should ensure that it provides advice and support to its customers to ensure that an informed choice is offered with regards to homeownership.

In addition, to limit the amount of properties purchased under the RTB being sold on into the private rented sector, investigations are to be made to establish that any RTB properties re-sold within ten years should be offered to the RP or local authority to purchase.

*NB: The Government has initiated a pilot scheme and will update in due course when and if the full scheme will be rolled out.*

- ii. **Sale of vacant higher value local authority housing** – under the new legislation, local authorities will be required to make a payment to the Secretary of State based on the value of their vacant high value housing – this may be in the form of an assumption of this value even if the actual vacancies or sales do not take place. However, agreement may be sought with the Secretary of State for a local authority to retain a portion of its sales to fund the delivery of at least one home for every other home sold.

The Government is still considering the definition of “higher value” and therefore the City Council will await further guidance. The Housing Minister announced that implementation of Right to Buy for Registered Provider (RP) tenants, along with forced sale of high value council homes, will be delayed until at least 2019 and possibly longer<sup>21</sup>.

- iii. **Introduction of “Pay to Stay”** – Rents for high income social tenants otherwise known as “Pay to stay” was proposed within the Housing and Planning Act 2016 however, the Government decided in November 2016 to abandon the mandatory scheme. Local authorities and RPs will continue to have the discretion to implement a ‘Pay to Stay’ policy for tenants with incomes over £60,000. Oxford City Council has decided not to pursue this at present due to the unaffordability of alternative accommodation in Oxford.
- iv. **Reducing regulation of social housing** – Proposals to de-regulate RPs and return them to the private sector could provide opportunities for RPs to secure alternative funding for housing development in the future.
- v. **Insolvency of Registered Providers of social housing** – A housing administrator has two objectives: Firstly to keep normal administration; and secondly to keep social housing in a regulated sector.
- vi. **Removal of secure tenancies** – this requires local housing authorities in England to apply a mandatory use of Flexible Fixed Term Tenancies for all new

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<sup>20</sup> <http://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7643>

<sup>21</sup> Source NHAS, Posted 28th November, 2016

tenancies (a flexible fixed term tenancy is a tenancy existing for a fixed number of years). Most new tenancies will be granted for a period between 5 and 10 years and the local authority will be required to carry out a review of the household's circumstances prior to the end of the fixed term.

The legislation is also expected to have an effect upon "Succession rights" to existing secure tenancies i.e. where immediate family members who would normally succeed to secure tenancies, may only be granted a 5 year tenancy. This is an amendment to the Housing Act that will be applied across the board, not just for new tenants.

Local authorities are awaiting Government guidance on the key issues highlighted above as to whether they may use their discretion for particular tenancies. In respect of this Tenancy Strategy and Tenancy Policy, Oxford City Council will comply with the legislation as it is enacted and will operate in accordance with the relevant Government guidance as issued.

### Right to Buy (RTB) for Council tenants<sup>22</sup>

From 5<sup>th</sup> April 2012 the Government amended the levels of RTB discount that Council Tenants could receive. Currently there is a **35% discount** for a public sector tenant who has had a social tenancy between 3 and 5 years. After 5 years, the discount increases by **1%** for every extra year, up to a maximum of **70%** – or **£80,900** whichever is the lower, across England.

From May 2015 (i.e. since the Council's Tenancy Strategy 2013-18 was produced), the eligibility criteria also changed, reducing the requirement of 5 years public sector tenancy to 3 years, enabling more tenants to be eligible for the RTB much sooner. Oxford has generally seen a decrease in the number of successful RTB applications since 2014/15 (see FIG B.1). One of the reasons for this is that even after applying the maximum RTB discount the house prices in Oxford continue to remain high. Therefore, there would still be a significant amount to pay for the property – thus requiring a substantial deposit and income in order to support a large mortgage.

**FIG B.1 Right to buy properties sold**

Year	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
<b>Number of properties sold through RTB</b>	3	8	45	46	32	25	38

Source – Oxford City Council internal records

<sup>22</sup> <https://www.gov.uk/right-to-buy-buying-your-council-home/discounts>

## Homes and Communities Agency (HCA)<sup>23</sup> Affordable Homes Programme

In January 2017 the Government announced an extension to the Homes and Communities Agency (HCA) Affordable Homes Programme 2011-15, offering a wider range of ways to help people into home ownership and to provide support for those that need affordable housing. The variety of tenures available, now includes Affordable Rent (tenancies let with rents of up to 80% of local market rents); Shared Ownership; and Rent to Buy (which will be let with rents set at or below 80% of the local market rent for a set time period, giving tenants the opportunity to save for a deposit and then the option to buy their current home).

It is a general requirement that any additional homes that are part funded by HCA under the programme will generally be let at Affordable Rents (although allowances are made to support social rents where there is a demonstrable need) and that Registered Providers may also elect to re-let a proportion of existing homes using the Affordable Rent regime when a property becomes vacant.

### Definition of Affordable Housing<sup>24</sup>

The Glossary of Terms set out in the National Planning Policy Framework (NPPF)(2012) defines Affordable Housing as: *“Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision”*. Further clarity and detail is provided in the NPPF document. However, the Housing White Paper 2017 suggests a different definition to include a wider range of tenures i.e. starter homes. In March 2018, the Draft Revised National Planning Policy Framework was published for consultation. This includes affordable housing for rent, Starter Homes, discounted market sale housing and other affordable routes to home ownership. The outcome of the consultation is awaited.

Any Affordable Housing provided in Oxford will need to meet with the planning policies and Affordable Housing definitions available at the time of any planning application.



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<sup>23</sup> Homes and Communities Agency (HCA) became ‘Homes England’ in January 2018 but funding and development programmes introduced in 2011 and 2015 were launched under the HCA title.

<sup>24</sup> <https://www.gov.uk/guidance/national-planning-policy-framework/annex-2-glossary>

# Oxford city context

Oxford city has become one of the fastest growing cities in England with a current population of approximately 155,300 (ONS 2016 revised mid-year estimate), predicted to grow to an estimated 172,000 by 2031<sup>25</sup>. Land is limited and at a premium within the city boundary. Therefore, Oxford has become one of the least affordable cities to live in England.

The number of people who own their own home in Oxford is well below national average at 47% compared to 63% in England as a whole. The City has a large private rented sector (28%) compared to the South East and England (both approximately 16%), and a sizeable social rented sector (21%). Around 2% of households are living rent free.

### Median gross income for Oxford employees<sup>26</sup>

In 2017, the median gross annual workplace-based earnings for employees in Oxford were **£32,517** which equates to weekly gross earnings of £625. **FIG C.1** demonstrates how the median gross annual workplace-based earnings have increased in Oxford since 2015 in comparison to the rest of England.

#### FIG C.1 Median gross annual workplace earnings comparison

Median gross annual (where available) workplace-based earnings in Oxford compared to England, 2015 to 2017 (£)

	2015	2016	2017
Oxford	31,165	31,799	32,517
England	27,841	28,496	29,079

### What is affordable?

Generally, if a property is considered to be **affordable**, it's usually reasonably priced (with or without subsidy) and the individual will have enough money to buy or rent it.

With regards to household income, a household needs to establish that from their GROSS earnings or income they are expected to pay national insurance and tax, after which, the household is left with a NET income from which they would expect to pay towards the following as an example (the list is not exhaustive):

<sup>25</sup>

[https://insight.oxfordshire.gov.uk/cms/system/files/documents/2%20Population%20JSNA%202018\\_0.pdf](https://insight.oxfordshire.gov.uk/cms/system/files/documents/2%20Population%20JSNA%202018_0.pdf)

<sup>26</sup>

<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoworkplacebasedearningslowerquartileandmedian>



- Pension contributions (sometimes this is taken from wages at source)
- Rent / Mortgage (housing costs)
- Council Tax
- Food
- Utilities
- Insurances
- Transportation
- Clothing
- Health and Wellbeing

When it comes to paying for housing costs, the Oxfordshire Strategic Housing Marketing Assessment (SHMA 2014) report uses the assumption that no more than 35% of gross income should be spent on housing costs for rented properties. For social rents, the SHMA estimated a figure of 30% of income. This was to reflect the lower residual income linked to lower housing cost.<sup>27</sup> The SHMA practice guidance (withdrawn in March 2014) also indicated that local circumstances could justify other figures being used to calculate affordability.

Feedback from stakeholders and public during the consultation on the draft Tenancy Strategy 2018-23<sup>28</sup> indicated a clear preference to calculate affordability based on NET household income. FIG C.5 set out in this appendix, clearly shows a comparison of the NET and GROSS income that is required to pay a typical private rent or an Affordable Rent at 80% of market rent values.

Whilst this Tenancy Strategy suggests that an affordable level of spend on housing cost (i.e. rent and/or mortgage for affordable home purchase) would be around 35% of net annual income<sup>29</sup>, it is the responsibility of each household to ascertain what they can afford, comparing their respective income with their outgoings and prioritising their rent/mortgage to minimise the risk of losing their home.

### Affordability of home ownership in Oxford

During 2015-2016 house prices in Oxford rose by 8.5%<sup>30</sup> compared to 3.2% nationally. In 2016-2017 the increase in house prices slowed to just 7.6% compared to a rise nationally to 3.8%. When compared to other UK cities, house price inflation in Oxford (March 2017 to March 2018) was running at 3.9% compared to a UK average of 5.5% and sales in Oxford do not appear to be keeping up with the number of new homes coming on the market<sup>31</sup>. Although house prices have slowed, they are still beyond the affordability reach of many lower income households in the city and this may be contributing to the longer sales periods.

The Housing and Homelessness Strategy 2018-2021 refers to the Cities Outlook (Centre for Cities) 2017 report, which looks at the '**average**' house price and income

<sup>27</sup> [https://www.oxford.gov.uk/downloads/file/1753/shma\\_final\\_report](https://www.oxford.gov.uk/downloads/file/1753/shma_final_report)

<sup>28</sup> Stakeholder Workshop 4 April 2018

<sup>29</sup> See also House of Commons Briefing Paper #07747 "What is Affordable Housing" 19/3/18

<sup>30</sup> Cities Outlook 2018 - Centre for Cities (Jan 2018) report

<sup>31</sup> <https://www.hometrack.com/uk/insight/uk-cities-house-price-index/march-2018-cities-index/>

levels in Oxford rather than the **median**. The 2018 report continues to highlight the gap in affordability stating that in Oxford, the average house price (£523,200) is 17 times higher than the average annual earnings (£30,200).

For the purpose of developing this strategy, the **median** rather than **average** income and house price figures have been used. Highlighted below in **FIG C.2** and **FIG C.3** are the figures from the Office of National Statistics (ONS) to demonstrate how the **median** house price has increased for period 2015 – 2017 along with the ratio of **median** house price to **median** gross annual earnings.<sup>32</sup>

**FIG C.2 Median house price comparison**

**Median house price comparison between Oxford and England, for periods Q3-2015 to Q3-2017(£)<sup>33</sup>**

	Q3 – 2015	Q3 - 2016	Q3 - 2017
Oxford	340,000	370,000	400,000
England	209,500	220,000	230,000

Whether using the ‘average’ or ‘median’ calculation, both methods support the case that purchasing a home in Oxford is beyond the financial reach of the majority of Oxford households and employees earning lower level incomes.

### Median House Price

House Price data sets are part of the House Price Statistics for Small Areas (HPSSAs) release, produced by Office of National Statistics (ONS). These statistics report the count and median price of all dwellings sold and registered in a given year. They are calculated using open data from the Land Registry, a source of comprehensive record level administrative data on property transactions.

According to these statistics, the median house price paid in Oxford in September 2017 was £400,000. The median price paid for a detached house was £700,000; for a semi-detached house £420,000; for a terraced house £410,000; and for a flat/maisonette £305,000.<sup>34</sup> House prices have generally increased over the last five years<sup>35</sup>. However, the house price data for September 2017 shows a drop in median prices paid for detached properties.

<sup>32</sup>

<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/methodologies/housepricestatisticsforsmallareasqmi>

<sup>33</sup>

<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/ratioofhousepricetoworkplacebasedearningslowerquartileandmedian>

<sup>34</sup>

<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/datasets/medianhousepricefornationalandsubnationalgeographiesquarterlyrollingyearhpssadataset09>

<sup>35</sup> See Appendix A: Evidence Base – Oxford City Council Housing and Homelessness Strategy 2018-2021

### FIG C.3 Median house price to median gross earnings ratio comparison

Ratio of median house price to median gross annual (where available) workplace-based earnings in Oxford compared to England, 2015 to 2017

	2015	2016	2017
<b>Oxford</b>	10.91	11.64	12.30
England	7.52	7.72	7.91

Looking at **lower quartile** house prices for Oxford (i.e. £308,500 in September 2017), these are around 12.18 times higher than the lower quartile gross annual workplace-based earnings (£25,325 pa). Whether median or lower quartile figures are used, the multiplier of income to house price makes buying or renting a property in the City unaffordable for many people on lower incomes.

#### Affordability to buy and minimum mortgage deposit<sup>36</sup>

Mortgage lenders traditionally require at least 5% of a property's sale price to be provided by the purchaser as a deposit before they will lend a mortgage on the remaining property value e.g. a property purchase price of £300,000 in Oxford would require the purchaser to provide a deposit of at least £15,000, with the remaining balance of £285,000 being provided as a mortgage. Using this example, the monthly mortgage repayment would be approximately £1351 per calendar month, assuming 3 % interest over a 25 year term\*\*. Assuming that the monthly mortgage repayment was 35% of net household earnings, the **net** annual household income would need to be approximately £46,320 (or £3,860 pcm). The figures calculated above are estimated and do not include any other household costs, living expenses or allow for a possible mortgage interest rate increase.

Depending on individual circumstances, a mortgage lender may require the purchaser to provide a much larger deposit from the outset. In addition, the lender may limit the amount of mortgage borrowed i.e. may not lend as much as the £285,000 mortgage required in the example above (see paragraphs below).

#### Loan-to-income ratio to qualify for a mortgage<sup>37</sup>

In the past, if an annual gross household income was £50,000, it may have been possible to borrow up to five times this amount, giving a mortgage of up to £250,000. However, mortgage lenders may cap the loan to income ratio and are obliged to complete a full affordability assessment.\*\*

The affordability assessment ascertains what level of monthly payments can be afforded, taking into account income minus various living and personal expenses.

<sup>36</sup> <https://www.which.co.uk/money/mortgages-and-property/mortgages/guides/mortgages-and-deposits-the-basics/how-much-deposit-do-you-need-for-a-mortgage#minimum>

<sup>37</sup> <https://www.moneyadvice.service.org.uk/en/articles/how-much-can-you-afford-to-borrow>

\*\* NB. This is an example only and should not be taken as financial or mortgage advice. Such advice should be sought from a professional qualified and regulated (by the Financial Conduct Authority) mortgage adviser or financial adviser who will consider individual circumstances and will advise accordingly.

This assessment change was brought into effect following a full review of the mortgage market by the Financial Conduct Authority in 2014.

The lender must also look ahead and consider the impact of future changes in circumstances on the borrower’s ability to repay the mortgage. The lender will take into account the effect of possible interest rate rises and possible changes to lifestyle, such as:

- Redundancy
- Having a child, or
- Taking a career break

If the lender thinks the household will not be able to afford the mortgage payments in those circumstances, it might limit how much can be borrowed and therefore require purchasers to fund a much larger cash deposit.

In addition the borrower must take into consideration mortgage arrangement and legal fees, and possibly Stamp Duty Tax. However it was announced in the autumn 2017 budget, that with immediate effect, the Stamp Duty would be abolished for first time buyers purchasing a property up to £300,000.

### Affordability of the Private Rental Market in Oxford<sup>38</sup>

Oxford’s private rented sector appears to remain buoyant with an increasing demand from a large student population, potential owner occupiers who have been priced out of the market, and a lack of social housing for those on low incomes. The city has a large private rented sector (28%) compared to the South East and England (both approximately 16%).<sup>39</sup>

Despite a relatively buoyant market, affordability of private rented accommodation is becoming increasingly unaffordable for many households on lower incomes. Fig C.4 provides a comparison of median private rents across Oxford, Oxfordshire and England.

**FIG C.4 Private Rental Market Statistics**

<b>Summary of private rents per calendar month (pcm) recorded for different property types between 1 October 2016 and 30 September 2017 for Oxford (all postcodes), Oxfordshire and for England.</b>			
<b>Accommodation Type</b>	<b>Oxford Median Rent (£pcm)</b>	<b>Oxfordshire Median Rent (£pcm)</b>	<b>England Median Rent (£pcm)</b>
Room only	510	509	377
1 bedroom	975	775	595
2 bedroom	1,175	925	650
3 bedroom	1,425	1,200	750
4 bedroom min	2,100	1,850	1,300

<sup>38</sup> <https://www.gov.uk/government/statistics/private-rental-market-summary-statistics-october-2016-to-september-2017>

<sup>39</sup> Oxford City Council Housing & Homelessness Strategy 2018-2021

The Oxfordshire Strategic Housing Marketing Assessment (SHMA 2014) report uses the assumption that no more than 35% gross income should be used to cover housing costs.<sup>40</sup> However, it should also be noted that within the National Housing Federation briefing paper: “How affordable is housing for people in lower-income occupations?”<sup>41</sup> those working in care, leisure and other service occupations, are cited as having to spend up to 40% of their earnings on local median rents in some areas.

Using the Oxford Median Private Rent calculations in FIG C.4, the table FIG C.5 estimates the minimum income required to afford such rents. The calculation assumes that rent payments would be around 35% of the household’s net income; this excludes any other household bills and the deposit to secure the property.

**FIG C.5 Private Rental and net household income comparison figures**

Reference SHMA 2014 - rent assumed at 35% of gross income. The table below shows annual household income required to pay median rent per calendar month (pcm) (both standard private rent and 80% of market rent) in Oxford (all postcodes).

Property Type	Private Rent (pcm) (£)	Minimum annual net household income required (£)	Approx. Gross annual household income required (£)	80% Market Private Rent (£ pcm)	Minimum annual net household income required (£)	Approx. Gross annual household income required (£)
Room Only	510	17,485	20,937	408	13,988	15,821
1 bed	975	33,428	44,408	780	26,742	34,524
2 bed	1,175	40,285	56,095	940	32,228	42,640
3 bed	1,425	48,857	70,784	1,140	39,084	54,023
4 bed	2,100	72,000	>95,000	1,680	50,760	74,095

Source for earnings conversion: [www.thesalarycalculator.co.uk](http://www.thesalarycalculator.co.uk)

FIG C.5 demonstrates that even for a 1 bedroom property, the cost of private or Affordable Rent (at 80% of market rent) tenure would require an income exceeding the median gross annual workplace-based earnings in Oxford i.e. £32,517, just to afford the rent costs.

<sup>40</sup> [https://www.oxford.gov.uk/downloads/file/1753/shma\\_final\\_report](https://www.oxford.gov.uk/downloads/file/1753/shma_final_report)

<sup>41</sup> National Housing Federation: <https://www.housing.org.uk/resource-library/browse/how-affordable-is-housing-for-people-in-lower-income-occupations/>

## Local Housing Allowance (LHA) <sup>42</sup>

The housing cost element of Universal Credit is capped at Local Housing Allowance (LHA) rates for the rental market area. Private rented sector tenants who are in receipt of Universal Credit may find that there is a significant shortfall between their contractual rent and the LHA rate (see FIG C.6 for 2018/19 LHA rates). The tenant will be required to pay the shortfall from their household income or, if eligible for additional assistance, the tenant may be able to apply for and receive discretionary housing payment top-ups.

**FIG C.6 Local Housing Allowance Shortfall**

Accommodation Type	Private Rent (pcm)(£) all Oxford postcodes	LHA Weekly Allowance (£)	Shortfall against standard Private Rent (pcm)
Room Only	510	82.97	149.48
1 bedroom	975	158.90	284.54
2 bedroom	1,175	192.48	338.63
3 bedroom	1,425	230.14	422.99
4 bedroom	2,100	299.18	799.99

FIG C.6 demonstrates that private rented accommodation in Oxford is unaffordable for many people receiving Universal Credit or low level incomes.

## Social Housing

The social and affordable rented accommodation in Oxford includes:

- 7,746 Council-owned dwellings and
- 3,753 dwellings that are owned, let and managed by Registered Provider partners, over which the Council has over 90% nomination rights.
- Since April 2013, there have been 186 Council properties sold under the Right to Buy.

**FIG C.7** shows the estimated amount of annual net (and gross) household income required to pay a social rent in Oxford City. The estimate assumes that rent payments are 35% of net household income after tax and National Insurance. It does not account for any pension payments or household bills such as Council Tax, utilities, telephone, water, food etc.

<sup>42</sup> <https://www.entitledto.co.uk/help/Local-Housing-Allowance-Rates>

## FIG C.7 Social Rent and minimum income

Estimated annual household income required to pay a monthly social rent per accommodation type

Number of bedrooms	Average Weekly Rent (£)	Average Monthly Rent (£)	Est. annual net household income required (£)	Est. net income £ pcm	Est. gross annual household income required (£)
Bedsit	100.07	433.64	14,868	1,239	17,056
1	103.72	449.45	15,408	1,284	17,760
2	117.49	509.12	17,460	1,455	20,937
3	119.24	516.71	17,712	1,476	21,292
4	137.86	597.39	20,484	1,707	25,350
5	141.07	611.30	20,964	1,747	26,056
6	144.78	627.38	21,504	1,792	27,760

Source: Conversion of net to gross earnings: [www.stafftax.co.uk](http://www.stafftax.co.uk)

Source – Average Weekly rent figures are from Oxford City Council database

Clearly, social rented tenure is much more affordable for those households receiving an annual income at or below the gross local median level of £32,517 pa.

### Shared ownership (Part Rent / Part Buy)<sup>43</sup>

With a shared ownership/part rent part buy a home, the share to purchase can generally start from as little as 25% and the rent on the remaining share is usually set in the region of 2.75% - 3% on the unsold equity (although this can vary). Typically, as the mortgage sought to buy the equity share is low, the deposits that are required to purchase the property are lower and can be as little as 5% of the share price. For First time buyers, there is no stamp duty to pay if the property is less than £300,000. Another feature of the part rent/part buy scheme in Oxford and elsewhere is that there is an established second hand market of shared ownership homes. Although most properties are available on a new build basis, over time, these properties can be sold on to new buyers and if the owner has not yet bought 100% of the property, the occupiers can offer their existing share for sale on a second hand basis in a process known as a 'resale'. To give an example of other housing options available for those wishing to live in Oxford and to purchase an equity share (namely 25% in the examples provided) see FIG C.8. The figures exclude legal and mortgage arrangement fees, and other household bills such as Council Tax, utilities, TV, insurances etc. \*\*

<sup>43</sup> (FIG C.8 also) <https://www.shareto buy.com/sharedownership/in/Oxford>

\*\* These are examples only and should not be taken as financial or mortgage advice. Such advice should be sought from a professional qualified and regulated (by the Financial Conduct Authority) mortgage advisor or financial advisor who will consider individual circumstances and provide advice accordingly.

## FIG C.8 Shared Ownership example

Estimated annual net household income required to pay monthly shared ownership costs where the total monthly costs are 35% of net household income.						
Property Type	Property price (£)	Share price (£)	Min. deposit (£)	Est. monthly cost (£) (incl. rent, service charge & est. mortgage)	Est. Net annual household income required (£)	Est. Gross annual household income required (£)
1-bed flat	197,000	49,250	4,925	688	23,590	29,930
2-bed flat	395,000	98,750	9,875	1021	35,004	46,989

The estimated monthly cost as set out in the example above for a 1-bedroom flat, assumes a mortgage of approximately £196, a rent of £350 and service charges of £142. This would suggest a mortgage rate of approximately 2.5% to 3% over a 25 year term but mortgage rates can vary<sup>44</sup>. It also assumes a rent charge of around 2.85% on the unsold equity. A reduced % rent charge on the unsold equity would make the shared ownership more affordable to the purchaser and therefore it will be important for the City Council to promote and support a reduced level (%) of rent charge on the unsold equity in the interest of purchasers. However, consideration will need to be given to the impact that a reduced level rent charge may have upon the viability of the units being provided on new-build development schemes.

The availability of mortgages and the cost of mortgage payments will also be influenced by a purchaser's available deposit and income (the maximum annual household income needed to purchase a shared ownership unit is £80,000 outside of London); the current mortgage interest rates; and the range of mortgage lenders who are able to lend on shared ownership properties (which can be a limited number of lenders in the market). As can be seen in FIG C.8, the income required to support the purchase of a two bedroom shared ownership flat in Oxford can be high. Some households may wish to spend a higher proportion of their income on housing costs, however, if a more affordable proportion was applied i.e. 35% of net income to be spent on rent/mortgage, then a single purchaser buying a 2 bed flat would need to earn around £50,000 pa gross, or have a joint household income to this level, in order to cover rent/mortgage and have sufficient income remaining (65%) to cover the cost of other household bills such as the cost of food, furniture, clothing, Council Tax, transport/travel, utility bills, insurances, healthcare etc.

Another concern of providing shared ownership properties in Oxford is that the likelihood of low income earners being able to staircase ownership to 100% is

<sup>44</sup> <https://www.money.co.uk/mortgages/shared-ownership-mortgages.htm>



minimal, given the high market value of property and the additional mortgage required for owners to increase their equity share. However, as the City needs more than 1000 additional affordable homes per annum up to 2031, it is of some benefit that shared ownership homes are not often 'lost' to the open market through 100% equity staircasing.

### Other intermediate models

In addition to shared ownership/part rent part buy tenure, models of intermediate affordable housing can also include Rent to Buy, Affordable Rent and Starter Homes as described earlier in this document. Other models of intermediate tenure can include Restricted Resale Covenants, where a new build property is sold to eligible persons at a discounted price – usually discounted around 30%. This discount can be applied to subsequent sales to ensure that the properties remain affordable in perpetuity. Due to the high property values in Oxford, freeholders of such schemes would need to offer much higher discounts in order to make them truly affordable for local earners e.g. discounts of as much as 50 – 60% of market price on first and subsequent sales.

Discounted market sale properties are not included in the current National Planning Policy Framework definition of Affordable Housing (2012), therefore would not be acceptable to the Council as an alternative intermediate tenure. Should the Government policy position change in the future (i.e. following consultation on the Draft NPPF document published in March 2018, then careful consideration will need to be given as to the affordability of any proposed discounted market sale homes in Oxford.

### Additional challenges for Oxford.

More housing, in particular more affordable housing, is needed to accommodate and support the projected growth in population and the growth of the local economy. However there are limited opportunities to develop the significant number of properties needed, due to the lack of suitable and available land within the City boundary. Local people want to live in a property where they can feel settled and have reasonable access to work, education, support to improve their health and well-being, and to live in a thriving and sustainable community.

In addition:

- There is an increasing number rough sleepers on Oxford's streets
- Given the affordability pressures within Oxford, the SHMA<sup>45</sup> estimates that around 1,029 affordable homes would need to be delivered each year 2016-2031 to meet the backlog and future affordable housing need.
- There are over 2,500 households currently on the Housing Register.
- There are an increasing number of people who require social housing and who are vulnerable or have complex support needs.

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<sup>45</sup> Strategic Housing Market Assessment (SHMA) 2014 for Oxfordshire

More information about Oxford’s housing challenges and the actions being taken by the City Council to address them, can be found in the Housing and Homelessness Strategy 2018-2021.

### Overall earnings and tenure cost comparison example

Throughout Appendix C, consideration has been given to the affordability of the various tenures for different property sizes. FIG C.9 highlights the various tenure costs for a 1 bedroom property in Oxford and indicates the estimated household income required to support the purchase or rent in each case. Rent and/or mortgage at 35% of NET household income has been used to calculate housing affordability, however the last row of FIG C.9 also considers the GROSS annual income required to cover housing costs.

**FIG C.9 Earnings and tenure cost comparison for a 1 bed property in Oxford**

1-Bedroom Property Tenure Type	Private Rented	80% Market Private Rent (Affordable Rent)	Shared Ownership (25% share of property priced at £197,000)	Social Rent
Cost (£pcm)	975	780	688*	450
Est. Annual income required if 35% of GROSS income was used for rent.	33,428 (£2,785 pcm)	26,742 (£2,228 pcm)	23,590 (£1,966 pcm)	15,428 (£1,286 pcm)
Est. Annual income required if 35% of NET income was used to pay rent.	44,408 (£3,701 pcm)	34,524 (£2,877 pcm)	29,937 (£2,495 pcm)	17,760 (£1,480 pcm)

\*Includes monthly rent, service charge and estimated mortgage for 25% share, but no other household bills. Rents will increase annually based on formula rent increase.

### Tenure costs and residual income

FIG C.10 summarises the different tenure costs by bedroom size within Oxford city as set out earlier in Appendix C. It shows that if using 35% of net median income for housing costs (i.e. rent and/or mortgage), as the costs of rent or shared ownership rise, there will be an increased need to use a higher proportion of the household’s residual net income which would normally be used to pay other bills such as food, utility bills, council tax, insurances, clothing, travel, health costs, pensions etc. (see orange highlighted cells in FIG C.10). It therefore follows that to reduce impact on residual income, a household will need to have a larger annual salary or another joint

household income to afford the higher cost of rent and/or mortgage. Alternatively the household may become reliant on Universal Credit or have a need to apply for a discretionary housing payment to top up the shortfall between income and contractual housing cost.

It is important to ensure that the risk of poverty and homelessness is reduced, and that the residual net income of a household is sufficient to support an adequate standard of living. Therefore it is generally considered that where possible, a household receiving a median or lower quartile level income should pay no more than 35% of their net household income on housing costs. This proportion is also supported through other national research<sup>46</sup>.

**FIG C.10 Tenure costs and residual income**

No. of Beds	35% of NET income* (£) pcm	Residual Net Income to pay bills	LHA Rate (£) pcm	Social Rent (£) pcm	Affordable Rent (£) pcm	Private Rented (£) pcm	Shared Ownership (£) pcm
Room Only	740	1376	360	434**	408	510	***
1	740	1376	690	449	780	975	688
2	740	1376	836	509	940	1175	1021
3	740	1376	1000	517	1140	1425	***
4	740	1376	1300	597	1680	2100	***

\* £32,517 gross median income per annum calculates to an estimated £25,397 net income per annum or **£2116** net per calendar month (pcm), of which 35% to be used on rent and/or mortgage costs.

\*\* Oxford City Council does not offer room only accommodation within its social housing stock, instead it offers self-contained Bedsit/Studio type accommodation giving a tenant access to their own kitchen and bathroom. Room only in the private sector usually comprises of a room for private use and access to shared kitchen, bathroom and lounge area.

\*\*\* Costs not available at time of research

In summary, it is evident from the data set out in this Appendix, that for those receiving median level income (£32,517 pa) or less, the cost of affording a shared ownership, Affordable Rented (at 80% of market rent), or a home in the private rented sector in Oxford, is unaffordable. With high demand for housing in Oxford and high property and rent values, the unaffordable cost of housing could potentially lead to lower wage earners (such as service industry staff) who have essential or key skills to support Oxford's local community and economy, moving to more affordable areas outside of the City.

<sup>46</sup> See some of the data and research sources listed in the Bibliography.

## APPENDIX D

# Flexible Fixed Term Tenancies (FFTT), how will they potentially work in Oxford?

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A Flexible Fixed Term Tenancy is a tenancy existing for a fixed number of years.

Appendix B of this Tenancy Strategy sets out the requirements of the Housing and Planning Act 2016 in relation to the proposal to introduce a mandatory requirement for all Local Authorities to offer Flexible Fixed Term Tenancies (FFTT). This section looks at how FFTT could be applied in Oxford by the City Council (subject to Government guidance being published). Where a FFTT is to be offered by a social housing provider, the broad principles set out in this section would also apply to the relevant landlord.

If FFTTs are to be offered, it is anticipated that they will normally be offered on a 5-year term with discretion to offer a different term based on individual household circumstances, some examples of which are set out below:

- **2 year fixed term** - where there has been previous evidence of poor tenancy performance.
- **Predetermined fixed term** – a tenure term could possibly be fixed for a different duration in the following circumstances:
  - A term up until the oldest child within the household reaches the age of 19 to ensure the child has secure accommodation whilst at school.
  - If the property type is in limited supply but there is high demand for such property within the local area
  - If the property has been adapted specifically to meet the needs of a household.
  - Other exceptional circumstances (case by case basis)

### Secure tenancies

Where mandatory use of FFTT applies, it is possible that the Council may still be able to give further discretion to offer a Lifetime (secure) Tenancy in the new home for those in the following circumstances:

- If someone has fled domestic violence / abuse
- A tenant is downsizing
- An existing tenant who has been affected by a regeneration project

When a property becomes available to rent, the advert on the Choice Based Lettings website will clearly state the type of tenancy on offer and the successful tenant will be advised and guided by the Council about the duration of the FFTT in conjunction with procedures and the terms set by the tenancy agreement or, unless it is an exceptional case as suggested above, they may be awarded a Lifetime (secure) Tenancy.

