

# Agenda

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## City Executive Board

Date: **Wednesday 11 July 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 6 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](#)

### **Copies of this agenda**

Reference copies are available to consult in the Town Hall Reception. Agendas are published 6 working days before the meeting and the draft minutes a few days after.

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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 will meet on 03 July. Any reports to the City Executive Board flowing from that meeting will be published as a supplement to this agenda.

8 CHILDREN AND YOUNG PEOPLE'S STRATEGY

7 - 80

**Lead Member:** Supporting Local Communities (Councillor Marie Tidball)

The Head of Community Services has submitted a report to request that the City Executive Board approves the Children & Young Persons Strategy (2018-2022) which has been updated following consultation.

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

**Adopt** the Children & Young Persons Strategy.

9 MINUTES

81 - 90

**Recommendation:** The City Executive Board NOTES the minutes of the meeting held on 13 June 2018 as a true and accurate record.

## **10 DATES OF FUTURE MEETINGS**

Meetings are scheduled for the following dates:

14 August 2018  
18 September 2018  
16 October 2018  
14 November 2018  
18 December 2018

All meetings start at 5pm.

## **11 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.

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

## **DECLARING INTERESTS**

### **General duty**

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

### **What is a disclosable pecuniary interest?**

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

### **Declaring an interest**

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

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

### **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

**To:** City Executive Board  
**Date:** 11 July 2018  
**Report of:** Head of Community Services  
**Title of Report:** Children & Young Persons Strategy (2018-2022)

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To request that the City Executive Board approves the Children & Young Persons Strategy (2018-2022) which has been updated following consultation.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Marie Tidball
<b>Corporate Priority:</b>	Strong, Active Communities
<b>Policy Framework:</b>	Oxford City Council's Corporate Plan
<b>Recommendations: That the City Executive Board resolves to:</b>	
1. Adopt the Children & Young Persons Strategy	

<b>Appendices</b>	
Appendix 1	Children & Young Person's Strategy
Appendix 2	Risk Register
Appendix 3	Initial Equality Impact Assessment
Appendix 4	Summary of the consultation feedback

## **Introduction and background**

1. Our vision is that every child and young person can fulfil their potential and become happy, safe, successful, healthy and active citizens. The strategy shows how we will use our resources and work with our partners to achieve this.
2. The draft Children & Young People's Strategy was approved for public consultation by the City Executive Board on the 13<sup>th</sup> February 2018. 38,253 people viewed our promotional videos on social media and we received 113 responses to the consultation, most of which were from representative organisations. The consultation generated some very useful feedback which has shaped and improved the strategy.
3. We have three principles that underpin our vision for the Children and Young People's Strategy which will guide our service development and delivery, these are:
  - a) Preventative-led provision
  - b) Equality, inclusion and engagement of young people
  - c) Facilitating effective partnership working.
4. To deliver these principles we will pilot a new way of working that builds on our strong partnerships. We will do this by implementing a framework called Ready by 21. This framework enables the structured collaboration of all the groups that support a young person's journey into adulthood such as schools, community groups, health providers, local authorities, families and young people themselves.
5. Using the Ready by 21 Framework we will share and scrutinise data about young people and work with our partners to gain a collective insight into the root causes of the societal problems facing young people and agree how we can work better together to have the greatest long-term impact.
6. We will trial this approach alongside a zoning methodology where we will focus on certain areas of the city – this will help our learning and enable local differences to be understood.
7. The strategy will influence the Council's policy framework to ensure all our services reflect the needs of young people.

## **The consultation process**

8. A press release and posts on social media were used to launch the consultation. Throughout the eight week consultation the draft strategy was on the Council's website and available for comment through the on-line consultation page.
9. We were especially keen to get the views of young people so held focus groups at Saint Gregory the Great School, Parasol (a group who work with disabled young people), Wood Farm Youth Club and Wolvercote Young People's Club. These sessions provided valuable insights into what really matters for young people.
10. We also worked with young people to make a promotional video to help reach a wider audience and we obtained feedback direct from social media.

11. The strategy was also sent directly to the city's secondary head teachers, health professional, the County Council, members of the City's Youth Partnership Board and a range of community groups to encourage their feedback.
13. This feedback was recorded on a spreadsheet which we have updated to include our responses (appendix four).

### **Summary of consultation results**

14. The consultation has shown a very strong level of support for the strategy, the common themes from the consultation were:

**Respondents felt that the strategy is targeted at professionals and asked that we find a way to make it more useful for a wider audience.**

*We have worked with young people to create a short video that summarises the strategy. The video explains the three key principles of the strategy and the main actions will be taking to help to improve the lives of young people.*

#### **The need to work effectively in partnership**

*While respondents felt our focus and implementing a partnership framework was very positive, there was a lot of feedback to encourage a long-term commitment to the approach.*

#### **Further clarity on roles and responsibilities**

*We have updated the Ready by 21 framework (appendix three) in the strategy that shows how partners work with young people across the stages of the framework. We have also made our role clearer and updated the schools section.*

#### **An increased focus on people with disabilities**

*The second principle in the strategy focuses on Equality, Inclusion & Engagement of Young People. We have added a further action to strengthen our work to support people with disabilities and added a further table in the action plan that focusses on how we will meet the need of young people.*

#### **An increased focus on mental health**

*While the strategy does increase our focus on mental health, we have added a commitment to explore what more we can do and to see what quality assurance we can implement and an enhanced commitment around staff training.*

### **Level of Risk**

7. The risk register is shown in appendix two.

## Environmental

8. There are minimal environmental impacts.

## Equalities Impact

12. The Equalities Impact Assessment is shown in appendix three.

## Financial Implications

10. The action plan shows the financial position for the strategy. The strategy will help support applications for external funding.

## Legal Implications

11. There are minimal legal implications.

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<b>Background Papers:</b> none

**Oxford City Council**  
**Children & Young People's Strategy**

***“Working together to help every child &  
young person fulfil their potential”***

**2018-2022**

# Appendix 1

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# Appendix 1

## Foreword

Our City and the wider County have international significance as a result of our high concentration of human capital, knowledge and innovation. These factors drive growth in our region and mean we have an important role to play in the country's knowledge-economy – attracting investment in new industry and facilitating trade. However, this growth must be matched by services, housing and infrastructure which meet our population's needs and aspirations.

Oxford's children and young people are the future of our city. This strategy is designed to help meet their needs and to work with them to fulfil their ambitions and to achieve the best outcomes for them.

The new Children and Young People's Strategy builds on the earlier Youth Ambition Strategy by setting out what else we do across our services, to work with and support young people, and how we support partners and young people to achieve the best outcomes for them. Ready by 21 is an innovative framework, about education, families, communities and partners working together to make sure young people succeed, in order to ensure that all children and young people will be ready for college, work and life<sup>1</sup>. Preventative-led provision is central to our strategy, which focuses on using our services to achieve place-based interventions and overcome siloed practices by facilitating excellent partnership working. Consequently, it is designed to be a complimentary strategy to the Children's Trust's *Oxfordshire's Children and Young People's Plan 2018 – 2021*.

Oxford is a vibrant city but young people from disadvantaged circumstances are still more likely to experience fractured transitions from education to employment. That's why we want to ensure this is a cross-cutting strategy which enables all our services to consider the outcomes to empower children and young people in our city to thrive. Listening to the voices of a diverse range of young people, and taking your views into account, will be an essential part in helping us to achieve this.

This strategy is an exciting opportunity to respond to the many challenges faced by children and young people in Oxford and to make our city an even better place to live so that every child and young person can fulfil their potential and become happy, safe, successful, healthy and active citizens.

**Councillor Marie Tidball**  
**City Executive Board Member for Supporting Local Communities**

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<sup>1</sup> The Forum for Youth Investment: [forumfyi.org?readyby21/home](http://forumfyi.org?readyby21/home)

# Appendix 1

## Executive Summary

Our *Children and Young People's Strategy* shows how we will use our services and resources to support young people growing up in Oxford over the next five years. The strategy will influence the Council's policy framework to ensure all our services reflect the needs of young people.

To accompany the strategy we have worked with young people to produce a series of short videos and a strategy summary to simplify the key messages [\(add link\)](#).

We have developed three principles that underpin our vision for the Children and Young People's Strategy which will guide our service development and delivery, these are:

1. Preventative-led provision;
2. Equality, inclusion and engagement of young people;
3. Facilitating effective partnership working.

To deliver these principles we will pilot a new way of working that builds on the strong partnerships that we have developed. We will implement a framework called Ready by 21 that enables the structured collaboration of all the groups that support a young person's journey into adulthood such as schools, community groups, health providers, local authorities, families and young people themselves. This approach recognises our limitations and how we need to work effectively with partners and encourage them to effectively play their roles.

Using the Ready by 21 Framework we will share and scrutinise data about young people and work with our partners to gain a collective insight into the root causes of the societal problems facing young people and agree how we can work better together to have the greatest long-term impact. This is an ambitious step which is likely to require our resources to be refocused on a small number of priority issues that our [needs assessment](#) shows will have the greatest impact.

We will trial this approach alongside a zoning methodology where we will focus on certain areas of the city – this will help our learning and enable local differences to be understood.

The actions we will undertake to achieve our vision and support young people to fulfil their potential are shown in Appendix One.

# Appendix 1

## Introduction

Our vision is that every child and young person can fulfil their potential and become happy, safe, successful, healthy and active citizens<sup>2</sup>. This strategy shows how we will use our resources and work with our partners to achieve this.

The Council's Corporate Plan explains our priorities in tackling the challenges children and young people face and our commitment to ensuring this vision is fulfilled for Oxford's young people. The strategy is the Council's primary policy for children and young people. The delivery of the strategy will be monitored by the City's Youth Partnership Board and the Oxford Strategic Partnership<sup>3</sup>.

In 2013, Oxford's 'usual resident population' was 155,000. The city's population grew by 12% over the decade 2003-2013; the 2016 population is estimated to be 161,000, and is projected to continue to grow rapidly. In common with many other cities in the UK, Oxford has major social inequalities. The 2015 Index of Deprivation ranked Oxford 166 out of 326, which is just within the bottom half of the deprivation rankings for local authorities in England. The situation for young people in Oxford across health, housing, educational attainment and employment is explained in section B of the strategy.

We need a Children and Young People's Strategy because young people in Oxford face numerous pressures and challenges in various aspects of their lives. Young people face significant challenges to achieving economic independence, wellbeing, and finding support to deal with these challenges are disproportionately experienced by their age group compared to the population as a whole<sup>4</sup> (see section B). Consequently, our strategy covers young people living in Oxford, aged 0-25 for the period 2018 to 2022.<sup>5</sup>

We have learnt a lot since we launched the Youth Ambition Programme in 2013; such as, the importance of using positive language, to reinforce their involvement in activities, and that we need to be constantly learning about young people and the services they need from their engagement and feedback. The focus of Youth Ambition was prevention, this strategy builds on our preventative work and sets out what else we do across our services, to work with and support young people, and how we support partners and young people to achieve the best outcomes for them.

There is a shift in focus by the Department for Communities and Local Government (DCLG) that sees the *Troubled Families* programme starting to involve more preventative work. This has influenced our approach to continue to focus on preventative-led provision. The *Ready by 21* Framework provides a collective impact methodology of structured collaboration with our partners. This framework will enable us to achieve population level impact on three key outcomes for children and young people: *healthy and safe; connected; and productive*. Using this framework, we will play our part to help young people reach adulthood equipped for further education, work and life.

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<sup>2</sup> This aligns with the strategic aims of the County Council's Children and Young People's Plan (2018)

<sup>3</sup> The Oxford Strategic Partnership is body that brings key individuals from the public, business, community and voluntary sectors to share a clear and ambitious vision for the city.

<sup>4</sup> See *A World of Good, the Challenge of Being Young in Modern Britain* (YMCA, 2016)

# Appendix 1

By providing high quality affordable housing, safe and inspiring parks and clean streets, we can create the best possible environment for young people to grow up in. While our services are available to everyone, we focus our grants and Youth Ambition activities on the areas of the city that have the greatest need so we can address social inequalities. That is why we are going to use a 'zoning' methodology, to increase the focus and impact of our work. 'Zoning' means we will work with partners to focus on certain areas of the city to achieve improvements in the Ready by 21 outcomes most needed by that particular area of Oxford.

All too often, when young people say there is nothing to do, the reality is that they often do not know what is available, how to access it, or have the confidence to take part. Oxford's rapidly changing and diverse population means that we have to work even harder to understand the needs of young people and to effectively communicate to them what is available for their age group. That is why our second principle focuses on equality, inclusion and engagement of young people. We will continue to improve the inclusivity of our services and ensure they are accessible to all young people.

The County Council have a statutory role in providing access to positive activities for young people aged 13 – 19 and those aged up to 25 who have learning disabilities. The City Council's role in providing services for young people is relatively small, nevertheless, we will ensure our services provide well-coordinated pathways for young people and encourage our partners to do the same. This recognises that through better aligning our activities across the public and voluntary sectors we will have a greater impact. The city has a dynamic Youth Partnership Board; it is chaired by a secondary school head teacher and attended by public, private and charitable sector organisations alongside young people themselves. The strategy shows how we will establish common goals with our partners, support the work of the Children's Trust, integrating safeguarding into everything we do and use our services to support schools.

Our Youth Ambition team undertakes an annual assessment of the needs of young people. The 2017 assessment identified young people's needs across the following areas: physical, mental and sexual health and wellbeing; crime and anti-social behaviour and employment, education and training. Section B of the strategy summarises the problems and the causes for each of these areas and sets out our plans to address them, using the Ready by 21 Framework, to enable Oxford's children and young people to be healthy and safe, connected and productive. Section C of this strategy describes the governance and the measures of success by which we will hold ourselves to account for the plans outlined in this strategy.

Oxford's children and young people are the future of our city; this strategy is designed to help meet their needs and to work with them to fulfil their ambitions. Our 2017 Working Together event provided the opportunity to discuss the principles underpinning this strategy with partners, as well as the Ready by 21 Framework and zoning. Their feedback has been used to shape this strategy. We would like to thank everyone who has helped to create this strategy, in particular our partners and the young people who have given us their views.

# Appendix 1

## **A. Our Vision - *every child & young person is able to fulfil their potential***

***The following strategic principles show how we will play our role in achieving this vision***

### **Principle 1 - Preventative-led provision**

Research shows sport and culture positively benefit young people's physical and mental wellbeing and helps them to grow into happy and resilient adults<sup>6</sup>. Our cultural and sports services present opportunities to inspire young people. The Council often goes above and beyond what most councils offer to improve the lives of young people. Our fee concessions ensure that our services are accessible to everyone such as our free swimming for under 17 year olds. We provide world class play areas and our community and leisure centres provide a wide range of activities for people of all ages. For eight year olds and above, we also provide holiday activities, and our Youth Ambition Programme engages 11-19 year olds in positive activities. Youth Ambition grants also fund activities to support young adults aged 20-25 who have complex needs. A full list of our services for young people is shown in Appendix Two.

Oxford City Council is best placed to support the provision of universal positive activities that help children and young people to thrive in life. Our services help to prevent young people becoming vulnerable and needing specialist support. Our services are complimentary to the statutory services provided by Oxfordshire County Council and they play a vital role in supporting the delivery of the Children's Trust *Oxfordshire's Children and Young People's Plan 2018 – 2021*. At the heart of all our preventative work is the need to ensure that our services and the people delivering them are meeting the required safeguarding standards as shown in our Safeguarding Self-assessment Audit (2017).

The diagram below shows a dashboard of need. City Council services operate in the universal section, although as shown by the arrows, the circumstances and needs of young people are constantly changing. This means universal providers need to become better aware of how to identify young people when they become vulnerable and their needs become more complex and make appropriate referrals to statutory services such as the Oxfordshire Locality and Community Support Service (LCSS) and the MASH (the Multi-Agency Safeguarding Hub).

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<sup>6</sup> Department of Culture Media and Sports CASE programme (2012) <https://www.gov.uk/guidance/case-programme#case-programme-the-resources>

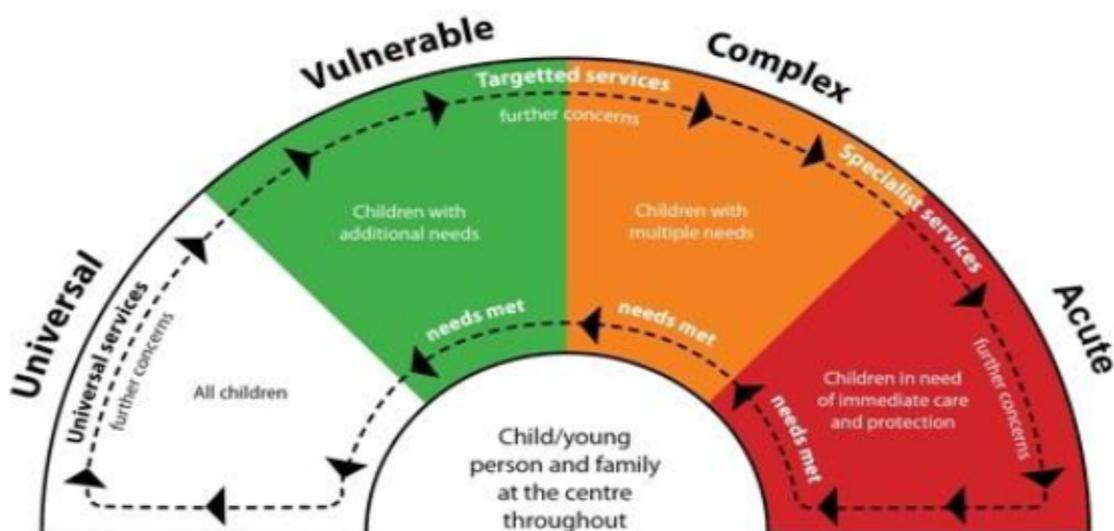


Figure 1 – the dashboard of need

## Oxford City Council’s Plans

We are motivated by the need to close the gap in social inequality and attainment faced by children and young people in our city. Research shows that the positive outcomes experienced by children and young people can be more reliably predicted by counting the number of positive and negative factors in a young person’s life. The likelihood that a young person will achieve the best outcome for them is reduced when they experience a higher number of negative influences (“risk factors”), whereas they are more likely to achieve the best outcome for them as the number of positive influences in their life (“protective factors”) increases.

Oxford City Council will focus on supporting interventions that increase protective factors, and therefore over time result in better outcomes for young people. Thus there is an opportunity to further integrate our Youth Ambition work with our related services such as housing, leisure, culture, community centres and our parks and outdoor spaces.

The Department of Culture Media and Sports CASE<sup>7</sup> website contains 12,000 case studies and data that show the value sport and culture have on our lives. The city is fortunate to have some great sport clubs and cultural organisations. The sports clubs are a huge part of Oxford and deliver a raft of social, physical and mental health benefits and are in the main delivered by volunteers. We will continue to work closely with the clubs and groups to offer them support when needed and help them to be sustainable and flourish. Our approach is detailed within our [Leisure & Wellbeing](#), [Culture](#) and [Community Centre](#) Strategies.

<sup>7</sup> Department of Culture Media and Sports CASE programme (2012) <https://www.gov.uk/guidance/case-programme#case-programme-the-resources>

# Appendix 1

## Principle 2 - Equality, Inclusion & Engagement of Young People

The Equality Act 2010 replaced previous equalities legislation, streamlining all legal requirements on equality that the public, private and voluntary sectors need to follow, and sets out protection against discrimination on the basis of nine protected characteristics for people who use these services: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation<sup>8</sup>. Oxford City Council has a duty and is committed to applying the Equality Act in all our work and we are committed to eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by this Act. In doing so, this enables us to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and fostering good relations between persons who share a relevant protected characteristic and persons who do not share it. We are committed to fulfilling these requirements and celebrating the vibrant diversity of our city.

In 2017, a third of all school students in Oxford city (5,640 pupils) had a first language other than English, with Urdu being the second most commonly spoken language (3.2% of students). Saint Gregory the Great Secondary School in East Oxford, for example, now has over 100 different languages spoken. While this diversity enhances the culture of the schools, it brings with it the need for extra resources and a renewed commitment to inclusive teaching and learning approaches and a diverse range of role models which effectively represent local communities. In 2017 there were 2,585 pupils known to be eligible for free school meals in Oxford, research shows that young people from disadvantaged circumstances are more likely to experience fractured transitions from education to employment.<sup>9</sup>

All young people have identities and life experiences shaped by several different factors. Real inclusion involves removing barriers to accessing opportunities, through iterative and adaptive processes which harness external relationships, skills and events to implement a programme of change.<sup>10</sup> That's why engaging directly with a diverse range of young people to shape our services, and other partners in the sector, is so important.

Communication is central to working with all young people. It helps build trust and maintain relationships. Effective communication extends to involving children in the design and delivery of services and in decisions that impact them. While Oxford offers a huge range of opportunities for young people, our research shows that many young people do not know what is available, how to access it, or in some cases, lack the confidence to take the first step in getting involved in the services on offer.

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<sup>8</sup> Equality Act 2010; See also, Equality and Human Rights Commission  
<https://www.equalityhumanrights.com/en/equality-act/protected-characteristics#pregmat>

<sup>9</sup> Yates, S., Harris, A., Sabates, R. and Staff, J (2010 pp 1-22) Early occupational aspirations and fractured transitions in Journal of Social Policy

<sup>10</sup> S.Frost, (2014), *The Inclusion Imperative*, Kogan: London, United Kingdom

# Appendix 1

## **Oxford City Council's Plans**

Achieving real inclusion starts with what an organisation is good at, that's why we will continue to improve the inclusivity of our services and ensure they are accessible to all young people irrespective of their gender, ethnicity, sexual orientation, ability or beliefs. Professionals need a broader understanding of the cultural differences across our young people if they are to keep them safe and positively engaged. Our communications with young people must also reflect the vibrant diversity of our city. In addition, continuing to improve the inclusion of diversity groups in our mainstream services, we will develop our sessions and services so they are fully accessible by producing ongoing audits that are supported by young people from underrepresented groups.

We will ensure our decisions take account of the views of young people through effective engagement and consultation and we will involve young people in relevant meetings. In 2016, the Youth Partnership Board held its first Working Together conference; the event was attended by the majority of organisations working with children and young people in the city. Attendees felt communication between partners and the promotion of services to young people needed to be more effective and joined up. Our zoning methodology will support this joined up communication and the Youth Partnership Board will develop an easily accessible activity offering that promotes shared messages to young people. To stay up-to-date with communication methods we need to increase our resource in the area of social media if we are to effectively communicate our messages. These messages need to be appropriately targeted and positive if they are to be understood and acted upon by young people. Therefore, we will expand the use of the Youth Activities App (an app that promotes positive activities for young people in Oxford, as well as key information on issues affecting them) so it is open for use by partners and young people. We will change our social media page to one page called 'Youth Activities' which will be open to all partners to use to promote activities across Oxford. The County Council have a statutory requirement to provide access to positive activities and we will work closely with them to ensure we create complementary services.

## **Principle 3 - Facilitating Excellent Partnership Working**

During the development of this strategy we looked to see what best practice we could learn from other local authorities. While we obtained some useful learning, it was clear that within the resources we have, we are already achieving significant outcomes. For example, the social value from our Youth Ambition Programme is £12 million each year. These outcomes have been achieved in the main through the productive partnerships we have established.

While the City's Youth Ambition Programme has proved very successful, we must remember its limitations and that the total budget for the programme is just £240,000 per annum. To ensure this investment has the maximum impact, we will work with the County Council and other partners to implement a shared approach to our work with children and young people.

Effective partnership working requires a good understanding of partners and their future plans. The following section describes the main partners and their responsibilities. Section B of this strategy explains how we work with them to enable young people in our city to fulfil their ambitions and to achieve the best outcomes for them.

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## **Oxfordshire County Council and County-wide Strategic Groups**

The Government places statutory duties upon the local authorities who have the responsibility for Children's Services to secure sufficient provision of leisure-time activities for young people's well-being, including youth work. Oxfordshire County Council is the local authority which has the legal obligation to fulfil this role. In recent years the County's work has shifted its focus to supporting acute need.

Over the last year, the County Council has made significant budget cuts to children's services; this has been achieved by reducing their support to children's centres and early intervention hubs. They now provide three 0-19 Children and Family Centres in the city (Rose Hill, Barton and East Oxford) with a satellite support centre in Blackbird Leys. The other children's centres are now community led and are seeking to find ways to become sustainable in the difficult financial climate.

The Children's Trust<sup>11</sup> endeavours to enable multi-agency strategic planning across the county for children and young people; the trusts priorities are:

Priority 1: Mental health and well-being

Priority 2: Domestic abuse

Priority 3: Attendance/pupils missing out on education

The Trust reports to the Health and Wellbeing Board and influences and supports the work of the Board in its purpose to improve outcomes for children and young people and their families. The Children's Trust meets four times a year and in public at least once a year.

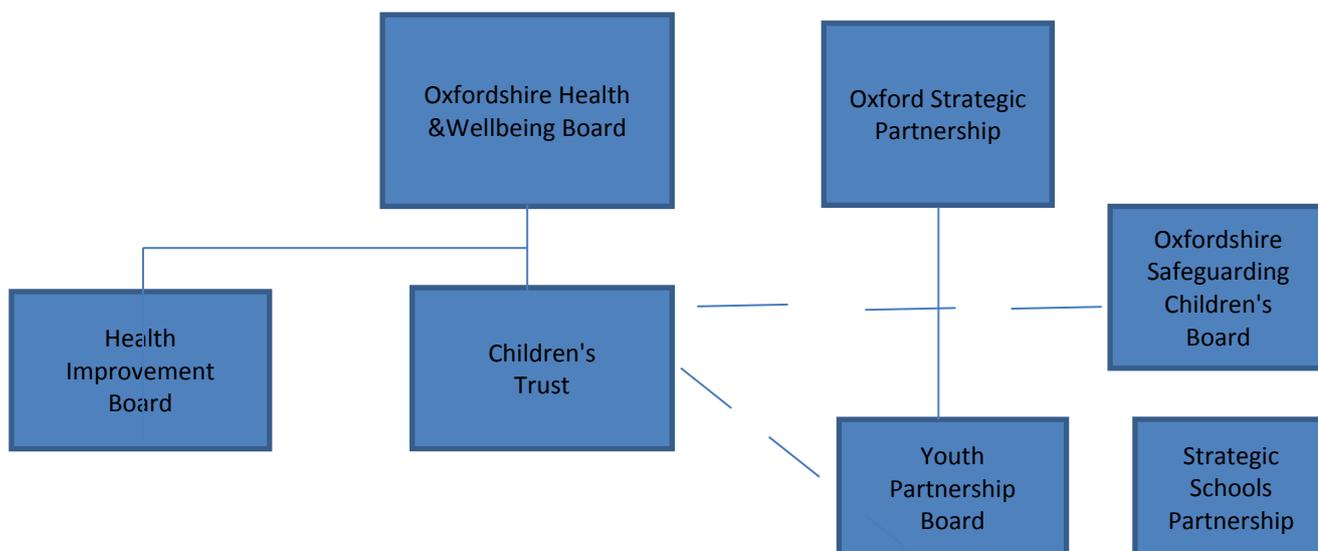
The City Council is represented on the Children's Safeguarding Board and Children's Trust which enables the effective sharing of information to protect the safety of vulnerable children and young people. The City Council's Children and Young People's strategy is highly complementary to the work of the trust and shows how we support the delivery of these priorities.

The following diagram shows the connections between the strategic partnerships for young people.

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<sup>11</sup> See *Partnership Report on the Oxfordshire Children's Trust*, (Oxford City Council, July 2017)

# Appendix 1



## Schools

Many of the city's schools are now stand alone academies, or part of a multi academy trusts (MATs). There is no 'one size fits all' approach to academies and, as the programme has evolved, alternative models and structures have emerged. In a single academy trust, one school becomes an academy, or two schools combine to form a single academy. A multi-academy trust is where a group of schools is governed through a single set of members and directors.