Between 12 and six months prior to end of the fixed term, an assessment will be completed by the social housing landlord to ascertain:

1. How has the tenant conducted their tenancy?
2. How has the tenant managed their property?
3. Is the property still suitable to meet the housing needs of the household?
4. Does the tenant have the means to move to alternative accommodation?

There is a presumption that where the circumstances of the household have not changed, a new FFFT will be offered (subject to all other criteria having been met). If, after an assessment, the decision is NOT to issue a new FFFT at the end of the period, then a minimum of 6 months' notice, with a written explanation as to the reasons why the tenancy is not being renewed should be given to the tenant. This will allow time for any appeal process and for the tenant to seek the appropriate advice (and where necessary, support) to make a planned move or look for alternative accommodation (including property to purchase where the financial circumstances of the household allow). Such advice and /or support can be offered by the Council.

During the last 6 months of the tenancy period -

- If the tenant has proven NOT to be engaging with the planned move approach and then makes a homeless application to the local authority due to not having found and sustained suitable alternative accommodation, then an "intentionally homeless" decision could be made having regard to legislation.
- If the tenant is engaging/co-operating with a planned move approach but there is no suitable or alternative accommodation available, then an assessment and decision would need to be made by the Council or social housing provider in terms of how to proceed (e.g. offer a new tenancy or, seek possession of the current home and provide temporary accommodation whilst referring the customer to the available advice and assistance to access the Private Rented sector etc.).

The Council and social housing providers will be required to regularly review FFFTs. This is likely to increase the caseload of staff and increase demand on other resources in order to ensure that tenants are supported appropriately.

### **The Impact of Flexible Fixed Term Tenancy (FFTT) on:**

#### **Households**

It is clear that legislation is driving the policy change in terms of social housing tenancies. By having mandatory FFFT (i.e. no longer Lifetime Tenancies), households may become more transient and whilst this may be unsettling for some tenants, those who are particularly vulnerable may require further support from support agencies to maintain their tenancies or to make planned moves.

The **Housing and Homelessness Strategy 2018-2021** further highlights the issues within Oxford City in terms of the limitations with regards to costs of living and what households can reasonably afford, and the limited available and affordable accommodation that is on offer, therefore increasing pressure on households to establish how they can retain their FFFT and ensure stability for themselves.

Given the limited available and affordable housing options in Oxford, households may have no other choice than to move out of the area to more affordable locations. This may in turn, negatively impact upon the household's reliance on their support network.

A positive side is that a change of perspective may enable a household to manage and take control of their aspirations – deciding where they want to live and what tenure they can afford.

### Communities

Highlighted earlier, households may become more transient which in turn may impact upon the infrastructure of the community and its support network. There may be a lack of stability and a risk of communities becoming fractured, impacting upon social networks, any networks with police, social and care services, and general goodwill and neighbourliness. People may become less committed in investing their time within their local community.

### Health and wellbeing

The reliance of a local support network to ensure good health and wellbeing may be impeded by using only FFTT's due to the reduced security of tenure for social housing tenants over the longer term. Accessibility to hospitals, medical health centres, education establishments, social and care services will determine where people wish to live and where and what they can afford.

### Resource

Managing FFTTs will require additional resource to ensure successful management of tenancy and property, within a timeframe that allows for the Council, social housing provider/Registered Provider and tenant to consider their options as highlighted below:

#### **Council, social housing provider/Registered Provider (RP):**

- Should a new FFTT be offered assuming the tenant has adhered to all elements of the tenancy agreement and the property has been managed appropriately?
- Is the size or type of property still appropriate for the household to use? If not, will another FFTT be offered on a different property?
- Is there vulnerability, health or an exceptional circumstance that requires a tenant to be further supported with a new FFTT?
- If the FFTT is to be terminated, a minimum 6 months' notice should be given with a written explanation as to the reasons why, allowing the tenant to appeal the decision if appropriate.

#### **Tenant:**

- Is the property "fit for purpose" to meet their current household needs?
- Is it a requirement to live elsewhere to support access to jobs, social support networks etc.?
- A change of household income may instigate the tenant to consider other housing options available to them.

The review of the FFTT will require the Council and other social housing landlords to ensure efficient and effective use of properties and to minimise void rent loss thereby enabling a property to be reused for someone with a priority housing need.

There could also be reduced investment in home improvements as tenants may feel less inclined to make improvements for their own benefit, therefore potentially this could increase costs to the social housing provider to ensure the property continues to meet the Decent Homes Standard and is fit to re-let.

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## Appendix 2

### 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 Localism Act 2011 states that a local authority has the legal requirement to produce a tenancy strategy.

The Tenancy Strategy and Tenancy Policy 2018-2023 also takes into consideration

- The Housing Act 1985
- The Housing Act 1996
- Homelessness Act 2002
- Localism Act 2011
- The Tenancy Standard (Homes and Communities Agency, 2012)
- The Housing and Planning Act 2016 and the Housing White Paper (2017).
- Homeless Reduction Act 2017

These policies/Statutory Instruments have already been Equality Impact Assessed by the Government and any disadvantage to particular customer groups, as a consequence of such changes, have already been identified.

Analysis of reliable data from national and local sources, plus consultation with other local authorities, has helped to inform the development of this DRAFT Tenancy Strategy and Tenancy Policy 2018-2023 which seeks to address inequalities for any member of the Oxford community wishing to access truly affordable good quality accommodation with security of tenure where possible. The strategy seeks to ensure that social housing providers let any new tenancies at truly affordable rents i.e. in line with social rent or at Affordable Rents capped at Local Housing Allowance (or equivalent measure) levels to ensure that those on low/median annual incomes are not disadvantaged.

The consultation process for the new DRAFT Tenancy Strategy and Tenancy Policy 2018-2023 and associated appendices will include consultation with all private registered providers of social housing in Oxford, Council Tenants, stakeholders and members of the public.

By using current, and developing new, working partnerships with social housing providers and tenants, the aim is to ensure that there is minimal equality impact to the residents of Oxford. The new strategy and policy will be

kept under review and its delivery monitored with the assistance of partner social housing providers, tenants and stakeholders. This will help to identify any adverse equality impacts and to provide an opportunity to put measures in place to resolve or reduce them.

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 new draft strategy and policy statement largely supports what is in the current tenancy strategy and policy statement which is due to expire mid-2018. This new DRAFT Tenancy Strategy and Tenancy Policy 2018-2023 strengthens the need to provide genuinely affordable homes to meet the needs of households receiving incomes below or at median earnings levels in the City. It also aims to strengthen the position that any intermediate rented accommodation costs should be capped at Local Housing Allowance levels. This will help to secure affordable housing to those who have a low income or who need to claim Universal Credit/benefits and should help to reduce or eliminate inequality in accessing affordable housing locally. Consultation on the draft strategy (21 March to 19 April 2018) will assist in identifying any other equality considerations that need to be given. Implementation of the strategy (2018-2023) will be monitored in partnership with Registered Providers and other social housing providers in the City, as well as City Council Tenants. This will happen 18 months to mid-term of the strategy and also when there are any changes in legislation/government policy that might impact on the strategy. Review and monitoring delivery of the strategy will, in turn, help to identify and reduce any adverse equality impacts in a timely way.

Overall, the key objectives of the strategy are:

- To promote Oxford City's housing vision with a focus to provide social rented tenancies.
- To ensure that affordable housing providers adhere to the new Tenancy Strategy to the benefit of the local community.
- Affordable housing providers are to let any new tenancies in Oxford at genuinely affordable rents i.e. in line with social rent or at Affordable Rents capped at Local Housing Allowance (or equivalent measure) levels.
- To create sustainable, mixed and balanced communities.

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

To meet the requirements of the Localism Act 2011, the City Council is required to consult on the draft tenancy strategy and its associated appendices with every private registered provider of social housing for the Oxford city district, tenants, stakeholders and members of the public.

During the consultation process (21 March 2018 to 19 April 2018) meetings will be convened to include the groups above. There may be people within those groups who have disabilities or other protected characteristics. However, we will ensure that the opportunity to provide feedback is also provided to representative groups by writing to those groups to advise of how everyone can get involved.

The details of the consultation will also be promoted via the Council's website, Tenants in Touch newsletter, social media, through City Councillors and information provided to display at leisure and community centres across the city.

After the consultation process, all comments/suggestions will be considered and changes to the strategy document will be made before final approval from CEB and Council to implement the new Tenancy Strategy and Tenancy Policy 2018-2023.

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

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

No adverse impacts identified as a consequence of implementing the key objectives outlined in the draft strategy. Adjustments may be required to the draft strategy following public consultation.

However should any new government guidance/legislation be implemented then a review of the strategy would be completed to identify actions to be taken going forward, bearing in mind that policies/Statutory Instruments have already been Equality Impact Assessed by the Government and any potential disadvantage to particular customer groups identified.

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

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

See answer to Q2.

Lead officer responsible for signing off the EqIA: Stephen Clarke

Role: Head of Housing Services

Date: 29.1.18

Note, please consider & include the following areas:

- Summary of the impacts of any individual policies
- Specific impact tests (e.g. statutory equality duties, social, regeneration and sustainability)
- Consultation
- Post implementation review plan (consider the basis for the review, objectives and how these will be measured, impacts and outcomes including the “unknown”)
- Potential data sources (attach hyperlinks including Government impact assessments or Oxfordshire data observatory information where relevant)

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Appendix 3: Tenancy Strategy and Tenancy Policy 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	
CEB Report to approve the amended Draft Tenancy Strategy and Tenancy Policy 2018-23 following consultation	Failure to approve the draft Tenancy Strategy and Tenancy Policy 2018-23 will result in the strategy not being adopted in advance of the expiry of the existing Tenancy Strategy and Policy Statement 2013-18. The Localism Act 2011 requires the City Council to have a Tenancy Strategy in place.	Threat	CEB not approving the amended Draft Strategy at its meeting in June 2018	Upon expiry of the existing Tenancy Strategy in Summer 2018, there will be a failure to meet legislative requirements (Localism Act 2011) as the City Council will not have an adopted Tenancy Strategy in place.	07/12/17 and 1/5/18	Head of Housing Services	4	2	4	2	4	1	The period of public consultation has allowed for comments and changes to be made in advance of the strategy being presented for final approval in June/July 18.	The report is included on the City Council's CEB Forward Plan and reporting timetable. Papers for agenda items are published in advance of the meeting, therefore providing advance notice. The Public consultation period 21 March to 19 April allowed for further comments on the strategy. The strategy has been amended to take this feedback into account. Approval of the strategy is anticipated in June/July 2018.	CEB meeting 13/06/18 and to Council after that.				Strategy & Service Development Manager
CEB Report to approve the amended Draft Tenancy Strategy and Tenancy Policy 2018-23 following consultation	There is a possibility of government guidance for Flexible Fixed Term Tenancies being published/ received before Council's approval of the revised draft Tenancy Strategy and Tenancy Policy 2018-2023. If guidance is published, modifications to the strategy to accommodate the implementation of new legislation will be required. This will delay the strategy being presented to CEB in June and to Council in July 2018 (for approval of the final version).	Threat	Government bringing in new legislative guidance.	Delays in presenting a final version of the strategy to CEB and Council by July 2018 - all of which would impact on not having the new Tenancy Strategy in place by summer 2018 and not meeting legal requirements.	07/12/17 and 1/5/18	Head of Housing Services	4	3	4	3	3	2	The CEB may wish to decide to continue with the amended strategy as an interim measure whilst a new Tenancy Strategy is developed and consulted on (if legislation timeframe allows).	New legislation/guidance would need to be taken into consideration but as an interim measure, the City Council could approve the amended Tenancy Strategy for 2018-23 or could issue a statement of intent to extend the period of the existing strategy whilst a new one is developed in line with new guidance. This would ensure that legislative requirements continue to be met in the short term and plans are in place to adopt a new strategy in the near future. Any new strategy would be subject to a further period of consultation.	Dependent upon when government guidance received				Strategy & Service Development Manager

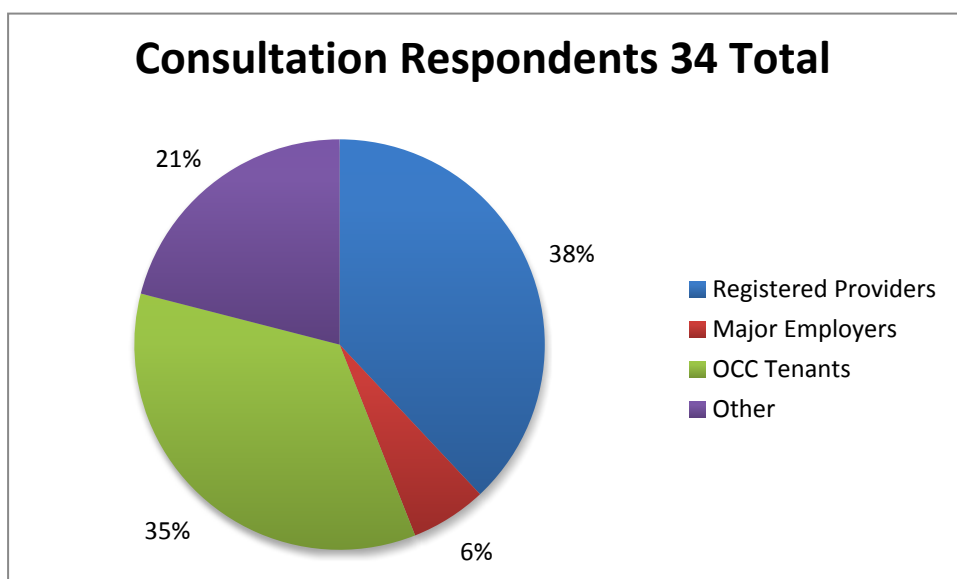
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## Appendix 4.

### Draft Tenancy Strategy and Tenancy Policy 2018-2023

#### Consultation Feedback

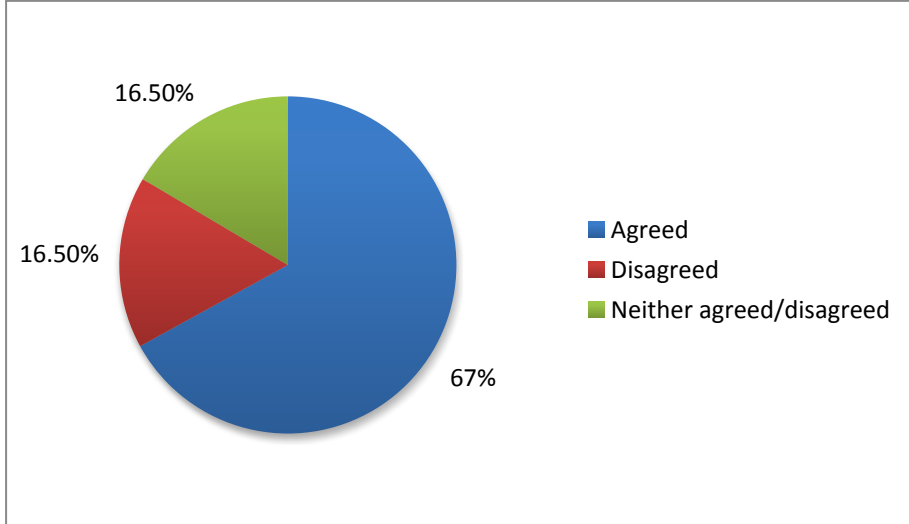
1. At its meeting on 20 March 2018, the City Executive Board (CEB) approved the publication of the draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices) for a 4 week period of public consultation.
2. The consultation ran from 21 March 2018 to 19 April 2018 and included a consultation event with stakeholders and statutory consultees, a consultation event with Council tenants, and a public survey via an online questionnaire [www.oxford.gov.uk/tenancystrategysurvey](http://www.oxford.gov.uk/tenancystrategysurvey). The consultation was promoted via social media, posters, news articles, Member briefings and articles in the City Councils' Tenants in Touch magazine. To meet legislative requirements, copies of the draft Tenancy Strategy and Tenancy Policy 2018-23 documents were sent electronically to all Registered Providers who operate within Oxford City. In addition, paper copies of all the documents were made available for the public to view at St Aldates Chambers.
3. There were a total of 34 responses received during the consultation period. Although this figure is low, the majority of responses received have come from those who are highlighted in the legislation as having a particular interest in the strategy. These include responses from 13 Registered Providers, 2 major employers and 19 individuals. 35% (12) responses were received via the online survey form; one individual response was provided via written feedback as opposed to completing the online survey; and the remainder of responses were obtained from the stakeholder (12 attendees) or tenant consultation (9 attendees) events held in early April 2018. A summary of the consultation feedback, along with the officer response, has been provided in this document.



## Tenancy Strategy 2018-2023 Combined Consultation responses summary

The majority (67%) of respondents agreed that the strategy had been written in a format that was easy to follow and understand.

### Q. To what extent do you agree or disagree that the strategy has been written in a format that is straight forward to follow and understand?

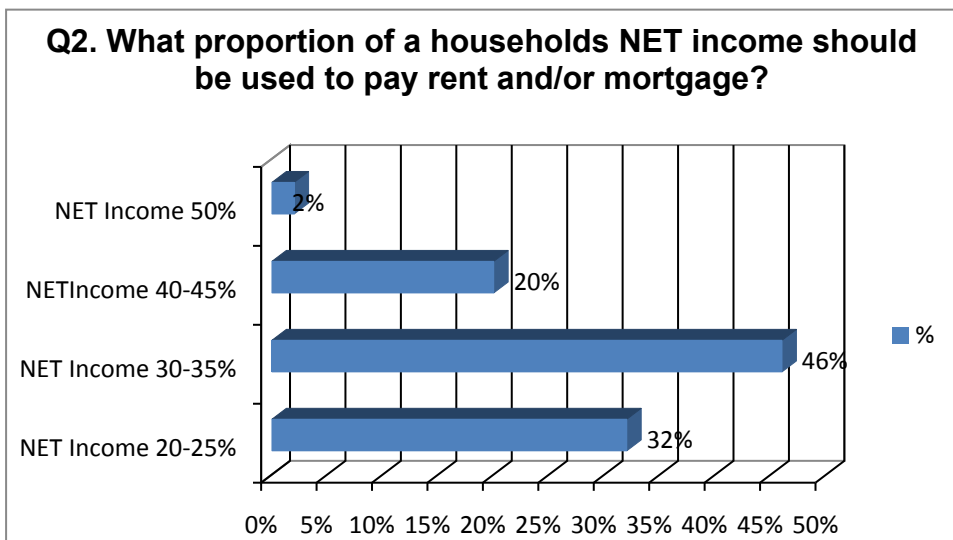
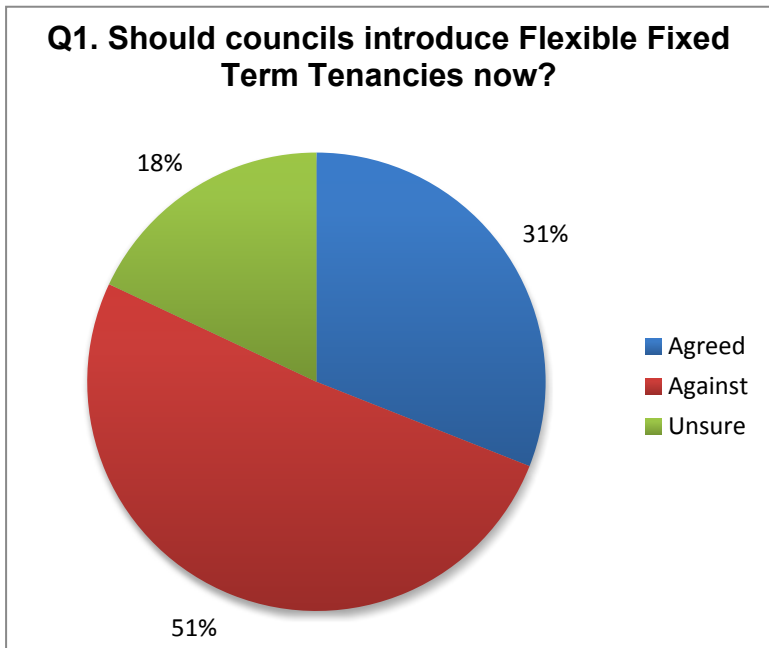


From the collective feedback received:

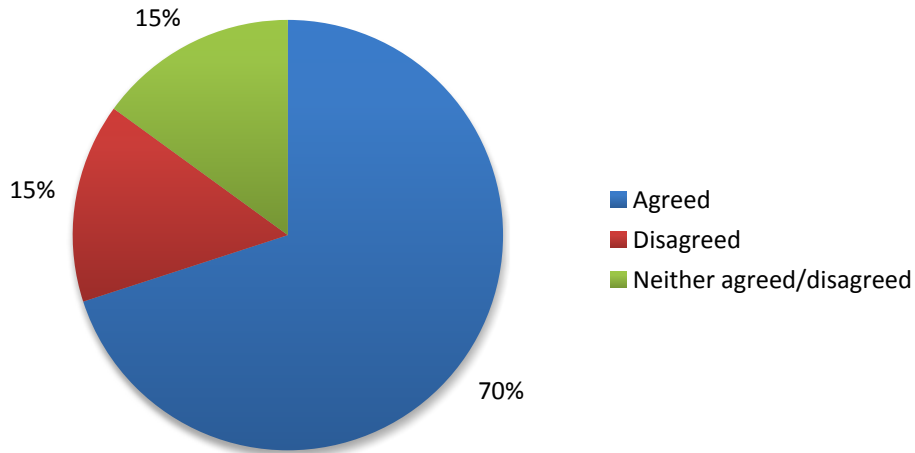
- Just 31% of respondents supported that the Council should introduce Flexible Fixed Term Tenancies now.
- In relation to the assessment of affordability as set out in the Strategy, 46% of respondents expressed a view that it would be reasonable to pay between 30-35% of NET household income on household costs i.e. rent and/or mortgage. A further 32% of respondents proposed that this should be lower (e.g. 20-25% of NET income).
- 70% of respondents agreed that the Council and Registered Providers (RPs) should provide tenancies at social rent levels and 61% supported that the Council should continue to offer lifetime tenancies.
- Around half (52%) supported that social housing providers (RPs) should offer lifetime tenancies and a further 25% neither agreed nor disagreed with this. Those who disagreed highlighted that fixed term tenancies can assist in better managing housing stock and can facilitate the churn of social housing re-lets.
- 91% of respondents agreed that affordable rents, if used, should be capped at Local Housing Allowance levels although concerns were raised regarding the viability of schemes if rental income is capped.
- Strong support (94%) was also demonstrated for any receipts from sales of Affordable Housing to be used to build "one for one" replacement homes at social rent levels. However, respondents also highlighted that there is limited development opportunity within the city to build the replacement homes i.e. not many larger development sites and smaller development sites may be impacted by viability.

- 70% agreed that rent charges on shared ownership properties should be capped (to support affordability). However, concerns were expressed that capping rental income may impact on the viability of schemes.

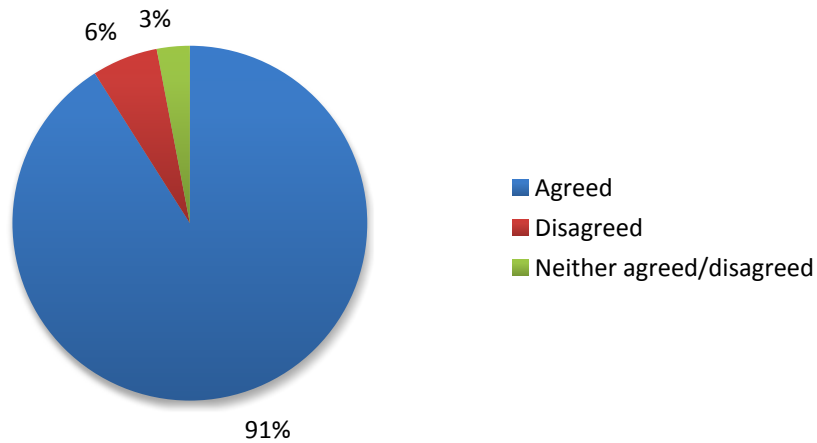
A more detailed analysis of the questions asked, are listed below:



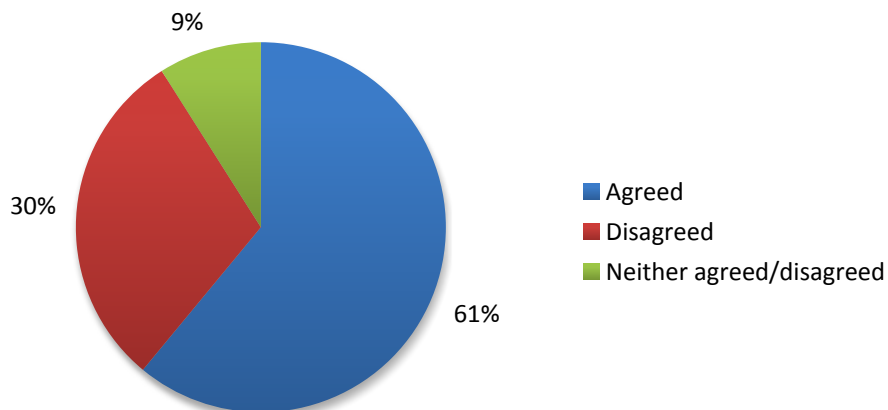
**Q3. The focus for the Council & RPs should be on providing tenancies at social rent levels?**



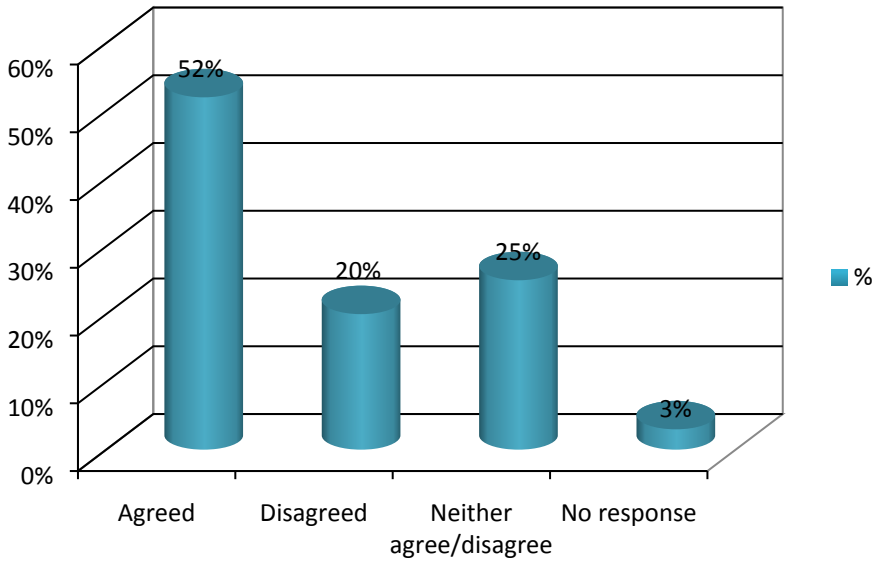
**Q4. Affordable Rents, if used should be capped at LHA levels ?**



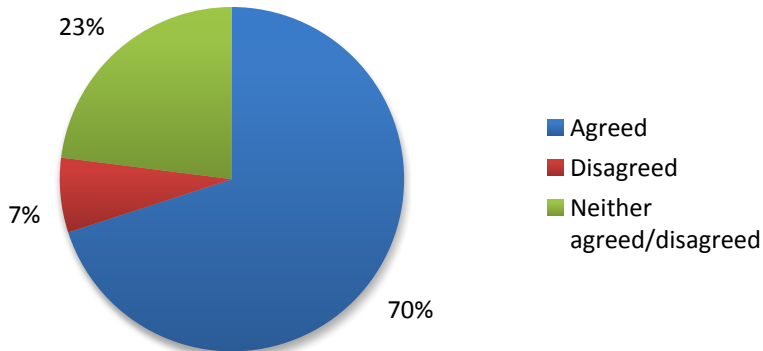
**Q5. The Council should continue to offer "lifetime tenancies" ?**



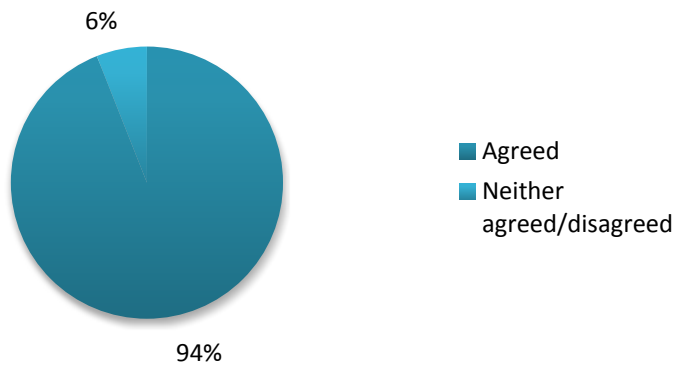
**Q6. Social Housing Providers should offer lifetime tenancies?**



**Q7. Rent charged on Shared Ownership properties should be capped at 2%?**



**Q8. Receipts from sales of Affordable Housing should be used to build "one for one" replacements at social rent ?**



## Additional Consultation Responses and Officer Response

REF	Comments received re: implementation of Flexible Fixed Term Tenancies (FFFT)	Officer Response (OR)
1	Too much churn disrupts communities.	<p>OR1. Overall the consultation feedback highlighted a majority view that Oxford City Council should not introduce flexible fixed term tenancies (FFFT) until Government guidance has been published in relation to the mandatory use of FFFT's. The opportunity to create additional churn within Council housing stock, as FFTTs come to an end, is limited mainly because there are few alternative affordable and available move-on housing options in Oxford's private rented/sale market.</p> <p>In terms of under-occupation, the City Council already operates an incentive scheme for Council Tenants wishing to downsize from family-sized homes. Implementation of FFTTs will not impact upon existing secure tenants unless certain circumstances are met.</p> <p>Given the above, it is proposed that the City Council continues to issue introductory and lifetime tenancies for the time being. When Government guidance has been published and the regulations are in place, the City Council will revise the Tenancy Strategy and Tenancy Policy 2018-2023 and align it with legislative requirements. A further consultation period will be undertaken in advance of any revised strategy being approved by Council.</p> <p>Income – this would usually be the income of the tenant i.e. joint tenants, collective income of tenant and spouse/partner etc.</p> <p>Amendments made to page 9 of the strategy to make clear that affordability assessments would include consideration of income and capital.</p>
2	Way of dealing with severe under-occupation.	
3	FFTTs can be useful for managing high demand stock.	
4	Will affect back-office administration.	
5	Take into consideration the type of tenant.	
6	Going to happen anyway so should start looking at now.	
7	Balance between sustaining communities and making best use of stock.	
8	To help churn of larger properties for families in need.	
9	It may be sensible to help people to down size but with controls on area etc.	
10	Not all clients will be in need of a tenancy for life. If fixed term tenancies are offered then clients can be reassessed and moved on where appropriate. This will increase supply for those in need. Alternatively, those no longer in need could keep their tenancy but be asked to pay higher rents to reflect their ability to do so. This would be fairer to clients in the private sector and extra income could then be re-invested into housing services.	
11	Will have impact on staff - increase workload	
12	Need infrastructure in place to move people around	
13	People have a community around them they'll want to keep.	
14	Will affect single and elderly.	
15	Income of non-dependents taken into account?	
16	Need to interlink all parts - land to build on, rent levels, educating tenants to sustain tenants etc.	
17	Flexible tenancies are not one size fits all - e.g. 'hard to lets' advertised with a FTT would be likely to make the property harder to let. Need versus want needs to be taken into account.	
18	FFTTs should be introduced without waiting for guidance to be written	
19	How far will a person need to move if their FTT ends & they need to move?	