The River Learning Trust is the largest MAT in the city which is led by Cherwell School. This trust has grown and contains three of the city's primaries (Wolvercote, Cutteslowe and New Marston) plus primaries in Witney, Carterton, Garsington and Horspath along with secondary schools in Chipping Norton, Wheatley and Swindon. The next largest MAT in the city is Dominic Barberi which is a company set up to lead seven Catholic Academies in Oxfordshire, St Gregory the Great (the only 4-19 year all through Academy in Oxfordshire), St Thomas More Kidlington, St John Fisher Littlemore, Our Lady's Cowley, St Joseph's Thame, St Joseph's Carterton and Our Lady of Lourdes Witney. Oxford Spires Academy is sponsored by the CfBT Education Trust which is a large Reading based organisation which provides education services in the United Kingdom and internationally. The Oxford Academy sponsors are Beecroft Trust<sup>12</sup>. Cheney School has set up the Community Schools Alliance Trust which includes Bayards Hill primary school.

Some of the primary schools are in separate trusts, and are not directly linked to a secondary school, or remain as local authority governed schools. Three of Oxford's primaries (John Henry Newman, St. Christopher's in Cowley and North Hinksey) have joined the Oxford Diocesan Schools Trust (ODST) and the three Blackbird Leys primaries are currently in the Blackbird Academy Trust but are joining United Learning.

<sup>12</sup> This is a charitable initiative of venture capitalist Adrian Beecroft, the Diocese of Oxford, and Oxford Brooks University.

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Oxfordshire County Council has a far reduced role with schools; it coordinates strategic responses to issues including Special Education Needs and Disability (SEND) and High Needs and coordinates the allocation of school places. Many schools in the city have a high proportion of High Needs and SEND students. Oxford City Council is represented on the Oxfordshire Strategic Schools Partnership and the High Needs Steering Group. We are also piloting a partnership with an individual secondary school to provide additional targeted support assistance.

## **Voluntary and community groups**

There are numerous groups working with young people in the city; the main ones are shown in appendix three. The Council's Community Centres Strategy highlights their importance and the how much the Council values their contribution to our city. The Council invests £1.4 million each year in grants and commissioning services that support the delivery of the Council's Corporate Plan. Many of these services support young people and we are also continuing to provide Youth Ambition grants.

In 2016, we worked with Oxfordshire Youth and the Student Hub to undertake an in-depth study into challenges facing voluntary groups working with young people. This study found that the main issues they were facing were finding on-going funding, effectively demonstrating their impact and finding new volunteers.

Working with voluntary and community groups will be essential for our work to achieve collective impact and we will continually explore how we can help them fulfil their potential.

## **Using the Ready by 21 Framework to improve our partnership working**

One of the objectives of the 2013 Youth Ambition Strategy was to establish an in-depth understanding of the needs of young people to ensure we were effectively targeting our resources. We have repeated this assessment every year using extensive primary and secondary research. Over the past four years, this information has been used to shape Council policy, target our grants, and has been shared with other organisations working with young people in the city.

These findings and learning will be integrated into the holistic Ready by 21 Framework, tailored for the needs and ambitions of children and young people in Oxford City. Ready by 21 is an innovative framework for structured collaboration, about education, families, communities and partners working together to make sure young people succeed, in order to ensure that all children and young people will be ready for college, work and life. We have worked with the County Council to develop a collaborative methodology, using Ready by 21 to ensure we achieve joined-up service delivery.

In order to implement Ready by 21, we will focus on the three key outcomes for children and young people: healthy and safe; connected; and productive (see Fig. 2 below).

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Fig. 2 Ready by 21 Outcomes Framework

These three key outcomes map directly to the Department for Digital, Culture, Media and Sport (DCMS) outcomes for children and young people:

<b>Ready by 21</b>	Healthy & Safe	Connected	Productive
<b>DCMS</b>	Physical Health, Mental Wellbeing, Individual Development	Social Development	Economic Development

Fig. 3 DCMS - outcomes for children and young people

Ready by 21 provides clear standards to achieve collective impact, tools and solutions to help leaders make progress, and ways to measure and track success along the way.<sup>13</sup> It will be supported by our zoning methodology.

## Using a Zoning Methodology to achieve Ready by 21 Outcomes

The zoning methodology reinforces the Ready by 21 Framework’s approach of structured collaboration by focusing on partners working together on shared outcomes across a locality area. This approach is place-based, with a focus on change and improved outcomes for children and young people where many different stakeholders, people and organisations work together across the public, private, and charitable sector in a given locality area.<sup>14</sup> The partners working together in each zone will be dependent upon the issues that the data shows we need to focus on. We will focus on

<sup>13</sup> <http://www.readyby21.org/>

<sup>14</sup> For further information on this approach, see *Building impact movements Place-based systems change for children and young people in North Camden* (North Camden Zone, Winch et al, 2017)

# Appendix 1

priority areas within the City and facilitate partnership working in these zones, bringing different sectors together, and helping partners focus on key issues. The findings from the social inequalities data from the particular locality zone may mean that we need to change how we prioritise our resources within these zones as we better understand the root causes of problems.

This zoning approach will deliver two key objectives:

- i) **Support those communities who need it most:** this will begin to address the high levels of inequality found across Oxford City. 10 of Oxford's 83 'Super Output Areas'<sup>15</sup> are amongst the 20% most deprived areas in England. These areas, which are located in the Leys, Littlemore, Rose Hill and Barton, experience multiple levels of deprivation – with low skills, low incomes and poorer levels of health. Other areas of the city also have different challenges and may benefit from this approach. Around 23% of Oxford's under 16s live in low-income households and eight neighbourhoods are within the 10% worst affected in England for child poverty.
- ii) **Deliver solutions which respond to the specific needs of the community:** different areas in the City face different challenges and have different resources and provision. A zoning approach will enable us to better target our support. Our use of zones does not need to be tied to traditional ward boundaries and likely to work better if they are wrapped around issues that transcend geographic areas.

Oxfordshire County Council and Cherwell District Council are piloting a community impact zone in Banbury. We will work with the County and local schools to set up a pilot impact zone in Oxford to focus on improving the outcomes for children and young people in that locality. At the 2017 Working Together event partners agreed that where possible we should define our zones around thematic issues such as child drug exploitation, rather than tied to specific ward boundaries. There was consensus that there should be a place-based zone in a triangular area that encapsulated part of East Oxford, Cowley and Blackbird Ley's. This area better reflects the movement of children and young people around the city to access school and other services.

This place-based multi-actor "systems change" requires effective partnership working, both across our City Council services and with other partners in a locality, to support this zoning approach.

## Oxford City Council's Plans

Effective partnership working underpins this strategy. We have made good progress over recent years and have a well-established Youth Partnership Board. The Board has a clear plan and tries to 'think big' – using the wide-ranging skills of our partner organisations to produce innovative solutions and initiatives. The Board is of strategic importance to the city as it reports into the Oxford Strategic Partnership.

Partnership working can be described in many ways. Put simply, we need a common understanding of the needs of young people and to coordinate our resources to achieve shared objectives. It is helpful to view the life journey of a young person through the lens of a system. Creating positive

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<sup>15</sup> These are geographic areas used for statistical reporting [www.ons.gov.uk](http://www.ons.gov.uk)

# Appendix 1

change in complex systems is a challenge that is beyond the ability of individual organisations acting in isolation.

The Lankelly Chase Foundation emphasises the need to move beyond interventions that paper over the cracks and layer yet more complexity onto an already complicated and confused system. *Systems change* describes an approach towards improving outcomes that recognises the need to engage with the whole system, instead of attempting to move small parts of the system individually. Therefore, systems change requires many stakeholders operating in concert.<sup>16</sup>

A large body of practice has now developed under the banner of *collective impact*; this is the commitment of partners from different sectors to a common agenda. In *collective impact*, stakeholders develop a shared vision and joint approach around an ambitious but clearly defined goal, coordinate their activities and measurement approach, maintain communication, and share a common enabling infrastructure or ‘backbone’.

To achieve this change, the research shows two cross-cutting conditions for success emerge -

- Enabling systems change capacity and
- Continuous research and development

This strategy covers all the Council’s services that support young people. As such, there are numerous interconnections. Over the first year of the strategy we will undertake a full systems review.

In order to ensure we provide excellent coordination of City Council services for children and young people and that they are integral to our city’s 2050 Vision, we will set up a strategy steering group made up from all service areas working with young people. We will ensure we work with relevant partners to carry out the actions to implement this strategy work by playing an effective role on county-wide strategic boards and in our support of the Youth Partnership Board (see Appendix 1 - Action plan on Excellent Partnership Working).

Oxford City Council is working with agencies at a local level to ensure that there is effective joint working within the Youth Ambition Programme, with the Community-led Children’s Centres to support early intervention services and directly with schools to see what help and support we can provide to them. Whilst the City Council cannot replace these services, Oxford City Council has been actively looking to support those Community Children’s Centres that are based in the city. To that end we have invested £50,000 into supporting the network of Children’s Centres. This money has been used in a way that it will have a long-lasting effect; add capacity to the City’s Community-led Children’s Centres and to develop Oxford City Council’s vision for children aged 0-5<sup>17</sup>. We will explore how this can complement the readiness for school work that has been commissioned through the Children’s Trust.

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<sup>16</sup> Lankelly Chase Foundation (2015)

<sup>17</sup> <https://oxfordearlyyears.org>

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All of our partnership working will be informed by the *Ready by 21* Framework to fulfil our vision that every child and young person in our city can fulfil their potential and become happy, safe, successful, healthy and active citizens. To avoid any duplication and to ensure this investment has the maximum impact, we will work with the County Council and other partners to implement a shared delivery framework. Using the zoning approach in the proposed pilot zone (see above) one of our priority areas will enhance the collective impact of our partnership working and we will work with the voluntary and charity sector to effectively target the Youth Ambition Grants towards the areas outlined in our needs assessment (see above).

We will increasingly use our youth provision to help enhance young people's life skills. To deliver this approach we will review the youth partnership meetings we have in some of our priority areas and see how they can use the zoning and Ready by 21 philosophy in these specific localities. If this is successful, then over the course of the strategy we will expand the approach.

## **B. Identifying children and young people's needs and achieving the best outcomes for them**

In 2016 the YMCA report, *A World of Good, the Challenge of Being Young in Modern Britain*, identified ten challenges facing young people in Britain following their survey of 1,600 young people aged between 16 and 25. It found many young people did not have opportunities to fulfil their potential in the education system and lacked adequate access to training and employment, affordable housing, long term financial security and technology.

Young people also said they faced issues related to body image, family problems, and negative stereotyping associated with their background and protected characteristics. Additionally, they identified the pressures of materialism, 24/7 social networking, substance abuse and crime. Of these ten challenges, the research found that the emerging trends of lack of affordable housing and the stresses created by 24/7 social networking were the challenges young people felt were getting worse the quickest<sup>18</sup>.

With the needs of young people changing more quickly than ever we must evolve our services so they can best meet these needs. We must have an up-to-date understanding of the vulnerabilities and risks that young people face so we can help to keep them safe. To achieve this, we will continue to undertake a systematic assessment and analysis of young people's needs and create and publish an annual needs assessment.

A core theme of the Youth Ambition Programme was based on the National Youth Agency's publication - *Valuing young voices, strengthening democracy* (2010), which outlines the benefits of giving young people a voice.<sup>19</sup> We have worked with thirteen young people to write a participation

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<sup>18</sup> YMCA, (2016), *A World of Good, the Challenge of Being Young in Modern Britain*.

<sup>19</sup> Valuing young voices, strengthening democracy (2010) *The contribution made by youth engagement*

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plan that outlines how young people are involved within the programme. We will continue to find ways to enable young people to influence decisions that impact them and help develop them to have the confidence and capability to do so. We will also involve young people in assessing how well our services meet their needs.

The needs and interests of young people will be the starting point for all youth work delivered by Youth Ambition. Differences in need can be the result of many factors, including gender, race, disability, socio-economic circumstances and locality in which they live. Therefore, research and planning necessarily take place at a number of levels. Young people are central to the process of research, analysis and planning that leads to an effective youth work offer and we will work hard to ensure they are involved in a very real way.

Our work identifying young people's needs reflects national data. Nevertheless, going forward we need to increase our understanding of the impact of 24/7 social media, increasing our support for young people suffering from mental health problems and continue to make our activity sessions more inclusive.

The Prince's Trust youth index, the largest survey of its kind, found that young people without a positive role model of the same gender are 67% more likely to be unemployed than their counterparts who do have such a figure in their lives. Setting a good example is possibly the most valuable gift to a young person; we will continue to identify a range of diverse role models and provide opportunities for young people to be inspired by them.

Our Youth Ambition team have a workforce development plan to ensure that management, employees and volunteers have the necessary knowledge, skills, capabilities and values to effectively deliver and improve services to children and young people. We will improve the training for our workforce so they are better able to support young people suffering from mental health problems (and other issues identified within the needs analysis) and encourage other service providers to do the same. We will undertake further training on social media so we can use it more effectively to communicate with young people, alongside improving our understanding of the pressures it places on young people.

Youth Ambition is committed to providing the highest levels of service possible to young people. To continually improve the quality of our services, we will use a quality assurance process that involves young people. We will obtain the National Youth Agencies quality assurance mark 'Better Outcomes for Young People' for our Youth Ambition Programme. The quality mark will result in tangible evidence of the impact of the organisation in improving outcomes for young people. At a time of reducing resources and a sharp focus on value for money, evidence of impact is increasingly important.

As young people's needs and circumstances change they move in and out of specialist provision, such as that provided by the County Council. This means we need to be able to identify young people with greater needs so we can ensure their broader needs are also being met, this requires effective communication with our partners. As specialist provision continues to reduce, and the needs of young people increase, universal providers will continue to be placed under greater strain. This

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strategy encourages partners to work closer together around common goals to try to mitigate the impact of this reduction of resources.

## **HEALTHY - Section 1 of Ready by 21**

### **a) Mental Health & Wellbeing**

One of the greatest health concerns facing young people in our city is the sharp rise in mental health issues; referrals to the Child and Adolescence Mental Health Service increased by 34% in 2016.