20	Social landlords have become more of a social services, but resources missing. Need to look at the whole picture.	
21	FTTs might be an incentive for people to take responsibility for their tenancy	
22	FTTs can restrict the options available for a tenant seeking to do a mutual exchange and restrict mobility of social tenants. End of a FTT - income & capital could be taken into account when determining if it should be ended.	
	<b>Comments RE using NET or GROSS income</b>	
23	If using net possibly use a higher percentage	OR2. Review of the consultation responses identified that 46% of those responding agreed that 30-35% of NET income should be used to pay rent and/or mortgage and 32% of those responding suggested that 20-25% should be used. Only 20% of those responding suggested that 40% or higher of NET income should be used as guidance within the tenancy strategy. In light of this feedback and taking into consideration other national publications on the issue, it is proposed that 35% of net income be used within the Tenancy Strategy 2018-2023 as an indicator of local affordability. Many households calculate finances based on <b>net</b> income and expenditure.
	<b>Comments RE What proportion of a household's NET income should be spent on a rent and/or mortgage?</b>	
24	Depends on peoples incomes.	See OR2. The net income used is the basic net after Tax and National Insurance deductions. However many households will also be contributing towards work place pensions or other family support costs etc.
	<b>Comments RE The focus for the Council &amp; RPs should be on providing tenancies at social rent levels</b>	
25	On the business side – building without grant is not sustainable, can't build to social rent level, affects supply. Cap to LHA is fair and makes schemes viable.	OR3.Tenancy Strategy amended at Affordable Rent section - to reflect that affordable rent should align to and not exceed the LHA rates where viable. Viability of schemes is also considered on page 11 of the tenancy strategy. Social

26	Small schemes don't work at LHA level.	rent is the most affordable for of tenure – see Appendix C for details.
27	Difficult finding applicants in housing need who meet the criteria and can afford affordable rent.	
28	Look at supply and demand – will there be funding to RPs to support social rent?	
29	Consider what other authorities are doing with regards to supply of Social Rent against Affordable Rent.	
	<b>Comments RE The Council should continue to offer "lifetime tenancies"</b>	
30	Some social housing providers offer average life tenancies – may be an option to determine length of FFT. Could also review turnover by property type	See note OR1.
	<b>Comments RE Social housing providers in Oxford should offer "lifetime tenancies"</b>	
31	Offer mix.	OR4. The Tenancy Strategy clearly states a preference for social housing providers to offer social rents and lifetime tenancies however it also recognises the need to provide affordable housing to meet a range of needs and to develop successful and sustainable communities. Social Housing providers are required to have regard to the Council's Tenancy Strategy which also sets out guidance on the collective social responsibility to the community of Oxford.
	<b>Comments RE Rent charged on Shared Ownership properties should be capped at 2%</b>	
32	Lease terms affect payments	OR5. This should be taken into account when considering the impact on viability of any development programme. The strategy already relates to this issue.
	<b>Comments RE Receipts from sales of Affordable Housing should be used to build "one for one" replacements at social rent</b>	

33	Practicalities – nowhere to build.	OR6. Securing sites and opportunities to increase the number of affordable homes built in the City, is picked up in the Housing & Homelessness Strategy 2018-2021 Action Plan and will be considered as part of the development of the Council's Local Plan 2036.
34	Doesn't always work cost wise.	OR7. Viability assessments will continue to determine impact on deliverability etc.
35	Support diversity of dwellings.	OR8. The balance of tenure and mix of dwellings are currently considered as part of any planning application made in and around the City.
36	Cross fund – using receipts of high end properties to fund/subsidise the 1 for 1 social rent.	OR9. The Tenancy Strategy sets out a requirement for social housing providers to use receipts from sales of affordable housing to provide a one for one replacement property where it is possible to do so.
	<b>Comments RE In your opinion what should the role and purpose of Social Housing be?</b>	

37	<ul style="list-style-type: none"> <li>• Those who need it and can't afford it</li> <li>• The quality of accommodation must be of good standard</li> <li>• Initially it should be used for emergency cases with a potential view to lifetime use and affordability</li> <li>• To solve the problem of homelessness</li> </ul> <p>To provide accommodation that is affordable to people on low incomes.  To provide affordable housing for residents who cannot get onto the property ladder until their finances allow them to apply/get a mortgage.  Should be used as a stepping stone to help people who are in genuine need until their personal circumstances have improved  To house all of those in genuine need of housing in good conditions for their whole lifetime.  To help those people who are unable to access other affordable housing options in an area where they live or work.  To offer safe, affordable, easy to heat, lifetime homes for people excluded from purchasing a home with a mortgage.  To provide sufficient, quality, affordable, long-term rented housing to meet the needs of all those seeking social housing within the local area so that all have a roof over their heads and can live in decent, well-maintained properties.  To house people on lower income who cannot afford to buy a house especially in Oxford where houses are so high in price</p>	<p>OR10. Comments noted. The Council's overarching Housing and Homelessness Strategy 2018-2021 (and Action Plan) sets out how the Council will work in partnership to ensure that social and affordable housing in the City is made best use of and is allocated appropriately to reduce homelessness and meet housing need. The Tenancy Strategy 2018-23 also sets out expectations of social housing providers to apply social responsibility, support tenants and make best use of their housing stock.</p>
	<b>Comments RE Affordable Rents</b>	
38	Restricting affordable rents to less than LHA rates may affect the financial viability of some new developments	See note OR7.
39	Affordable rents above LHA are not affordable for most	See note OR3.
40	It shouldn't be a given to get a home at reduced rent	OR11. Oxford City Council in line with the ORAH agreement and Allocations Scheme assesses all applicants individually on their particular housing need at the time of applying to the council.

		OR12. Affordability tables and statistics shown in Appendix C have been updated to include latest releases. The text in Appendix C has also been amended for clarity and also to strengthen the points being made about affordability. Also see comparable data shown in Appendix C FIG C.5, FIG C.6, FIG C.7, FIG C.8 and FIG C.9.
41	It does not state what is classed as affordable, or how this is calculated	
42	<p>We generally agree with the strategy and the thinking behind it to ensure affordable housing remains truly affordable.</p> <p>However we think there should be 2 more exceptions made in your policy as set out below:</p> <p>Supported Housing- in the case of Long Term supported housing such as for Learning Disability and Mental Health clients where accommodation is eligible to be determined as 'exempt accommodation' we think rents higher than LHA should be able to be charged which will attract greater private investment into Oxford which may solve some of these housing issues more quickly. These types of small supporting housing developments allow more options than living in an alternative such as residential care and the issues of affordability and ability to find work are less conflicting.</p> <p>The same exemption should be used for private leasing schemes used for supported housing, albeit where they may be leased to Registered Landlords.</p> <p>2- Key Workers- We think this area may need to be an exempt category of your strategy as it may prevent possible land opportunities coming forward if rents are restricted to LHA due to viability concerns.</p>	OR13. Comments have been noted. The tenancy strategy has explored the issue of affordability of accommodation for the local community, and justification (including viability of a scheme and the cost of service charges etc.) to support exemptions from capping rents at LHA levels, would need to be provided and considered on a case by case basis. Generally, all new developments should comply with Planning Policies.
	<b>General Comments</b>	
43	Terrible under-supply - housing market is broken	See notes OR6, OR7 & OR8
44	There is nowhere near enough Council Housing	See notes OR6, OR7 & OR8
45	Don't want to push people out of the area like in London so social rent needed, but need to educate people it's not a right to have	See note OR11
46	Why are universities getting planning permission for all their sites?	OR14. Planning applications for student accommodation are being determined under existing planning policies. Any applications to develop staff accommodation would also be considered under the existing planning policies. Any

		proposals for change in the future will be considered as part of the Council's Local Plan review.
47	There doesn't seem to be much in it about leaseholders.	OR15. Mention has been made within the strategy in relation to minimising the cost of service charges - this would be of particular interest to leaseholders.
48	<p>(Summarised response below)</p> <p>A proportion of Registered Provider housing in Oxford should be at social rents. Support for the strategy in general and for the benefit of the local community Starter and lifetime tenancies supported as it is believed that sustainability comes when tenants have a stake in their community. Support for the creation of balanced communities through appealing to tenants of mixed incomes and through promoting tenancy support / welfare advice services and helping people back to work. The focus needs to be on provision of more quality housing at affordable rents so that people who choose to live and work in Oxford can do so safely, securely, affordably, confidently and comfortably and not have to worry about endless moves in private sector. Support for some smaller homes to be built and made available to rent/buy, like to Container 'starter' homes or eco-friendly versions to accommodate people more quickly.</p>	<p>OR16. The customer/stakeholder's support and commitment to assisting the needs of the community is acknowledged and appreciated. The key objectives of the Tenancy Strategy 2018-2023 are:</p> <ul style="list-style-type: none"> <li>• To promote Oxford City's housing vision with a focus to provide social rented tenancies</li> <li>• To ensure that affordable housing providers adhere to the new Tenancy Strategy to the benefit of the local community</li> <li>• Affordable housing providers are to let any new tenancies in Oxford at genuinely affordable rents i.e. in line with social rent or at Affordable Rents capped at Local Housing Allowance (or equivalent measure) levels.</li> <li>• To create sustainable, mixed and balanced communities.</li> </ul> <p>The City Council, working in partnership with stakeholders is committed to delivering the Housing and Homelessness Strategy 2018-2021 and will continue to explore all viable types of accommodation to meet housing need.</p>

(Summarised response: )

The opportunity to comment on the draft strategy is welcomed.

There is a requirement to provide housing options across all income levels and for staff and for students. Oxford continually tops the least affordable city list (Lloyds Bank's Affordable Cities Review). As an employer in the city, there is an awareness of job applicants having turned down offers once they understand the Oxford housing market. Staff housing is needed but there is limited land that is not already developed. There is a need to provide staff housing to meet mixed needs of singles, couples and families.

There is support for the provision of a range of residential accommodation units which are attractive in cost and quality, along with adequate community infrastructure to support housing developments. There is support for the provision of truly affordable, quality and efficient accommodation in Oxford city.

It is also noted that travel distances and road congestion play their part in the development of housing communities and would support the provision of quality transport links alongside housing developments.

49

OR17. Comments noted and support acknowledged. Also acknowledged are the concerns of employers around the difficulties experienced in attracting and retaining staff due to the cost of the local housing market. This Tenancy Strategy 2018-2023, as highlighted in OR10 and OR14, is committed to ensuring that the council and its partners work towards addressing the housing need for Oxford's diverse community, offering a choice of tenure to enable sustained communities.

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**To:** City Executive Board  
**Date:** 13 June 2018  
**Report of:** Assistant Chief Executive  
**Title of Report:** Oxford City Council Safeguarding Report 2017/18

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To report on the progress made on the Oxford City Council's Safeguarding Action Plan 2017/18
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Cllr Marie Tidball, Supporting Local Communities
<b>Corporate Priority:</b>	Strong and Active Communities
<b>Policy Framework:</b>	Corporate Plan
<b>Recommendations:</b> That the City Executive Board resolves to:	
1.	<b>Note</b> the key achievements of the Safeguarding work delivered through Oxford City Council during 2017/18;
2.	<b>Agree</b> the Safeguarding Action Plan 2018/19 set out in Appendix 1; and
3.	<b>Approve</b> Oxford City Council's safeguarding policy updated April 2018

<b>Appendices</b>	
Appendix 1	Oxford City Council's Safeguarding Action Plan 2018/19
Appendix 2	Oxford City Council participation in Safeguarding Boards and Working Groups
Appendix 3	Oxford City Council Policy for safeguarding children, young people and adults with care and support needs

## **1. Background**

- 1.1 The development, delivery and quality monitoring of safeguarding service provision is the responsibility of the Oxfordshire Safeguarding Children Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB). Oxford City Council is represented on both of these Boards and as a key partner actively contributes to safeguarding and the promotion of health and wellbeing of children and adults with care and support needs within the city.
- 1.2 Oxford City Council aims to ensure that all its activities have safeguarding at their core. Safeguarding vulnerable groups and creating an inclusive environment with accessible services is a key objective in building a world class city for everyone.
- 1.3 To achieve this aim Oxford City Council represents on the Safeguarding Boards at executive level and on each of the sub groups (see appendix 2). We are also responsible for safeguarding coordination between district councils.
- 1.4 Each year we listen to the views of our staff, volunteers and councillors, and we analyse our safeguarding needs against the county set priorities. We have ensured that emerging concerns are addressed in the action plan (see appendix 1) and fed back to the safeguarding boards.
- 1.5 We have continued to deliver high quality safeguarding training throughout the organisation. Our safeguarding awareness campaign has seen safeguarding referrals double in the last quarter.

## **2. Introduction**

- 2.1 This report aims to:
  - Highlight the key achievements and progress made in relation to the safeguarding work delivered by Oxford City Council this year inclusive of the recommendations made by the Scrutiny Committee on 26<sup>th</sup> May 2018
  - Share the results of the external safeguarding self-assessment 2017
  - Focus on areas identified for further improvement in 2018/19: collated within an action plan attached at Appendix 1.
  - Consider challenges and risks in relation to external service changes and actions identified within the plan.

## **3. Safeguarding Audit 2017**

- 3.1 The Council completes an annual self-assessment to evidence standards in the quality of our safeguarding work. The Self- Assessment Audit, which is a joint audit between the OSCB and OSAB spans across all departments, is approved by the Strategic Safeguarding Officers meeting and the Assistant Chief Executive. This audit then goes through a vigorous peer group assessment process with our County partners for challenge and approval. Oxford City Council has evidenced a continuous improvement in the quality of our safeguarding practice, evidenced this year by achieving an overall 8 areas of

Best Practice out of a possible 10. We continually achieve high scores and we are highly regarded by the safeguarding boards for our commitment to embed a positive safeguarding culture.

3.1 The Council is required to evidence its standard of work in the following areas:

- **(1) Leadership, Strategy and Working Together**

- a. Senior management have commitment to the importance of safeguarding and promoting the welfare of children and adults with care and support needs
- b. There is a clear statement of the agency's responsibility towards children and adults with care and support needs and this is available to all staff
- c. Local Safeguarding Board Effectiveness

- **(2) Commissioning, Service Delivery and Effective Practice**

- a. Service development takes into account the need to safeguard and promote welfare and is informed, where appropriate, by the views of children and adults with care and support needs & families
- b. There is effective inter-agency working to safeguard & promote the welfare of children and adults with care and support needs
- c. There is effective information sharing
- d. Commissioning arrangements are robust, effective and cost-effective
- e. Thematic Issue: Transport of children and adults with care and support needs

- **(3) Performance & Resource Management**

- a. There is effective training on safeguarding & promoting the welfare of children and adults with care and support needs for all staff working with or, depending on the agency's primary functions, in contact with children and adults with care and support needs
- b. Safer recruitment procedures, including vetting procedures and those for managing allegations, are in place

- **(4) Outcomes for, and Experiences of, People Who Use Statutory Services**

- a. People's experiences of safeguarding

3.2 Oxford City Council's Assessed Standards were as follows:

Oxford City Council Safeguarding Audit 2017										
	1A	1B	1C	2A	2B	2C	2D	3A	3B	4A
Oxford City Council	B	B	B	G	B	G	B	B	B	B

**Blue** – the standard/compliance point is fully met and can be evidenced as completed

**Green** – the standard/compliance point is near completion or fully met but cannot be evidenced at this point

**Amber** – the standard/compliance point is not met but work has begun or work is underway but has experienced delays in completion

**Red** – the standard/compliance point is not met, work is not underway and there are issues with commencing work

The full Self-Assessment is available here: [Safeguarding Audit 2017](#)

#### 4. Key achievements to note 2017/18

4.1 All of the actions identified within Oxford City Council's Safeguarding Action Plan 2017/18 have been completed or are in progress. Details are provided below.

- **Leadership, Strategy and Working Together**

4.2 We have implemented a network of safeguarding champions. They are visible to all staff and promoted through internal communication lines. The champions are coordinated by the Safeguarding Coordinator with quarterly meetings and regular group updates. The champions are a means of disseminating information, quality assuring referrals and raising safeguarding standards throughout the organisation.

- [Link to safeguarding champions](#)

4.3 Bespoke training for champions has been agreed for June 2018. The training will focus on implementing the safeguarding policies and procedures we work under to protect vulnerable groups such as homeless people and sex workers. We are also beginning to implement the principles of restorative practice to ensure a collaborative approach to safeguarding in the community.

4.4 Through our communication strategy we have ensured safeguarding has had a consistent presence on our internal and external platforms. We have promoted learning events and key messages on behalf of the Safeguarding Boards and we have coordinated with the County Council to ensure a consistent approach to key dates and themes such as CSE awareness day.

- **Commissioning, Service Delivery and Effective Practice**

- 4.5 We have a robust system for ensuring grant and commissioned services have suitable safeguarding policy and procedure before committing funding.
- 4.6 In addition to our contract monitoring we have also asked two of our larger service providers Parasol and Aspire to complete a safeguarding self-assessment. The audit has helped the organisations see where improvements to safeguarding need to be made. The action plan allows Oxford City Council to monitor changes and operational effectiveness in safeguarding policy.
- 4.7 To improve this standard and meet the blue threshold for 2018 we will require all our commissioned services to complete a safeguarding self- assessment and submit an action plan to address any shortfalls.

- **Performance & Resource Management**

- 4.8 This year we have provided 15 safeguarding awareness briefings to City Council Staff. In addition 5 have been held at Oxford Direct Services. Staff are required to attend this training every 3 years. We have reached approximately 400 employees or 30% of the workforce and have 100% compliance for new starters.
- 4.9 All staff are required to update their safeguarding training every 3 years; records are held with HR and reminders are sent to services heads. Participation continues to grow as the number of overdue training has dramatically decreased. Volunteers are also invited to attend the internal safeguarding awareness sessions alongside paid employees of the council.
- 4.10 This year Oxford City Council and Oxford Direct Services will continue to work together to deliver a consistent safeguarding message and ensure there is coordination from the safeguarding boards to ODS and throughout the districts.
- 4.11 We completed a safeguarding Audit of our Youth Ambition Services and have incorporated the learning from this audit into our Safeguarding Action Plan.

- **Outcomes for, and Experiences of, People Who Use Statutory Services**

- 4.12 Oxford City Council has helped older people in Barton by promoting and referring to the 'Get Heard' advocacy program. The programs helps older people get to appointments and offer an appointment buddy service. The buddy service helps people remember what was said at medical appointments by going over details, talking it over, making lists and organising follow ups.
- 4.13 In 2017 Oxford City Council supported 20 Syrian families through the Syrian Vulnerable Persons Resettlement Scheme; this includes 43 adults and 45 children.
- 4.14 In 2018 the Council as part of the Thames Valley BAMER (Black, Asian, Minority Ethnic and Refugee) Project successfully recruited for a new post of VAWG Strategic officer. The Project is managed by representatives from the Office of

the Police and Crime Commissioner, local authorities and specialist support services. The Project was developed to assess, improve and better coordinate the multi-agency response to Violence against Women and Girls (VAWG) in BAMER communities across the Thames Valley Region. Funding was secured through the Home Office VAWG Service Transformation Fund and the DCLG Domestic Abuse Fund for a VAWG Strategic Officer with a specialist in BAMER communities.

### **The key areas of focus for 2018/19 will include:**

- Implementing 'MyConcern' the new central reporting system for safeguarding concerns.
- Providing training for all users and line managers regarding their reporting and monitoring responsibilities.
- Creating a better understanding of safeguarding challenges in the housing sector and embedding a safeguarding culture.
- Reaching young carers; ensuring all identified young carers are referred to support services; increasing awareness of the challenges faced by carers and increased participation at young carer's professionals meetings.
- Continuing with the child exploitation sub group work
- Communication strategy to include collaborations with partners e.g. Thames Valley Police lead campaigns - Operation Stronghold (campaign to reduce the impact of drug use and dealing in Oxford City centre), and Hidden Harm Campaign which aims to raise awareness about undetected and unreported abuse of a person or people.
- Implementing the ideas of restorative practice, (a term used to describe a way of behaving which helps to build and maintain healthy relationships, resolve difficulties and repair harm where there has been conflict), across all safeguarding practises.

## **5. Risks and Challenges**

- 5.1 With new reporting procedures about to be launched and up dated policies and guidelines we need to ensure that:
- There is a clear communication regarding MyConcern and the new procedure for reporting safeguarding concerns.
  - All staff acquire log in details to the system and register for use; all staff must attend a training session or access training details on line.
  - Our training addresses local and national concerns.
  - We conduct sufficient horizon scanning and predict impending trends and changes to government priorities and funding opportunities.

## **6. Financial implications**

- 6.1 The Council has committed within the budget to make an annual contribution towards the running costs of the OSCB of £10,000 and the OSAB of £10,000.

The City Council has two active trainers who contribute to the OSCB training pool and one for the OSAB training pool.

6.2 All work identified in this report can be funded from within the Policy and Partnerships budget.

## 7. Legal issues

7.1 There are no legal implications arising from the report.

## 8. Equalities impact

8.1 Oxford City Council's Safeguarding Policy is attached as an appendix

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### Background Papers:

1 Oxford City Council Section 11 Self- Assessment 2017

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## Appendix 1: Oxford City Council Safeguarding Action Plan June 2018 to June 2019



### Key Influences/inputs

- Corporate Plan
- The Safeguarding Self-Assessment Audit
- Oxfordshire Safeguarding Children’s Board (OSCB) Business Plan
- Oxfordshire Safeguarding Adults (OSAB) Business Plan
- Oxford City Council’s Children and young people strategy
- Oxfordshire Children’s and Young Peoples plan

The annual Safeguarding Self- Assessment Audit is a joint audit between the OSCB and OSAB.

The Action Plan Framework is based on the Self-Assessment Standards and it is aimed at maintaining best practice ‘blue rated standard across service areas and raising the Council from a ‘green’ good rated standard to a ‘blue’ rated standard across the board.

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Area identified for Improvement	Action	Measure	Outcome	Impact	Lead	Completion date
<b>Leadership, Strategy and working together</b>	<b><u>Policy and Procedure</u></b>				RW	Aug 2018
	Implement MyConcern central recording system for safeguarding concerns. A one year pilot of the system	Quarterly report evidencing use of system.	Ability to evidence referral journey. Monitor concerns and provide outcome reports. An evaluation report at the end of the year pilot	Positive Safeguarding culture. Ability to identify under and over reporting in vulnerable groups and departments.	DG	July 2019
	One Team Logic ‘Myconcern’ provider to deliver face to face training for all safeguarding leads and champions.	Understanding of key objectives and user responsibilities of new system	Delivered training across City Council departments on using on line system	Support and guidance for all staff.	RW	July 2018

Coordinate training to all staff on the new reporting system	Champions and safeguarding leads to assist in the roll out of all staff training. Guidance available on Intranet.	Organisation wide use of system. Accurate data retrieval and uses reports.	Consistent safeguarding reporting across Council. Positive feedback from staff is annual staff safeguarding survey	RW RW	Aug 2018 Dec 2018
Quartley review of all child safeguarding concerns, identify where neglect is identified and where it has been potentially missed.	Quartley report using MyConcern reviewed at strategic safeguarding group.	Identify knowledge gaps. Provide evidence to safeguarding boards.	Early identification of Neglect. Early intervention opportunities reduce number MASH referrals for serious concerns	RW	On-going
Safeguarding Children and Adults with care and support needs Policy and Procedures updated.	Policy accessible on Intranet. New employee signs off required.	Streamlined functional policy. Clear procedures and guideline documents attached.	Safeguarding policy integrated and aligned with existing Council policies.	RW SG	June 2018
<b><u>Communications</u></b>					
Updated policy and procedures included in safeguarding communication strategy.	Use of internal comms and Face to Face meetings	Understanding of duties and responsibilities	Increased reporting and awareness.	RW	June 2018

	Promote the Safeguarding Champion structure	Use internal communications to publish profiles of champions	Raise awareness of champions network	Imbed positive safeguarding culture	RW	All year
	Coordinate external communication plan with Districts and County to ensure coordinated response to key dates and themes.	Quarterly district meetings	Communication Strategy for safeguarding and key messaging throughout the year	Provide a clear structure for key messaging from serious case reviews	RW	All year
	Comms plan to include how key safeguarding messages can reach young people.	Number of young people using Youth Ambition Program	Children and young people using services and have a raised awareness of safeguarding issues.	Young people able to recognise signs and risk associated with safeguarding issues	CM/ RW	Aug 2018
	Safeguarding networking event	Key safeguarding officers from Oxford City and safeguarding boards invited to network event	Deliver key safeguarding message from OSAB/OSCB and city priorities	Build relationships and improve multi-agency working	RW	Aug 2018
	<b><u>Child Sexual Exploitation and exploitation sub-group</u></b>  Continue to work with OSCB CSE (Child Sexual Exploitation & Exploitation) Sub-group and Kingfisher Team in delivering the CSE Action plan aims	Regular attendance at CSE sub-groups and associated meeting and carryout any agreed actions	Multi-agency information sharing and guidance		RA	On-going
	Once developed, screening tools to be agreed by strategic safeguarding group and available to all staff on Intranet.	Agreed tools to use. Available on keeping people safe page	Multi-agency approach and consistency in referral	Accurate measure of individuals believed to be at risk of exploitation.	RW RA	Dec 2018

Child drug exploitation 'county lines' awareness.	Include definition in safeguarding awareness briefing.	Staff aware how to 'spot the signs' and report to police or crime stoppers	Reduce crime on City and protect children exploitation and serious harm	LL	June 2018
Hotel Watch scheme to continue. Statement of intent for all hotels in City.	All hotels to be contacted by city and council.	Raise awareness of sexual exploitation in all of city's hotels.	Reduce crime and sexual exploitation by raising reporting rates.	LL RA	On-going
<b><u>Modern Slavery Strategy group</u></b>  As part of the national anti-slavery network. Oxfordshire will establish the Modern Slavery Strategy Group with an objective to develop and deliver a plan which coordinates and improves our response to modern slavery in Oxfordshire.	High level representative on strategic group	Provide strategic oversight, structure and accountability for our collective response to modern slavery in the County	Identification of victims, increased referrals and perpetrators brought to justice.	RA	On-going
<b><u>Procurement</u></b>  Ensure all grant and commissioned services are required to and evidence suitable safeguarding policy and procedure before funding is committed	Safeguarding policy amended to reflect requirement.	All commissioned services have safe practises Written evidence in procurement process, contracts and contract monitoring visits	Efficient effective council	LC	On-going
Ensure all grant and commissioned services complete a safeguarding self-assessment	Included in Council self-assessment	Move from good practise to best practise	Gaps in service provision highlighted and amended.	RW	Dec 2018
Continue our grants programme to support the voluntary and community sector deliver services.	Percentage of grant applications received from target communities (groups/ areas)	Better services for target communities	Strong and active communities	LC	On-going

		High quality commissioned services			
<b><u>Direct Services</u></b> Support Oxford Direct Services in delivering safeguarding.		Share training materials, information and updates from Safeguarding Boards.	Coordinated safeguarding approach from city and Council and ODS	Increase knowledge and awareness across ODS and increased reporting rates.	RW All year
<b><u>Young Carers</u></b> Ensure all identified young carers are referred to support services.		Number of young carers identified. Details recorded on MyConcern.	Access to support services and respite.	Effective use of services. Accurate recording of needs.	RW All year
<b><u>Children and adults with care and support needs who have experienced abuse</u></b> When abuse is reported or identified victims are supported and are able to access services that are appropriate to them, including signposting to and supporting through effective criminal, civil or social justice frameworks.		Internal training sessions on local support services and referral pathways.	Number of safeguarding referrals for adults and children who have experienced abuse.	Increased confidence in addressing issues and providing correct information.	RW Sep 2018
<b><u>Licensing responsibilities</u></b>  <b>Taxi licensing</b> Continue best practise through Joint Operating Framework		JOF fully implemented.	All taxi drivers will complete safeguarding training in order to renew/obtain licence.	Best practice in taxi licensing and safeguarding responsibilities.	RA On-going
<b>Performance and resource</b>	<b><u>Training</u></b>	Horizon scanning, emerging trends identify local issues.	Current and relevant material aligned with Safeguarding board	Workforce of aware of city priorities and	RW Feb 2019

management	Annual review of training needs and content to be included in all staff awareness briefing		priorities.	county wide and national trends.		
	Measure training outcomes in practice and assess effectiveness of training staff.	Review evaluation forms, referrals and staff survey	Accurate picture of effectiveness of safeguarding training.	Ability to capture staff views and improve service.	RW	Dec 2018
	To promote the support available to staff through the Employee Assistance Programme 'Health Assured' and to develop further support where required.	Include details on safeguarding awareness briefing.	Employees encouraged to consider own welfare when managing challenging situations.	Healthier workforce, positive safeguarding culture.	RW	On-going
	Continued data reports to service heads from HR	Training renewal dates monitored and monthly reports sent to service heads.	Renewal dates are aligned with Safeguarding Board standards.	Employee trained to local standards.	BM	All year
	Continue to deliver internal safeguarding awareness briefing throughout the year	Clear framework for delivering messages. Meaningful and relevant to services.	Quarterly sub training group meeting – plan and support the delivery and development of internal training packages.	All employees able to meet safeguarding training requirements.	RW	All year
	Continue to Work with the OSCB and OSAB Training Groups/ workshops to develop training programmes and learning events that meet the needs of our staff	Represent on training sub-group and attend meetings regularly.	Provide a collective report to safeguarding raining sub group to continually improve our training by listening to staff feedback.	Effective partnership working.	RW	On-going
	Identify teams that will be required to attend child	Staff working directly with	Employees trained to	Increase	RA	Dec 2018

exploitation training once finalised by subgroup	children or public facing roles to be offered exploitation training.	meet national expectations.	number of victims accessing support.		
All staff to complete OSCB E-learning on Neglect – once live	Increase in reporting of neglect as safeguarding concern or early invention referral.	Tackle City and County priority to recognise and name neglect early on.	Decrease in number of children on CPP for neglect.	LL RW	June 2019
Mental Capacity Act training to be offered along-side and in addition to Adult Safeguarding training	Staff involved in adult safeguarding to attend MCA course.	Better understanding of limitations of services where consent is an issue.	Improved referrals to adult social care and support services.	RW	Dec 2018
Councillor training to commence after May election	Safeguarding awareness briefing adapted to meet the needs of Councillor training.	Councillors to provide feedback on course content.  Sessions delivered	All employee and Councillors training to minimum level.	RW  DG	July 2018  Sept 2018
<b><u>Champions training sessions</u></b> Incorporate guidance on policy implementation into Champions training e.g. working with adults who don't engage.	Champions able to support employees through reporting and referral process manage expectations and give practical advice.	Raise standard of reporting. Manage expectations of partner's services through better awareness of joint processes and priorities.	Staff feel supported, more engaged with safeguarding processes. Positive Safeguarding environment.	RW DG	Aug 2018
<b><u>Community Engagement</u></b>  Expand the use community spaces to share key safeguarding message. E.G Community notice boards	Information to be regularly provided to volunteers about safeguarding sessions available.	Expand key messaging and safeguarding updates and information to our	Strong and active communities.	RW	June 2018

			community of volunteers.			
	Complete and the VCS safeguarding policy and clear message to all voluntary groups regarding their safeguarding responsibilities	Signed off template at OSCB training subgroup.	Templates being used by resident associations, community groups commissioned through Oxford City Council.	Safe practise and reduced risk to children, young people and adults with care and support needs.	ST	All year
	Develop a flowchart of risks – does your organisation needs its own safeguarding policy	Have a clear chain of responsibility for safeguarding for voluntary group.	Voluntary groups accountable for safeguarding.	Safe practise and reduced risk to children, young people and adults with care and support needs.	SG RW ST	July 2018
192 Outcomes and experiences of service users using statutory services	<b>Youth Ambition</b> Ensure all child safeguarding concerns are recorded on MyConcern.	Youth Ambition staff have access to create and update records.	Referral journey is tracked and use of practitioner tools is monitored.	Information available to safeguarding boards.	ST RW	Mar 2019
	All identified Young carers are referred to support services	Details to be recorded on MyConcern.	Younger carers are referred to Carers Oxfordshire and young carers needs assessment completed.	Measurable identification and classification of young carers and use of support service.	CM	June 2019



Youth ambition manager to continue as safeguarding champion	Successor to Youth Ambition manager to maintain position as safeguarding champion and on strategic safeguarding group.	Provide Safeguarding link between Youth Ambition, Oxford City and safeguarding boards.	Safeguarding embedded with Youth Ambition practice.	CM	On-going
<b><u>Adult Safeguarding</u></b>					
Highlight safeguarding referrals where isolation and loneliness are having a negative impact on the individual wellbeing	Safeguarding concerns recorded on My Concern	Quarterly review of how service users are effected by isolation and loneliness	Services users signposted to support services and groups	SC	Jan 2019
Partnership with homelessness crisis team OXSPOT and support of severe weather emergency protocol SWEP.	Homelessness information and guidance available on Oxford City external website	Staff trained to give to people facing homelessness and rough sleeping	Vital information reaches more vulnerable people	RL	On-going

#### Document Control

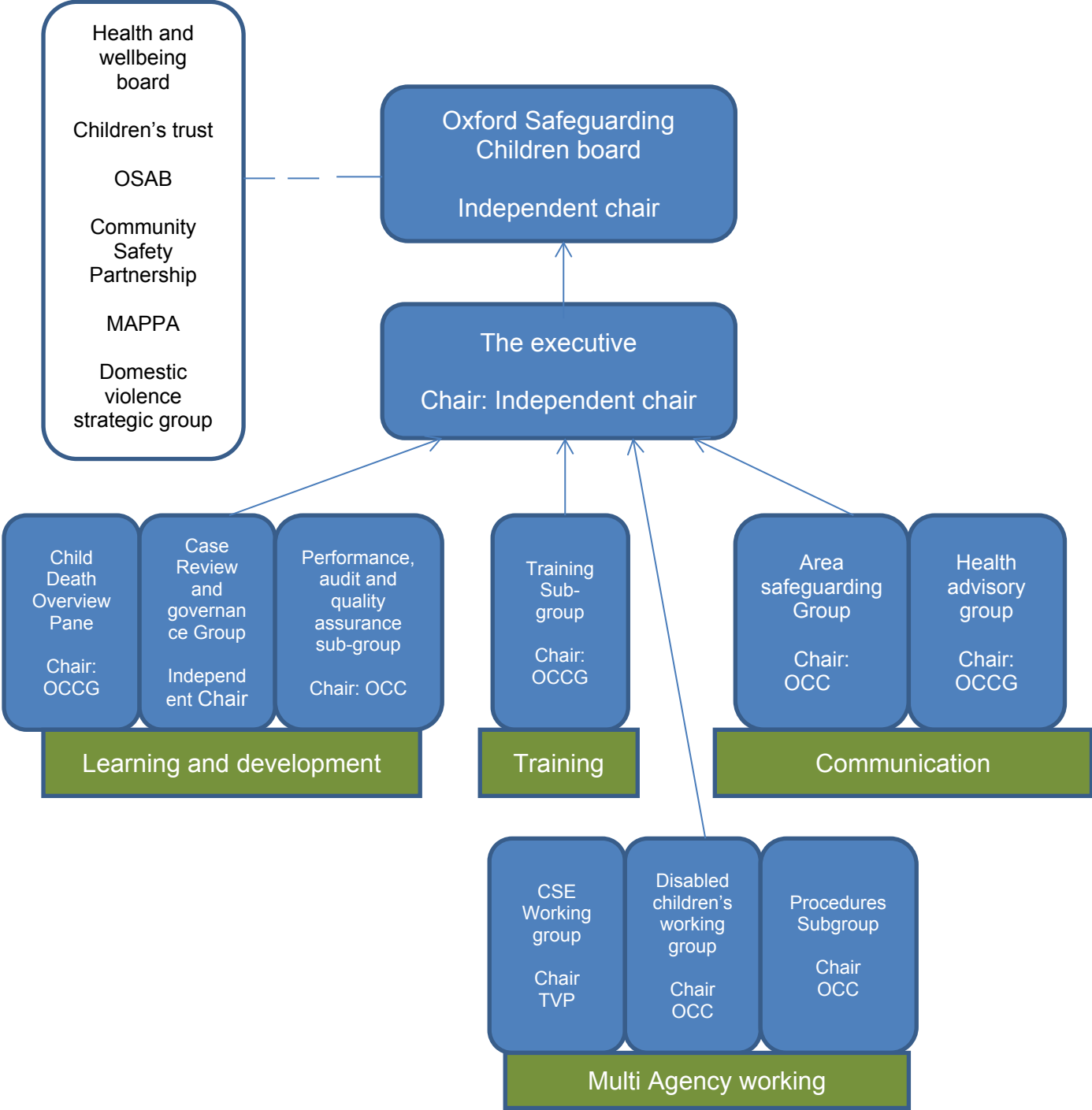
<b>Document</b>	Oxford City Council Safeguarding Action Plan 2018/19
<b>Owner</b>	Caroline Green Assistant Chief Executive
<b>Author</b>	Rosie Woollcott Safeguarding Coordinator
<b>Date last reviewed</b>	April 2018
<b>Next Review Date Due</b>	Oct 2018

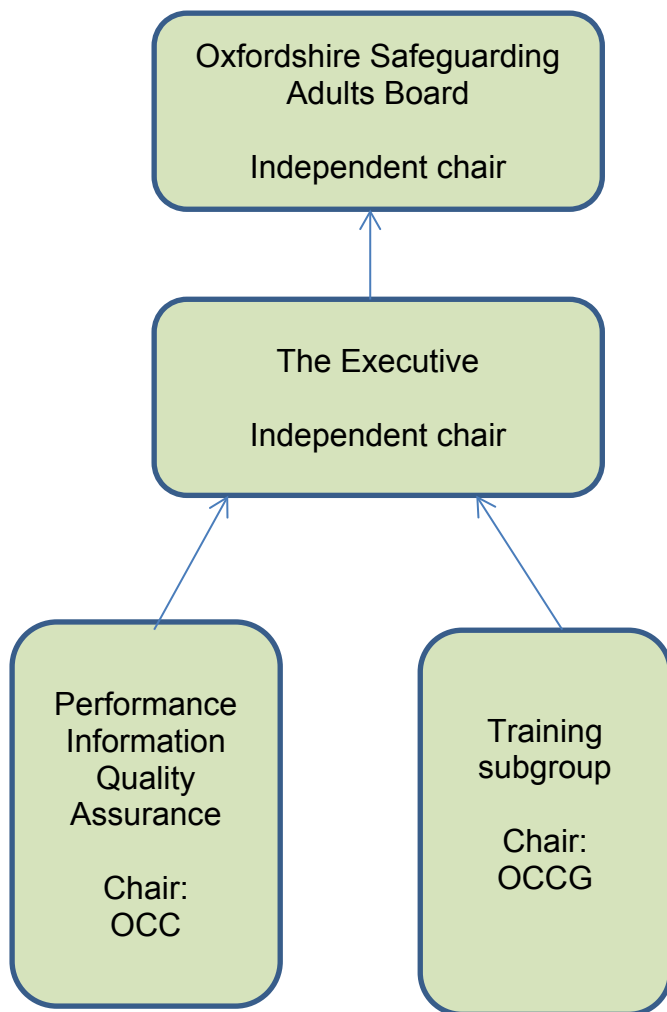
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**Name:** 'Oxford City Council Safeguarding Action Plan'

**File Location:**

Oxford City Council participates in the following:





- Community Safety Partnership
- Board
- CSE
- Modern Slavery

- Children's Trust
- Education Attainment working group
- Strategic school Partnership

## Safeguarding Children, Young People and Adults with Care and Support Needs

### Policy & Procedures

<b>Document</b>	Safeguarding Children, Young People and Adults with Care and Support Needs Policy & Procedures.
<b>Owner</b>	Dani Granito
<b>Author</b>	Rosie Woollcott
<b>Date Reviewed</b>	April 2018
<b>Review due</b>	April 2019
<b>Version</b>	12

<b>Version No. 12</b>	<b>Date</b>	<b>Notes</b>
1	1 October 2012	First draft reviewed and sent to Human Resources and Data Protection Manager for initial Comment
2	November 2012	Revised document in the light of comments received from Human Resources and Data Protection Manager
3.	9 November 2012	Circulated to Named Safeguarding Officers and Named Policy Officers and Heads of Service
4	December 2012	Section 11 Self- Assessment completed
5.	December 2012	Copy revised according to comments received and issues that emerged through the Self- Assessment Process
6.	January 2013	Further revision to text in preparation for Named Safeguarding Officers meeting on 10 <sup>th</sup> January
7.	29 October 2014	Circulated to Named Safeguarding Officers for review
8.	November 2014	Revised for Section 11 Self-Assessment
9.	October 2015	Circulated to Named Safeguarding Officers for Review
10.	November 2015	Revised for Section 11 Self-Assessment
11.	January 2016	Revised to reflect restructure in Designated Safeguarding Officers

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## **Section A – Safeguarding Policy**

### **1 Introduction**

- 1.1 Oxford City Council undertakes a range of activity that brings its employees, members and volunteers into contact with children, young people and adults with care and support needs.
- 1.2 In addition the Council procures services from other organisations who may work with children, young people and adults with care and support needs.
- 1.3 The purpose of this policy is to clearly state the duty and responsibilities of all Council employees, members and volunteers working for or on behalf of Oxford City Council in relation to safeguarding children, young people and adults with care and support needs.
- 1.4 This policy supports the Oxford City Council Corporate Plan objective for strong and active communities.

### **2 Policy Scope**

- 2.1 This policy and procedures apply to all city council employees, which include contractors and agency staff.
- 2.2 This policy and procedures apply to all elected Councillors, also known as Members.
- 2.3 This policy and procedures apply to any person volunteering for Oxford City Council.

### **3 Aims**

Through this policy document and the Safeguarding Action Plan, Oxford City Council aims to;

- 3.1 Safeguard children, young people and adults with care and support needs from harm, exploitation or abuse.
- 3.2 Promote the wellbeing and support the development of children, young people and adults with care and support needs and support their development as residents and members of the Oxford community.

- 3.3 Ensure safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice and the Oxfordshire Safeguarding Boards requirements.

## 4 Objectives

Oxford City Council undertakes a wide range of activities that underpin and meet the aims of this policy, for example Oxford City Council will ensure;

- 4.1 Robust communication and escalation processes are in place that complements Oxfordshire's Safeguarding Children Boards (OSCB) and Oxfordshire's Safeguarding Adults Boards (OSABs) strategies.
- 4.2 Clear lines of accountability within the Council for Safeguarding
- 4.3 Employee, member and volunteer induction, training and continuing professional development so that employees, members and volunteers are competent to undertake their roles and responsibilities, in relation to safeguarding children and adults at with care and support needs.
- 4.4 Safe working practices including recruitment, vetting and barring procedures.
- 4.5 Effective interagency working including effective information sharing and adherence to the 'partnership protocol'.
- 4.6 Further details of the work the City Council undertakes to meet the aims of the policy are contained both with this document and in the Safeguarding Action Plan (available from the Policy & Partnerships Team).

## 5 Legal Framework

- 4.1 This policy has been developed in accordance with the principles established by relevant legislation and guidance.
- 4.2 Under the legal framework of the Children Act 1989 and 2004 and the Care Act 2014 the council has specific duties to safeguard and promote the well-being of children and adults with care and support needs. There are fundamental differences between the legislative framework for safeguarding for children, and for adults, which stem from who can make decisions.
- 4.3 The [Mental Capacity Act](#) (MCA) is designed to protect and empower people who may lack the mental capacity to make their own decisions about their care and treatment. It applies to people aged 16 and over.



## 6 Duties

The council has the following duties:

- 6.1 To ensure that, in discharging its functions, it has regard to the need to safeguard and promote the welfare and well-being of children, young people and adults with care and support needs.
- 6.2 To ensure that other organisations commissioned to provide services on its behalf have regard to the need to safeguard and promote the welfare and well-being of children, young people and adults with care and support needs.
- 6.3 To report any suspected victims of exploitation (slavery or human trafficking) to the Secretary of State.
- 6.4 To provide support for people who are homeless or facing homelessness.
- 6.5 To make all employees, members and volunteers, aware of their responsibilities and how to act in ways that protects them from allegations of abuse. (See *Appendix 2*).
- 6.6 To have a designated safeguarding lead to be involved in the management and oversight of individual cases.
- 6.7 To provide a senior officer to act as first point of contact in the event of the death of child/young person or adult with care and support needs on council premises that the organisation may be the first to be aware of and to ensure that there is an effective response.
- 6.8 To share information with relevant agencies. Information sharing protocols are covered in section 12.

## 7 Interaction with other council policies and external documents

The following documents support the aims of this policy and should be read alongside it:

- [Recruitment and Selection Policy](#)
- [Criminal Records Policy](#)
- [Employee Code of conduct](#)
- [Working together to Safeguard Children](#)
- [Safer Recruitment guidelines](#)
- [Whistle Blowing Policy](#)

## 8 Commissioned Services

- 8.1 Oxford City Council provides a number of services that support the development and promote the wellbeing of children and young people and adults with care

and support needs. The Oxford City Children and Young People's Strategy (link to follow) sets out in detail what services are provided for children and young people.

- 8.2 The Council will refer contractors to the guidance document, which was issued under section 11(4) of the Children's Act 2004 and the Department of Education and Skills Statutory Guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children's Act 2004 (issued 2015).<sup>1</sup>
- 8.3 The Council reviews all safeguarding policies of commissioned services to check they meet local and national standards.
- 8.4 Voluntary organisations must comply with standards set by Oxfordshire Safeguarding Children's Board and Oxfordshire Safeguarding Adults Board and this is stated in our funding agreements.
- 8.5 Safeguarding guidance is included throughout our grant process within all service areas and through our formal procurement portal process.
- 8.6 When groups apply for grant funding from Oxford City Council, the organisation must provide its safeguarding policies.
- 8.7 Where relevant to the post, all agencies that provide us with contracted staff must have procedures in place to safeguard young people and adults with care and support needs equivalent to those described in this policy.

## **9 Monitoring & Review**

- 1.1 The Safeguarding Coordinator will complete an annual safeguarding audit to measure the organisation's performance against standards set by the local safeguarding boards.
- 1.2 Following the audit the safeguarding action plan is developed annually to ensure effective implementation of this policy and other local and national safeguarding priorities. Progress on the action plan is reviewed every 6 months and reported to Strategic Safeguarding Group.
- 1.3 This policy will be reviewed annually and goes through the Council's Scrutiny Committee and City Executive Board clearance process.

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<sup>1</sup> 'Working Together to Safeguard Children', Department for Education, 25 March 2015

## Section B – Safeguarding Procedures

This section sets out the range of work that supports the implementation of the safeguarding policy

### 2 Training

- 1.1 Guidance on how to access training is available on Keeping People Safe.
  - [Safeguarding awareness briefings and training](#)
- 10.2 The following procedures are in place to ensure employees, members and volunteers complete the appropriate safeguarding training. There are different levels of training available to employees, volunteers and members, defined by the Oxfordshire Safeguarding Boards.
- 10.3 All new employees, members and volunteers will be briefed on their responsibilities towards children, young people and adults with care and support needs during their induction.
- 10.4 All employees are required to complete safeguarding awareness level training (in-housing briefing/OSCB and/or OSAB on-line training). This must be refreshed every three years. This includes employees supervising work experience students.
- 10.5 Members are required to complete safeguarding awareness level training as a minimum. This must be refreshed every three years.
- 10.6 Volunteers are required to complete safeguarding awareness level training as a minimum. This must be refreshed every three years.
- 10.7 Volunteers should contact HR Admin and Support using the [hradmin@oxford.gov.uk](mailto:hradmin@oxford.gov.uk) email address, under the heading 'Safeguarding awareness briefing' to arrange to book onto a course.
- 10.8 Line managers are responsible for ensuring that employees in relevant posts attend the appropriate level of training for their role.
- 10.9 Employees, members and volunteers working directly with children will be required to complete OSCB Generalist or Specialist Training or equivalent, appropriate to their role.
- 10.10 Employees, members and volunteers working directly with adults with care and support needs will be required to complete OSAB levels one to three Multi-Agency Training or equivalent, appropriate to their role.
- 10.11 Recruiting managers should follow the City Council Recruitment and Selection Procedures and undertake the required Oxford City Council Recruitment and Selection training.

- 10.12 Designated Safeguarding Leads and Safeguarding Champions will be required to attend the OSCB Designated Lead training course no less than once in a two year period. They will also attend the OSAB Leader/Manager training no less than once in a three year period.
- 10.13 When it is uncertain whether an employee fits into any of these categories, line managers should discuss the issue with the Human Resources team.

### **3 Safer Recruitment**

3.1 To ensure Safeguarding is embedded in our recruitment and selection procedures this policy operates in conjunction with following Oxford City Council policies and guidelines:

- [Recruitment and Selection Policy](#)
- [Criminal Records Policy](#)
- [Safer Recruitment guidelines](#) – internal use only

3.2 The Head of Business Improvement is responsible for ensuring that the appropriate recruitment procedures are in place and compliance with the Disclosure and Barring legislation through the Disclosure and Barring Service ['DBS'].<sup>2</sup>

3.3 The following statement is included in all job descriptions:

*'Oxford City Council is committed to safeguarding and promoting the welfare of children, young people and adults with care and support needs and requires all staff and volunteers to demonstrate this commitment in every aspect of their work.'*

### **4 Information Sharing**

4.1 Oxford City Council understands the importance of ensuring that personal data is always treated fairly, lawfully and appropriately and that the rights of individuals are upheld. Oxford City Council is fully committed to compliance with the requirements of the General Data Protection Regulations.

4.2 To meet the statutory requirements of The Care Act 2016 and The Children's Act 2014 all employees, members and volunteers must comply with the following policies, guidelines and protocols:

- [Information sharing - Advice for practitioners providing safeguarding services to children, young people, parents and carers](#)
- [Safeguarding Information Sharing Protocol OSCB](#)
- [Oxford City Council Internet and e-mail policy](#) internal use only
- [Oxford City Council IT Security Policy](#) internal use only

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<sup>2</sup> Protection of Freedoms Act 2012

- [Oxford City Council Data protection policy](#)

4.2 Oxford City Council recognises that all information regarding the safeguarding of children, young people and adults with care and support needs should be kept confidential. However, in order that children, young people and adults with care and support needs are protected from harm, in some circumstances, usual considerations of confidentiality that might apply to other situations within Oxford City Council may be overridden.

4.3 It is important that employees, members and volunteers can share information appropriately as part of good safeguarding practise and do so confidently.

4.4 There are 7 golden rules to information sharing:

- 1) Remember that the Data protection Act 1998 is not a barrier to sharing information
- 2) Keep a record of your decision and the reasons for it. Record what you have shared, with whom and for what purpose but only keep the records for as long as necessary
- 3) Be open and honest with the person (and/or their family where appropriate) at the outset about why, what, how and with whom information will, or could be shared, and seek their agreement, unless it is unsafe or inappropriate to do so
- 4) Seek advice if you are in any doubt, without disclosing the identity of the person where possible
- 5) Share with consent where appropriate and, where possible, respect the wishes of those who do not consent to share confidential information. You may still share information without consent if, in your judgement, that lack of consent can be overridden in public interest. You will need to base your judgement on the facts of the case
- 6) Consider safety and well-being of the person and others who may be affected by their actions
- 7) Necessary, proportionate, relevant, accurate, timely and secure

## 13 Reporting and Responding to Allegations of Abuse

13.1 All Council employees, members and volunteers have a duty to share their safeguarding concerns. Concerns can range from concerns about health and wellbeing to allegations or disclosures of abuse and neglect. *Definitions of abuse are detailed in appendix 2.* All concerns must be reported to your line manager. You should then speak to a safeguarding champion about what to do next.

13.2 How to recognise the signs of abuse and risk factors that can lead to abuse and neglect is covered in our Safeguarding Awareness briefings.

Information can also be accessed via the safeguarding boards:

- [OSAB – Oxfordshire Safeguarding Adult Board](#)
- [OSCB – Oxfordshire Safeguarding Children Board](#)

There is also information and links on our Intranet site [Keeping People Safe](#).

13.3 Oxford City Council procedure for dealing with allegations and raising concerns can be accessed here: [Oxford City Council Safeguarding Procedures](#)

***These procedures should also be followed for an adult or child who is at risk of extremism.***

13.4 In Oxfordshire there are different referral pathways for adults and children. These additional guidelines on how and when to make a referral can also be found on the Oxford City Council intranet site page 'Keeping People Safe'. Anyone making a referral should do so with the support of their line manager and guidance from a Safeguarding Champion. Links to further guidelines are below:

- [OSAB Adult Threshold of Need Matrix](#)
- [OSCB Child Threshold of Needs](#)
- [Locality and Community Support Services](#)

13.5 Designated leads are responsible for handling escalation processes and inter-agency disputes. The Council has signed up to the Oxfordshire Safeguarding Board's escalations policy.

13.6 [OSCB Escalation process](#)

## **14 Modern Slavery and Duty to Refer**

- 14.1 The Council has additional responsibilities to report incidents of human trafficking and modern slavery. Information on 'duty to refer' can be found on 'Keeping People Safe' and in this guidance document.
- [Duty to refer](#)
- 14.2 For procedures on reporting and referring an incident at Oxford City Council refer to this document.
- [Oxford City Council Safeguarding Procedures](#)
- 14.3 Oxford City Council is required under Section 54 of the Modern Slavery Act 2015 to prepare a slavery and human trafficking statement for each financial year. A Section 54 Statement must detail the steps taken during the previous financial year to ensure that no slavery or human trafficking is taking place in any part of its business or in any of its supply chains (or a declaration that no such steps have been taken).
- Transparency statement – link to come

## **15 Procedure for allegations against a council employee or volunteer**

- 15.1 The Council has additional policy for managing allegations involving council employees or volunteers.
- [Policy and Procedure for Managing Allegations against Employees and Volunteers](#)
- 15.2 Allegations of abuse against an employee, member or volunteer will be reported to Oxfordshire County Council Children's Local Authority Designated Officer (LADO) by the Head of Business Improvement and the initial consultation will be to determine whether the allegation is so serious that it should immediately be referred to Social Services and/or the Police.
- 15.3 The Council recognises that it may be difficult to inform on colleagues but assures all employees, members and volunteers that it will fully support and protect anyone who, in good faith (without malicious intent), reports his or her concerns about a colleague's practice or the possibility that a child, young person, or adult at risk may be being abused or bullied.
- 15.4 The Council's [Whistle Blowing Policy](#) is available on Keeping People Safe.

## **16 Procedure for reporting of child deaths**

16.2 All members of the Oxfordshire Safeguarding Children Board are required to provide a senior officer contact who will act as a first point of contact for any deaths of children /young people on council premises that the organisation may be the first to be aware of and to ensure that there is an effective response.

16.2 If you become aware of a child death you should immediately contact:

- Head of Business Improvement: Tel: 01865 252233

Otherwise you should contact one of the Designated Lead Officers. Contact details are given at the end of this document in *Appendix 6*.

## **17 Procedure for reporting deaths or serious abuse of adults with care and support needs**

17.1 The Oxfordshire Safeguarding Adults Board is required to review deaths of adults with care and support needs where there is at least a suspicion that the death resulted from abuse or neglect. Board will also review serious cases of abuse or neglect of adults with care and support needs.

17.2 If you become aware that an adult at risk has died or has been seriously abused or neglected on council premises, you should immediately contact:

- Head of Business Improvement: Tel: 01865 252233

If a young person aged 16-17 or adult with care and support needs is murdered by their partner or family member, this also triggers a Domestic Homicide Review which is carried out jointly with a Serious Case Review.

17.3 In such circumstances, you should contact either:

- Head of Business Improvement: Tel: 01865 252233
- Policy and Partnership Team Manager: Tel 01865 252111



## Section C – Safeguarding Guidance

### 18 Guidance for safe working practices with children, young people and adults with care and support needs.

18.1 Oxford City Council's Youth Ambition Service have their own Guidance and Procedures Document which includes:

- Anti-Discriminatory Practice Guidance
- Youth Work and Confidentiality
- Lone-Working Guidance for Youth Workers
- Encouraging Positive Behaviour
- Anti- Bullying Guidance

**Contact Youth Ambition Team Manger to request a copy**

18.2 The following general advice has been adapted from: 'Guidance for safe working practice for the protection of children and staff in education settings', Department for Education and Skills, 2006. It applies to both children and adults with care and support needs.

#### 4.4 Exercise of professional judgment

There will be occasions and circumstances in which employees, members and volunteers will have to make decisions or take action in the best interest of the child, young person or adult with care and support needs which could contravene this guidance or where no other guidance exists. Individuals are expected to make judgements about their behaviour in order to secure the best interest and welfare of the child, young person or adult at risk and in so doing will be seen to be acting reasonably.

#### 4.5 Grooming

There are occasions when adults (or other children) embark on a course of behaviour known as 'grooming' where the sole purpose is to gain the trust of the child, young person or adult at risk, and manipulate that relationship so sexual or other abuse can take place. Employees, members and volunteers should be aware that in conferring special attention as a favour upon a child, young person or adult at risk might be construed as being a part of a 'grooming' process, which is an offence.

#### 4.6 Recording images

Employees, members and volunteers should be aware of the potential for the recording of images to be misused for pornographic or 'grooming' purposes.

Our media consent form explains the conditions of use, and the different levels of consent required for child and adults when taking and storing photos.

- Media Consent Form - see *appendix 3*

#### 4.7 **Behaviour**

An individual's behaviour, either in or out of the workplace, should not compromise her/his position within the work setting:

- Adults should act as a role model and not drink alcohol, smoke (or look at inappropriate images) in the presence of children/young people
- At no time should adults enter children/young people's rooms.

#### 4.8 **Social contact**

Employees, members and volunteers should not seek to establish social contact with children, young people or adults at risk who they have met through work for the purpose of securing a friendship or to strengthen a relationship. If a child, young person or adult at risk (or a parent or carer) seeks to establish a social contact, or if this occurs coincidentally, the employee should exercise their professional judgement in making a response and be aware that such contact might be misconstrued as grooming.

#### 4.9 **Communication using technology**

Children, young people and some adults at risk use technologies as a positive and creative part of their activities. Children and young people often use these methods to make plans with friends or organise events so if you are working with young people it might be necessary to communicate with young people in this way.

By technologies we mean:

- Mobile phones
- E-mail
- Social networking sites e.g. Facebook –socialising with friends and making new ones within on line communities
- Instant Messenger – chatting with friends live on line

#### 4.10 **Contact Details**

Employees, members and volunteers should not give their personal contact details to children/young people/ adults at risk including home address, personal e-mail address or mobile numbers.

Adults, where possible, only use equipment provided through work to communicate with children/young people/ adults at risk.

An exception to this may be where councillors are communicating with young people in their constituency for the purpose of representing them in the council. In these circumstances adults should be circumspect in their communications with children/young people so as to avoid any possible misinterpretation of their motives or any behaviour which could be construed as grooming.

#### 4.11 **Social networking sites**

Under no circumstances should personal accounts in social networking sites be used to communicate with children/young people/adults at risk that employees, members and volunteers have met in the course of their work. The use of a professional networking site may only be used in line with council policy.

If employees, members and volunteers do use a social networking site to communicate with young people employees, members and volunteers should set up an account using their work e-mail address and only join groups that are managed by the City Council or County Council, Participation and Play team and those that are you are specifically invited to join such as UK Youth Parliament or Oxfordshire Youth Parliament Groups.

If young people you don't know 'invite you to be a friend' you should not accept their invitation.

Do not pass on any young person's e-mail or mobile phone number without their permission.

#### 4.12 **One to one situations**

Employees, members and volunteers should avoid spending time alone with a child/young person. Where possible they should ensure there is visual access and/or an open door during one to one meetings.

#### 4.13 **Physical contact**

There are occasions when it might be appropriate for employees, members and volunteers to have physical contact with children or young people e.g. sports coaching (see below), but it is crucial that they only do so in ways appropriate to their professional role.

It is not possible to be specific about the appropriateness of each physical contact. Employees, members and volunteers should use their professional judgement at all times. They should be aware that any physical contact may be misconstrued.

Adults should:

- Never touch a child or young person in a way which may be considered indecent
- Never indulge in horseplay, tickling or fun fights
- Always encourage children or young people, where possible, to undertake self-care tasks independently
- Always be prepared to explain actions and accept that all physical contact be open to scrutiny

Extra caution may be required where it is known that a child or young person has suffered previous abuse or neglect. In the child's / young person's view physical contact might be associated with such experiences and lead to employees, members and volunteers being vulnerable to allegations of abuse.

#### **4.14 Sports coaching**

Employees, members and volunteers who coach sports will, on occasions, have to initiate physical contact with children/young people/adult with care and support in order to support them so they can perform a task safely, to demonstrate the use of a particular piece of equipment or assist them with an exercise. This should be done with the person's agreement.

#### **4.15 Confidentiality**

Confidential information about a child, young person or adult at with care and support needs should never be used casually in conversations or shared with any person other than on a need to know basis. In circumstances where the identity of a child/young person/ adult does not need to be disclosed the information should be used anonymously. See section 11 for further details.

#### **4.16 Dress and appearance**

Employees, members and volunteers should consider the manner of dress and appearance appropriate to their role. Employees, members and volunteers should ensure they are dressed decently and appropriately for the tasks they undertake.

#### **4.17 Behaviour outside the workplace**

Where there are concerns about an employee's, member's or volunteer's behaviour outside the workplace towards a child, young person or adult with care and support needs that may constitute abuse, this should be reported to a Designated Officer at the earliest opportunity.

## **19 Guidance on work experience with children, young people or adults with care and support needs**

- 19.1 For the purposes of work experience placements, all students are regarded as employees.
- 19.2 Employees, members and volunteers responsible for any child, young person, or adult with care and support needs during work experience must ensure their appropriate safeguarding training is up to date and recorded by HR.
- 19.3 The employee, member, or volunteer responsible for the work experience placement must be satisfied that the health and safety needs of every person can be met, and will ensure the above training takes place and for the following actions:
- Acquiring signed parent/carer permission for the student to take part in the scheme, where they are under 16.
  - Acquiring information from parents/carers about any medical conditions and emergency contact information for parents/carers
  - Acquiring relevant information about the student's history or behaviour from the organiser of the work placement
  - Ensuring that a confidentiality and a statement of responsibility form is signed by the student
  - Ensuring that there is a timetable of activities for the extent of the placement, including what employee will be supervising the student at any one time.
  - Ensuring that there is an up to date risk assessment for all activities, which is returned to parents / carers, either directly or via the organiser of the work experience.
  - Managers must assess the risks to children, young people and adults with care and support needs before they start work, taking into account their inexperience, lack of awareness of risks, immaturity and other specific needs.
  - There is no need to carry out a new risk assessment each time a young person is employed, as long as the current risk assessment takes into account the characteristics of children, young people and adults with care and support needs.
  - Whenever there is a change to the activities or nature of work carried out a new risk assessment will be required.

- Ensuring that the student is aware of health and safety, fire and first aid procedures while they are on placement
- Being the initial point of contact for the student to report any complaints/incidents to during their work experience particularly if in relation to their supervisor.

## 20 Guidance on risk assessments

- 20.1 A risk assessment should be carried out for events that we organise for groups of children, young people or adults with care and support needs, for example disability forums and young people's networking events.
- 20.2 For regular events there is no need to carry out a new risk assessment for each occurrence if there is a standard risk assessment in place which takes account of activities and characteristics of different children, young people and adults at risk attending.
- 13.1 Guidance on risk assessment can be found on the intranet
- [Risk Assessments](#)
  - [Risk Assessments and safe systems of work code of practise](#)
  - [Standard Risk Assessment form](#)

## 14 Guidance on transporting a child, young person or adult with care and support needs

- 14.1 Wherever possible, it is advisable that transport is undertaken other than in private vehicles, with at least one adult in addition to the driver acting as an escort.
- 14.2 Employees, members and volunteers can transport children 12 years or over, or adults with care and support needs, in the course of their duties as long as the following conditions apply:
- insurance is valid and covers the use of the vehicle for business purposes
  - the vehicle is roadworthy with a valid MOT certificate
  - the child, young person or adult with care and support needs wears a seat belt
  - prior permission of the parent/guardians has been obtained.
  - these are the responsibility of the employee transporting the child, young person or adult with care and support needs.

14.3 Employees, members and volunteers should:

- be aware of the safety and welfare of the child and adults with care and support needs is their responsibility
- report the nature of the journey, route and expected arrival time to their line manager or the relevant employee.
- accommodate any specific needs the child or adult with care and support needs may have

## 22 Use of taxis

13.1 Children and adults with care and support needs are transported by taxi under the County Council transporting adults with care and support needs scheme. Any taxi used must come from the [Oxfordshire County Council approved taxi list](#).

22.2 Oxford City Council has assisted in the development and implementation of the joint operating framework. The joint operating framework was commissioned by the Child Sexual Exploitation Sub-Group of Oxfordshire Safeguarding Children Board and is the result of collaboration between the City and District Councils, the county council and the police with the intention of involving health partners in the next stage if appropriate. It provides a single set of minimum standards for agencies with responsibilities for transporting children/adults with care and support needs in Oxfordshire, including addressing vetting, training, awareness raising, information sharing, policy alignment, enforcement activity and quality assurance and monitoring.