Personal and social factors such as stressful life events, bullying and physical illness alongside the relentless barrage of pressure from social media are all contributing to this increase. This leads to low self-esteem and lack of confidence, anxiety, depression and eating disorders. More positively though, there is less stigma attached to mental health which contributes to increased reporting by young people.

A study by Demos (Mind over Matter, 2015) suggests that schools are failing to support the mental wellbeing of the children in their care. The study concluded that final year secondary students are half as likely to be happy with their lives as 14 year olds and considerably less likely to think their parents and teachers believe in them.

### **b) Physical Health**

A range of health inequalities are prevalent in Oxford's population; life expectancy is 7.7 years lower for men in the most deprived areas of the city compared to the least deprived areas.<sup>20</sup> Research has found that 19% of children in their last year of Primary School, Year 6, are classified as obese. Whilst this is similar to the national average of children living in urban areas, these figures are concerning as 79% of children who are obese in their teens are likely to remain obese as adults, leading to health problems including type 2 diabetes and heart disease.<sup>21</sup> Alcohol-specific hospital stays are much higher than the England average, with a rate of 74.7 per 100,000 in Oxford compared to 36.6 per 100,000 in England.

There have been significant changes in young people's lifestyles over recent decades; one notable shift is the reduction in the time children are spending outdoors. In the UK the likelihood of children visiting any green space at all has halved in a generation, which leads to a range of negative health consequences on their physical, social and emotional development.<sup>22</sup>

### **c) Sexual health & relationships**

In Oxford in the early 2000's there was a high rate of conception amongst young people aged under-18, the rate has now dropped to levels similar to, or below, the England average. However, there are still high rates in some areas of the city. There is no doubt that children are now exposed to sexual

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<sup>20</sup> Department of Health, Public Health Observatories (2014) Oxford Health Profile  
<http://www.apho.org.uk/resource/view.aspx?RID=50215&SEARCH=oxford&SPEAR>

<sup>21</sup> NICE, *Obesity in children and young people: prevention and lifestyle weight management programmes* (2017)

<sup>22</sup> Natural England. (2010) *Wild Adventure Space: its role in teenagers lives*

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images at a far younger age, across a wider range of media than ever before, including music videos, website and social media.

Therefore, it is more important than ever that young people are able to access advice and information so they are able to have happy and healthy relationships and make informed choices about protecting their sexual health.

In 2015, *The Guardian* reported child sexual abuse had risen by 60% in the last four years. At the same time the number of arrests for child sexual abuse offences in England and Wales has fallen by 9%. Vulnerable young people are at a far greater risk of being groomed and we must continue to strengthen our safeguarding practises and increase awareness of warning signs that a young person is being exploited, or at risk of exploitation.

## Oxford City Council's Plans

We will work with partners such as Good Food Oxford to help tackle obesity. We will promote Oxford as a Sugar Smart City and we have signed a declaration to show our commitment. This includes healthy vending machines, responsible advertising and encouraging people to drink water in our facilities and at events and encourage our partners to do the same. We will also continue to support food banks and introduce more healthy food options at our youth activities. We will continue to monitor the number of fast food premises near schools and encourage them to provide healthy options.

Over the past decade, the City Council has invested heavily into improving the lives of the city's residents and has transformed many of our services. A good example can be seen with our leisure centres, which now receive 53% more visits than in 2008.

An all Party Parliamentary Group on a Fit and Healthy Childhood recommends accessible, sustainable and informative programmes of physical activity as essential components of child health and wellbeing<sup>23</sup>. Our parks are now vibrant and active places with modernised play areas, pavilions, tennis courts and fitness trails, offering far more opportunities that encourage young people to take part in positive activities. These opportunities provide young people with far more choice on how they spend their leisure time.

When we combine this increased choice of activities with the significant increases in usage we have already achieved in our leisure centres, it is challenging to find new ways to continue to increase usage. Thus, in order to do so, we will need to continue to improve our services to encourage young people to choose to use our facilities. We will also have to work more with young people to develop new activities for us to provide to ensure our services meet their needs. We will continue to work with Fusion Lifestyle (our leisure centre operator) to ensure the activities in our leisure centres are appealing and involve young people in helping to develop what's on offer and the times we run sessions. We will work to explore innovative funding models to try to draw investment to the City such as social impact bonds<sup>24</sup> in order to improve young people's life chances.

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<sup>23</sup> All Party Parliamentary Group on a Fit and Healthy Childhood (September 2017)

<sup>24</sup> A social impact bond is a contract with the public sector in which a commitment is made by an investor/funder to pay for improved social outcomes that result in public sector savings

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We need to ensure our fantastic parks and green spaces remain safe and well maintained, and continue to improve them so they offer something for everyone. In practice, this means providing a range of exciting events, diverse and inclusive activities, well run sports clubs and encouraging young people to connect with nature and their own creativity.

New challenges have emerged where vulnerable young people are being sexually, physically and mentally exploited, there also seems to be an increase in young people being groomed to sell drugs. Local feedback echoes the problems that the Casey Review (2016) found to be a factor in the exploitation of young people, where there is a total disconnect between generations. Safeguarding young people must be everyone's responsibility. We will work with the County Council's public health team to see how we can better support their work with mental and sexual health, and look at opportunities to support this through our forthcoming Big Lottery bid and work with the Oxfordshire Clinical Commissioning Group on Health Inequalities.

***“We will help to improve the physical and mental health of children and young people, increasing their resilience to overcome life's challenges”***

## **CONNECTED - Section 2 of Ready by 21**

### **a) Access to Housing**

Young people have been hit hard by the housing crisis, the rate of homeownership has halved for 25 year olds in the last 20 years and more than 150,000 young people ask for help with homelessness every year. There were 618,000 more young adults living with their parents in 2015 than in 1996 - 3.3 million compared with 2.7 million.<sup>25</sup> There are many obstacles for young people trying to find accommodation, especially as they often have low incomes. Buying a home is too often not an option with high house prices and difficulties obtaining a mortgage. Whilst we have over 7,500 Council-owned homes, and are working with Oxfordshire Growth Board to secure funding to build more, demand for housing in Oxford continues to grow, with over 2,500 households on the [Housing Register for affordable housing](#). This means there's still not enough social rented housing to meet housing needs. Accessing private rented housing is often difficult, with high rents and deposits and many landlords unwilling to let to people in receipt of Universal Credit and young people as they are perceived to be a higher risk.

Oxfordshire's Young People's Supported Housing Pathway is commissioned by Oxfordshire County Council in partnership with Oxfordshire's five District Councils. A Joint Housing Steering Group oversees the strategic operation of the Pathway and related work. In partnership with the five District Councils in Oxfordshire, the County Council commissioned housing related support services which support the authority to both collectively meet its statutory duties and to help other vulnerable young people. As agreed by the partnership, to avoid homelessness and to achieve and sustain their independence; access education, employment or training; and to gain the knowledge

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<sup>25</sup> Local Government Association (2016)

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and skills to make informed choices about their accommodation options outside of the Young People's Supported Housing Pathway. This includes single young people and parents aged 16 to 24 years. From 18 years old, young people can also access The Single Homeless Pathway which provides supported housing for adults in Oxfordshire. Allocation and access between the two pathways is decided on a case by case basis.

## **b) Reducing crime & anti-social behaviour**

Children under 10 years old, who display challenging behaviour, may be referred to their doctor and to Child and Adolescent Mental Health Services (CAMHS), or they may be referred to behaviour management specialists within education. In some situations where there are particular safeguarding concerns children may be referred to Children's Social Care.

There are also a number of Government initiatives which focus on working with the families of children with behaviour problems. The 'Troubled Families' initiative is the most recent example to be funded and coordinated by the Department for Communities and Local Government (DCLG). A worker, or team, is assigned to co-ordinate services for a family with multiple difficulties including: children or adults who are involved in anti-social behaviour or crime, children who are truanting or absent from school, adults who are unemployed, and adults who are suffering from mental health problems. Local authorities receive a government contribution of up to £2,000 per family for getting children back into school, reducing youth crime, or getting adults into work or training. In Oxfordshire, this scheme is implemented by the County Council.

There are a number of factors that increase the likelihood young people being involved crime or antisocial behaviour. Our research shows peer pressure, a lack of positive role models, division between generations and drug dealing culture around some schools are the most prevalent.

Secondary school children in England are now more likely to have tried drugs than cigarettes, according to a national survey. The 2016 statistics, from [NHS Digital](#), found 21% of 11-15-year-olds saying they had tried recreational drugs at least once in their lives, a six percentage point rise on the 2014 survey results. In Oxford, as in many other parts of the country, there is an increase in the number of young people being targeted by organised crime gangs to participate in the use and distribution of Class A drugs, often within schools themselves. This Child Drugs Exploitation (CDE) issue is prevalent across some schools serving less deprived communities as well as those in the more deprived areas of the city.

In 2017 the NSPCC reported there were over 24,000 Childline counselling sessions with children about bullying, over half of lesbian, gay and bisexual young people experience homophobic bullying at school and more than 16,000 young people were absent from school due to bullying. This shows the need to not only address the issues, but to have a more diverse range of role models visible to young people.

## **Oxford City Council's Plans**

The Housing and Homelessness Strategy 2018-2021 includes a focus on early intervention and preventing homelessness. Both the Housing and the Communities Teams are in the process of developing new and improved ways of communicating with young people to raise their awareness of

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homelessness and the associated issues of anti-social behaviour, poor education, and poor employment opportunities. This includes increasing young people's awareness of housing issues by establishing Homeless Prevention work into the curriculum for 15/16 year olds at Oxford's Schools. We will also explore how we can target activities towards young people in social housing to make sure they are able to benefit from the broad range of services on offer.

Oxford City Council is a Trailblazer authority and part of a national two year programme which is focussed on upstream prevention. The team are working on identifying early intervention and systemic change to prevent households from becoming homeless, including joint work with partners including health, criminal justice and children's social service, using both current data and predictive modelling. Within children's social services, embedded housing workers are being trialled at the Multi Agency Safeguarding Hub (MASH), Locality and Community Support Services (LCSS) and Early Help, to provide upstream housing support to stabilise families and prevent crisis presentations to the housing team and escalation through social care.

We will also continue to work hard with our partners, through the Growth Board, to increase the overall housing supply and will continue to use our licencing scheme to raise standards in private rented housing, improving the quality of housing for residents in the city. Improving access to a variety of housing options, in particular affordable housing can benefit a range of households including single people, couples and families with children and young people.

Our Community Safety Team are working with partners to protect vulnerable young people from being exploited. We use a raft of powers to protect these young people such as closure notices to protect them from being exploited in their own homes.

Our Streetwise partnership with Thames Valley Police is designed to protect vulnerable people, both those who are homeless and also from being exploited through the crime that can result from begging, such as children and young people being involved in selling and using drugs.

Some of our most successful work has been when our anti-social behaviour team have worked with our Youth Ambition Team to support young people to make positive changes to their behaviour. This is an approach we will build on within our restorative justice work, using mediation to resolve and prevent issues escalating and we will also explore how we can use positive role models within this work.

***"We will support the cultural and emotional development of children and young people so they are able to become happy, well rounded citizens"***

## **PRODUCTIVE - Section 3 of Ready by 21**

### **a) Education and training**

Oxford has some of the best private schools and world-renowned universities. This makes the widening attainment gap in our city, especially for disadvantaged students, at some of the city's schools, even more unacceptable.

# Appendix 1

The number of school-aged children in Oxford has increased by 13% in the last six years, from 14,505 in 2011 to 16,400 in 2017. Within this, there was a 17% increase across the city's 31 primary schools; we are therefore due to see further strain on secondary school class sizes. These larger class sizes and reduced funding will place further pressure on our schools. Schools are also managing absenteeism - in 2016, 855 pupils were classed as persistently absent from Oxford's secondary and 975 from primary schools.

New secondary school accountability measures were introduced in 2016. The attainment of pupils living in Oxford City is 48 (called Attainment 8), which is below the national average of 50.1. These School attendance levels and Key Stage One writing attainment are areas of major concern, as is school funding, curriculum changes and the recruitment and retention of outstanding teachers. Progress from key stage two to key stage four was +0.05 which is above the national average.

In 2017, three schools require improvement and four are rated as inadequate.<sup>26</sup>

Poor attainment is directly linked to low income. People living in Oxford who are in their 20s are now 18% worse off financially than 20 year olds just five years ago.<sup>27</sup> A study by the Sutton Trust found, for example, that over a third of boys on free school meals, who are in the top 10% of performers at the age of 11, have fallen outside the top 25% of pupils by the age of 16.<sup>28</sup>

Oxford is one of the least affordable cities to live in the UK with house prices 16 times the average annual earnings in 2017. Affordability of living in Oxford is one of the factors affecting teacher retention rates.

The Joseph Rowntree Foundation Report Counting the cost of UK poverty (2016) shows that schools spend an additional £10 billion each year in seeking to counterbalance the negative impacts of poverty, through initiatives such as free school meals and Pupil Premium funds. This is nearly 20% of the total schools' budget.<sup>29</sup>

National changes in education have led to the arts and sport being reduced from the curriculum to enable an increased emphasis on subjects such as English and mathematics. However, the CASE evidence shows that the arts and sport subjects have far reaching benefits and are essential ingredients in helping young people reach their potential.

A survey in 2017 by the Chartered Institute of Management Accountants (CIMA) found eight out of 10 British school-leavers 'lack essential business skills' such as numeracy. More than 80% of young people require "significant training" before being put to work, according to the 4,000 finance professionals questioned. The figure is worse than last year, when 75% of school-leavers were said to need this level of help after being hired. The top areas of weakness for new recruits are people skills and business skills, followed by technical skills.

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<sup>26</sup> The Department for Education (2017) Schools census

<sup>27</sup> London School of Economics (May 2015)

<sup>28</sup> The Sutton Trust (2015) *Missing Talent*

<sup>29</sup> Heriot Watt and Loughborough Universities (2016) *Counting the cost of UK poverty*

# Appendix 1

## b) Transition to work and employment

Although Oxford has high levels of employment and employment opportunities, parts of the city are disconnected from these opportunities and unemployment rates are three times higher for 16-25 year olds when compared with the rest of the UK population<sup>30</sup>. The world of work is changing rapidly with digitisation and automation and our young people need the skills to be able to flourish in a fast changing environment.