- [The Oxfordshire Joint Operating Framework for Transporting Children/Adults with Care and Support Needs and Taxi Licensing](#)

22.3 Checklist for booking transport for children is available in *Appendix 4*

22.4 A Taxi booking form can be found in *Appendix 5*

## **Appendix 1 – Glossary of terms used and abbreviations**

### **Adult with care and support needs**

Is defined as a person aged 18 or over:

- who is or may be in need of care or support who is experiencing, or is at risk of, abuse or neglect, and
- as a result of those needs is unable to protect him or herself against the abuse or neglect or the risk of it.

This could include:

- people with dementia
- people with learning difficulties
- people with mental health problems
- people with drug or alcohol problems
- people with sight and hearing or physical disabilities
- people who through age or illness are dependent upon other people to help them
- people who care for others
- a person aged 18 or over who has a condition of the following type:
  - a learning or physical disability
  - a physical or mental illness, including addition to alcohol or drugs; or
  - a reduction in physical or mental capacity

### **Adult Safeguarding Enquiry Section 42**

Section 42 refers to a safeguarding enquiry under the requirements of The Care Act 2014.

The criteria for a Section 42 (S42) safeguarding enquiry under the requirements of The Care Act 2014 are as follows:

- the adult is reported as having or appears to have needs for care and support
- the adult is reported or appears to be experiencing or at risk of abuse or neglect
- as a result of care and support needs is the adult unable to protect themselves from either the risk of, or the experience of abuse or neglect

### **Child**

Is defined as a person who is of compulsory school age (a child is of a compulsory school age until the last Friday in June in the school year which they reach 16).



## **Child Protection**

- **Section 47 Investigation**  
If the child is deemed to be at risk of significant harm, child protection procedures will be instigated immediately. This is the highest priority referral and will involve a discussion between social workers and the police. A strategy meeting will take place, involving the police and social workers, (with other agencies contributing where necessary) and a plan will be agreed about next steps. Examples of next steps could include the child having a medical examination or a video interview by the police and social workers. Following the initial strategy meeting there may be a review meeting to share information and make a new plan based on information and/or evidence gathered.
- **Section 17 Child in Need**  
If the child is not deemed to be at risk of significant harm but is in need of additional services, they are termed, 'A child in need'. The first step in a Section 17 enquiry is for the social worker to contact the parents/carers of the child to discuss the referral. This will be done via telephone where possible, but otherwise, a letter will be sent requesting contact within 1 week. The social worker will also make checks with other agencies, (for example, the school or the health visitor) and an initial assessment of the child's needs must be completed by the social worker within 7 days.

## **Disclosure and Barring Service (DBS)**

The DBS combines the functions of the ISA and the CRB into one organisation. It operates the vetting and barring scheme which aims to prevent unsuitable people from working with children, young people or adults at risk and conducts criminal record checks to enable an assessment to be made on the suitability of a person to care or work with children, young people or adults with care and support needs.

## **Employees**

All Oxford City Council workers including employees, contractors, and agency workers.

## **Health**

Health means 'physical or mental health' and development means 'physical, emotional, social or behavioural development' (adapted from the Children Act 1989)

## **Human trafficking and Exploitation**

Trafficking is defined as:

Arranging or facilitating the travel of another person, with a view to that person being exploited (taken from Modern Slavery Act 2015)

Exploitation is defined as:

- slavery, servitude and forced or compulsory labour
- sexual exploitation
- removal of organs
- securing services by force, threats or deception
- securing services from children or adults with care and support needs.  
(taken from the Modern Slavery Act 2015)

### **Oxfordshire Safeguarding Children's Board (OSCB)**

The Children's Act 2004 requires each local authority to establish a Local Safeguarding Children's Board (LSCB). The Oxfordshire Safeguarding Board (OSCB) is the key statutory mechanism for agreeing how all relevant organisations in Oxfordshire will cooperate to safeguard and promote the welfare of children, young people in the county, and for ensuring the effectiveness of their arrangements for safeguarding.

### **Oxfordshire Safeguarding Adults Board**

The Care Act 2014 requires each local authority to establish a Safeguarding Adults Board (SAB) for its area. The Oxfordshire Safeguarding Adults Board (OSAB) is the key statutory mechanism for agreeing how all relevant organisations in Oxfordshire will cooperate to safeguard and promote the welfare of adults at risk in the county, and for ensuring the effectiveness of their arrangements for safeguarding.

### **No further action**

After considering the information contained in a referral the social worker may decide that the case requires 'NFA' (no further action). They may signpost the family to other services for support and as the referrer; you should be notified of this decision in writing. If you remain concerned about a child or family or if the circumstances change and you feel the risk to a child has increased, you should discuss with your Named Safeguarding Officer or Line Manager before re-referring your concern to the assessment team with additional information.

### **Safeguarding and promoting the welfare of adults with care and support needs**

Is defined as:

- protecting adults with care and support needs from maltreatment
- preventing impairment of health and well-being of adults with care and support needs
- ensuring that adults with care and support needs are living in circumstances consistent with their needs and with the provision of safe and effective care; and
- undertaking that role so as to enable those adults with care and support needs to have optimum life chances and independence

## **Safeguarding and promoting the welfare of children and young people**

Is defined as:

- protecting children and young people from maltreatment
- preventing impairment of children/young people's health and development
- ensuring that children/young people are growing up in circumstances consistent with the provision of safe effective care; and
- undertaking that role so as to enable those children/young people to have optimum life chances and enter adulthood successfully

### **Welfare**

Is defined in terms of children/young people's health and development and adults' health, well-being and independence.

### **Well-being**

Relates to any of the following

- personal dignity (including being treated with respect)
- physical and mental health and emotional well-being
- protection from abuse and neglect
- control by a person over day-to-day life (including over the nature and provision of care and support)
- participation in work, education, training or recreation
- social and economic well-being
- domestic, family and personal relationships
- suitability of living accommodation
- a person's contribution to society (taken from Care Act 2014)

### **Young person**

Is defined as a person under the age of 18.

## **Appendix 2 – Safeguarding roles and responsibilities**

This documents sets out key safeguarding responsibilities at Oxford City Council.

### **1. All Employees, members and volunteers**

Are responsible for carrying out their duties in a way that safeguards and promotes the welfare of children, young people and adults with care and support needs. They must also act in a way that protects them from wrongful allegations of abuse. They must bring matters of concern about safety and welfare of children, young people and adults with care and support needs to the attention of their Line Manager. A Safeguarding Champion or a Designated Lead Officer should then be informed. A list of all Safeguarding Officers is available on the City Council intranet page [‘Keeping People Safe’](#).

### **The Assistant Chief Executive**

Is the lead for safeguarding at the City Council. In this role this person is the City Council’s representative on the Oxfordshire Safeguarding Children Board.

### **2. The City Executive Board Member**

Portfolio holder for Supporting Local Communities is responsible for safeguarding.

### **3. The Designated Safeguarding Lead Officers**

Have responsibility for:

- ensuring that the City Council operates procedures for dealing with allegations in accordance with guidance from the Oxfordshire Safeguarding Boards (Children and Adults), and in cooperation with the Oxfordshire Multi-Agency Safeguarding Hub
- resolving inter-agency issues.
- liaising with the Oxfordshire Safeguarding Children Board and the Oxfordshire Safeguarding Adults Board on any relevant issues.
- overseeing and reviewing the implementation of policy and procedures.
- supporting the development and review of the Safeguarding Children, Young People and Adults with care and support needs Policy, Procedures and Action Plan.

### **4. The Policy & Partnership Team Leader**

Responsible for primary liaison with the Safeguarding Children and Adults Boards, and for the coordination and dissemination of information across the authority, including that related to assessments and audits.

- a. The Policy & Partnership Team Leader will also ensure that the Chief Executive, Assistant Chief Executive, Directors, the Leader of the Council and relevant Executive Board members are kept well informed on safeguarding issues.

## **5. The Safeguarding Coordinator**

- a. Ensures we have best practice in safeguarding children and adults with care and support needs, across all of the City Council services and within the community.
- b. The Safeguarding Coordinator also leads on the development and implementation of Oxford City Council's Safeguarding Children and Adults with care and support needs policy and procedures and is responsible for the completion of the annual safeguarding audit and other reports to the safeguarding boards.

## **6. The Head of Business Improvement**

Is responsible for ensuring that recruitment procedures for posts with direct access to children, young people or adults at risk are in line with this policy and that appropriate training is provided.

- a. The Head of Business Improvement is also responsible for the implementation of the safeguarding training, ensuring that the appraisal process reflects the needs of the Policy, and for the reporting of child deaths.
- b. The Head of Business Improvement is the Chair of the Named Safeguarding Officers Group.

## **7. The Corporate Secretariat Manager**

Is responsible for coordinating information searches across the relevant Council services and liaising with the Safeguarding Teams in relation to Investigations and Serious Case Reviews and monitoring safeguarding referrals to child and adult social care services.

## **8. The Head of Housing & Property**

Is responsible for providing advice and guidance with regard to adults at risk.

## **9. All Heads of Service**

Must ensure that their employees, members and volunteers are subject to appropriate Disclosure and Barring Service (DBS) checks and that their employees, members and volunteers comply with the Safeguarding Children and Adults with Care and Support Needs Policy and Procedures.

## **10. All Line Managers**

Are responsible for ensuring that their employees, members and volunteers have the appropriate training.

- a. All Line Managers are responsible for safer recruitment of employees, members and volunteers in their service area and being aware of the policy on recruiting people with a criminal record.
- b. Line Managers are also responsible for adhering to the appraisal process and for including safeguarding in 1 to 1s and team meetings.

### **11. Strategic Safeguarding Group**

Members include, Heads of services, managers and individuals who have been named as having a responsibility to oversee safeguarding activity within their team. Or who have a specific safeguarding responsibility within their job role, Designated Safeguarding Leads and Safeguarding Champions.

The role of the group is to ensure safeguarding is strategically placed across service plans and to ensure that strategies and plans that include safeguarding are in line with the corporate plan.

### **12. Safeguarding Champions**

Must have undertaken the Specialist Safeguarding training. They provide reassurance and advice to all employees, members and volunteers, and will advise on the appropriate policies, procedures and referral routes. Their responsibilities also include maintaining safeguarding as a standing agenda item at team meetings and disseminating information.

## Appendix 3 - Definitions of Abuse

Some forms of abuse or the way in which abuse is perpetrated can differ when inflicted on a child or adult.

### Child Sexual Exploitation

Sexual exploitation is where a young person under 18 receives 'something' (e.g. food, accommodation, drugs, gifts, money) as a result of performing, and/or others performing on them, sexual activities.

Child sexual exploitation can occur through use of technology, for example the persuasion to post sexual images on the internet/mobile phones with no immediate payment or gain.

In all cases the person exploiting the young person has power over them by virtue of age, gender, intellect, physical strength and/or economic or other resources.

Violence, coercion and intimidation are common, involvement in exploitative relationship being characterise in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.

Signs that MAY indicate Child Sexual Exploitation:

- going missing from school/home/care placement
- associating with older people/adults
- isolation from family/friends/peer group
- physical symptoms including bruising/STI's (Sexual transmitted Infections)
- substance misuse
- mental health
- unexplained possession, goods and or money
- inappropriate use of the internet and forming relationship, particularly with adults, via the Internet. Note: Adults may pose as peers to entrap the child

It is important to be aware that children and young people are not making a free and informed choice to participate in the sexual activity. They often make constrained choices against a background of vulnerability and because of their age, unmet needs or vulnerability they are unable to give informed consent.

Department for Children, Schools and Families (DCSF) Safeguarding Children & Young People from Sexual Exploitation (2009)

### Child Exploitation

Children can be abused for sexual exploitation as already discussed. Children are also vulnerable to other forms of exploitation. Criminals may use children to commit crimes such as burglary or thefts, knowing that the sentencing if caught will be more lenient. Children are also by criminal gangs to carry, deliver and hide drugs, money, weapons or other contraband.

## Discrimination

Types of discriminatory abuse:

- unequal treatment based on age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation (known as [‘protected characteristics’ under the Equality Act 2010](#))
- verbal abuse, derogatory remarks or inappropriate use of language related to a protected characteristic
- denying access to communication aids, not allowing access to an interpreter, signer or lip-reader
- harassment or deliberate exclusion on the grounds of a protected characteristic
- denying basic rights to healthcare, education, employment and criminal justice relating to a protected characteristic
- substandard service provision relating to a protected characteristic

## Domestic violence or abuse

Domestic violence or abuse can be characterised by any of the indicators of abuse outlined in this section relating to:

- psychological
- physical
- sexual
- financial
- emotional

Domestic violence and abuse includes any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been, intimate partners or family members regardless of gender or sexuality. It also includes so called 'honour' -based violence, female genital mutilation and forced marriage.

Coercive or controlling behaviour is a core part of domestic violence. Coercive behaviour can include:

- acts of assault, threats, humiliation and intimidation
- harming, punishing, or frightening the person
- isolating the person from sources of support
- exploitation of resources or money
- preventing the person from escaping abuse
- regulating everyday behaviour



## **Emotional abuse**

### **Child**

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless, unloved or inadequate. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond the child's development capability, over protection and limitation of exploring and learning, or preventing the child participating in normal social interaction.

It may involve seeing or hearing the ill-treatment of another e.g. domestic abuse. It may involve serious bullying causing children to feel frightened or in danger or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of children.

### **Adults**

Emotional abuse can include being humiliated, put down or made to feel anxious, frightened or intimidated. Some level of emotional abuse is involved in all forms of ill-treatment, though it may also be happening on its own. Emotional abuse is often the first sign of other forms of abuse happening.

Emotional abuse may include:

- humiliating the person for losing control of their bladder or bowels
- shouting orders
- using humiliating or patronising names, or failing to address the person in their preferred manner
- treating adults as children
- humiliation, emotional blackmail, blaming, swearing, intimidation, name calling or isolation from friends and relatives
- the use of social isolation (ignoring)
- locking the person in their bedroom
- using other people to provide physical control over a person
- harassing a person to eat food they don't want to eat (which is contrary to their religious or cultural beliefs) or not allowing them to eat, e.g. victims of slavery or servitude not being allowed to eat the food that their controllers are eating but instead to forage in bins
- threats of harm or abandonment
- verbal or racial abuse
- Isolation or withdrawal from services or emotional supports.

## **Female genital mutilation**

FGM is a procedure where the female genitals are deliberately cut, injured or changed, but where there's no medical reason for this to be done.

It's also known as "female circumcision" or "cutting", and by other terms such as sunna, gudniin, halalays, tahur, megrez and khitan, among others. FGM is usually carried out on young girls between infancy and the age of 15, most commonly before puberty starts. It is illegal in the UK and is child abuse. It's very painful and can seriously harm the health of women and girls. It can also cause long-term problems with sex, childbirth and mental health.

## **Financial abuse**

This includes theft, fraud, or exploitation and the misuse of position or authority for financial gain.

Financial abuse may include:

- denying the person access to or control over their money and personal finances
- taking the persons money or other property without their consent (which is also likely to constitute a criminal offence) or where their consent is fraudulently obtained
- misappropriation of money, valuables or property
- changes to wills or other legal documents, by coercion, misinterpretation or where consent for the changes were fraudulently obtained
- denying the person access to information or documentation concerning their personal finances or individualised funding package
- personal use of a person's telephone which is not recorded or reimbursed
- borrowing or asking to borrow money or personal possessions of an adult at risk even for a brief period e.g. CDs, lawn mowers etc.
- employees, members and volunteers purchasing clients possessions at a grossly below real and accepted value of the item
- employees, members and volunteers using clients vehicle for their own purposes
- theft or burglary
- Grooming for the purpose of financial gain.

## **Child**

Financial abuse can also happen to children. Withholding funds from a child may also be form of neglect if it prevents the child from obtaining basic needs such as food, clothes or travel to school or medical appointments.

## **Mate Crime/Cuckooing/Exploitation**

This occurs when someone befriends a child or adult but in fact soon begins to exploit, hurt or harm them. This can include sexual abuse, forced prostitution, financial exploitation, physical abuse or other violence. Adults with care and

support needs are particularly vulnerable to this type of abuse but it can happen to anyone.

## **Modern slavery**

Types of modern slavery:

- Human trafficking
- Forced labour
- Domestic servitude
- Sexual exploitation, such as escort work, prostitution and pornography
- Debt bondage – being forced to work to pay off debts that realistically they never will be able to.

## **Neglect**

### **Child**

Neglect is the persistent failure to meet the child's basic physical and/or psychological needs, likely to result in serious impairment of the child's health and development. Neglect may occur during pregnancy as a result of maternal substance misuse.

Once a child is born, neglect may involve a parent or carer failing to:

- provide adequate food, clothing and shelter
- protect a child from physical and emotional harm or danger
- ensure adequate supervision (including the use of adequate care givers)
- Ensure access to appropriate medical care or treatment.

It may also include neglect of, or unresponsiveness to, a child's basic emotional or educational needs.

### **Adult**

Neglect may occur where there is failure to take appropriate action to safeguard a person's welfare or to be negligent in the face of risk.

Concerns or allegations of physical or sexual abuse are often seen as more serious than neglect. But long standing physical neglect is often a major factor in deaths from abuse.

Neglect may include:

- not giving the necessary help or support so that an adult at risk can eat or drink
- failure to provide adequate food or drink or ensure that the person can eat and drink it, e.g. by placing it out of reach or not providing the equipment a person needs
- not providing adequate food, shelter, clothing or personal health care
- not using the person's communications devices to allow expression of needs, choices or preferences

- failing to recognise or acknowledge non-verbal messages conveyed of people who have limited communication abilities
- leaving the person alone in a vehicle for extended periods
- Not obtaining or seeking the appropriate medical, specialist, therapy or other health support the person may need e.g. dental care
- Not ensuring that a person has access to regular medical support including assessments for medication blood levels, blood pressure, diet and nutrition or access to regular health screening tests.
- Failure to access or provide proper care or medical services for the person
- Failure to report concerns
- Negligence in the face of risk taking
- Failure to give prescribed medication.

## **Organisational Abuse**

Includes neglect and poor care practice within an institution or specific care setting such as a hospital or care home, for example, or in relation to care provided in one's own home. This may range from one off incidents to on-going ill-treatment.

It can be through neglect or poor professional practice as a result of the structure, policies, processes and practices within an organisation, including disrespectful language and attitudes.

## **Physical abuse**

### **Child**

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating or otherwise causing physical harm.

Physical harm may be caused when a parent or carer fabricates the symptoms of, or deliberately induces illness in a child.

### **Adult**

Being physically hurt or harmed, or put at risk of harm, either deliberately or through rough, careless or thoughtless behaviour.

Physical abuse may include:

- non-accidental actions causing injuries, such as bruising, lacerations or welts, burns, fractures or dislocations
- threats of violence
- refusing someone food or service because they have not done what they were asked to
- hitting, smacking, biting, shaking or kicking
- pulling arms, hair or ears
- bending back fingers or bending the arm up behind the back
- placing hot substances in the mouth

- leaving someone in clothing or bedding that has been soiled
- physical restraint which is not justified, authorised or excused by law
- Being lifted or moved roughly or carelessly or in a way that makes a person frightened or puts them at risk.
- misuse of medication e.g.:
- giving medication that has not been prescribed
- giving too much medication or over prescribing medication like anti psychotics (to make the care of people with dementia or challenging behaviours easier for employees, members and volunteers)
- Giving over the counter medication without first checking with the consumer's doctor for appropriateness or any potential harmful side effects.

## **Self-neglect**

### Types of self-neglect

- lack of self-care to an extent that it threatens personal health and safety
- neglecting to care for one's personal hygiene, health or surroundings
- inability to avoid self-harm
- failure to seek help or access services to meet health and social care needs
- inability or unwillingness to manage one's personal affairs

### **Indicators of self-neglect**

- very poor personal hygiene
- unkempt appearance
- lack of essential food, clothing or shelter
- malnutrition and/or dehydration
- living in squalid or unsanitary conditions
- neglecting household maintenance
- hoarding
- collecting a large number of animals in inappropriate conditions
- non-compliance with health or care services
- inability or unwillingness to take medication or treat illness or injury

## **Sexual abuse**

Sexual offences are defined in the [Sex Offences Act 2003](#)

### **Child**

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, whether or not the child is aware of what is happening.

Young people under the age of 16 cannot legally consent to sexual activity and sexual intercourse with children under the age of 13 is statutory rape.

## **Adult**

An offence occurs when the person did not give consent to the sexual act. Consent and the legal definition of 'sexual' are covered in the Sex offences Act 2003.

Sexual abuse does not have to be physical, for example it could include jokes or comments or being made to watch, look or listen to something that makes you feel uncomfortable or embarrassed.

All adults have the right to express their sexuality. However, where there is any doubt as to a person's capacity to make informed decisions it is essential that the concern is reported and the necessary assessments are carried out in accordance with the Mental Capacity Act.

## Appendix 4 - Media consent form

- [Media Consent form](#)

## Appendix 5 - Checklist for booking transport for children

- 1) Ensure parent has agreed to their child being transported in a taxi and has signed the relevant consent forms.
- 2) Confirm with parents, where child/young person needs collecting from e.g. home, school, college and get the full address and postcode.
- 3) Find a local taxi company from the [Oxfordshire County Council approved taxi list](#).
- 4) Telephone the company and make the booking, get a quote, booking number and confirm payment by invoice. They may require a purchase order to be able to invoice.
- 5) Email Taxi Company to confirm details of young person pick up and drop off details using the booking form (available on the internet).
- 6) Receive confirmation of pick up times from the taxi company.
- 7) Confirm pick up details with the parents /young persons and telephone number of worker contact in case there is a problem.
- 8) On the day of meeting ensure worker has taxi details in case taxi does not arrive or there is delay.
- 9) Worker to meet young person at the venue/meeting.
- 10) At the end of the meeting worker to ensure that young person is collected from venue /meeting by taxi and returned home/school safely.

## Appendix 6 - Taxi Booking Form

Request from: (Name) .....

Contact telephone number ..... Mobile .....

Ref for invoice: (What event /visit) .....

Invoice Code: .....

Date of event .....

Pick up time to arrive at (address).....

.....

For (time) .....

Collect (Name of young person) .....

From (pick up address) .....

.....

- When collecting a child from school or college, please go to meet them in the school/college main reception, unless otherwise directed.
- When collecting a child **from home** knock the client's door, do not use the horn.
- Do not leave a child or young person at the destination until they have met by myself or a co-worker.
- If the child/ young person is not picked up at the designated place please call worker.
- Do not leave until the worker has investigated and gets back the driver.
- Please let the worker know if the taxi is running late.
- Please carry names, addresses for young people on the transport
- Carry ID badge, workers or clients may ask to see badges.

Return: Collect (at time) .....

From (address) .....

And drop at (address) .....

Please let me know approximate collect and return times as soon as you can, by e-mail if that is easier so that I can pass on information to the children and young people.

Please e-mail back to (insert name) ..... to confirm details



## Appendix 7 - Contact Details

### Adult Social and Health Care

- Tel: 0345 050 7666  
8.30am - 5pm Monday - Thursday  
8.30am - 4pm Friday
- Out of hours emergency number: 0800 833408
- [socialandhealthcare@oxfordshire.gov.uk](mailto:socialandhealthcare@oxfordshire.gov.uk)

### Child Death Overview Panel

- 01865 231974
- [www.oxfordshirepct.nhs.uk](http://www.oxfordshirepct.nhs.uk)

### Designated Safeguarding Lead Officers (DSLs)

- Corporate Secretariat Manager: 01865 252140
- Head of Business Improvement: 01865 252233
- Head of Housing & Property: 01865 252447
- Policy & Partnership Team Leader: 01865 252209

### Oxford City Council Safeguarding Champions

A list of current Safeguarding Champions and contact details are available on the Intranet – link below.

<http://occweb/intranet/keeping-people-safe.cfm>

### Oxford City Council Safeguarding Officers

If you wish to know who the person to contact in your service areas is please see the link below, or ask your Line Manager.

<http://occweb/intranet/documents/safeguarding-officers-full-list>

### Oxfordshire Safeguarding Children's Board

[oscb@oxfordshire.gov.uk](mailto:oscb@oxfordshire.gov.uk)

General enquiries: 01865 815843

Training: [oscb.training@oxfordshire.gov.uk](mailto:oscb.training@oxfordshire.gov.uk)

### Oxfordshire MASH

Tel: 0345 050 7666

### Oxfordshire Children's Social Care Team

- Oxford City – 01865 328563
- Emergency Duty Team: 0800 833 408
- John Radcliffe Hospital Assessment Team: 01865 221236 (for antenatal safeguarding concerns and issues concerning children in the hospital)

### Oxfordshire Safeguarding Adults Board

- [OSAB@Oxfordshire.gov.uk](mailto:OSAB@Oxfordshire.gov.uk)
- Safeguarding Adults Triage Team 01865 328232

### **Reporting Child Deaths on City Council premises**

- Head of Business Improvement: 01865 252233

### **Thames Valley Police**

#### Child Abuse Investigation Unit (CAIU)

- CAIU teams are based at Cowley and Banbury Police Stations
- Non-emergency dial 101
- In an emergency dial 999

#### Domestic Abuse Investigation Unit (DAIU)

- Teams based at Cowley and Banbury Police Station
- Non-emergency dial 101
- In an emergency dial 999

## Appendix 8 Further Resources and information

### Care Quality Commission

- 03000 616161
- Enquiries @ [cqc.org.uk](mailto:cqc.org.uk)

### FGM

- If you or someone you know may be at risk of FGM, please speak up and call the NSPCC on:
- 0800 028 3550 (FGM Helpline) - a free 24hr service for advice, information or support (or email: [fgmhelp@nspcc.org.uk](mailto:fgmhelp@nspcc.org.uk))
- Or contact MASH, Oxfordshire Multi-Agency Safeguarding Hub on:0345 050 7666 (or email: [mash-childrens@oxfordshire.gcsx.gov.uk](mailto:mash-childrens@oxfordshire.gcsx.gov.uk))
- If someone is at immediate risk, call the police on 999.

For further information visit the Oxford Against Cutting website.

### Oxfordshire Age Concern Advice and Helpline

- 0345 450 1276
- [admin@ageconcern.org.uk](mailto:admin@ageconcern.org.uk)

### Oxfordshire Domestic Abuse Services (ODAS)

- This service is delivered in partnership with Oxfordshire County Council and affiliated to National Women's Aid
- To access services call the Domestic Abuse Helpline on 0800 731 0055
- Email address for agency use only: [oxfordshiredomestic@a2dominion.co.uk](mailto:oxfordshiredomestic@a2dominion.co.uk)

### Oxfordshire Mind

- Phone: 01865 263730
- Email: [office@oxfordshiremind.org.uk](mailto:office@oxfordshiremind.org.uk)
- Address: 2 Kings Meadow Osney Mead Oxford OX2 0DP

### Oxford Street Population Outreach Team (Oxford SPOT)

- Tel: 01865304611
- Email [Outreach.Oxford@mungos.org](mailto:Outreach.Oxford@mungos.org)
- More information on intervention and support can be found here: <https://www.oxford.gov.uk/info/20019/homelessness>

### NSPCC Child Protection Helpline

- 080 0800 500

### [help@ncpcc.org.uk](mailto:help@ncpcc.org.uk) Training resources

- Details of the OSCB training courses, and more, are available on the OSCB web site: [www.OSCB.org.uk/training](http://www.OSCB.org.uk/training)
- Detail of OSAB training courses are available on the OSAB website: [www.OSAB.co.uk/training](http://www.OSAB.co.uk/training)

### Turning Point

- Service number for Oxfordshire is 0300 0134 776
- Email [Oxfordshire@turning-point.co.uk](mailto:Oxfordshire@turning-point.co.uk)
- Oxford Hub - Turning Point Oxford, Rectory Road, Oxford, OX4 1BU.
- Tel: 01865 261 690

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**To:** City Executive Board  
**Date:** 13 June 2018  
**Report of:** Assistant Chief Executive  
**Title of Report:** Modern Slavery Act – Transparency Statement 2017-2018

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To approve the Modern Slavery Act – Transparency Statement for 2017 – 2018.
<b>Key decision:</b>	No
<b>Executive Board Member:</b>	Cllr Tom Hayes, Safer, Greener, Environment
<b>Corporate Priority:</b>	Efficient Effective Council and Strong Active Communities.
<b>Policy Framework:</b>	None
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Approve</b> the Modern Slavery Act Transparency Statement 2017-2018; and</li> <li>2. <b>Delegate</b> the approval and publication of modern slavery transparency statement to the Assistant Chief Executive in consultation with the relevant Portfolio Holder.</li> </ol>	

<b>Appendices</b>	
Appendix 1	Modern Slavery Act Transparency Statement 2017-2018

## **Introduction and background**

1. All organisations with a turnover of £36 million or more are required under Section 54 of the Modern Slavery Act 2015 (“the Act”) to prepare a slavery and human trafficking statement (“the Statement”) for each financial year.
2. A Statement must detail the steps taken during the previous financial year to ensure that no slavery or human trafficking is taking place in any part of its business or in any of its supply chains (or a declaration that no such steps have been taken). The Act requires a relevant organisation to publish its Statement on its website and to include a prominent link to the Statement from the homepage.
3. The obligation applies to financial years ending on or after 31 March 2016, and transparency statements should be published as soon as reasonably practicable after and ideally within six months of, the financial year end.
4. Modern slavery refers to slavery, servitude, human trafficking, and forced or compulsory labour. The National Crime Agency has highlighted that this is far more prevalent in the UK than previously thought, with tens of thousands of potential victims.
5. The Council recognises that it has a responsibility to take a robust approach to slavery and human trafficking. In addition to the Council’s responsibility as an employer, it acknowledges its duty to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Act.
6. The Statement at Appendix 1 sets out practices the Council already in place and those actions it has committed to in response to its duties under the Act. It relates to the financial year 2017-18.
7. The Council’s Human Exploitation Coordinator will be putting in place processes and operational procedures to ensure the Council meets its obligations under the Act.

## **Financial implications**

8. There are no financial implications. Officers will undertake any further work as part of their existing role.

## **Legal issues**

9. Non-compliance with the Modern Slavery Act could result in the Secretary of State applying for an injunction to force compliance. If the Council still refused to comply it would be deemed to be in contempt of a court order, which is punishable by an unlimited fine.

## **Level of risk**

10. The new reporting obligation does not require organisations to take active measures to eliminate modern slavery from their business and supply chains, but merely to disclose what (if any) steps they have taken or to state that they have taken no such steps.
11. A working group has been established and will be considering any further risks to the Council as part of the action planning process.

**Equalities impact**

12. Impacts on equalities are considered within the relevant policy and strategy documents where Modern Slavery is referred to.

<b>Report author</b>	Linda Ludlow
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**Background Papers:** None

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## Appendix 1

### **Oxford City Council Draft Modern Slavery Act and Transparency Statement 2018**

This statement sets out the action that Oxford City Council (“the Council”) has taken to understand all potential modern slavery risks related to its business and to put in place steps that are aimed at ensuring that there is no slavery or human trafficking in its own business or its supply chains. This statement relates to actions and activities during the financial year 2017 to 2018.

The Council recognises that it has a responsibility to take a robust approach to slavery and human trafficking. In addition to the Council’s responsibility as an employer, it acknowledges its duty to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act 2015 (“the Act”).

The Council also notes its responsibility under the National Referral Mechanism (NRM) as a ‘First Responder’.

The Council is committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking.

The statement sets out practices already in place at the Council, and any actions it has committed to in response to the introduction of the Act.

Section 54 of the Modern Slavery Act states that an organisation’s slavery and human trafficking statement might include information on:

- its structure, business and supply chains;
- its policies in relation to slavery and human trafficking;
- its due diligence processes in relation to slavery and human trafficking in its business and supply chains;
- the parts of its business and supply chains where there is a risk of slavery and human trafficking taking place, and the steps that it has taken to assess and manage that risk;
- its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate; and
- the training about slavery and human trafficking available to its staff.

This statement has been approved by the Council’s City Executive Board. It will continue to be reviewed and updated annually.

## **Structure and Business**

Oxford City Council is a district council serving approximately 160,000 residents. It works closely with Oxfordshire County Council and nearby districts to achieve the aims set out in its Corporate Plan 2016-2020.