In January 2013, the Prince's Trust undertook a major survey of young people and found that NEET young people reported that they were depressed 'often or most of the time'.<sup>31</sup> Unemployment has been found in a number of studies to have a long term 'scarring' effect on young people, impacting upon their future health and economic well-being.<sup>32 33</sup> Once in employment, 72% of 18-21 year olds are reported to be earning less than the living wage<sup>34</sup>.

The removal of the Connexions Service has resulted in patchy careers advice in schools and colleges. This reduces the chances of young people knowing what careers exist and has resulted in young people not having the job search skills, such as knowing where to look for vacancies and how to make applications. It is hoped that the Government's new careers strategy may provide opportunities to address the issue of patchy careers advice and improve employer engagement.

The strict curriculum and heavy scrutiny placed on schools reduces the opportunities for young people to develop the soft skills and employability skills employers require, such as confidence, resilience, adaptability and an understanding of specific roles and the employment environment.

### Oxford City Council's Plans

A key focus of the Council's work with partners to break the cycle of deprivation is ensuring that young people have the skills they need to gain employment. Central to achieving this ambition is having high quality schools in the city. While there are fundamental challenges within our schools, we have shown that by working in partnership we can make a valuable difference.

In addition to our improved services, and in recognition of increasing need, we introduced Youth Ambition and Education Attainment Programmes in 2013. Youth Ambition now provides activities and services to over 6,000 less advantaged young people and delivers £12 million of social value every year. The programme is seen as best practice and has won national awards. The Council has achieved these successes by understanding local needs and effective partnership work.

While the City Council's role in improving educational attainment within schools is very limited, we believe the best way we can support schools is to use the services we provide to make their lives easier, allowing schools to spend more time focusing on attainment. Where we have started to use this approach it has worked well, and we have developed trusting and productive relationships.

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<sup>30</sup> Office for National Statistics (2016)

<sup>31</sup> The Princes Trust Youth Index (2013)

<sup>32</sup> TUC (2012) *Generation Lost: Youth unemployment and the Labour Market*

<sup>33</sup> Centrepoint (2017)

<sup>34</sup> KPMG (2015) *Six Million Brits are earning less than a living wage*

# Appendix 1

To create our School Partnerships we, therefore, have worked with a number of the city's head teachers to create a menu of services (Appendix 4), under the following headings:

- 1) *Strategic support*
- 2) *Readiness for work*
- 3) *Sport, Recreation, Arts & Culture*

We will pilot a more formal partnership approach with schools and create a partnership plan and allocate a senior officer to a secondary school to support them with strategic issues. During the pilot we will assess the effectiveness of the approach and obtain a better understanding of the resources that are needed if we were to expand the approach to the city's other secondary schools.

All of the city's cultural organisations have outreach programmes in places targeted at young people. In addition to this we have established a Cultural Education Partnership. The partnership enables art and cultural organisations, educational institutions and the council to come together to create a joined-up art and cultural offer, to share resources and bring about a more coherent and visible delivery of cultural education. The Cultural Education Partnership reports directly into the Youth Partnership Board. This complements the governance structure and impact of the Youth Partnership, which is chaired by a secondary head teacher and has representatives from business and Local Enterprise Partnership representatives.

There is a growing need to match skills training to the needs of local employers. In turn, this can help to reduce poverty and the fractured transition from education to employment. In order to facilitate this pathway into work for young people in the city from our local schools, our Schools Partnership will support the Oxfordshire Local Enterprise Partnership (OxLEP) to connect secondary schools with business.

A good example where we are working in partnership to support young people not in education, employment or training (NEET) is the *Unlocking Potential* project. It is a countywide project to support young people to quickly develop self-confidence, self-esteem, work readiness and employability. The project is led by Oxford City Council, working with a delivery partnership led by Aspire, and including a range of voluntary organisations and the County Council. It is funded by the Lottery and European Social Fund money. The project was commissioned by OxLEP and runs from January 2017 to December 2019. The project aims to support 220 young people aged 17-19 who have been unemployed for six months or more by engaging them in activities which lead to training and employment pathways.

We will take a leadership role with apprenticeships, encouraging our partners in the City to join us in signing the Apprenticeship Charter, and build on the positive progress we have already made across the council recruiting local apprentices and see how we can work with our partners to focus apprentices towards less advantaged young people. We will continue to build on the future leaders programme in Youth Ambition so young people are able to enter the workforce in development roles.

We will work with partners on the Youth Partnership Board to improve and expand the work experience placements we offer and encourage partners to the same. We will improve our own work

# Appendix 1

experience offer and explore an Oxford City Award for schools for the greatest preparation for work and for students engaged in highly successful work experience.

*“As an employer we will enact a model of good practice providing meaningful opportunities for young people and use our services to support and enrich learning experiences for less advantaged young people”*

## C. Impact: Collecting Data, Measuring Quality and Sustaining Success

We are very aware that our vision need a long term focus and that there are a vast range of ever changing variables that impact how a young person develops. As such, we are very careful in our how we use data and how we link the work we undertake to improved outcomes for young people.

We will use performance indicators, case studies and our social impact methodology to demonstrate progress.

Our zoning approach will help us to continue to improve how we demonstrate the life chances of children and young people.

We will also quality assure our Youth Ambition Programme using the National Youth Agencies assurance framework. This is a detailed assessment against a range of criteria such as the governance and safeguarding of our work with young people through to how well we involve them in decisions that impact.

We have built up a range of sessions in our Youth Ambition Programme and a high level of participation. While this is very positive, we need to focus more on quality and inclusion and therefore the impact of what we do, and this is why we are targeting maintaining the same level of usage.

Alongside this, we have also developed two sets of measures to monitor the effectiveness of this strategy. The first set (C&YP 1-4) looks at the numbers and engagement of young people and the second set (C&YP 5-9) looks to show the impact and value we are making to the lives of young people living in Oxford.

### What we will achieve

Ref	Measure	2018 target	2022 target
C&YP1	Numbers of young people engaged in the Youth Ambition Programme and a representative balance of users	6,000	6,000
C&YP2	Satisfaction with the activities we provide for young people.	> 90% satisfied	> 90% satisfied > 50% excellent

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C&YP3	Young people's voice and influence	> 80% of grant and recruitment decisions within Youth Ambition impacting young people are made with the active involvement of young people.	> 100% of grant decisions impacting young people are made with the active involvement of young people.
C&YP4	Evidence of impact for increased participation of young people in decision making.	Six examples per year.	Ten examples per year.
C&YP5	Health & Wellbeing	Stabilise the under 17s usage at our leisure centres.	Increase the under 17s usage at our leisure centres by 10% from the 2018 figure
C&YP6	Satisfaction with the support we give to schools	Set baseline	The schools we partner with say our support is outstanding.
C&YP7	Social value of the Youth Ambition Programme	>£12 million per year	>£12.2 million per year

**Fig. 4 Achieving Positive Experiences for Young People's using our services**

## D. Conclusion

Across the County, children's services are in a state of change and the new structures and ways of delivering services have not yet been embedded. Oxford City Council is actively engaging with the Children's Trust and within key working groups to ensure that the needs of the city are considered at a strategic level and to monitor the impact of outcomes for children in the city.

The City Council has made positive progress with its work with young people. This strategy shows how we will continue to do so and build on the process we have made with our partners to improve the life chances of young people, and especially those in greatest need. We have developed measures where we can demonstrate the impact of our role, rather than trying to measure things where we have a limited involvement.

By taking a genuine partnership approach, trying new ways of working and ensuring we have an up to date undertaking of the issues facing young people we are well placed to play our part in making Oxford a great place for all children and young people to grow up in and have the opportunities to fulfil their potential.

# Appendix 1

## Appendix 1 – What we will achieve

### Excellent preventative provision

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Develop our sessions and services so they are fully accessible	<p>Audit our community facilities</p> <p>Develop ongoing audits that are supported by young people from underrepresented groups</p> <p>All activity leaders to be continually trained to work with young people with disabilities</p>	<p>Audits start 2018</p> <p>Involve young people 2019</p> <p>Training completed</p>	<p>2022</p> <p>2022</p> <p>2019</p>	<p>Youth Ambition Manager</p> <p>Youth Ambition Manager</p> <p>Youth Ambition Manager</p>	<p>Officer time</p> <p>Officer time</p> <p>£500</p>
Maximise the benefits for young people at our leisure centre	Review the leisure contract to ensure it is effectively meeting the needs of young people	<p>Commence the review</p> <p>Add new activities into the programme</p>	<p>2018</p> <p>2019</p>	Leisure & Performance Manager	Officer time
Increased usage by young people at community centres	Improved activities and promotion of these activities	<p>Develop a young person led audit programme</p> <p>Implement the findings</p>	<p>2018</p> <p>2019</p>	Community centres Manager / Young people	Officer time
Improve how we use our cultural services to support the needs of young people	Improve the current offering	<p>Review the current offering</p> <p>Launch as part of the new Culture Strategy</p>	<p>2018</p> <p>2019</p>	Cultural Development Manager	Officer time
A productive Cultural Education Partnership	The partnership enables art and cultural organisations, educational institutions and the council to come together to create a joined-up art and cultural offer.	Start our delivery programme	2018	Cultural Development Manager	£10,000 Plus £15,000 (High Sheriff) Apply for £25,000 from the Arts Council
Ensure high quality delivery of activities	Implement quality assurance process for programmes we deliver and commission and encourage other to take it up	National Youth Agency Assessment	2020	Youth Ambition Manager	Officer time

# Appendix 1

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Excellent coordination of City Council services for young people	Set up strategy steering group made up from all service areas working with young people	First meeting	2022	Head of Service	Officer time
A well-coordinated, sustainable offer for under 5s	Support the city's children's centres  Continued programme of play area improvements  Arts and cultural activities targeted at Early Years	Undertake social labs and fund the best recommendations  Implement a programme of support to foster sustainability  Programme agreed and reviewed annually  Programme agreed and reviewed annually	2018  2020  Rolling programme  Rolling programme	Head of Service  Head of Service  Green Spaces Manager  Cultural Development Manager	£25,000  £100,000 a year  Officer Time Paid for via Cultural Grants programme
Effectively targeted grants	Target the Youth Ambition Grants towards the four areas in the needs assessment  Make sure our broader grants and commissioning programme has the areas in the needs assessment at its heart	Review grants  Improved criteria  Review grants	Summer 2018  2019  2018	Grants officer  Youth Ambition Manager  Grants officer	£50,000    £1.45 million
Improved co-ordination of young people's activities	Develop youth partnerships (or the most suitable model) in each target area that feed into the Youth Partnership Board  Annual Working Together event  Joined up funding bids	Review meetings already in place  Pilot using the Ready by 21 Framework  Event held  Submit a bid every two years	2018  2019  Every November  First bid from the Youth Partnership Board 2018	Youth Ambition Manager  Youth Ambition Manager  Youth Ambition Manager Chair of the Youth Partners Board	Officer time  £500 a year for each group £500  Officer time
Improve schools capacity to increase attainment by offering partnership support	Pilot a more formal partnership approach with schools and create a partnership plan. During the pilot we will assess the effectiveness of the approach and obtain a better understanding of the resources that are needed if we were to expand the approach to the city's other secondary schools.	Partnership plan in place at Saint Gregory the Great  Evaluate the pilot  Start working with a second school	2018  2019  2020	Head of Service  Head of Service  Head of Service	Officer time

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# Appendix 1

		Have a partnership plan with all five secondary schools	2023	Head of Service	
Help to connect schools with supportive networks	Within the schools partnership pilot include improving enterprise links	Include within the St Gregory the Great pilot	2018	OXLEP representative	Officer time

## Excellent partnership working

### Implementing the Ready by 21 framework to support our partnership working

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
A shared framework of delivery that is shared across different partners in different sectors	Using the shared delivery framework to guide our strategic plan.  Raising awareness of the framework with our partners through the Youth Partnership Board and the Youth Ambition Grants.	Communications strategy for internal and external partners	2019	Partnerships and Policy  Head of Service	Officer time
Improved co-ordination of young people's activities	Develop youth partnerships using the Ready by 21 framework in each target area that feed into the Youth Partnership Board	Pilot using the Ready by 21 Framework	2019	Youth Ambition Manager	£500 a year for each group
Pilot the zoning approach in a local area in the City	Developing a partnership with Oxfordshire County Council and other local partners to focus on specific issues	2018 Setting up pilot zone in the City using Ready By 21 Framework	2020	Youth Ambition Manager	Officer time

### Using Social Impact Zones to support our partnership working

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Pilot the zoning approach in a local area in the City	Developing a partnership with Oxfordshire County Council to focus on specific issues  Setting up a local youth partnership with clear goals and resources	2018 Setting up pilot zone in the City  2020 evaluation of pilot zone to date	2020  2020	Youth Ambition Manager	Officer time
Improve how we use data and information	Undertake a data collection and review exercise to continue to drive our priorities.  Ensure an annual review carries out a feedback process which responds to this data to drive the impact and outcomes of this strategy.	Coordinate Population level data mapping of Children and Young People in Oxford.  Working with partners to continually review and update our work plan	2019  2020	Data Analyst  Youth Ambition Manager	Officer time

# Appendix 1

## Equality, inclusion and engagement

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Develop our sessions and services so they are fully accessible	Audit our community facilities	Audits start 2018	2023	Youth Ambition Manager	Officer time
	Develop on-going audits that are supported by young people from underrepresented groups	Involve young people 2019	2023	Youth Ambition Manager Performance Manger	Officer time
	Explore quality assurance linked to inclusion	Exploration 2019	If viable, 2020		Officer time
Our decisions take account of the views of young people	Effective engagement, consultation and involve young people in relevant meetings	Develop a young person's committee.	2019	Youth Engagement Officer	Officer time
		Develop 10 young people every year so they can effectively participate	2020		
Involve young people in meetings that affect them	Identify meaningful opportunities	Attendance at the Youth Partnership Board	2019	Youth engagement officers	Officer time
Effective use of social media	Review and improve how we use social media to communicate with young people	Social media review	2019	Council comms lead and the Youth Participation Officer	Budget bid in 2018
		Implement new social media plan	2020		
	A well-used App	Review progress	2021 & 2023	Youth Ambition Manager	Officer time
Relevant messages for young people	Involve young people in our communications to them	An annual review	Annual	Council comms lead and the Youth Participation Officer	Existing resources
Relevant messages for young people	Involve young people in our communications to them	Pilot a young person led communications panel	2018	Council comms lead and the Youth Participation Officer	Existing resources
Involve older people in supporting young people	Explore how we can best support intergenerational activities	A plan developed	2021	Youth Ambition and Communities Managers	To be developed
Equitable access to learning opportunities	Work with the universities to offer opportunities to less advantaged young people	Increased take up from less advantaged local people	2022	Head of Community Service / Executive Member for Communities	Officer time
Less advantaged young people are able to access support and services	Work with the County to promote free school meals	Increased take up	2022	Head of Community Service / Executive Member for Communities /	Officer time

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# Appendix 1

	Reduce the financial inclusion of less advantaged young people	Increased take up		Communications Team Revs and benefits manager	
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## Identifying children and young people's needs and achieving the best outcomes for them

What do we want to achieve?	How are we going to do it?	Milestones	Timescale for completion	Responsibility for delivery	Resources
Keep an update to date knowledge of the needs of young people	Undertake an annual review	Present the needs at the autumn Working Together Event	Annual	Youth Ambition Manager	Officer time
Improved mental and sexual health	Work with public health to see how we can better support their work with mental and sexual health	Review the inclusion of these areas into a lottery bid  Identified and implemented ways how we can support these agendas using our preventative services	2018  2018	Head of Service  Head of Service	Officer time  Officer time
Reduce childhood obesity	Become a Sugar Smart City  Targeted sessions within community facilities	Launch 2018  Review current sessions programmes Launch new sessions	Continuous  2018 2018	Sport and Physical Activity Manager	Officer time
43 Young people are safe and secure	All council staff have undertaken relevant levels of safeguarding training  A joined up approach to safeguarding	Annually review and continue to provide role specific training  Active participation on the county safeguarding boards	Rolling programme  Continuous	Safeguarding co-ordinator  Assistant Chief Executive	Officer time  Officer time
More apprenticeships	Continue our programme	Review apprentice opportunities	2023	Economic development manger	Officer time
Improved work experience	Develop more structured placements and share good practice	Review current practices	2019	Economic development Manager / HR Manager	Officer time
Fair pay for young people	Explore an Apprentice Living Wage	Undertake review	2019	HR Manager	Tba

**Appendix 2 – Oxford City Council Services for Young People (hyperlink each one)**



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**Core council services that impact a young person's quality of life**

**HOUSING / ENVIRONMENT / STREETS / PARKS / PLANNING**

***SAFEGUARDING UNDERPINS EVERYTHING WE DO***

# Appendix 1

## Appendix 3 – Where we are working with our partners on the Ready by 21 Framework

Healthy and safe	Connected	Productive	Leading	Working
Parks	Culture	Schools	National Citizens Service	Training providers
Sports development	Youth Ambition	Colleges	Princes Trust	Employers
Housing	Community Centre	Universities	Oxfordshire Youth	Oxfordshire Skills Board
Regeneration team	Play	Children centres		Employment, education and training teams
Community Safety	Community Associations	Behaviour, inclusion and attendance		Job Centre Plus
Social care	Voluntary youth organisations	Sports clubs		
Youth Offending Service		Culture		
CAMHS				
Doctors				
Police				
Culture				

# Appendix 1

## Appendix 4 - Oxford City Council's schools offer

### Strategic Support

Opportunity	Detail
City Council senior manager liaison	A member of the council's senior management team will be the school's key point of contact to provide support on all council related issues
City Council / Schools Partnership	A partnership meeting a few times a year with the council's senior manager, the Locality Officers and Local Councillors with a focus on supporting the school
Advice on external funding	Support to obtain external funding for aspects such as play areas and sports facilities
Financial reviews	A team of senior managers will take a fresh look at the school's financial positions and make recommendations on what changes could be made to improve it
Improve schools facilities and grounds	A range of high quality traded grounds and building service – we save schools money and the quality of services they receive

### Sport, Recreation, Arts & Culture

Opportunity	Detail
Cultural education partnership	Link into cultural partners who want to develop young people's creativity in partnership with schools
Forest Schools	Outdoor education at sites such as Rock Edge in Headington
Youth Voice	Students can get involved in Bungee Radio and participate in Council meetings, so their views influence decisions that affect young people e.g. grant funding panels
Create Development	A programme of positive activities that covers seven areas such as emotional and cognitive development
Sports projects	Such as skater hockey and cycling projects
Free use of the Town Hall	Schools can use this inspirational historic venue free of charge on Tuesdays

### Readiness for work

Opportunity	Detail
Work Experience	We have numerous different roles and are well set up to take placements. We will look to assist those students in the greatest need wherever possible
Apprenticeships	We have excellent apprenticeships in areas such as youth work, trades or business administration. We expect Council Apprentice Ambassadors to go back into schools to deliver awareness workshops, have conversations about their experiences and develop interest in apprenticeships which could lead to work experience or support with making applications



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## Form to be used for the Full Equalities Impact Assessment

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<b>Service Area:</b> Community Services		<b>Section:</b>	<b>Date of Initial assessment:</b> 5 <sup>th</sup> October 2017	<b>Key Person responsible for assessment:</b> Ian Brooke	<b>Date assessment commenced:</b> 5 <sup>th</sup> October 2017
<b>Name of Policy to be assessed:</b>			Children and Young People's Strategy		
<b>1. In what area are there concerns that the policy could have a differential impact</b>	<i>Race</i>		<i>Disability</i>		<i>Age</i>
	<i>Gender reassignment</i>		<i>Religion or Belief</i>		<i>Sexual Orientation</i>
	<i>Sex</i>		<i>Pregnancy and Maternity</i>		<i>Marriage &amp; Civil Partnership</i>
<b>Other strategic/ equalities considerations</b>	<i>Safeguarding/ Welfare of Children and vulnerable adults</i>		<i>Mental Wellbeing/ Community Resilience</i>		
<b>2. Background:</b>  Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.			<p>Oxford City Council previously had two key documents relating to its work with children and young people. These were the Children and Young People's Plan that ran from 2014 until 2017 and the Youth Ambition Strategy that ran from 2013-2017. It was decided that rather than renewing the two documents, the Council would develop one strategy, the Children and Young People's Strategy.</p> <p>Oxford City Council works with children and young people (CYP) through many different services, including: youth work, grants, sports and physical activity, events, housing, community safety, culture, leisure and many</p>		

## Appendix 3

	<p>more. We want to ensure that we take positive and proactive steps to ensure that we provide safe and caring environments, free from discrimination. Equality is about ensuring individuals or groups are not treated differently or less favourably on the basis of their specific protected characteristics.</p> <p>Diversity aims to recognise, respect and value people’s differences and to contribute and realise their full potential by promoting an inclusive culture for all. We want to go further than ‘not discriminating’ and ensure that we work to actively promote the equal rights of all members of society within our services. Our services should be a place where CYP are valued as equal partners; and individual staff and the whole organisation see themselves as part of a wider set of services for CYP.</p> <p>Our experience tells us that although all nine characteristics are important, children and young people are more likely to face discrimination relating to their age, gender, race, disability and sexual orientation. The purpose of this assessment is to review the potential negative impact this strategy could have on children and young people and make recommendations to ensure this doesn’t happen.</p>
<p><b>3. Methodology and Sources of Data:</b></p> <p>The methods used to collect data and what sources of data</p>	<p>Face to face</p> <ul style="list-style-type: none"> <li>• Working Together Event that had 64 partners attend who work with children and young people</li> <li>• Focus groups with 38 young people from our priority groups (4 NEET, 5 involved with social care, 1 young person in care, 1 in the criminal justice system, 2 LGBTQ, 1 asylum seeker, 3 travellers, 10 young people with disabilities and 13 from BAME groups.</li> <li>• Focus group with key partners who work with priority groups.</li> <li>• Youth Ambition Manager and Team</li> <li>• Active Communities Manager</li> </ul> <p>Literature review</p> <ul style="list-style-type: none"> <li>• Equalities Act 2010</li> <li>• Youth Ambition: Equality and Diversity Statement</li> <li>• Arts Council England: Equality and diversity in arts and culture with, by and for children and young people</li> </ul>

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	<ul style="list-style-type: none"> <li>• University College London: Children and young people’s perception of gender discrimination</li> <li>• Young Equals: Making the case – why children should be protected from age discrimination and how it can be done</li> <li>• Un Convention on the rights of the child</li> </ul>
<p><b>4. Consultation</b></p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> <li>• Why you carried out the consultation.</li> <li>• Details about how you went about it.</li> <li>• A summary of the replies you received from people you consulted.</li> <li>• An assessment of your proposed policy (or policy options) in the light of the responses you received.</li> <li>• A statement of what you plan to do next</li> </ul>	<p>Oxford City Council involves CYP in the key decisions that affect them through its Youth Voice Service, which is co-ordinated by the Youth Ambition Team, but serves the entire organisation. In 2017 they worked alongside an associate of the National Youth Agency and a team of eight children and young people to co-create an equality and diversity statement and anti-discriminatory practice guidelines. Much of the consultation conducted throughout that process has been used to write this assessment.</p> <p>For the purpose of writing the assessment we also undertook a thorough literature review, reading reports, essays and articles. This ensured that we have the most relevant and up to date research on equality and diversity and best practice. We also consulted with partners on the impact assessment.</p> <p>We consulted with key stakeholder. This included young people and we ensured that the young people we consulted with were those with protected characteristics. We also consulted with partners who work regularly with children and young people with protected characteristics.</p> <p>Through our consultation it became evident that council officers, young people, partners and other stakeholders felt that equality, inclusion and engagement of children and young people with protected characteristics was vitally important, therefore, it has been made one of the three underlying principles of the strategy. This work will be supported by a new full-time post.</p> <p>We have used the information to cross reference our strategy, policies and team plans. Where potential for discrimination is identified we have adjusted our strategy, policies and plans to include measures that will mitigate against such discrimination ever taking place. The impact of our work on equality and diversity is monitored and evaluated in meetings that take place every six weeks, chaired by the Youth Ambition Manager.</p>

<p><b>5. Assessment of Impact:</b> Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p>			
	<b>Race</b>	<b>Disability</b>	<b>Age</b>
	Neutral	Neutral	Neutral
	<hr/>		
	<b>Gender reassignment</b>	<b>Religion or Belief</b>	<b>Sexual Orientation</b>
	Neutral	Neutral	Neutral
<hr/>			
<b>Sex</b>	<b>Pregnancy and Maternity</b>	<b>Marriage &amp; Civil Partnership</b>	
Neutral	Neutral	Neutral	
<hr/>			
<p><b>Safeguarding</b></p> <p>Oxford City Council’s ethos is to target its resources on its most disadvantaged and vulnerable residents. In some cases, such as the Youth Ambition Programme, we target young people experiencing complex needs. Therefore, in order to protect and safeguard these CYP we:</p> <ul style="list-style-type: none"> <li>• Ensure all staff have safeguarding training at the appropriate level and that there is a system for updating training once it expires</li> <li>• That staff have read, understand and have access to key policies and procedures</li> <li>• That safeguarding issues are discussed in 1-1’s and team meetings, and that a record of these discussions is kept</li> <li>• That services have safeguarding champions who support staff with safeguarding issues and who report concerns</li> </ul>			
<p><b>Children and Young with disabilities</b></p> <p>Oxford City Council wants CYP with disabilities to be enabled and encouraged to participate fully in the whole</p>			

range of services we offer. Children and young people with disabilities may face a range of barriers and discrimination in accessing our services, such as: being less involved in local networks that encourage their participation, facing abuse from other CYP and not being able to access facilities. Therefore, services need to make special efforts to enable and encourage disabled CYP to participate. Measures we will take include:

- Contacting local specialist schools and clubs to give them information about what is on offer.
- Including positive images of people with disabilities in our promotional material. Posters or DVDs are helpful but the most powerful image is young people with disabilities playing an active and full role within services.
- Staff and volunteers who have been training and have access to guidelines in order to challenge, and work to address, these negative attitudes and behaviours.
- Training and providing additional support to CYP who don't have experience of inter-acting with CYP.
- Providing specialist provision if necessary, but supporting and preparing CYP to make the transition into universal services.
- All staff will be encouraged to undertake any available disability awareness training.

## **Gender**

Gender stereotypes can have a significant effect of how CYP think, feel and act. Boys can be seen as strong and independent and girls as vulnerable and needing to be protected. Sport, educational excellence and leadership can all be viewed as male domains and being supportive, talking about emotions can be seen as feminine which has led to a disproportionate amount of males committing suicide. All of Oxford City Council's work with CYP must be anti-sexist, and provide all CYP with positive perceptions of both men and women. The measures that we will put in place in order to ensure this are:

- The imagery in buildings, such as posters, films and magazines should provide positive gender messages for all CYP.
- Services must consider the needs of both young women and young men, involving both in decision-making processes.

- It is important that all staff understand the way in which power is given to, or taken by, particular groups of young people in order to meet their demands, possibly to the detriment of other less dominant individuals or groups.
- Being mindful of the roles CYP are encouraged to take on in groups and the behaviour patterns that are accepted/encouraged and to understand that many societal 'norms' can work against gender equality and we must therefore actively work to demonstrate equality by our actions.
- Provide opportunities to enable young men and young women to examine gender issues. For many young women and young men it may be most appropriate to explore their role in society and the way in which their gender affects this within a single sex group. The opportunity to be part of a single sex group may enable personal issues to be discussed at greater depth and may provide a more comfortable environment in which to explore issues.