The Council's Corporate Plan priorities include improving quality of life for older people and protecting children, families and adults at risk of exploitation and crime. The Council employs a Human Exploitation Coordinator who leads on the area of Modern Slavery.

Oxford City Council only operates within the United Kingdom.

## **Supplier Selection**

Since 1 October 2015, commercial organisations that carry on a business or part of business in the UK, supply goods or services and have an annual turnover of £36 million or more have been required under Section 54 of the Act to prepare a slavery and human trafficking statement as defined by Section 54 of the Act.

*The Council expects that the practices of companies and organisations in its supply chain, operating within the EU, to adhere to Article 4 of the European Convention on Human Rights, concerning the prohibition of slavery and forced labour.*

*Should the Council look to procure or import products or services from outside the EU which could pose an increased risk to slavery or human trafficking, it would undertake further consideration of supply chains in order to take account of potential risks.*

*The Council expects all suppliers of goods or services to the organisation who meet the requirements of the Modern Slavery Act 2015 to have their own policy relating to working practices or modern slavery. The Council also ensures that Suppliers tendering for Official Journal of the European Union (OJEU) contracts to comply with the requirements of Modern Slavery Act 2015, as mandatory selection criteria.*

## **Corporate Procurement Strategy 2016-2019**

The Council procures goods and services from various suppliers and this is governed by our procurement strategy. The Council's approach to ethical procurement is formalised under Appendix 2 of the [Corporate Procurement Strategy](#).

## **Safeguarding Policy**

The Council embraces its responsibility to develop, implement and monitor policies and procedures to safeguard the welfare of children and 'adults with needs for care and support'. The Council has a comprehensive Safeguarding Children and Vulnerable Adults Policy working within multi-agency partnerships to protect and safeguard people.

Safeguarding is embedded in the following Oxford City Council strategies:

- Corporate Plan 2016/20
- Children and Young Peoples Strategy

- Community Safety Plan 2017/18
- Housing Strategy 2015/18
- Leisure and Wellbeing Strategy 2015/20

### **Recruitment**

The Council has robust procedures for vetting new employees, which ensure they are able to confirm their identities, eligibility to work in the UK, their qualifications and that they are paid directly into an appropriate, personal bank account.

### **Agency Workers**

The Council has a managed service contract in place for the provision of temporary agency staff and has verified the practices of the service provider. Where the need arises to source resources from alternative agencies, the practices of that agency will be verified before any workers are accepted from that agency.

### **Pay**

The Council's Pay Policy Statement is available on our website [here](#). The Council is an accredited Living Wage Employer and has paid the voluntary Oxford Living Wage (95% of the voluntary London Living Wage) or more to its employees since 2009. This is also the minimum rate paid to agency staff and we encourage other employers to pay the voluntary living wage.

### **Employee Code of Conduct**

The Council's Employee Code of Conduct makes clear to employees the actions and behaviours expected of them when representing the Council. The Council strives to maintain the highest standards of employee conduct and ethical behaviour and breaches are investigated.

### **Whistleblowing**

The Council encourages all its employees, customers and other business partners to report any concerns related to the direct activities or the supply chains of the Council. The Council's whistleblowing procedure is designed to make it easy for employees to make disclosures, without fear of reprisal or victimisation.

### **Members' (Councillors) Code of Conduct and Ethical Framework**

The Members' Code of Conduct sets out the rules governing the behaviour of councillors of Oxford City Council. Breaches of the Code are investigated by the Monitoring Officer.

### **Partnerships**

The Council works in partnership, at a strategic and operational level, with a wide range of agencies to prevent abuse and neglect, to detect and report occurrences and to support victims.

Oxford City Council's Assistant Chief Executive represents the Council on the Oxfordshire Safeguarding Children Board (OSCB). We have representation at strategic level on the OSCB & the Oxfordshire Safeguarding Adults Board (OSAB) and operationally at the Safeguarding Board sub-groups. The Council is represented at a strategic partnership level on the Health and Wellbeing board, Health Improvement Board and Children's Trust.

The Council chairs and administers the Sex Workers Intervention Panel (SWIP). The SWIP is a multi-agency panel with representatives from statutory and non-statutory agencies working in partnership as one team to reduce harm to and exploitation of sex workers.

The Council is a member of a multiagency group to protect homeless people from exploitation.

Oxford City Council chairs the Oxford Community Safety Partnership. The partnership's priorities include violence against women and girls, and modern slavery, trafficking and child sexual exploitation.

The Council is represented on the Oxfordshire Modern Slavery Network, a group of frontline organisations that share information and coordinate activities to address modern slavery.

The Council's Community Safety Team works closely with the police to disrupt serious and organised crime groups in the city, including those involved in exploitation and slavery.

### **Contractors and Service Providers**

The Council seeks to develop long-term relationships with our suppliers based on the principles of fair, open and honest dealings at all times. Suppliers are required to demonstrate compliance with these ethical standards by providing safe working conditions, treat workers with dignity and respect and act ethically and within the law in their use of labour. Serious violations will lead to the termination of the business relationship. (Should this not be included in the procurement section?)

### **Training Staff**

Modern Slavery is identified under The Care Act 2014 as one of ten categories of abuse. It features in both OSCB and OSAB training which is available to all Council employees.

Safeguarding training is divided into three levels:

- Awareness briefings
- Generalist level training
- Specialist level training

The level of training required has been identified for each post within the Council and employees must complete the appropriate level of training for their post. All posts require safeguarding training at "awareness" level as a minimum, and all new employees must complete an awareness briefing as part of their induction or the higher level training where required.

The awareness briefing is aimed at all officers to enable them to identify abuse and to give them the tools and knowledge to be able to report concerns, including modern slavery and trafficking.

Information on the NRM and statutory Duty to Notify responsibilities is available on the Council's intranet page 'Keeping People Safe'.

**Councillors**

Induction material on equality and diversity and safeguarding is provided to Councillors on election, and safeguarding awareness briefings are given to all Councillors.

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**To:** City Executive Board  
**Date:** 13 June 2018  
**Report of:** Head of Financial Services  
 Head of Business Improvement  
**Title of Report:** Integrated Performance Report for Quarter 4 2017/18

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To update Members on Finance, Risk and Performance as at the end of the financial year.
<b>Key decision:</b>	No
<b>Executive Board Member:</b>	Councillor Ed Turner
<b>Corporate Priority:</b>	Efficient and Effective Council.
<b>Policy Framework:</b>	Corporate Plan
<b>Recommendations:</b> That the City Executive Board resolves to:	
1.	<b>Note</b> the financial outturn and performance of the Council for the year 2017/18 and also the position on risks outstanding as at 31 <sup>st</sup> March 2018;
2.	<b>Agree</b> the carry forward requests in respect of the General Fund and recommend to Council the establishment of budgetary provision of £364k in respect of the new bids shown in paragraph 6 and Appendix D;
3.	<b>Agree</b> the additional transfer to the General Fund Capital Financing Reserve of £533k detailed in paragraph 2 a;
4.	<b>Agree</b> the carry forward requests outlined in paragraph 16 to 19 in respect of the HRA as detailed in Appendix D and recommend to Council the establishment of budgetary provision of £70k in respect of the new bids;
5.	<b>Agree</b> the additional transfer to the HRA Contributions to HRA Projects Reserve of £0.550 million detailed in paragraph 2 (c);
6.	<b>Note</b> the underspend against the latest budget on the Capital Programme of £636k detailed in appendix B, the funding for which will be returned to Capital Financing Resources; and
7.	<b>Agree</b> to allow the roll forward of all CIL related allocations, totalling £130k in 2018/19, detailed in paragraph 9.



## Appendices

Appendix A	General Fund Outturn
Appendix B	Capital Programme Outturn
Appendix C	HRA Outturn
Appendix D	Carry Forward Requests and New Bids
Appendix E	Corporate Risks
Appendix F	Corporate Performance Outturn

### Introduction and background

1. This report updates the Board on the performance of the Council for 2017/18 together with the corporate and service risks faced as at 31 March 2018. A brief summary is as follows:
2. **Financial Position**
  - a. **General Fund** – The surplus on the General Fund is £0.533 million (2.53% of the Net Budget Requirement of £21.056 million), after allowing for carry forwards to reserves of £0.704 million. Of this carry forward amount £0.340 million is for committed schemes and £0.364 million is for new schemes. The biggest driver of the surplus is over-achievement of income. If these carry forwards are agreed in line with the recommendation, the remaining £0.548 million will be transferred to the Capital Financing Reserve to fund future capital expenditure;
  - b. **Efficiencies, Fees and Charges and Service Reduction Targets** – at year end the actual sum is on target at £1,558,498.
  - c. **Housing Revenue Account** – The surplus on the HRA is £6.170 million, after allowing for carry forwards of £0.495 million against the original budget of £5.619 million. This represents a favourable variation of £0.550 million (9.81% of the Budgeted surplus of £5.619 million). Carry forward requested £0.425 million is for committed schemes and £0.070 million as a new bid. It is recommended to transfer the remaining amount of £0.550 million into the HRA projects reserve. It should be noted that the HRA is setting aside funds to mitigate the impact of the government’s proposed policy of “forced sale” of higher value properties, although that policy has not yet been implemented.
  - d. **Capital Programme** – the outturn spend is £37.710 million, a favourable variance of (£11.228) million against the latest budget. Of this (£10.592) million is slippage, which will be carried forward into future years and (£0.636) million is net underspend on schemes, the funding for which will be transferred to the capital financing reserve. The actual spend equates to



69% of the original budget of £54.626 million. Several larger items were to do with transfers of funds to other bodies, rather than completion of particular projects of capital works directly by the City Council.

3. **Performance** – 75% (12) of the Corporate Performance targets were delivered as planned and 25% (4) were short of target; individual performance targets are detailed in Appendix F.
4. **Corporate Risk Management** – There is one red corporate risk and the remaining 9 risks are Amber risks, these are detailed in paragraph 24-25 and in Appendix E.

### General Fund Revenue

5. The General Fund is showing a favourable variance of (£0.533) million as set out in Appendix A, after carry forward and new bid requests. The revenue balance remains unchanged at £3.622 million.

### General Fund Earmarked Reserves and Working Balance

6. A number of requests have been made to carry forward unspent sums in respect of previously approved budgets that have either a) not yet started, or b) are started but not completed (£0.340 million). Additionally, new bids of £0.364 million on which to use the underspend have been proposed. Details of these requests are summarised in the table below, and further details shown in Appendix D:

Description	Amount Requested £	New Scheme £	Slipped Scheme £	Total £
Regeneration & Economy	89,536	0	89,536	89,536
Financial Services	45,000	45,000	0	45,000
Planning, Sustainable Development and Regulatory Services	25,000	0	25,000	25,000
Direct Services	200,000	200,000	0	200,000
Community Services	66,500	55,000	11,500	66,500
Business Improvement	161,000	0	161,000	161,000
Law and Governance	4,000	0	4,000	4,000
Welfare Reform	113,154	63,676	49,478	113,154
<b>General Fund</b>	<b>704,190</b>	<b>363,676</b>	<b>340,514</b>	<b>704,190</b>

7. The new scheme requests include the following:
  - **Investigations marketing - £45k** – budget to develop the commercial trading including marketing, open day expenses, apprenticeship contribution and web site development;

- **City Centre Improvements - £200k** -to carry out a backlog of repairs to the public realm within the City Centre where routine revenue budgets are either not identified or insufficient to maintain a satisfactory standard. This will improve safety and the visual appearance to items such as street furniture and paved surfaces. It reflects the City Council's ambition to ensure that all areas of the City Centre match the appeal of the new Westgate Centre.
  - **Nightsafe: Public safety and late-night economy - £40k** – to carry out a review our joint approach to managing the night-time economy to improve public safety;
  - **Grants budget - £15k** – increase in grants budget to align the allocated budget with expenditure agreed;
  - **Home choice pilot (Rent guarantee & Coaching model) - £64k** - .this projects seeks to provide a new model for the Council in placing families at risk of homelessness into the private rented sector. This will be achieved by topping up the rent of those placed in the private rented sector.
8. The City Executive Board is asked to review and agree the carry forward requests and new bids. It is recommended that any sums not agreed are transferred to the Capital Financing Reserve.
  9. The City Executive Board is also asked to review and agree to change the recommendation regarding the Neighbourhood portion of CIL Funding. It previously agreed that these funds would only be rolled forward for schemes that may be implemented over more than one year, we are now proposing that all unspent funds are rolled forward to allow members to allocate the funds in future years.
  10. Subject to CEB agreeing the recommended carry forwards, Earmarked Reserves as at the 31<sup>st</sup> March 2018 would stand at £35.511 million, 25% of which relates to funding of the Capital Programme and 13% relates to Business Rates Retention reserve.
  11. The most notable transfer to and from Earmarked Reserves in year is:
    - NNDR Retention reserve – (£1.737) million this reserve is held in accordance with proper accounting practices;

### **General Fund Service area position**

12. At the year end the General Fund service areas showed a favourable variance of (£1.357) million, (£0.704) million after carry forward requests. The most significant of these variances are explained below:
  - **Housing and Property** – year end adverse variance of £0.157 million, due to increased expenditure on temporary staffing during the year, under recovery on fees charged to capital due to a reduction of work provided to capital projects and the provision of bad debts against garage income being higher than expected in year;

- **Regeneration and Economy** – year end favourable variance of (£0.547) million, (£0.308) million of this relates to the year-end adjustment for the revaluation of shared ownership mortgage debt the financial effect of which is offset by a compensating adjustment showing within the Corporate accounts. Commercial property investment income over achieved its target by £0.089 million. The Property support services team have also had staffing vacancies throughout the year. There has been a delay in some feasibility studies in year and a carry forward request for £110k has been submitted for these.
- **Direct Services** – year end favourable variance of (£0.813) million, fuel prices have been increasing throughout the year and have led to an overspend of £0.086 million in this area. There has been overachievement of income in Commercial Waste (£0.125) million and engineering services (£0.439) million. Off street parking has achieved an additional (£0.110) million , this has offset unachieved budgeted additional income of £0.160 million for Seacourt Park and Ride.
- **Business Improvement** – year end favourable variance of (£0.218) million due to staff turnover and vacancies within the Business Improvement team, offset by an adverse variance in ICT due to pressures on the telephony budget and temporary staffing. HR & OD have a favourable variance due to the apprentice programme and training budget, and a carryforward request has been submitted to carry these funds into 2018/19.
- **Service Level Agreements and Capital Charges** are showing a favourable variance of (£3.068) million due to a significant upward revaluation of the Council's Investment Properties. This is off set by a corresponding entry in accordance with Local Government accounting within the Corporate Accounts, to ensure that this does not have an overall impact on the bottom line of the financial accounts.

### **Corporate Accounts, Contingencies and Transfers to/from Earmarked Reserves**

13. The adverse variance of £6.251 million on the Corporate Accounts is due to

- Compensating adjustment in respect of the revaluation of shared ownership mortgage debt ;
- Compensating adjustment in respect of the revaluation of the Council's Investment Properties;
- An increase in the use of revenue contributions to finance the capital programme to mitigate the need to borrow

14. **Local cost of benefits** - an adverse variance of £0.558 million at the end of the year has arisen from the Housing Benefit expenditure in relation to local authority error and admin delays above the upper threshold at which subsidy is not payable. Losses of subsidy are offset against income received from overpaid Housing

Benefit. This variance has been offset by the use of reserves which were previously set aside for this reason.

15. **Investment Income** – a favourable variance of £0.328 million has arisen from increased investment income from our property fund investments and loans to Oxwed (our West End delivery partnership).

### **Housing Revenue Account**

16. The HRA is showing a favourable variance on the HRA of (£0.550) million above the original budgeted surplus of (£5.619) million (Appendix C). This is after allowing for carry forward requests, totalling £0.495 million, £70k of new schemes and £425k in respect of slippage.
17. The £70k for a new scheme is to provide some temporary resources in the Tenancy Management Team, who have a number of staffing issues including dealing with some long term sickness and, consequently these temporary resources will enable the team to operate more effectively and efficiently than recently experienced.
18. The HRA working balance remains unchanged at £4.0 million.
19. The year end variance is shown as (£0.550) million and the major variations include:
  - **Management and Services (Stock Related)** has a favourable variance of (£0.875) million this is as a result of lower than anticipated public utilities costs across the stock and reduced Council Tax on empty properties arising from a reduction in void turnaround times.
  - **Misc Expenditure (Non Stock Related)** has a favourable variance of (£0.201) million, associated with lower than expected spend on those HRA dwellings used for Temporary Accommodation, and the savings arising from the ability to recharge the Project Manager to the HRA capital programme.
  - **Interest paid** has a favourable variance of £0.219 million due to reduced interest on loans.
  - **Depreciation** has an overall adverse variance of £0.801 million, this is due to the calculation of depreciation in year being higher than that budgeted for.
  - **Appropriations** has an overall minimal favourable variance of £0.025 million, these accounts represent the entries relating to movements to and from reserves, capital financing, impairments and gains and losses on asset disposals.

### **Capital**

20. The outturn on the Capital Programme is £37.710 million with a favourable variance of (£11.228) million against the latest outturn estimate forecast in February as shown in Appendix B. This represents a 69% spend of the original budget compared to 78% last year and 69% the previous year.
21. The variance of (£11.228) million is made up of (£10.592) million of slippage into 18/19 and (£0.636) million of net underspends. Should members agree the recommendations then funding in respect of the underspend will be returned back to the Capital Financing Reserve.

## GENERAL FUND

- **Oxpens regeneration** – (£4.160) million loan due to OXWED in respect of Council owned land to be transferred to the company which has not yet taken place;
- **ICT project** – (£0.377) million due to delays in procurement and slippage on implementation of Bartec;
- **Cave Street and 1-5 George Street Developments** – (£0.251) million, feasibility work is being undertaken along with planning application for George Street;
- **Lucy Faithful House** – (£0.456) million slippage, £0.544 million has been spent in year for the purchase of the lease back from Riverside and securing of the vacant building , and the remaining budget of £0.456 million to be used to demolish the building in preparation for redevelopment is being slipped into 2018/19;
- **Horspath Sports Park** – (£0.533) million slippage into 2018/19 due to delays on site, the project is still due to complete by June 2018;
- **Go Ultra Low** – (£0.119) million slippage into 2018/19 due to the remaining chargers being installed in April 2018;
- **Housing Company Loans** – (£2.695) million slippage on the Housing Company development programme;
- **Seacourt Park and Ride** – (£0.233) million slippage – delays in project delivery due to liaison with other agencies and receiving planning permission. Work now expected to start on site in May 2018;

## HRA

- **Tower Blocks** – (£0.315) million – additional funding required to the scheme for the replacement cladding;
- **Great Estates** – (£0.243) million slippage, to completed the committed schemes;
- **Developments at Bracegirdle and Mortimer Drive** – (£0.558) million slippage, Contractors have been appointed to manage the delivery of this scheme and pre application planning has been undertaken, work will continue into 2018/19;
- **Barton Regeneration** – (£0.154) million slippage, to enable works on Barton Road Flats to be completed now that planning permission has been received.

## Performance Management

22. There are sixteen corporate performance measures that were monitored during the year (Appendix F). Twelve (75%) were delivered as planned (Green) and four (25%) fell short of their target.

23. The four indicators are detailed below:

- a. Amount of employment floor space permitted for development –target of 15,000 and a year end result of 4,553; it should be noted that significant developments of employment space are proposed in the coming years;
- b. Net increase in number of businesses operating in the city – target of 200 and a year end result of 140;
- c. Number of people using leisure centres – target of 1,450,000 and a year end result of 992,316;
- d. Percentage of customers satisfied with the OCC website – target of 65% and a year end result of 62%.

**Corporate Risk**

24. Corporate risks are reported in Appendix E

25. There are nine Amber risks and one Red risk, the red risk is detailed further below:

- a. Climate change – The risk that a flood event happens that mitigations and plans are not sufficient to deal with.

**Financial implications**

26. All financial implications are covered in the body of this report and the Appendices.

**Legal issues**

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

**Level of risk**

28. All risk implications are covered in the body of this report and the Appendices.

**Equalities impact**

29. There are no equalities impacts arising directly from this report.

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<b>Background Papers:</b> None

<b>GF Outturn Report 17/18 @ 31st March, 2018</b>	<b>Approved Budget (per Budget book)</b>	<b>Actual YTD</b>	<b>Budget YTD</b>	<b>Variance YTD</b>	<b>Carry Forward Requests</b>	<b>Revised Outturn (incl C/fwd)</b>	<b>Final Variance</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Directorates</b>							
Assistant Chief Executive	614	427	405	22		427	22
Housing Services	5,429	5,151	4,994	157		5,151	157
<b>Assistant Chief Executive</b>	<b>6,043</b>	<b>5,578</b>	<b>5,399</b>	<b>179</b>		<b>5,578</b>	<b>179</b>
Regeneration & Economy	(9,562)	(10,024)	(9,477)	(547)	90	(9,935)	(457)
<b>Regeneration &amp; Economy</b>	<b>(9,562)</b>	<b>(10,024)</b>	<b>(9,477)</b>	<b>(547)</b>	<b>90</b>	<b>(9,935)</b>	<b>(457)</b>
Planning, Sustainable Dev & Regulatory	1,856	1,262	1,224	38	25	1,287	63
Community Services	5,091	5,461	5,411	49	67	5,527	116
Direct Services	3,384	3,535	4,348	(813)	200	3,735	(613)
<b>Sustainable City</b>	<b>10,332</b>	<b>10,258</b>	<b>10,984</b>	<b>(726)</b>	<b>292</b>	<b>10,549</b>	<b>(435)</b>
Transformation	227	396	393	3		396	3
Business Improvement	8,885	8,654	8,872	(218)	161	8,815	(57)
Welfare Reform Team	158	380	380		113	493	113
Financial Services	2,888	2,824	2,873	(49)	45	2,869	(4)
Law & Governance	2,675	2,652	2,651	1	4	2,656	5
<b>Organisational Development &amp; Corporate Services</b>	<b>14,833</b>	<b>14,906</b>	<b>15,169</b>	<b>(263)</b>	<b>323</b>	<b>15,229</b>	<b>60</b>
<b>Directorate Total Excl SLA's &amp; Capital Charges</b>	<b>21,646</b>	<b>20,718</b>	<b>22,075</b>	<b>(1,357)</b>	<b>704</b>	<b>21,422</b>	<b>(653)</b>
<b>SLA's &amp; Capital Charges</b>	<b>(337)</b>	<b>3,566</b>	<b>6,634</b>	<b>(3,068)</b>		<b>3,566</b>	<b>(3,068)</b>
<b>Corporate Accounts</b>	<b>(1,973)</b>	<b>(2,402)</b>	<b>(9,160)</b>	<b>6,758</b>	<b>(507)</b>	<b>(2,909)</b>	<b>6,251</b>
<b>Contingencies</b>	<b>1,334</b>		<b>507</b>	<b>(507)</b>	<b>507</b>	<b>507</b>	
<b>Total Corporate Accounts &amp; Contingencies</b>	<b>(639)</b>	<b>(2,402)</b>	<b>(8,653)</b>	<b>6,251</b>		<b>(2,402)</b>	<b>6,251</b>
<b>Net Expenditure Budget</b>	<b>20,670</b>	<b>21,882</b>	<b>20,055</b>	<b>1,827</b>	<b>704</b>	<b>22,586</b>	<b>2,531</b>
Transfer to / (from) Ear Marked Reserves	386	373	3,372	(2,999)		373	(2,999)
<b>Net Budget Requirement</b>	<b>21,056</b>	<b>22,255</b>	<b>23,428</b>	<b>(1,173)</b>	<b>704</b>	<b>22,959</b>	<b>(468)</b>
<b>Funding</b>							
External Funding (RSG)	1,460	1,513	1,460	53		1,513	53
External Funding (NNDR Retention)	6,647	8,384	8,384			8,384	
Council tax	13,121	13,132	13,121	11		13,132	11
Less Parish Precepts	(172)	(171)	(172)			(171)	
Collection Fund Surplus							
Section 31 Grants							
<b>Total Funding Available</b>	<b>21,056</b>	<b>22,858</b>	<b>22,793</b>	<b>64</b>		<b>22,858</b>	<b>64</b>
<b>(Surplus) / Deficit for year</b>		<b>(603)</b>	<b>635</b>	<b>(1,237)</b>	<b>704</b>	<b>102</b>	<b>(533)</b>

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		Capital Budget and Spend as at 31st March 2018					
Cost Centre	Capital Scheme	2017/18 Budget Book	Latest Budget	Spend to 31st March 2018	Variance to Budget	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£		£	£
C3039	ICT Infrastructure	400,000	88,499	71,699	(16,800)	(16,800)	-
C3061	LAN/WiFi Refresh Hardware	-	137,798	137,798	0	-	-
C3063	LAN / WiFi Refresh Professional Services and Install	-	108,000	-	(108,000)	(108,000)	-
C3062	Datacentre Upgrade	-	65,703	19,531	(46,172)	(46,172)	-
C3044	ICT Software and Licences	150,000	150,000	151,783	1,783	-	1,783
C3055	Waste Management Project	-	164,000	62,140	(101,860)	(101,860)	-
C3056	Agresso Upgrade	50,000	100,430	90,803	(9,627)	(9,627)	-
C3057	Housing System Replacement	250,000	428,290	333,735	(94,555)	(94,555)	-
C3058	CRM Application	100,000	-	-	-	-	-
C3060	End-Point Devices	150,000	-	9,454	9,454	9,454	-
G6013	Superconnected Cities	-	8,853	9,890	1,037	1,037	-
<b>S03 Business Improvement</b>		<b>1,100,000</b>	<b>1,251,573</b>	<b>886,832</b>	<b>(364,742)</b>	<b>(366,524)</b>	<b>1,783</b>
M5023	Oxpens Regeneration	4,160,000	4,160,000	-	(4,160,000)	(4,160,000)	-
<b>S10 Regeneration and Economy</b>		<b>4,160,000</b>	<b>4,160,000</b>	<b>-</b>	<b>(4,160,000)</b>	<b>(4,160,000)</b>	<b>-</b>
<b>CIL and S106 Funded Schemes</b>							
F7005	Oxford Road Park, Littlemore - Improvements	7,973	7,973	7,973	0	0	-
F7006	Work of Art - Littlemore	7,892	7,892	7,892	-	-	-
F7007	Woodfarm / Headington Community Centre	-	20,000	-	(20,000)	(20,000)	-
F7011	Headington Environmental Improvements	(59,004)	-	-	-	-	-
F7020	Work of Art Shotover View	-	-	-	-	-	-
F7024	St Clements Environmental Improvements	-	-	-	-	-	-
F0025	Westgate area public realm improvements	567,000	-	-	-	-	-
F0026	Pedestrianisation of Queen Street	-	-	-	-	-	-
<b>Grants</b>							
E3511	Renovation Grants	(773)	50,000	35,632	(14,368)	-	(14,368)
E3521	Disabled Facilities Grants	189,041	700,000	792,578	92,578	92,578	-
E3561	Additional DFG Funding 2017/18	-	116,069	107,212	(8,857)	(8,857)	-
<b>Environmental Sustainability</b>							
E3554	Additional SALIX Plus funding	-	37,685	37,681	(4)	-	(4)
E3555	Flood Alleviation at Northway & Marston	1,381,000	1,824,335	1,395,530	(428,805)	-	(428,805)
E3557	Oxford and Abingdon Flood Alleviation Scheme	380,000	380,000	380,000	-	-	-
E3558	Go Ultra Low	35,000	276,695	157,573	(119,121)	(119,121)	-
E3559	Earl Street Pumping Station	-	26,050	24,910	(1,140)	-	(1,140)
<b>S11 Planning, Sustainable Development &amp; Regulatory</b>		<b>2,508,129</b>	<b>3,446,698</b>	<b>2,946,982</b>	<b>(499,716)</b>	<b>(55,399)</b>	<b>(444,317)</b>
<b>Covered Market</b>							
B0027	Covered Market - Improvements & Upgrade to Roof	-	4,214	125,769	121,555	-	121,555
B0028	Covered Market - New Roof Structures to High St	-	72,570	9,089	(63,481)	-	(63,481)
B0036	Investment - Covered Market	-	75,662	1,260	(74,402)	-	(74,402)
<b>Investment Properties</b>							
B0040	Investment - Broad Street	-	4,326	15,953	11,628	-	11,628
B0041	Investment - Misc. City Centre Properties	-	30,000	9,657	(20,343)	-	(20,343)
B0043	Investment George Street	-	94,415	162,080	67,665	-	67,665
B0046	Investment - Ship Street	-	42,171	29,651	(12,520)	(12,520)	-
B0092	Cave Street development	505,642	290,000	167,503	(122,497)	(122,497)	-
B0098	1-5 George Street	-	300,000	171,596	(128,404)	(128,404)	-
B0099	Ship Street & New Road	-	75,000	22,486	(52,514)	(52,514)	-
<b>Miscellaneous Council Properties</b>							
B0082	Garages	-	40,386	86,770	46,385	-	46,385
B0104	Old Gas Works Bridges	-	20,000	-	(20,000)	(20,000)	-
B0105	Westhill Barns (Shotover)	-	1,000	-	(1,000)	(1,000)	-
<b>Parks &amp; Cemeteries</b>							
B0048	Leisure - Cemeteries	-	-	(150)	(150)	-	(150)
B0065	Cemeteries Infrastructure	-	123,704	96,884	(26,820)	-	(26,820)
<b>Town Hall &amp; St Aldates Chambers</b>							
B0054	Town Hall	-	-	-	-	-	-
B0093	Health & Safety Works to SAC	-	-	(124)	(124)	-	(124)
<b>General Fund Housing Projects</b>							
M5019	Purchase of Homeless Properties	10,000,000	5,871,720	6,131,810	260,090	260,090	-
M5020	Empty Homes CPO Revolving Fund	-	-	-	-	-	-