## **Race**

Oxford has a large proportion of people from black and minority ethnic groups and has a wonderful diversity of cultures, religious belief and social life styles. However, CYP from BME groups can face a range of barriers to leading successful lives, including a higher than average representation in the criminal justice system, being less likely to access mental health services and being underrepresented in leadership positions within society. In order to ensure that racial discrimination does not take place we will:

- Seek to celebrate that rich diversity and encourage the CYP we work with to understand, acknowledge and appreciate people of all races, creeds and cultures.
- Our practice will be anti-racist and promote anti-racist practice amongst our client groups.
- Trained staff to address the needs of a changing society and that our policies and guidance keeps up with that change. For example, the current rise in racist behaviour towards Muslims needs to be discussed with teams so that they have a positive plan of action about how to address any such issues with local young people.
- Staff must remain vigilant and immediately report possible approaches from adults/older young people seeking to radicalise local CYP.
- Social and political education programmes concerned with anti-racist practice must be promoted

within all work with young people.

- Any racist graffiti found must be erased as soon as possible. Any racist remarks, including jokes, must be addressed appropriately.
- Services should encourage positive links between groups of CYP from different cultural, racial and/or religious backgrounds incorporating education to support this work into programmes.
- At every opportunity, positive images of different ethnicities should be promoted through stimulus material such as menus, videos, magazines/books, general décor of buildings, programmes of activities etc.
- All staff should be encouraged to seek out and undertake training on antiracist practice.

### **Sexual orientation**

CYP who are lesbian, gay, bi-sexual, transgender or queer can face discrimination on many fronts. LGBTQ CYP self-harm more, are more likely to be subjected to hate crime and bullying, are looked down upon in certain cultures. Therefore it is vital that our services are tolerant, accepting and caring and that homophobia is challenged. We will:

- Support work around sexual identity and sexuality with young people as an integral part of Youth Ambition’s curriculum.
- Not make assumptions about the sexual orientation of any CYP, parent/carer or colleague. It is essential to start any relationship with a CYP from an understanding that they may not be heterosexual and may be struggling to work out their sexual identity.
- Promotional material should use non-heterosexual images portraying other types of relationships
- Services should not refer only to boyfriend/girlfriend relationships.
- Facilities and activities should provide information, access to helplines to support CYP being discriminated against because of their sexual orientation.
- Homophobic bullying will be challenged immediately and dealt with according to the Council’s anti-bullying guidelines.
- Ensure managers play a key role in supporting good practice and developing appropriate strategies

	<p>with the staff team to encourage and support effective practice.</p> <ul style="list-style-type: none"> <li>• Staff should be encouraged to attend sexual orientation training.</li> </ul> <p>All instances of discriminative behaviour must be recorded and reported – using the incident report form. Any child, young person or parent/carer who reports a hate crime should immediately be referred to the local reporting centre or Police.</p> <p><b>Age</b></p> <p>Oxford City Council delivers services for CYP that cover a wide age range from 0-24, which can cause problems and barriers to participation. Evidence suggests that CYP, typically, don't have equal access to services, including health, public leisure services and justice. CYP also often don't have a say in decisions that affect them. Therefore to mitigate against this we will:</p> <ul style="list-style-type: none"> <li>• Ensure that there is a one page version of our strategy for children and young people in a format that they can understand, supported by a video for social media.</li> <li>• Continue our youth voice service to ensure that CYP have a voice on key decisions that affect them such as recruitment, provision of services and grant decisions.</li> <li>• Our grants programme will target a wide range of age ranges within the 0-24 bracket, for example the holiday activities grant is targeted at 8-19, but the Youth Ambition fun at 19-24.</li> <li>• Involve CYP in the planning, delivery and evaluation of services.</li> <li>• Where appropriate we will deliver services for specific age range, for example it may not be appropriate for 8 years to play football with 21 year olds.</li> </ul>
<p><b>6. Consideration of Measures:</b></p>	<p>In the previous section we identified the discrimination that CYP from protected characteristics may face accessing our services. I will now identify a range of measures that services will adopt in order to ensure CYP</p>

<p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>feel safe, cared for and involved:</p> <ul style="list-style-type: none"> <li>• Robust quality assurance systems that use a range of methods to obtain information such as observations of practice and interviews with staff, CYP and partners. This information will be collected, analysed and used to inform continuous improvement.</li> <li>• Collecting and using management information on CYP participating from protective characteristics and analysing that information to ensure there is adequate representation from them and action planning to include underrepresented groups.</li> <li>• Maintain partnerships with statutory bodies, such as the police and county council and the voluntary and charity sector and influencing partners to work together to meet the needs of CYP.</li> <li>• Collecting feedback from CYP through an annual satisfaction survey that will be used to continuously improve.</li> <li>• Developing the workforce so they have support and the adequate training and development to meet the needs of the CYP they work with.</li> <li>• Doing an audit of the premises we use for work with CYP and ensuring it doesn't exclude groups with protective characteristics.</li> <li>• Ensuring effective data sharing and communication systems are in place.</li> <li>• Ensuring our grants are targeted at the most disadvantaged and vulnerable groups.</li> </ul>
<p><b>6a. Monitoring Arrangements:</b></p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether</p>	<p>The measures identified in the equalities impact assessment will be included in the services equality and diversity statement, where they are not included already. In order to progress the actions key performance indicators within the strategy have been developed.</p> <p>The impact of the assessment; the equality and diversity statement and procedures will be monitored and evaluated in the equality and diversity meetings that take place every six weeks and are chaired by the Youth Ambition Manager. Every six months the service reviews its work on equality and diversity and creates a</p>

## Appendix 3

you found any evidence of discrimination.	<p>report.</p> <p>The measures and targets within the strategy that relate to equality, inclusion and engagement of children and young people will be monitored in the Active Communities Performance Board, which is chaired by the Community Services head of service every three months.</p>			
<b>7. Date reported and signed off by City Executive Board:</b>				
<p><b>8. Conclusions:</b></p> <p>What are your conclusions drawn from the results in terms of the policy impact</p>	<p>The council has many services that work with CYP, including Youth Ambition, Sports and Physical Activity, Culture and Events and many more. Over the last four years these services have improved their ability to meet the needs of CYP immeasurably and are now regarded as best practice in many areas.</p> <p>That being said, it is important that work to ensure CYP with protected characteristics are free from discrimination and that we have a positive and proactive approach to reducing inequality, remains a focus point. This equalities impact assessment includes a range of recommendations to implement to ensure this is the case, along with effective monitoring systems.</p>			
<b>9. Are there implications for the Service Plans?</b>	YES/NO	<b>10. Date the Service Plans will be updated</b>		<b>11. Date copy sent to Equalities Lead Officer</b>
<b>.13. Date reported to Scrutiny and Executive Board:</b>		<b>14. Date reported to City Executive Board:</b>		<b>12. The date the report on EqIA will be published</b>

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Craig Morbey  
Signed (completing officer)

Ian Brooke  
Signed (Lead Officer)

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

Equalities Lead Officer

Service Manager

Lindsey Cane, Legal Services Manager

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Response received from	Feedback	Our response	Change need to strategy	OWNER
Maggie Dent (Clinical Commissioning Group)	Many thanks for sharing the document- it's quite comprehensive and forward looking. One key issue that I couldn't see mention of is food poverty and the influence of this on children and young people, both in terms of nutrition but also how it affects their learning and achievement. Obviously the city council isn't able to tackle this alone, but as with some of the other points mentioned, that it is recognised and that the council works with other partners to help to address this (e.g. in the H&WB Partnerships; through Good Food Oxford etc.)	<i>Thank you for your feedback and we are glad you like the strategy. In section one of the Ready By 21 Framework under the healthy heading we do explain how we will continue to support food banks and work with our partners such as Good Food Oxford. We are very keen to continue our positive partnership work with you to build on this work.</i>	N	n/a
Emma-Jane Morbey (Body Politic)	I feel that perhaps the document is written in a language that isn't accessible for young people. Perhaps adding a summary page of infographics? There is a lot of great content within the report, but it would be a huge shame if it immediately excludes one of your target audiences/groups due to the length, language and format it is presented in.	<i>Thank you for your feedback and we are glad you like the strategy. We are going to produce a video summary that is targeted at young people. Young people themselves will be involved in developing this.</i>	Y	Communications Team
61 Anonymous	Hi Craig – have just done quick skim and note a factual error linked to 'positive activities' see p6 – here it says the County council has a statutory role to provide positive activities - this is factually incorrect. The County Council has a role to "enable access to positive activities for young people 13 – 19 and up to 24 with learning disabilities". The duty is very clear in distinguishing between provision of activity and access to activities. The database <a href="http://www.activitiesoxfordshire.info">www.activitiesoxfordshire.info</a> provides the basis for young people to have access to the range of activities on offer for young people across the county. The work of the CYPWG provides the multi-agency links, identification of gaps and development of new provision through/with partners. I do think it is important that the City document includes the actual responsibilities in the duty.	<i>Thank you for this feedback. We have updated the sentence in the introduction to reflect this.</i>	Y	Head of Community Services
Oxfordshire County Council	Within the county council the consultation was shared with councillors on the Oxford Locality Group, Education and Schools Service, Children's Social Care, Public Health, Transport colleagues, Corporate Services and the comments below are a summary of the responses from those sources. Some of the wording needs to be updated to reflect national and local policy around troubled families and schools.	<i>Thank you for this feedback and collating a view from across the County's service areas. We have updated the points you have raised about the wording in relation to troubled families, children and family centres and schools.</i>	N	n/a

	It would be helpful to link more explicitly to the Children's Trust's Children and Young People's Plan in section A, P.7	<i>A sentence has been added to explicitly link this strategy to the Children trust CYPP and implementation Plan</i>	Y	Policy
	Structure and tone - concerns have been raised about how accessible to children, young people and families this report would be. It is at times difficult to read and repetitive. The document would benefit from being shorter and more focussed and also from an executive summary that clearly states what the city is proposing to do. The following structure may be helpful in clarifying some of the points raised - Ø What does the city have responsibility for? Ø What do the county and partners have a responsibility for? Ø What is the Children's Trust's CYPP and the priorities within that? Ø What are the city's priorities going forward, why, how do they link to the CYPP priorities? Ø How will the city work with partners to deliver these priorities? Ø Action Plan	<i>We have worked with young people to translate the headlines from the strategy into a small number of short videos. We believe by doing this it will not only help young people and other residents to understand the strategy it will continue our approach of involving young people in things that impact them.        Thank you for the feedback on the structure. We did consider this approach but were keen to use the Ready by 21 Framework to show what we do and what our plans are and the section before the explain the roles of our main partners.</i>	Y	Communications Team
	How is the plan going to be monitored to ensure it is making a difference to children and young People?	<i>We use a performance system called CORVU to track progress against the measures in the plan. The Youth Partnership Board will also have an oversight of the action plan which also enables our partners to be involved in monitoring our performance.</i>	N	n/a
	Homelessness trailblazer – P.22 para 2 – it would be worth inserting a paragraph clarifying the investment in a worker based in the MASH which is another example of strong partnership working. This is a good news story!	<i>Changes made to page 22 to explain the embedded worker arrangements.</i>	Y	Housing Team
	Preventative provision – we would see the provision you outline as being offered to all children in Oxford city including those with the highest level of need e.g. looked after children, those not in education and employment or training and apprenticeships for school leavers who are struggling. We would like to see the strategy address the gap in universal activities for young people such as summer play schemes and youth provision.	<i>Our approach is detailed in the Preventative-led provision section. Appendix 2 shows the Services we provide for Young People which includes summer activities. It is though important that we encourage and support our partners to play their roles which is explained in the partnership section.</i>	N	n/a
	Work of the Children's Trust - stronger emphasis needs to be placed on the link between the work to support community children's centres and the readiness for school work that has been commissioned through the Children's Trust.	<i>We have strengthened this link on p.15 of the strategy.</i>	Y	Head of Community Services
	The schools section needs updating	<i>We have updated this section</i>	Y	Head of Community Services

	Roles and responsibilities - there is insufficient mention of the county council's responsibilities and how the county and the city will work together on this agenda. This could be helped by sharper descriptions of the work being undertaken around the community impact zones and early years and the city's plans for working with schools.	<i>We have tried to demonstrate this using the description of services and the dashboard of need (fig 1). We are very pleased to be working in close partnership with the County on the Community Impact Zone. The pilot is at a very early stage and it is hard to add more detail at this stage.</i>	N	n/a
	There is too much focus on budget reductions rather than how the offer for children and young people will be improved	<i>The vast majority of the strategy is focussed on the offer for children and young people and we believe it is important to be realistic about the environment we are working in. We have though made a few amends to the sentence that mentions budget reductions.</i>	Y	Head of Community Services
	Inclusion - the strategy would benefit from being clearer about how the city plans to reduce abuse and improve inclusion and equal opportunity for children and young people.	<i>One of three principles of the strategy is inequality, inclusion and engagement of young people. This is also a key section of our action plan and we have further strengthened this following the consultation.</i>	Y	Head of Community Services
	It would be helpful to have more up to date data referenced e.g. P.19 para 2.	<i>Awaiting an update from TVP</i>	tba	Head of Community Services
	Transport – the availability and interconnectedness of public transport for young people should be highlighted particularly for 16-18 year olds getting to college and work. In Oxford City the bulk of county council expenditure is directed to those with the greatest need.	<i>We are aware that you are consulting on this and are keen to see the findings before we update the strategy.</i>	Y	Head of Community Services
	Sphere of control – there are points at which the sphere of control is unclear and the scope may exceed the council's sphere of control and risks duplicating what other agencies are doing. How has this been agreed and who with e.g. role suggested with schools (P.25 para 1).	<i>One of the three principles of the strategy is partnership as we very much recognise that to tackle the challenges that we all face will take effective collaboration, this is why we are keen on the community impact zone. We worked with the city's head teachers to develop the services included in appendix 5 and are piloting the approach to our schools partnerships.</i>	N	n/a
Wood Farm youth club focus group	Language is too formal	<i>A huge thanks to the young people from Wood Farm Youth Club for their feedback, it is very much appreciated. We hope the video summary will address this.</i>	Y	Communications Team
	More information on the disadvantaged a vulnerable groups you aim to work with	<i>We undertake a thorough annual needs assessment and we have now added a hyperlink to this to the strategy.</i>	Y	Youth Ambition Manager
	We don't know if services and facilities are good unless we have the opportunity to try them	<i>This is a great point and we will talk through what's available in future sessions.</i>	N	Youth Ambition Team
	There needs to be a shorter version	<i>We hope the video summary will address this.</i>	Y	Communications Team
Agee Gett (Thames Valley Police)	The council should ensure that the young people who receive apprenticeships are from priority groups	<i>Thanks for your feedback. As much as possible we do try to enable.</i>	N	HR Team
	The council should adopt a family approach to positive activities	<i>We do increasingly are involving families in our Youth Ambition.</i>	N	Youth Ambition Manager
	More 1-1 and small group work should be delivered	<i>The County Council undertake 1:1 work and we do a small amount of this type of work, but are very mindful of the resource required.</i>	N	n/a