Cost Centre	Capital Scheme	2017/18 Budget Book	Latest Budget	Spend to 31st March 2018	Variance to Budget	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£		£	£
M5021	Equity Loan Scheme for Teachers	100,000	170,600	-	(170,600)	(170,600)	
M5026	Housing Company Loans	3,000,000	3,000,000	305,000	(2,695,000)	(2,695,000)	
M5027	Purchase of Leasehold Lucy Faithful House	1,000,000	1,000,000	543,870	(456,130)	(456,130)	
	<b>S13 Housing Services</b>	<b>14,605,642</b>	<b>11,215,767</b>	<b>7,879,105</b>	<b>(3,336,662)</b>	<b>(3,398,575)</b>	<b>61,912</b>
B0075	Stage 2 Museum of Oxford Development	-	80,000	89,306	9,306	9,306	
G3017	South Oxford Community Centre Cafe	-	100,000	210,688	110,688	-	110,688
B0033	Community Centres	-	-	4,076	4,076	-	4,076
B0034	Rose Hill Community Centre	-	87,128	114,671	27,543	-	27,543
B0083	East Oxford Community Centre	27,059	-	(2,059)	(2,059)	-	(2,059)
B0095	Barton Community Centre	950,000	65,000	61,683	(3,317)	(3,317)	-
B0096	Bullingdon Community Centre	500,000	50,000	31,952	(18,048)	(18,048)	
A3129	Donnington Recreation Ground Improvements	44,375	44,375	6,525	(37,850)	(37,850)	
A4808	Blackbird Leys Leisure Centre Improvements	-	10,388	(4,764)	(15,153)	-	(15,153)
A4837	Quarry Pavillion	-	775,061	854,785	79,724	-	79,724
A4820	Upgrade Existing Tennis Courts	-	35,000	34,448	(552)	-	(552)
A4814	Leisure Centre Substantive Works	-	-	1,080	1,080	-	1,080
A4840	Cuttleslowe Lower Pavillion	-	-	1,495	1,495	-	1,495
A4833	Horspath Sports Park	5,000,000	3,245,848	2,712,783	(533,065)	(533,065)	
A4838	Invest to Save in Leisure Service	-	-	-	-	-	-
A4842	Florence Park Tennis Courts	-	208,774	208,774	(0)	-	0
A4848	Barton Fit Trail	-	69,000	61,915	(7,085)	(7,085)	-
	<b>S22 Community Services Total</b>	<b>6,521,434</b>	<b>4,770,575</b>	<b>4,387,358</b>	<b>(383,217)</b>	<b>(590,059)</b>	<b>206,842</b>
R0005	MT Vehicles/Plant Replacement Programme.	1,429,750	1,554,217	1,563,177	8,959	8,959	-
T2289	Vehicle Brush Wash	-	6,494	3,973	(2,521)	-	(2,521)
T2277	Food waste collection from flats	-	50,154	34,730	(15,424)	(15,424)	-
T2288	Cowley Marsh Electrical Works	-	54,444	55,068	624	-	624
B0081	Car Parking Oxpens	-	-	(9,889)	(9,889)	-	(9,889)
B0086	Extension to Seacourt Park & Ride	1,620,194	399,010	166,126	(232,885)	(232,885)	
T2273	Car Parks Resurfacing	300,000	174,738	174,739	0	-	-
T2274	Gloucester Green Car Park Waterproofing	-	38,000	39,848	1,848	-	1,848
A4836	Court Place Farm Car Park	-	189,050	190,405	1,355	-	1,355
T2290	Marsh Road Recreation Ground Car Park Extension	-	64,980	109,515	44,535	44,535	
T2291	Oatlands Recreation Ground Car Park	75,000	75,000	47,977	(27,023)	-	(27,023)
T2292	Cuttleslowe Car Park Extension	-	70,000	70,242	242	-	242
T2293	Marsh Road Depot Extension	-	150,000	-	(150,000)	(150,000)	
T2286	Cycling	-	24,246	25,004	758	-	758
T2287	Recycling Transfer Station	2,293,000	175,000	131,800	(43,200)	(43,200)	-
M5028	Property Rationalisation (Depot Project)	250,000	-	-	-	-	-
A4830	Develop new burial space	-	-	-	-	-	-
	<b>S23 Direct Services Total</b>	<b>5,967,944</b>	<b>3,025,335</b>	<b>2,602,714</b>	<b>(422,621)</b>	<b>(388,014)</b>	<b>(34,607)</b>
B0074	B0074 R & D Feasibility Fund	100,000	90,000	108,121	18,121	18,121	
	<b>S32 Finance Total</b>	<b>100,000</b>	<b>90,000</b>	<b>108,121</b>	<b>18,121</b>	<b>18,121</b>	<b>-</b>
	<b>General Fund Total</b>	<b>34,963,149</b>	<b>27,959,948</b>	<b>18,811,111</b>	<b>(9,148,837)</b>	<b>(8,940,450)</b>	<b>(208,387)</b>
	<b>Housing Revenue Account Capital Programme</b>						
	<b>External Contracts</b>						
N6384	Tower Blocks	6,959,000	8,764,940	8,449,892	(315,048)	(315,048)	
N6386	Structural	61,000	161,000	118,888	(42,112)	(40,000)	(2,112)
N6389	Damp-proof works (K&B)	99,000	99,000	132,713	33,713	-	33,713
N6392	Roofing	166,000	166,000	231,005	65,005	-	65,005
N6434	Doors and Windows	-	280,000	310,717	30,717	-	30,717
N7020	Extensions & Major Adaptions	150,000	520,000	377,595	(142,405)	(142,405)	-
N7026	Communal Areas	166,000	398,050	191,585	(206,465)	(200,000)	(6,465)
N7033	Energy Efficiency Initiatives	300,000	-	-	-	-	-
N7038	Insulation Works	-	300,000	265,524	(34,476)	-	(34,476)
N7041	Electric Heating Conversion to Gas	400,000	400,000	337,719	(62,281)	-	(62,281)
N7044	Lift Replacement Programme	150,000	-	875	875	-	875
	<b>New Build</b>						
N7029	HCA New Build	-	-	(232,292)	(232,292)	-	(232,292)
N7032	Great Estates: Estate Enhancements and Regeneration	1,200,000	1,240,000	997,406	(242,594)	(242,594)	-
N7040	Blackbird Leys Regeneration	3,050,000	-	-	-	-	-
N7042	Barton Regeneration	900,000	458,145	304,350	(153,795)	(153,795)	
N7045	Development at Bracegirle	278,250	278,250	-	(278,250)	(278,250)	
N7046	Development at Mortimer Drive	311,250	311,250	31,492	(279,758)	(279,758)	
N7047	Social Rented Housing Acquisitions	-	2,362,000	2,369,487	7,487	-	7,487

Cost Centre	Capital Scheme	2017/18 Budget Book	Latest Budget	Spend to 31st March 2018	Variance to Budget	Variance due to Slippage	Variance due to Over/ Under spend
		£	£	£		£	£
		-	-		-		
	<b>Internal Contracts</b>	-	-		-		
N6385	Adaptations for disabled	602,000	595,800	591,227	(4,573)	-	(4,573)
N6390	Kitchens & Bathrooms	2,255,000	2,341,826	2,309,705	(32,121)	-	(32,121)
N6391	Heating	1,816,000	1,624,335	1,639,184	14,849	-	14,849
N6388	Major Voids	375,000	271,250	86,530	(184,720)	-	(184,720)
N6395	Electrics	424,000	406,739	385,653	(21,086)	-	(21,086)
	<b>Housing Revenue Account</b>	<b>19,662,500</b>	<b>20,978,585</b>	<b>18,899,254</b>	<b>(2,079,331)</b>	<b>(1,651,850)</b>	<b>(427,481)</b>
	<b>Grand Total</b>	<b>54,625,649</b>	<b>48,938,533</b>	<b>37,710,365</b>	<b>(11,228,168)</b>	<b>(10,592,300)</b>	<b>(635,867)</b>

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HRA Outturn Report 17/18 @ 31st March 2018	Approved Budget (per Budget book)	Actual YTD	Budget YTD	Variance YTD	Carry Forward Requests	Revised Outturn	Final Variance
	£000's	£000's	£000's	£'000's	£'000's	£'000's	£'000's
Dwelling Rent	(42,051)	(42,147)	(42,131)	(16)		(42,147)	(16)
Service Charges	(1,567)	(1,799)	(1,727)	(72)		(1,799)	(72)
Garage Income	(216)	(220)	(216)	(4)		(220)	(4)
Miscellaneous Income	(783)	(1,107)	(1,118)	11		(1,107)	11
Right to Buy (RAF)	(52)	(44)	(52)	8		(44)	8
<b>Net Income</b>	<b>(44,669)</b>	<b>(45,317)</b>	<b>(45,244)</b>	<b>(73)</b>		<b>(45,317)</b>	<b>(73)</b>
Management & Services (Stock Related)	9,643	8,770	9,975	(1,205)	330	9,099	(875)
Misc Expenditure (Not Stock Related)	579	197	522	(325)	125	322	(201)
Other Revenue Spend (Stock Related)	211	44	71	(27)		44	(27)
Bad Debt Provision	384	492	464	28		492	28
Responsive & Cyclical Repairs	11,327	11,125	11,125	()	40	11,165	40
Interest Paid	7,920	7,702	7,920	(219)		7,702	(219)
Depreciation	6,287	7,087	6,287	801		7,087	801
<b>Total Expenditure</b>	<b>36,351</b>	<b>35,417</b>	<b>36,364</b>	<b>(947)</b>	<b>495</b>	<b>35,911</b>	<b>(452)</b>
<b>Net Operating Expenditure/(Income)</b>	<b>(8,318)</b>	<b>(9,900)</b>	<b>(8,880)</b>	<b>(1,020)</b>	<b>495</b>	<b>(9,405)</b>	<b>(525)</b>
Investment Income	(76)	(129)	(117)	(12)		(129)	(12)
Other HRA Reserve Adjustment	2,775	(5,283)	265	(5,548)		(5,283)	(5,548)
MIRS		(412)		(412)		(412)	(412)
MRA Adjustment							
Impairment		5,506		5,506		5,506	5,506
Gain/Loss on sale of Fixed Asset		(5,094)		(5,094)		(5,094)	(5,094)
Transfer (to)/from MR/OR		8,648	3,113	5,535		8,648	5,535
<b>Total Appropriations</b>	<b>2,699</b>	<b>3,236</b>	<b>3,261</b>	<b>(25)</b>		<b>3,236</b>	<b>(25)</b>
<b>Total HRA (Surplus)/Deficit</b>	<b>(5,619)</b>	<b>(6,664)</b>	<b>(5,619)</b>	<b>(1,045)</b>	<b>495</b>	<b>(6,170)</b>	<b>(550)</b>

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Description	Amount Requested	New Scheme	Slipped Scheme	Total
	£	£	£	£
Regeneration & Economy	89,536	0	89,536	89,536
Financial Services	45,000	45,000	0	45,000
Planning, Sustainable Development and Regulatory Services	25,000	0	25,000	25,000
Direct Services	200,000	200,000	0	200,000
Community Services	66,500	55,000	11,500	66,500
Business Improvement	161,000	0	161,000	161,000
Law and Governance	4,000	0	4,000	4,000
Welfare Reform	113,154	63,676	49,478	113,154
<b>General Fund</b>	<b>704,190</b>	<b>363,676</b>	<b>340,514</b>	<b>704,190</b>

Description	Amount Requested	New Scheme	Slipped Scheme	Total
	£	£	£	£
HRA	494,610	70,000	424,610	494,610
<b>HRA</b>	<b>494,610</b>	<b>70,000</b>	<b>424,610</b>	<b>494,610</b>

**SUMMARY OF CARRY FORWARD REQUESTS 2017/18****Regeneration & Economy**

Description	Code	Submitted By	Original Budget	Amount Requested	New Scheme	Slipped Scheme	Total	Committed / Uncommitted	Reason for Request
			£	£	£	£	£		
Project Feasibility & Consultatnts	BN25	Jane Winfield	175,000	55,000		55,000	55,000		To carry out feasibility and viability work on the following projects: Diamond Place; Odeon Cinema; Cowley Workers Social Club; BT Exchange & Magistrate Court and Floyds Row
Commercial EPC Surveys	BN26 D3411	Jane Winfield	61,000	34,536		34,536	34,536		To meet the Councils legal obligation to carry out EPC Surveys, to improve energy efficiency and reduce carbon emisisions
			<u>236,000</u>	<u>89,536</u>	<u>0</u>	<u>89,536</u>	<u>89,536</u>		



**SUMMARY OF CARRY FORWARD REQUESTS 2017/18**  
**S32 - Financial Services**

Description	Code	Submitted By	Original Budget	Amount Requested	New Scheme	Slipped Scheme	Total	Committed / Uncommitted	Reason for Request
			£	£	£	£	£		
Investigations Trading Surplus	CD22	Scott Warner	142,445	45,000	45,000		45,000		Budget to develop commercial trading including marketing, open day expenses, apprenticeship contribution and web site development
			<u>142,445</u>	<u>45,000</u>	<u>45,000</u>	<u>0</u>	<u>45,000</u>		

**SUMMARY OF CARRY FORWARD REQUESTS 2017/18**  
**Planning, Sustainable Development and Regulatory Services**

Description	Code	Submitted By	Original Budget	Amount Requested	New Scheme	Slipped Scheme	Total	Committed / Uncommitted	Reason for Request
			£	£	£	£	£		
Central Oxford Conservation Area Appraisal	HK12	Clare Golden	25,000	25,000		25,000	25,000		Provision of an upto date conservation area appraisal to enable new development to preserve or enhance the heritage and built environment of the City Centre
			25,000	25,000	0	25,000	25,000		

**SUMMARY OF CARRY FORWARD REQUESTS 2017/18**

**S23 - Direct Services**

Description	Code	Submitted By	Original Budget	Amount Requested	New Scheme	Slipped Scheme	Total	Committed / Uncommitted	Reason for Request
			£	£	£	£	£		
City Centre Improvements		Tim Sadler		200,000	200,000		200,000		To carry out a backlog of repairs to the public realm within the City Centre where routine revenue budgets are either not identified or insufficient to maintain a satisfactory standard. This will improve safety and the visual appearance to items such as street furniture and paved surfaces.
			0	200,000	200,000		0 200,000		

**SUMMARY OF CARRY FORWARD REQUESTS 2017/18****S22 -Community Services**

Description	Code	Submitted By	Original Budget	Amount Requested	New Scheme	Slipped Scheme	Total	Committed / Uncommitted	Reason for Request
			£	£	£	£	£		
Nightsafe - Public Safety and late-night economy	KN33	Ian Brooke	0	40,000	40,000		40,000		Increase public reassurance during night-time economy and improve safeguarding responses for those in need. Reduce crime and the fear of crime
International Links Assistant post	KA20	Ian Brooke	30,000	11,500		11,500	11,500		International Links Assistant post - funded for 12 months and only filled for 7 months of current year, carry forward to fund for remaining 5 months of term
Grants Budget		Ian Brooke		15,000	15,000				Additional grant budget to align the with expenditure agreed
			<u>30,000</u>	<u>66,500</u>	<u>55,000</u>	<u>11,500</u>	<u>51,500</u>		

**SUMMARY OF CARRY FORWARD REQUESTS 2017/18**

**S03 - Business Improvement**

Description	Code	Submitted By	Original Budget	Amount Requested	New Scheme	Slipped Scheme	Total	Committed / Uncommitted	Reason for Request
			£	£	£	£	£		
Training	CD41 A0622	Michelle Iddon	30,000	20,000		20,000	20,000		ICT restructure has meant courses for technical skills were not able to be delivered in 17/18. Training to include ITIL, Prince 2, Management Development and specialist systems
Apprenticeship Cohorts	DP11	Chris Harvey	281,000	91,000		91,000	91,000		Cohorts run outside of Financial Years, therefore balance needs to be carried forward to run through to the end of the current cohort in Sept 2018
IKEN Upgrade	DA70 D3513	Sue Brown/Rocco Laberlatte	1,795,000	50,000		50,000	50,000		To upgrade the existing IKEN (Law & Governance) software case management system to the latest version and render it compatible with Windows 10 and the new end-user device rollout project
			<u>2,106,000</u>	<u>161,000</u>	<u>0</u>	<u>161,000</u>	<u>161,000</u>		

**SUMMARY OF CARRY FORWARD REQUESTS 2017/18**

**S34 - Law & Governance**

Description	Code	Submitted By	Original Budget	Amount Requested	New Scheme	Slipped Scheme	Total	Committed / Uncommitted	Reason for Request
			£	£	£	£	£		
Staff Training	KS02 A0636	Anita Bradley	11,380	4,000		4,000	4,000		Enhanced training programme to reflect needs identified at the Service Away Day and organisational priorities resulting in the upskilling of staff
			<u>11,380</u>	<u>4,000</u>	<u>0</u>	<u>4,000</u>	<u>4,000</u>		

**SUMMARY OF CARRY FORWARD REQUESTS 2017/18**  
**Welfare Reform**

Description	Code	Submitted By	Original Budget	Amount Requested	New Scheme	Slipped Scheme	Total	Committed / Uncommitted	Reason for Request
			£	£	£	£	£		
Home Choice Pilot Project (Rent Guarantee & Coaching model)	CB55	Paul Wilding	129,143	63,676	63,676		63,676		this projects seeks to provide a new model for the Council in placing families at risk of homelessness into the private rented sector. This will be achieved by topping up the rent of those placed in the private rented sector.
Universal Credit - Emergeny Hardship Scheme	CD69	Paul Wilding	50,000	49,478		49,478	49,478		The changes that have been made in 2018/19 to the Council Tax Reduction scheme are to make admin more efficient however ther ewill inevitably be some situations where individuals are caused hardship as a result of these changes, and as such it would be prudent to make funding available to cover request for discretionary assistance in such circumstances
			<u>179,143</u>	<u>113,154</u>	<u>63,676</u>	<u>49,478</u>	<u>113,154</u>		

**SUMMARY OF CARRY FORWARD REQUESTS 2017/18**  
**S24 - HRA**

Description	Code	Submitted By	Original Budget	Amount Requested	New Scheme	Slipped Scheme	Total	Reason for Request
			£	£	£	£	£	
Barton Regeneration	MD95D3401	Stephen Clarke		40,000		40,000	40,000	This project is funded by HCA grant and the project is ongoing in 2018/19
Blackbird Leys Regeneration	MD95D3417	Stephen Clarke		44,710		44,710	44,710	This project is funded by HCA grant and the project is ongoing in 2018/19
Rents Collection Performance Improvement	MM41A0101 /D3501	Stephen Clarke		80,000		80,000	80,000	Additional temporary resources in 2018/19 to improve the rent collection performance and get the team back on track to hitting their targets
Sheltered schemes - renewal of furniture	MD31D3001	Stephen Clarke		18,754		18,754	18,754	Following inspections of the communal lounge furniture provided for the use of residents living in the sheltered schemes there is a need to replace broken and worn furniture and furnishings. Office furniture also requires updating to comply with work station requirements
272 Tenancy Management Support	MC11D3511	Stephen Clarke		196,146		196,146	196,146	Revenue contribution towards the implementation of the new Housing and Asset Management System - Aaeron
Internal/External common areas	NE20B1227	Stephen Clarke		45,000		45,000	45,000	Fire risk assessments and further asbestos analysis works are required and delays have been incurred in the current year
Tenancy Management Support - additional resources		Stephen Clarke		70,000	70,000		70,000	Provide some temporary resources in the Tenancy Management Team, who have a number of staffing issues including dealing with some long term sickness and, consequently these temporary resources will enable the team to operate more effectively and efficiently than recently experienced.
			<b>0</b>	<b>494,610</b>	<b>70,000</b>	<b>424,610</b>	<b>494,610</b>	



(Oxford)

As at: Mar-2018

Ref	Risk		Owner	Gross		Current	
	Title	Risk description		I	P	I	P
CRR-040	Climate change	Risk that a flood event happens that mitigations and plans are not sufficient to deal with	Jo Colwell	5	4	5	4
CRR-031	Supporting Economic Growth	Uncertainty around the exit from the EU may disadvantage Oxford. Non-delivery or underperformance of key growth-related projects such as Oxford to Cambridge Corridor or the local plan could have a detrimental effect on the local economy	Patsy Dell	4	3	4	3
CRR-032	Delivery of financial plan	Unable to balance the Medium Term Financial Plan and hence deliver the Council's Corporate Plan priorities	Nigel Kennedy	4	3	4	3
CRR-033	Housing	The Council has key priorities around Housing, including ensuring housing delivery and supply for the City and enabling sufficient house building and investment.	Stephen Clarke	5	4	3	3
CRR-034	Workforce and skills	Most services in house, challenges around recruitment and retention of high calibre staff, geographical proximity to London, high cost of housing, congested transport infrastructure.	Helen Bishop	3	3	3	3
CRR-035	Community Cohesion	The Council needs to be fair and equitable to all, and be recognised as such.	Ian Brooke	2	2	4	2
CRR-036	Innovative arrangements and models	The Council is unable to optimise the potential of innovative arrangements and models	Nigel Kennedy	5	4	3	3
CRR-037	Devolution	Risk that the City Council doesn't get a significant enough devolution deal	Caroline Green	5	4	3	3
CRR-038	ICT Resilience	Non delivery of digital strategy or failure of the ICT service delivery	Helen Bishop	3	3	4	3
CRR-039	Partnerships / supply chain	Risk that the Council does not work collectively and coherently with partners	Caroline Green	3	3	3	3

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Green = target met

Amber = within tolerance

Red = outside tolerance

Objective	Description	Latest Data		Comments
		Target	Result	
<b>Vibrant and Sustainable Economy</b>				
Vibrant and Sustainable Economy	PA001: Net increase in number of businesses operating in the city	200 Number	140 Number	annual figs not released by ONS until Nov 18. 140 is the final figure
	PA002: Number of jobs created or safeguarded in the city as a result of the City Council's investment and leadership	900 Number	3863 Number	No additional recorded. Final figure for 17/18
	PR001: Amount of employment floor space permitted for development (m2)	15000 Number	4553 Number	3 story building at Oxford Science Park - Magdalen Centre 17/03419/FUL
<b>Meeting Housing Need</b>				
Meeting Housing Need	ED025: The percentage of estimated HMOs in the City that are licenced	75%	82%	Financial penalties are encouraging compliance. It is now harder to locate unlicensed HMOs with only 1 in 7 visits discovering an unlicensed property.
	HP008: Number of new homes granted permission in the city	400 Number	721 Number	Target for the year has been met and exceeded.
	NI 156: Limit our use of temporary accommodation at 2015 levels	120 Number	107 Number	This is an excellent result, against a target of less than 120 households in temporary accommodation. Reducing or maintaining the number of households in temporary accommodation is a challenging target in a very difficult external environment, where the demand for services remains high, and the ability to find suitable accommodation, at affordable rents, locally is increasingly difficult. This result is testament to the continued exceptional homeless prevention work and temporary accommodation management undertaken by Housing Needs teams.
<b>Strong and Active Communities</b>				
Strong and Active Communities	LP119: The number people taking part in our youth ambition programme	6000 Number	6022 Number	The program has exceeded its target this year. The summer holiday activities including those that are funded have generally been more successful this year which is due in part to better advertising and promotion of these. We have undertaken a mock audit with the National Youth Agency of our services in October with positive feedback and areas for improvement. We have delivered a 'working together' event with key partners that work with young people across the City this has been very successful and young people were involved in the planning and delivery of this event.  December and January have been very quiet which in part may be down to the poor weather. However the figures in February and
	LP220: Number of people using leisure centres	1450000 Number	992316 Number	Whilst under target the wider activity offer & number of affordable & accessible leisure facilities in the city has increased (including those funded by the Council).
	PC018: Resident Satisfaction with their area as a place to live	82.0%	82.0%	Data is collected every 2 years so the figure won't change until approx Autumn 2018.

Objective	Description	Latest Data		Comments
		Target	Result	
<b>Cleaner Greener Oxford</b>				
Cleaner Greener Oxford	DS010: Satisfaction with our street cleaning services	0.00%	0.00%	survey not due
	ED002: Implementation of measures to reduce the city council's carbon footprint by 5% each year	452 Tonnes	461 Tonnes	Progressing towards appointment of supplier for Solar Car Port installation at Leys Leisure centre. Developing the case for other Solar projects across estate - inc Seacourt P&R car ports; Cutteslowe Depot, Barton Pool car park car ports. SAC LED lighting upgrade order placed - work to commence imminently. Working towards ISO50001 Energy Management system for SAC and Town Hall. Energy bureau work - closed queries (avoided energy/water spend from spotting billing errors) - 126 closed queries to date this financial year with total value of £30,744.08
	NI 191: The amount of non-recyclable waste produced in the city per household decreases each year	421.00 kgs	365.30 kgs	Lots of work is being carried out to reduce refuse waste and increase recycling across the city.
<b>An Efficient and Effective Council</b>				
An Efficient and Effective Council	CS001a: The % of customers satisfied at their first point of contact (telephone)	98.00%	99.25%	711 telephony customers provided feedback and rated satisfaction at 99.57%. Our telephony results were ranked 2nd in the Gov-Metric league which benchmarks survey results across 70 different councils. Our best result to date !
	CS001b: The % of customers satisfied at their first point of contact (face to face)	80.00%	86.21%	166 face to face customers rated satisfaction at 88.55%. We have continued to encourage take up of face to face customer surveys maintaining increased volumes over the last few months
	CS055: The % of customers satisfied with the OCC website	65%	62%	346 customers surveyed for the web. We received positive comments about Find your bin collection day, Severe weather updates and Book a bulky waste collection pages. Negative comments were received about Contact Us, Find your bin collection day and Book a bulky waste collection pages.
	FN033: Delivery of the council's cost savings and income targets	£1,558,498	£1,558,498	all measures met as set and agreed

**To:** City Executive Board  
**Date:** 13 June 2018  
**Report of:** Head of Financial Services  
**Title of Report:** Clarification of Council Tax Reduction Scheme

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To clarify the operation of the new Council Tax Reduction Scheme for recipients of Universal Credit
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Susan Brown, Leader Councillor Marie Tidball, Supporting Local Communities
<b>Corporate Priority:</b>	Meeting housing need, Efficient, effective council
<b>Policy Framework:</b>	Financial Inclusion Strategy
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Note</b> the clarification of the Council Tax Reduction Scheme;</li> <li>2. <b>Approve</b> a notice of clarification of the Council Tax Reduction Scheme to be published on the Council website; and</li> <li>3. <b>Instruct</b> the Head of Financial Services to ensure that all applications for Council Tax Reduction, for the financial year 2018/19, are calculated in accordance with the original intentions of Council.</li> </ol>	

<b>Appendices</b>	
Appendix 1	Notice of clarification of the Council Tax Reduction Scheme

## **Introduction and background**

1. On 29 January 2018, full Council adopted a new Council Tax Reduction Scheme. This had previously been agreed at a meeting of CEB on 19 December 2017. A recent review of the implementation of this scheme identified a drafting error in Schedule 6 of the Council's scheme which means that the intentions of CEB and Council are not being delivered. This report seeks to provide clarification of the CTR Scheme to ensure that these intentions are met.

## **Income Band Scheme**

2. One of the changes that have been made to the CTR scheme for 2018/19 is to introduce an income band scheme for recipients of Universal Credit. Schedule 6 of the Council's scheme makes provision for how the income band scheme applies to individual recipients. Appendix One of the December report to CEB clearly states how the appropriate income band should be determined. This states that the standard element of the Universal Credit award is the only element that should be taken into account when determining which income band applies. The financial modelling used to determine the income band levels was based on this approach. However the drafting of the definition of the Universal Credit award in Schedule 6 means that only the Housing Cost element of Universal Credit is disregarded, and not any of the other elements.
3. The impact of the existing wording of the CTR scheme means that some people in receipt of Universal Credit, who receive additional elements in their Universal Credit award, may be receiving less support with their Council Tax than Members intended. It was Members intention to disregard additional elements received in respect of children, caring and for people with limited capacity for work.
4. The modelling which was undertaken last year showed that in the new scheme some people would receive more support and some people would receive less support. However, the overall impact should be that there is a slight increase in the amount of support provided by the income band scheme.
5. Appendix One of this report contains the correct wording for the definition of the Universal Credit award, which will ensure Members intentions are delivered. All customers subject to the income band scheme have had recovery action suspended on their Council Tax accounts until this report is agreed by CEB. When that has happened any affected accounts can be corrected, and customers notified accordingly.
6. It is recommended that CEB notes this clarification, agrees to publish the note in Appendix One on the Council website and instructs the Head of Finance to ensure that all applications for Council Tax Reduction for 2018/19 are calculated in accordance with Member's original intentions.

## **Review of CTR Scheme**

7. The Council Tax Reduction Scheme will be subject to ongoing monitoring by officers throughout the year. It is intended to bring proposals for consultation on the 2019/20 scheme to CEB on 18 September 2018. Some changes to the scheme have resulted in a reduction in the support some people receive. Consultation proposals will focus on

understanding the impact of these changes, as well as considering any new changes that may be desirable.

8. In particular, representations by affected parties have been made to officers and Members in relation to the introduction of a minimum income floor for self-employed people. The floor was introduced to mirror the way self-employed people are treated in Universal Credit. Consultation for next year's scheme will seek to engage with this group. If anyone is facing hardship as a result of this measure, they can apply for a discretionary reduction in their Council Tax bill which is provided for by Section 13A of the Local Government Finance Act 1992. This is not awarded as a matter of course, as anyone applying for support needs to demonstrate that they are in genuine hardship. Details of this scheme are on the Council website:  
[https://www.oxford.gov.uk/info/20036/discounts\\_and\\_exemptions/936/council\\_tax\\_discretionary\\_discount](https://www.oxford.gov.uk/info/20036/discounts_and_exemptions/936/council_tax_discretionary_discount)

### **Financial implications**

9. There are no new financial implications for the cost of the CTR Scheme, as this report seeks to provide clarification of the scheme and ensure that the financial implications raised in the report to CEB on 19 December 2017, are realised.
10. Where discretionary support is provided under Section 13A of the Local Government Finance Act 1992, the Council bears 100% of this cost, compared to only 16% of the cost for support provided in the CTR Scheme. This is because the cost of the CTR scheme is shared among the major preceptors in proportion to their precept.
11. Any customer who has received less support with their Council Tax than intended, and has made a payment towards their Council Tax bill this year, will have any excess amount refunded or reduced from their ongoing liability.

### **Legal issues**

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

### **Level of risk**

13. There are no new risks arising from this report. A risk register was included in the Council Tax Reduction Scheme report to CEB on 19 December 2017.

### **Equalities impact**

14. An initial equalities impact assessment was carried out and submitted with the report Council Tax Reduction Scheme report to CEB on 19 December 2017.

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## **Appendix One**

### Council Tax Reduction Scheme – Notice of Clarification

In order to deliver the intentions of Full Council, p.148 of the Council Tax Reduction Scheme intended to have defined the Universal Credit award as shown below. This is the definition that will be used to calculate all Council Tax Reduction awards for the financial year 2018/19, for persons falling under the definition of Class F of the scheme:

#### “Universal Credit Award”

Means the Standard Element of the Universal Credit award payable to the individual (partner), excluding any award of the following elements: child (including any additional amount for disabled child or qualifying young person), childcare costs, carer, limited capability for work, and limited capacity for work related activity; or that which would have been awarded other than for any deductions, amendments, pre-payments, sanctions, or payments to third parties.

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**To:** City Executive Board  
**Date:** 13 June 2018  
**Report of:** Head of Law and Governance  
**Title of Report:** Appointments to charities, trusts, community associations and other organisations 2018/19

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To agree appointments to charities, trusts, community associations and other organisations for the 2018/19 Council Year.
<b>Key decision:</b>	No
<b>Executive Board Member:</b>	Councillor Susan Brown, Leader, Member for Economic Development and Partnerships
<b>Corporate Priority:</b>	None
<b>Policy Framework:</b>	None
<b>Recommendations: That the City Executive Board resolves to:</b>	
<ol style="list-style-type: none"> <li>1. <b>Approve</b> appointments to charities, trusts, community associations and other organisations as shown in Appendices 1A – 1E;</li> <li>2. <b>Note</b> the guidance for appointees as detailed in Appendix 2;</li> <li>3. <b>Agree</b> to adopt the draft categories for appointments to outside bodies as detailed in the report at paragraphs 7 - 8; and</li> <li>4. <b>Agree</b> to remove EMBS Community College, District Council's Network Association and the LGA General Assembly from the list of charities, trusts, community associations and other organisations as detailed at paragraph 14 of the report.</li> </ol>	

<b>Appendices</b>	
Appendix 1A - E	List of nominations to charities, trusts, community associations and other organisations for 2018/19 (with 2017/18 appointments listed for reference).
Appendix 2	Guidance Note for Members appointed to charities, trusts, community associations and other organisations.

## Introduction

1. The Council currently has representatives on a total of 56 outside bodies (22 organisations, 17 community associations, 10 charities and 7 trusts). These are detailed at Appendices 1A – 1D. Most of Council’s representatives sit on the committee of the organisation to which they have been appointed, with many acting in a non-voting advisory role or simply being invited to attend meetings as an observer. Councillors who have been appointed to charities and trusts serve as Trustees on those bodies.
2. The Council also has representatives on 10 partnerships (see Appendix 1E for details) but the Council may only make appointments to 3 of these partnerships. In the case of the remaining partnerships the appointments are either made by the individual partnership or determined by virtue of a councillor’s position as a portfolio holder on the City Council’s Executive Board.
3. Guidance to assist Council representatives on these organisations is provided upon appointment. This ensures that all appointees understand their role and responsibilities in representing the Council on the organisation. A copy of the guidance is attached at Appendix 2.
4. The list of outside bodies and the appointment of representatives to those organisations is in the gift of the Leader of the Council, who chooses to seek City Executive Board agreement to the nominations. This is done annually in June.
5. Proposed changes to the list of outside bodies will be reported to the City Executive Board as required. If a change in representation to an organisation is required during the year the appointment is delegated to the Head of Law and Governance in consultation with the Leader of the Council, and where appropriate with other group leaders.
6. In 2018/19, the Council agreed to award grants to the charities, trusts, community associations and other organisations to which it appoints representatives. The details of the grants are provided in the following reports to the City Executive Board:

[Grant Allocations to Community and Voluntary Organisations \(CEB 19 Feb 2018\)](#)

[Allocation of Homelessness Prevention Funds for 2018/19 \(CEB 20 March 2018\)](#)

Details of the individual grants are included in Appendices 1A – 1E of this report.

## Proposed categories for appointments to outside bodies

7. The list of organisations to which the Council makes appointments has evolved over time. The justification for the inclusion of many of the organisations on the list is self-evident but in some cases the reasons for the Council to continue to appoint to an organisation is less obvious.
8. To address this it is proposed to adopt the following categories to provide some rigour to the decision making underpinning the Council appointments to outside bodies:
  - A. Appointments to organisations that have a significant impact on the achievement of any of the Council’s corporate policy objectives and service priorities and/or organisations who receive funding from the Council

- B. Appointments to organisations with established historical links to the local community, the city of Oxford or the City Council on which representation is desirable and should be maintained as a matter of local goodwill and for as long as nominations are forthcoming from members
- C. Appointments which will allow the Council to influence policy at a national or regional level
- D. Appointments which are a statutory requirement and/or to a partnership

**Annual Review - feedback from Councillors and Outside Bodies 2017/18**

- 9. All Council representatives were asked to comment on the organisations' contribution to the local community and the Council's corporate objectives and whether they felt it was valuable having Council representation on that organisation. The majority of the representatives returned feedback forms confirming that Council representation should continue.
- 10. As in previous years each organisation was invited to comment on the contribution made by the Council's representative. Although response rates remain low the majority of the comments received were positive and welcomed the contribution and commitment of the Council representatives.
- 11. All of the feedback from Council representatives and the organisations was reviewed by the Leader of the Council and used to inform the recommendations in this report.
- 12. Where any concerns were raised, for example non-attendance at meetings, these have been addressed by the Leader of the Council with the representative or organisation concerned and the outcomes are reflected in the recommendations on future appointments.

**Proposed appointments and changes to representation in 2018/19**

- 13. Appendices 1A – 1E set out the proposed nominations to charities, trusts, community associations and other organisations for 2018/19.
- 14. Following consideration of the feedback from councillors and organisations the Leader of the Council has proposed the following specific changes to the list of organisations for 2018/19:

Outside Body	Decision
EMBS Community College	Remove from list – does not meet proposed criteria
District Council's Network Association	Remove from list. Responsibility of the Leader
LGA General Assembly	Remove from list. Responsibility of the Leader

### **Legal and Financial issues**

15. Representation on outside organisations presents legal implications for the Council if the roles and responsibilities of those involved are not fully defined. Council representatives are provided with detailed written guidance on their roles and responsibilities.
16. The appointments proposed in this report have no direct financial implications for the Council.

### **Level of risk**

17. Representation on outside organisations should result in benefit to both the Council and the organisation concerned. There is a risk that such benefit may be lost to either or both parties if representation is withdrawn or inadequately resourced or briefed.

### **Equalities impact**

18. An Equalities Impact Assessment is not necessary for this report.

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**Background Papers:** None

## Appendix 1A Community Associations Appointments 2018-2019

Community Associations	Current Appointment(s) 2017-18	2018/19 OCC Funding	Notes	2018/19 Nominations	
<p>These appointments are annual. The local ward councillors are usually appointed to Community Associations.</p> <p>Category:</p> <p>A. Appointments to organisations that have a significant impact on the achievement of any of the Council's corporate policy objectives and service priorities &amp;/or organisations who receive funding from the Council</p>					
1.	Barton Community Association Management Committee	Cllr Ladbroke	£2406		Cllr Rush
2.	Bullington Community Association	Cllr Kennedy Cllr Lloyd-Shogbesan			Cllr Kennedy Cllr Lygo
287	Cuttleslowe Community Association	Cllr Fooks Cllr Gant			Cllr Gotch Cllr Gant
4.	Donnington Community Association Management Committee	Cllr Tanner Cllr Tarver			Cllr Tanner Cllr Tarver
5.	Donnington Doorstep Family Centre	Cllr Tarver Cllr Kennedy	£8,000 (per year to 2020/21) plus further £10,000 in 2018/19		Cllr Tarver Cllr Kennedy
6.	East Oxford Community Association	Cllr Azad Cllr Hayes			Cllr Azad Cllr Hayes
7.	Florence Park Community Association	Cllr Simm Cllr Henwood			Cllr Simm Cllr Henwood
8.	Headington Community Association	Cllr Munkonge Cllr Sinclair			Cllr Munkonge Cllr Roz Smith

## Appendix 1A Community Associations Appointments 2018-2019

Community Associations		Current Appointment(s) 2018/19	2018/19 OCC Funding	Notes	2018/19 Nominations
9.	Jericho St Barnabas Community Association Management Committee	Cllr Cook Cllr Pressel			Cllr Cook Cllr Pressel
10.	Littlemore Community Association	Cllr Tanner		1 x appointment only	Cllr Corais
11.	North Oxford Association	Cllr Fry Cllr Gant <del>Catrin Roberts</del>		2 x appointments only	Cllr Fry
					Cllr Gant
12.	Northway Community Association	<del>Cllr Anwar</del> Cllr Chapman			Cllr Chapman
					Cllr McManners
13.	Regal Area Community Centre Association	Cllr Azad <del>Cllr Anwar</del>			Cllr Azad
					Cllr Arshad
2018	Risinghurst Community Centre	Cllr Munkonge <del>Cllr Sinclair</del>			Cllr Munkonge
					Cllr Roz Smith
15.	Rose Hill Community Association	<del>Cllr Paule</del>		1 x appointment only	Cllr Aziz
16.	South Oxford Community Association Management Committee	<del>Cllr Price</del> Cllr Tidball			Cllr Donnelly
					Cllr Tidball
17.	West Oxford Community Association	Cllr Cook Cllr Pressel			Cllr Cook
					Cllr Pressel



## Appendix 1 B - Charities Appointments 2018-2019

Charities	Current Appointment 2018/19	Expiry	Status and length of appointment	OCC Funding 2018/19	Notes	2018/19 nominations	
B Appointments to organisations with established historical links to the local community/ city/ Council on which representation is desirable and should be maintained as a matter of local goodwill and for as long as nominations are forthcoming from Members.							
1.	<a href="#">Agnes Smith Advice Centre</a>	Cllr Taylor	2018	Attends Management Committee Annual x 1	£81,026 (per year to 2020/21)	Re-appoint	Cllr Taylor
2.	<a href="#">Alice Smith Trust and Sarah Nowell Educational Organisation</a>	Cllr Taylor	2018	Trustee x 1 4 year term		Re-appoint	Cllr Taylor
3.	<a href="#">City of Oxford Charity</a>	Cllr Curran	2020	Trustee x 6 4 year term		1 x appointment to run to 2020 3 x appointments to run to 2022	
		<del>Cllr Sanders</del>	2022				Cllr Corais (2022)
		<del>Cllr Rowley</del>	2022				Cllr Simm (2022)
		Vacancy	2020				Cllr Azad (2020)
		Cllr Kennedy	2021				
		Cllr Fooks	2022				Lib Dem appointment (2022)
4.	<a href="#">Elder Stubbs Charity</a>	Cllr Abbasi	2021	Trustee x 6 4 year term Must be a resident of or represent: Hockmore St, Cowley, Church Cowley, Temple Cowley, Parish of Cowley St John		New appointments to replace ex Cllrs Abbasi and Benjamin. Must meet criteria to serve as a Trustee.	Cllr Bely-Summers
		<del>Elise Benjamin</del>	2018				Cllr Arshad
		Cllr Curran	2018				Cllr Curran
		Cllr Tarver	2018				Cllr Tarver
		<del>Judith Harley</del>	2019				
		<del>Bryan Keen</del>	2020				
5.	<a href="#">Headington Parish Charity</a>	Cllr Clarkson Cllr Wilkinson	2019 2019	Trustee x 2 4 year term		1 x vacancy; appointment to be made by the Leader	

## Appendix 1 B - Charities Appointments 2018-2019

6.	<a href="#">Non Ecclesiastical Charities of St Mary's Magdalen</a>	Cllr Brown	2020	Trustee 4 year term of office.		Re-appoint	Cllr Brown
7.	<a href="#">Parochial Charities of St Clements</a>	Cllr Azad	2020	Trustee x 2 Cllr term of office. Should be Cllrs for St Clements or St Mary's wards.			
		Cllr Hayes	2018			Re-appoint	Cllr Hayes
8.	<a href="#">Rose Hill &amp; Donnington Advice Centre</a>	<del>Cllr Paule</del>	Annual x 2	Attend meetings of Board of Trustees	£85,955 (per year to 2020/21)	2 x new appointments	Cllr Corais
		<del>Cllr Sanders</del>					Cllr Aziz
9.	<a href="#">St Aldate's Parochial Charity</a>	Cllr Kennedy	2020	Trustee x 1 4 year term			
10.	<a href="#">Susan Kidd Charity</a>	Cllr Upton	2018	Trustee x 1 4 year term		Re-appoint	Cllr Upton

## Appendix 1C Trusts Appointments 2018-2019

Trusts	Current Appointment	Expiry	Status and length of appointment	2018/19 OCC Funding	Notes	2018/19 nominations
A. Appointments to organisations with established historical links to the local community/ city/ Council on which representation is desirable and should be maintained as a matter of local goodwill and for as long as nominations are forthcoming from Members						
1. <a href="#">Katherine Rawson Trust</a>	Mike Gotch	2020	Trustee x 3 (with voting rights) 4 year term			
	Cllr Goddard	2018			Re-appoint	Cllr Goddard
	Cllr Goff	2020				
2. <a href="#">Old Marston Charities Trust</a>	Cllr Chapman	2020	Trustee x 2 (no voting rights) 4 year term			Cllr Haines
	Cllr Clarkson	2020				
3. <a href="#">Oxford Leon Trust</a>	Cllr Tanner	2019	Trustee x 2 4 year term			
	Cllr Rowley	2018				
4. <a href="#">Oxford Playhouse Trust</a>	Cllr Clarkson	2018	Observer to the Board x 1 Annual	£24,000	Re-appoint	Cllr Clarkson
5. <a href="#">Oxford Poverty Action Trust</a>	Cllr Rowley	2018	Trustee x 1 (with voting rights) Annual			Cllr Smith
6. <a href="#">Oxford Preservation Trust</a>	Cllr Cook	2018	Trustee x 2 (with voting rights) Annual		Re-appoint	Cllr Cook
	Cllr Upton				Re-appoint	Cllr Upton
7. <a href="#">Pegasus Theatre Trust</a>	Cllr Curran	2018	Annual x 1	£25,000	Re-appoint	Cllr Curran

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## Appendix 1D Outside Bodies Appointments 2018-2019

	Organisation	Current Appointment(s) 2017/18	Length of appointment	2018/19 OCC Funding or Cost to OCC	Notes	2018/19 nominations
A	Appointments to organisations that have a significant impact on the achievement of any of the Council's corporate policy objectives and service priorities &/or organisations who receive funding from the Council					
C	Appointments which will allow the Council to influence policy at a national or regional level					
1.	Citizen's Advice Bureau	Cllr Kennedy Cllr Tarver	Annual x 2	£190,000 (per annum to 2020/21)	Category A	Cllr Bely-Summer Cllr Tarver
2.	Council of Ruskin College	Cllr Kennedy Cllr Curran Cllr Paule	Annual x 3			Cllr Rush Cllr Djafari-Marbini Cllr Kennedy
3.	EMBS Community College (was Oxfordshire Ethnic Minorities Enterprise Unit)	Cllr Azad	Annually x 1		Remove from list – does not meet criteria	
4.	Fusion – Oxford's Community Arts Agency	Cllr Simm Cllr Curran	Annual x 2	£28,128	Category A	Cllr Mary Clarkson Cllr Tom Hayes
5.	Gatehouse	Cllr Upton	Annual x 1	£5580	Category A	Cllr Howlett
6.	Historic England South East - Heritage Champion	Cllr Cook	Annual x 1		Category A	Cllr Cook
7.	Homeless Oxfordshire (was Oxford Homeless Pathways)	Cllr Hollingsworth Cllr Rowley	Annual x 2	£252,753	Category A 1 rep to be Leisure & Housing portfolio holder	Cllr Hollingsworth Cllr Smith
8.	Modern Art Oxford	Cllr Smith Cllr Hollingsworth	Annual x 2	£70,000	Category A	Cllr Cook Cllr Hollingsworth

## Appendix 1D Outside Bodies Appointments 2018-2019

9.	Mortimer Hall Management Committee	Cllr Upton	Annual x 1		Retain on list as Category B – historical links and goodwill gesture	Cllr Upton
10.	NABAEMC (National Association of Black Asian and Ethnic Minority Councillors (UK)	Cllr Azad	Annual x 1		Category C	Cllr Azad
11.	Oxford and District Sports and Recreation Association for the Disabled (OXSRAD)	Cllr Upton	Annual x 1		Category C Should be Healthy Oxford portfolio or Leisure & Housing portfolio	Cllr Upton
12.	Oxford Asian Cultural Association	Cllr Azad Cllr Smith	Annual x 2	£4025	Category A	Cllr Azad Cllr Aziz
13.	Oxford Sports Council Executive Committee	Cllr Smith Vacancy	Annually x 2		Category C 1 x should be Healthy Oxford portfolio or Leisure & Housing portfolio	Cllr Upton Cllr Lygo
14.	Oxfordshire Community and Voluntary Action	Cllr Simm	Annually x 1		Category A Should be Supporting Local Communities portfolio	Cllr Tidball
15.	Oxfordshire Museums Council	Cllr Pressel	Annually x 1		Category C	Cllr Clarkson
16.	Oxfordshire County Council School Organisation Stakeholder Group	Cllr Tidball	Annually x 1		Category C Should be Supporting Local Communities portfolio	Cllr Tidball
17.	South Oxford Adventure Playground Executive Committee	Cllr Price	Annually x 1	£5000 per year to 2021	Category A Should be a Hinksey ward councillor	Cllr Donnelly
18.	The Porch Steppin Stones Centre	Cllr Azad	Annually x 1	£55,000	Category A	Cllr Aziz
19.	Association Public Service Excellence (APSE)	Cllr Smith	Annual x1		Category C	Cllr Corais

### Appendix 1D Outside Bodies Appointments 2018-2019

20.	District Council's Network Association	Cllr Price	Annual x 1		Remove from list. Responsibility of the Leader	
21.	LGA General Assembly	Cllr Price	Annual x1		Remove from list. Responsibility of the Leader	
22.	Local Government Information Unit	Cllr Hollingsworth	Annual x 1		Category C	Cllr Hollingsworth

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## Appendix 1E Partnership appointments 2018-2019

D Appointments which are a statutory requirement and/or to a partnership These appointments are usually made by the Partnership or linked to Executive Portfolio responsibilities; they are included here for information only		
	Executive Portfolio	Partnership
1.	<b>Cllr Susan Brown</b> Leader – Economic Development and Partnerships	Oxford Strategic Partnership (OSP)
2.		OSP Economic Growth Steering Group
3.		Oxfordshire Partnership
4.		Oxfordshire Growth Board
5.		The Oxfordshire Local Enterprise Partnership (OxLEP)
6.	<b>Cllr Hayes</b> Safer, Greener, Environment portfolio	Oxfordshire Safer Communities Partnership
7.		Safer Oxfordshire Partnership
8.		Oxfordshire Environment Partnership
9.		Thames Valley Police and Crime Panel
10.		Low Carbon Oxford
11.	<b>Cllr Tidball</b> Supporting Local Communities	Stronger Communities Steering Group
12.		Community Impact Zone
13.	<b>Cllr Upton</b> Healthy Oxford	Health & Well Being Board
14.		Health Improvement Board
15.	<b>Growth Board Advisory Sub-Groups and Scrutiny Panel</b>	
16.	Councillor Smith	Infrastructure Advisory Sub Group
17.	Councillor Rowley	Housing Advisory Sub Group
18.	Councillor Hollingsworth	JSSP Advisory Sub Group
19.	Councillor Gant Councillor Henwood Green nominee TBC	Growth Board Scrutiny Panel

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## **Guidance for Members who are appointed by the Council to serve on Outside Bodies**

### **Introduction**

This guidance has been produced to support Councillors who are appointed to serve on outside bodies by outlining their responsibilities and obligations in that role. The guidance does not attempt to provide definitive answers to every particular set of circumstances but rather to provide a framework against which members can exercise judgement when faced with potential conflicts.

Councillors may be appointed to a wide range of outside bodies. Most appointments are made by the City Executive Board. Councillors may also be appointed directly by the outside body itself to serve in a private capacity (for instance as a member of the community) rather than as an elected member of the Council, or they may be serving as a member of that body before being elected as a Councillor.

The roles of Councillors on outside bodies will depend upon the legal nature of that organisation and the capacity in which they are appointed to act. Councillors must act according to the framework set by the outside body and take an informed role in the management of the outside body's affairs. This involves attending meetings on a regular basis and carrying out their duties to the best of their abilities. Whilst it is permissible for a Councillor to take account of the Council's interests, Councillors should apply their own judgement in any given situation.

### **The application of the council's code of conduct**

Members must adhere to the council's code of conduct as set out in the council's constitution when taking part in council business.

### **Interests**

If you have a Disclosable Pecuniary Interest (DPI) in a matter to be considered at the meeting, and that interest is on your register of interests, you must not speak or vote on the matter. You should also leave the room during any discussion of, or vote on any matter in which you have a DPI.

When councillors discuss matters relating to an outside body on which they serve at council meetings, they may take account of that outside body's interest. However, they should not vote simply in accordance with the mandate of that outside body. The primary consideration is the public interest.

Where a Councillor has been appointed to an outside body as a representative of the council he/she may regard themselves as not having an interest. It is important to remember that simply by appointing a Councillor to an outside body the council does not grant the person an automatic exemption from conflicts of interest in every circumstance

relating to that body.

### **Bias and Predetermination**

If a member is found to have been biased when making a council decision, the decision is likely to be set aside in the event of legal challenge. (Where actual bias has not been established the personal impartiality of the Councillor is to be presumed.)

In summary, the duties of a Councillor as a Director, or a trustee or a member of a management committee may well give rise to a legitimate fear of lack of impartiality.

The fundamental principles of this guidance are as follows:-

- Councillors will act according to the rules, constitutions and frameworks set by the relevant outside body and, where possible, with those of the Council
- Councillors will make independent and personal judgements based on their responsibilities to the outside body
- Councillors will report back on their involvement with the outside body – you will be asked to complete a feedback form each year about the organisation to which you are appointed for consideration by the City Executive Board

The guidance addresses three specific circumstances which arise from time to time and as a result of which potential conflict can arise. These are:-

- Where the Councillor is appointed Director of a Company
- Where the Councillor is appointed as a Trustee
- Where the Councillor is appointed to an Unincorporated Association

### **Insurance**

You should establish as soon as you are appointed what, if any, insurance is in place that covers you in your role.

You should establish what insurance the organization itself holds for other purposes, for example third party liability insurance and employers liability insurance (the second of which is a legal obligation for all organisations which employ staff). Clearly adequate and comprehensive insurance cover for the organisation is likely to limit any residual exposure for you as a Trustee, Director, Committee member, etc.

The ability of local authorities to indemnify councilors and officers for any personal liability arising from actions or decisions taken by them in the course of their official duties is covered under the Local Authorities (Indemnities for Members and Officers) Order 2004.

### **Where the Councillor is appointed Director of a Company**

Companies can be:

- Limited by shares, usually operating a trade or business. They have shareholders and distribute profits to shareholders as dividends.
- Limited by guarantee, “not for profit” organisations. This type of company may also be a charity and has members rather than shareholders.

Companies offer limited liability which means that the members or shareholders are usually not personally liable for the company’s debt and liabilities, subject to some limited exemptions.

The powers of the directors are usually set out in the Articles of Association. These are the rules that govern the internal management of the company.

The Director cannot vote simply in accordance with the Council mandate, to do so would be a breach of duty.

When acting as a Director a Councillor owes a fiduciary duty to the company, not to the individual shareholders, to act honestly and in good faith and in the best interests of the company as a whole. Directors must take proper care of the interests of the company.

A general duty of care and skill to the company is imposed, but a Director requires no greater skill than might reasonably be expected of someone of that individual's particular knowledge and experience. A Director is not deemed to be an expert, but is expected to use due diligence and to obtain expert advice if necessary.

There may be actual or potential conflicts between the interests of the Council and the interests of the company. In such circumstances it would be inappropriate for the Councillor to take part in discussions upon such topics both as a Councillor and as a Director. If the conflict is a serious one or repeatedly presents itself then it may be appropriate for the Councillor to resign as a Director of the company. If in doubt, Councillors should seek advice from the Monitoring Officer about any potential conflicts of interest.

Directors are not allowed to make a private profit from their position. They must therefore disclose any interests they or their family have in relation to the company's contracts. Whether they are then allowed to vote will depend upon the Articles of Association of the company.

Directors must ensure compliance with relevant companies legislation in relation to the keeping of accounts and the making of relevant returns to the Registrar of Companies. Failure to do so incurs fines and persistent default may lead to disqualification as a Director.

Directors should also ensure that the company complies with other legislation such as Health and Safety legislation if the company employs staff or employs contractors to undertake work.

### **Where the Councillor is appointed as a Trustee**

A number of useful publications are available on the Charity Commission's website: [www.charitycommission.gov.uk](http://www.charitycommission.gov.uk).

Those who are responsible for the control and administration of a charity are referred to as trustees, even where the organisation is a company limited by guarantee where they are not strictly trustees.

Trustees must take care to act in accordance with the Trust deed and to protect the charity's assets. They are also responsible for compliance with the Charities Acts and the Trustee Act 2000.

Trustees must not make a private profit from their position. They must also perform their duty with the standard of care which an ordinary, prudent business person would show. Higher standards are required of professionals and in relation to investment matters.

Charitable Trustees must ensure that the information relating to the Trust and Trustees is registered with the Charity Commissioners and annual accounts and returns are completed and sent.

If charitable income exceeds £5,000 the letters, advertisements, cheques etc., must bear a statement that the organisation is a registered charity.

Trustees are under a duty to ensure compliance with all relevant legislation for example in relation to tax and health and safety.

### **Where the Councillor is appointed to an Unincorporated Association**

Groups which are neither limited companies nor charitable trusts may be “unincorporated associations” which have no separate legal identity from their members.

The rules governing the members’ duties and liabilities will (or should) be set out in the organisation’s constitution, which is simply an agreement between members as to how the organisation will operate. Usually the organisation’s constitution will provide for a management committee to be responsible for the everyday running of the organisation. Management Committee members must act within the organisation’s constitution and must take reasonable care when exercising their powers.

### **The Code of Conduct for Councillors**

These guidelines should be read in conjunction with the Members’ Code of Conduct which has been adopted by Council. When Councillors are representing the Council on another body, they must follow the code unless it conflicts with a legal duty owed to the other body.

Some outside bodies may require the Councillor to treat their business as confidential. This may sometimes create a dilemma for the Councillor and may seem contrary to the idea of assisting public accountability. However, a Councillor will be bound by any confidentiality undertaking given.

### **General**

As mentioned earlier these guidelines are intended solely for the purpose of providing a general basis upon which members appointed to outside bodies can exercise their judgement when balancing their respective responsibilities as a Councillor and a nominated representative. The guidelines cannot provide a detailed answer for all circumstances and consequently, if in doubt, a Councillor should seek further advice and guidance from the Council’s Monitoring Officer.

**Head of Law & Governance**  
**14 May 2018**

## Minutes of a meeting of the CITY EXECUTIVE BOARD on Tuesday 22 May 2018

www.oxford.gov.uk



### Committee members:

Councillor Brown (Chair)	Councillor Chapman
Councillor Clarkson	Councillor Hayes
Councillor Hollingsworth	Councillor Rowley
Councillor Smith (Deputy Leader)	Councillor Tidball
Councillor Turner	Councillor Upton

### Officers:

Gordon Mitchell, Chief Executive  
Tim Sadler, Executive Director Sustainable City  
Caroline Green, Assistant Chief Executive  
Nigel Kennedy, Head of Financial Services  
Anita Bradley, Monitoring Officer  
Andrew Brown, Committee Services Manager  
Paul Wilding, Programme Manager Revenue & Benefits  
John Mitchell, Committee and Member Services Officer

### Apologies:

None.

### 6. Declarations of Interest

Cllr Upton declared a pecuniary interest in relation to item 9 on the agenda, having shares in Low Carbon Hub IPS.

### 7. Addresses and Questions by Members of the Public

None.

### 8. Councillor Addresses on any item for decision on the Board's agenda

None.

### 9. Councillor Addresses on Neighbourhood Issues

None.

### 10. Items raised by Board Members

None.

## 11. Scrutiny Committee Reports

In the unavoidable absence of the Chair and Vice Chair of the Scrutiny Committee and the Scrutiny Officer the two Scrutiny reports were introduced by the Committee and Member Services Manager.

### Discretionary Housing Payments Policy

This was a matter which had previously been considered by the Committee, most recently in October 2017 and November 2016. The Committee had noted that there were considerable fluctuations in the level of grant funding and that the Council had the power to top up the money available for this purpose if it wished. Notwithstanding the existence of the hardship fund to assist those affected by the introduction of Universal Credit, the Committee wished to recommend that the Board give consideration to topping up the Discretionary Housing Payment (DHP) grant provided by the government for the reasons outlined in the report.

The Board's response to the Committee's recommendations was given at that item on the agenda (see below).

### Oxford Town Hall

The Committee had commissioned a report to look at how the Town Hall was being promoted and, in considering this, the report touched on the issue of accessibility to it. The Committee's consideration of the report had concluded with three recommendations relating to: a review of charges made for the use of certain facilities (e.g. voice enhancers); the assembly of data about town hall use, including by different groups and community organisations; and the need for further work to make the key public areas of the Town Hall equally accessible for all users.

The Chair apologised for the fact that neither she nor Cllr Tidball had been able to attend the Committee meeting at which it had been discussed as they had been attending compulsory planning training. It was regrettable that neither of them had had the opportunity for an earlier sight of the report, not least because of Cllr Tidball's considerable previous involvement with matters of access in relation to the Town Hall. Rather than responding in detail now to all of the Committee's recommendations it would be preferable for the Chair and Cllr Tidball to return to the Board at a future date with a report to address the matters raised.

Cllr Tidball supported some of the principles set out in the report, such as the desirability of collecting good data about the use of the Town Hall to inform strategies to increase inclusivity and accessibility. Some matters needed finessing. In relation to charging, for example, it would be appropriate distinguish different types of event such as music and conference events and to charge for voice enhancers to be used as a conferencing system, but not for their use as a hearing loop facility. The audit undertaken of Town Hall accessibility was very comprehensive and, once signed off, would be central to future decisions about these matters.



The City Executive Board resolved to:

**Accept** recommendations 1 and 2 of the Scrutiny Committee's report, subject to the recognition of the fact that charging is appropriate in some circumstances; and

**Agree** that the Chair and Cllr Tidball should bring a further report to the Board in due course.

## **12. Clean Bus Technology Retrofit Scheme**

The Executive Director, Sustainable City, had submitted a report which sought project approval to retrofit buses in Oxford with emissions reduction equipment, in the interest of improving air quality, following an award of £1,662,930 from the Joint Air Quality Unit, DEFRA.

Cllr Hayes introduced the report. It was pleasing that the Council had been able to take advantage of the opportunity to access central government funding for the benefit of the City and its residents. The award of the funding and the resultant scheme should properly be regarded as a great success. Air pollution was a matter of great concern and any significant contribution to mitigating its harmful effects were to be welcomed. He paid tribute to the work of officers in bringing the scheme to fruition. The report's recommendations were agreed subject to the addition of the Board Member for Safer, Greener Environment as a consultee in recommendation 2.

The City Executive Board resolved to:

1. **Grant** project approval for the bus retrofit programme outlined in this report; and
2. **Delegate** to the Executive Director of Sustainable City, in consultation with the: Board Member for Safer, Greener, Environment; Monitoring Officer and Section 151 officer, the authority within the funding envelope provided by the Council to enter into appropriate agreements with :
  - a) the Council's bid partners; and
  - b) third parties required to deliver the project subject to their being selected under an appropriate procurement process.

## **13. Extension of Loan to Low Carbon Hub IPS**

Cllr Upton left the room.

The Head of Financial Services had submitted a report to request that the City Executive Board approves the extension of a loan facility to the Low Carbon Hub.

Cllr Turner introduced the report. The work of the Hub was to be commended, and the project was proceeding well. Repayments, with the agreed interest, were all being made as agreed. The project continued to represent good value for residents and the Council alike.

The Chief Financial Officer confirmed that the project offered good security and, having undertaken due diligence on the financial standing of the Hub, had no hesitation in commending the report's recommendations to the Board.

The City Executive Board resolved to:

1. **Approve** an extension of the availability period of the Council's current loan agreement with the Low Carbon Hub, so that the remaining £1.3m of outstanding loans are repayable by the Low Carbon Hub by 29 March 2019, on similar terms as those applying to the existing loan facility; and
2. **Agree** that a supplemental agreement be entered into with the Low Carbon Hub setting out the terms of this loan extension period.

#### **14. Review of Discretionary Housing Payment policy**

Cllr Upton returned to the room.

The Head of Financial Services had submitted a report to seek the City Executive Board's approval to amend the current Discretionary Housing Payment policy and to note the trends in expenditure detailed in the report.

The Chair introduced the report, reminding those present this was the annual review of the Council's approach to the use of Discretionary Housing Payments (DHP).

The Revenues and Benefits Programme Manager noted that this was the first time since 2013 (when the current policy had been introduced) that there had been little need to make significant changes to the policy.

With regard to the Scrutiny Committee's recommendation, the Chair understood why it sought to top up the DHP fund. This aspiration did not, however, take account of the fact that it was hard to predict where the need for support would occur next and DHPs were, by their nature, very narrowly targeted. The hardship fund could, on the other hand, be deployed more flexibly and, critically, before families and individuals could even be considered for a DHP. If an increase in funding was needed to support vulnerable families, then it would be preferable for the hardship fund to be topped up rather than the DHP fund. It was noted that changes in DHP grant funding from year to year had reflected changes to the benefits regime at a national level. While the Council's grant funding had been reduced for 2018/19, no new demand was expected to arise from benefit changes.

Concern was expressed that the Scrutiny Report appeared to suggest that the agreed DHP policy criteria were being applied with varying degrees of consistency as a direct response to (and to ameliorate the consequences of) varying levels of funding. This was patently not the case and, for the avoidance of doubt, the record should be corrected. To that end, the Scrutiny Committee should be asked to make this clear in its next minutes.

In discussion it became clear that while the priorities for the allocation of DHPs had been fine-tuned from year to year to target those with the greatest need (e.g. families

prioritised over single people) the policy at a particular time had always been applied consistently. In practice, no one who needed access to the fund had been denied it.

Cllr Tidball said that representations would be made to the Government about a number of groups for whom additional help seemed likely to be needed. These included those for whom Universal Credit payments were delayed; young people as they reach the age of 20 and are in certain categories of education and or have special educational needs or a disability; and those discharged from hospital or prison. In the absence of a satisfactory national response additional local support may be necessary.

The City Executive Board resolved to:

**Approve** the amendments to the current Discretionary Housing Payment policy and to note the trends in expenditure detailed in the report.

## **15. Regulation of Investigatory Powers Act 2000 Use of Surveillance Powers and Amended Procedure Document**

The Head of Law & Governance had submitted a report to note the Council's use of the investigatory powers for the year 2017/18 and to approve the Council's amended policy and procedure document.

The Chair introduced the report which merely confirmed that the Council had not used the powers available to it under the Regulation of Investigatory Powers Act 2000 in the year 2017/18 and that an Investigatory Powers Commissioner's Office Inspection Report had been provided by His Honour Brian Barker CBE QC ( Assistant Surveillance Commissioner) in October 2017 which recommended a number of amendments to the Council's RIPA Policy and Procedure.

The Monitoring Officer outlined the Assistant Surveillance Commissioner's recommendations with regard to amendments to the RIPA Policy and Procedure and the need for an updated training programme for all Authorising and relevant officers.

In relation to the Policy and Procedure accompanying the report, the Monitoring Officer drew attention to a typographical error in the heading of section 3 and noted that the Council's authorising officers detailed in section 4.2 should include the Executive Director for the Sustainable City rather than the Executive Director for Community Services.

Subject to those corrections the City Executive Board resolved to:

1. **Note** the Council's non use of the investigatory powers for the year 2017/18;
2. **Agree** that there was no longer need for annual reports to full Council about the use of Regulatory of Investigatory powers in any year when the powers have not been utilised; and
3. **Adopt** the Council's RIPA Policy and Procedure as amended.

## **16. Minutes**

The City Executive Board resolved to:

**Note** the minutes of the meetings held on 17 April 2018 and 15 May 2018 as true and accurate records of those meetings.

## **17. Dates of Future Meetings**

Meetings are scheduled for the following dates:

13 June 2018  
11 July 2018  
14 August 2018  
18 September 2018  
16 October 2018  
14 November 2018  
18 December 2018

All meetings start at 5pm.

## **18. Matters Exempt from Publication**

No matters were considered in confidential session.

**The meeting started at 5.00 pm and ended at 6.00 pm**

Chair .....

**Date: Wednesday 13 June 2018**