	The strategy would be better if it was presented in a shorter version	<i>We hope the video summary will address this.</i>	Y	Communications Team
Dan Norey (Parasol)	The strategy is very broad so it not clear exactly what you are aiming to achieve	<i>Thanks for your feedback. We hope the updates we have made following the consultation rectify this.</i>	Y	Head of Community Services
	It is not clear how quality housing for young people is going to be developed	<i>Amendments have been made to page 22 of the strategy.</i>	Y	Housing Team
	Apprenticeships should aim to work with priority groups	<i>Thanks for your feedback. As much as possible we do try to enable.</i>	N	n/a
	The strategy is too long. It would be better to have s shorter one that is easy to understand.	<i>We hope the video summary will address this.</i>	Y	Communications Team
Jason Carbon (JSC Fun clubs)	A young leader from a youth programme getting an apprenticeship would be great.	<i>Thanks for feedback and we very much agree</i>	N	n/a
	It is well written but perhaps a video to make it easier to understand for staff and young people	<i>We hope the video summary will address this.</i>	N	Youth Ambition Team
Hannah Bruce (Ark T)	The new inclusion role should reach out to groups that work with young people to actively find out barriers to them accessing council services and facilities.	<i>Thanks for your feedback. This is exactly why we have created this role.</i>	N	Youth Ambition Manager
	Disability and LGBTQ training and effective policies should be in place for all staff at the council.	<i>This a good idea and we will talk it through with our colleagues in human resources.</i>	N	HR Team
	There needs to be leadership and progression routes for people with disabilities.	<i>We very much agree and will continue to improve how we support young people with disabilities and encourage our patterns to do the same.</i>	N	n/a
	Linking up with other organisations working with disadvantaged young people to promote apprenticeship programme.	<i>Great idea - we will explore how we can do this, this has been added to the productive section of Ready by 21</i>	Y	Youth Ambition Manager / HR Team
	Create an inclusion quality mark.	<i>We will explore this idea and see what is already out there, we have added this to the action plan.</i>	Y	Leisure & Performance Manager
	It is hard for part time staff to read such a long document. It's important to have a few different options such as a 2 page outline or a video.	<i>We hope the video summary will address this.</i>	N	Communications Team
Conor Savage (Access Sport)	The council should recruit staff that represent local communities	<i>Many thanks for your feedback. We endeavour to do this, we hold recruitment fairs and target our adverts into our priority areas.</i>	N	HR Team
	Key workers should be able to get community housing so they can stay longer and build relationships	<i>The City Council currently has a Key Worker planning policy and is looking at options for employer-led housing as part of its Local Plan review to 2036. Key Workers can apply to go on the Council's Housing Register for social housing if they are in housing need. See the Housing and Homelessness Strategy 2018-21 for more information on our plans to increase access to housing.</i>	N	Housing Team
	All Youth Ambition groups should be in partnership with other groups	<i>We have establish youth partnerships to try to ensure this happens.</i>	N	n/a
	There should be a kite mark for inclusion	<i>We will explore this idea and see what is already out there</i>	Y	Leisure & Performance Manager

	Priority groups should be the new apprentices	<i>We endeavour to do this, we hold recruitment fairs and target our adverts into our priority areas.</i>	N	HR Team
	Groups who receive funding should be putting kids on the funding panels	<i>We do have young people on our funding panels. This is very much up to the groups that we fund</i>	N	n/a
Dan Barker (Thrive)	All practitioners should have mental health training	<i>Many thanks for your feedback. We very much agree, we will add this to our grant criteria and our action plan.</i>	Y	HR Team
	Do all occ youth activities staff have training to work with those with disabilities?	Yes	N	n/a
	Include a diagram outlining partners roles and responsibilities	<i>This would be incredibly complicated, but we do show all the key partners in appendix four.</i>	N	n/a
	A one or two page summary would be good or a video	<i>We hope the video summary will address this.</i>	Y	Communications Team
	It is not currently a suitable document for young people	<i>We hope the video summary will address this.</i>	Y	Communications Team
Bob Price	The City Council has an active apprenticeship programme at several qualification levels. The Council has adopted the Unison Apprenticeships Charter and seeks to offer a permanent post to apprentices completing their qualification, subject to performance and the availability of an appropriate post.	<i>Thank you very much for this feedback.</i>	N	n/a
Susanna Pressel	There are of course young people in need in all parts of the City, not just in areas of deprivation. Please can you tell me what the Strategy will offer to young people in my ward? Will there be transport to some of the activities, if necessary, or at least detailed instructions on how to get there and perhaps financial help with the fares or with renovating a bike?	<i>The Council delivers a wide range of services that are used by people of all ages across the city. Appendix two of strategy lists all the range of services we provide for young people and more detail is available on our website.  Within our work with schools we will continue to develop cycling projects and initiatives to help young people to be better able to travel to activities.</i>	N	n/a
	Will some of the activities be in the city centre, which is easily accessible to all?	<i>The strategy explains the importance of ensuring young people can access activities and facilities is. Both the ice rink and Hinksey Outdoor Pool are very close to the city centre. We will also continue to hold cultural events such as Light Night and encourage young people from around the city to be involved.</i>	N	n/a
	Is there a way of targeting young people in social housing all over the City?	<i>Thanks for this suggestion, we will work with our housing colleagues to explore how we can best do this.</i>	We have updated the connected section of Ready by 121	Youth Ambition Manager
	How will schools be involved as a way of communicating the offer to students?	<i>The Productive Section of the Ready by 21 Framework explains our approach to working with schools. We work closely with school and a head teacher chairs the city's Youth Partnership Board which provides and helps us to send information to students across the city's schools.</i>	N	n/a
	If the approach to helping secondary schools works (and I'm sure it will), please can we consider providing a limited amount of advice to primary schools, at least in writing?	<i>Yes, we will find ways of providing more information to primary schools through our Sports Development Officer (Schools) and working with our partners.</i>	N	n/a
I'm trying to get the County to commit to doing some specific things, e.g. improving careers advice – at least.....	<i>Thank you for letting us know.</i>	N	n/a	

St Gregs focus group	Use words that younger people can understand	<i>A huge thanks to the young people from St Gregory the Great focus group for their feedback, its is very much appreciated. We hope the video summary will address this.</i>	N	Communications Team
	What they have planned sounds good	<i>Thank you :)</i>	N	n/a
	The plans in the strategy would help young people be happy	<i>Thank you :)</i>	N	n/a
	I think there should be a focus on drugs and crime	<i>This is included is keeping safe section and we will use Community Impact Zones to tackle priority issues.</i>	N	n/a
	Organisations working together to help young people would be a good thing and the activities seem fun	<i>We very much agree which is one reason why we established the Working Together Event.</i>	N	n/a
	Trips would be a good way to get people out of their homes and away from their issues and to help them have fun	<i>We understand the benefits, but the resource required is beyond the scope of the work we provide.</i>	N	n/a
	Young people don't always have the same problems so it would be difficult to meet the needs of all young people but that is why it's a good idea to work together	<i>We very much agree - we have done many things to address this such as establishing the Youth Partnership Board, the Working Together Event, Youth Partnerships and piloting the Community Impact Zone.</i>	N	n/a
	Language is not easy to understand	<i>We hope the video summary will address this.</i>	Y	Communications Team
	It's too long	<i>We hope the video summary will address this.</i>	Y	Communications Team
	More interactive and better to look at	<i>We hope the video summary will address this.</i>	Y	Communications Team
	Maybe make a video	<i>We hope the video summary will address this.</i>	Y	Communications Team
	Just make it easier to understand	<i>We hope the video summary will address this.</i>	Y	Communications Team
	Make sure young people can get to things and help them want to go	<i>The action plan shows how we will work promote our activities and those of partners.</i>	N	n/a
	We can sometimes have a lot on our mind, thinking about the future and how to help ourselves. I like this because you need others to help you sometimes.	<i>We hope the strategy provides opportunities for young people to talk through their issues and challenges in a supported way</i>	N	n/a
Parasol focus group	'there should be more affordable sports'	<i>Thank you for your feedback. We offer a range of free and discounted activities. We will review how we can better promote these.</i>	N	n/a
	What about housing for young people?	<i>See changes to pages 21 and 22 in the strategy.</i>	Y	Housing Team
Richard Bryant	I found the strategy weak in terms of working with the voluntary sector and local community groups - their contribution should have been highlighted in more detail - appendix4 is weak.	<i>Thank you for your feedback. We very much value the work undertaken by the voluntary and community sector and will update appendix 4 accordingly.</i>	Y	Communities Manager
	When areas of deprivation are considered only the usual suspects are mentioned - e.g.; Barton ,BBLLeys, Rose Hill. The recent report on child poverty in Oxford by the End Child Poverty Coalition indicates that the % of child poverty is also high in other wards of the city , such Churchill ( Wood Farm ) and Cowley Marsh. Indeed, both Churchill and Cowley Marsh had higher levels of child poverty than Barton and Rose Hill..	<i>We have noted this report and our holiday activities do deliver in these areas. We do though also need to focus our resources where there is the greatest need. We will though look at how we can encourage people from the areas you mention to access our, and our partners activities.</i>	Y	Youth Ambition Manager

Sue Holden	Although I agree in principle a large part of any success will be based on the family/home life, and if this is dysfunctional or chaotic then quality housing alone wont make this work. Family life often determines how a young person behaves. So, offer as much as possible to the young people, but always be aware of their backgrounds. Barton Family Centre is on hand for some of this but there are families who don't access this service	Thank you for your feedback. We agree and are very mindful of the point you have raised.	N	n/a
	I always worry about the reliance on volunteers within our communities. By nature the number of volunteers reduces on a regular basis and its not enough to just pat them on the back and say "Well Done". We need to encourage our young people to take on volunteer roles within their communities so that they develop the mind set that its good to give as well as receive. As they grow up and become adults hopefully volunteering will follow through and they will positively contribute towards their communities and those around them	We agree and are also very mindful of this, we do look for ways to enable this and would be keen to get your thoughts on what else we can do.	N	n/a
Carole Richards (Dovecote)	Oxford City Council does incredible work to ensure Children and Young People are given supported access to opportunities, experiences along with given the opportunity to have their voices listened to.	<i>Thank you for your feedback and we very much appreciate these kind words</i>	N	n/a
Anonymous	Its not a revolutionary different strategy than others in the last 50 or more years and it needs to be said in 4 pages not as long as it is at the moment.I say this mainly as more people will read all 4 pages and more can be said with less words especially as Labour Councillors in the City and County are and have taken community facilities away from young people.	<i>Thank you for your feedback. We hope the video will address the concerns about the length. We believe the zoning pilot could enable step forward in the way we work with young people.</i>	N	n/a
	Rep0lacing Youth Clubs and proper Community Centres rather than taking them away, Film oxford will be less effective in less space, East oxford Community centre has less space to cater for young people after the City Council changes it and the Games Hal;l will not be there for all to use. Commit that Labour County Councillors who have supported the Tories in making cuts to Children & young People's Services are shamed into proposing alternative budgets that would benefit young people and children and work with the City Council to do so.	<i>Clery it is in no ones interest to pretend there is not a challenge and let services start to fail. The consultation we have done with the public is very supportive of funding sustainable long term solutions by combining and creating multi-functional flexible community spaces.</i>	N	n/a
	Stop spending money and time expanding strategies and use the money to actually make provision especially in really affordable housing to maintain good communities.	<i>It is essential to have an agreed plan that is developed through robust consultation so we can then deliver what is genuinely needed in a joined up and coordinated way.</i>	N	n/a

	<p>A more straight forward strategy that young people have helped shape form the strat not after older people and Councillors have decided what may be best for them. And some respect for younger people so that their ideas will be implemented rather than paid lip service to.</p>	<p><i>Young people have been very involved in developing the strategy and the video will help to simplify the strategy for a wider audience.</i></p>	N	Communications Team
	<p>Its good to work as a community and form meaningful partnerships but we spend far too much time doing this with little result. The main partnerships should be directly with Children and young People. Schools, especially academies have chosen to 'opt-out' of public system and accountability encourage them to change and become part of the proper community not just use 'community involvement partnerships' for their own ends.</p>	<p><i>We do prioritise and focus our partnerships, the community impact zone is a good example.</i></p>	N	n/a
	<p>I said before you could say it all in far less pages and should do so Come to the point its not different than a strategy that we should have had over 50 years or more ago, stop dressing it up into details that are all words rather than action.</p>	<p><i>We hope the video summary will address this.</i></p>	Y	Communications Team
	<p>Open Youth Clubs rather than closing them Build more really affordable houses INSIDE the City by utilising brownfield sites to help build rather than dissipate communities. Stop re-modelling Community Centres so they don't relate to the communities they are supposed to serve.</p>	<p><i>We have not closed any youth clubs and we consult with the community before taking forward our plans</i></p>	N	n/a
	<p>Yes stop talking and writing and actually do something positive rather than destructive which is what you are doing at the moment by decreasing community facilities and by not being creative in building properly affordable homes in the city itself.</p>	<p><i>Over the past 10 years the Council has invested millions of pounds into community facilities, this includes £15 million into leisure centres and just under £5 million building a new Community Centre at Rose Hill. The Council has created a housing company that will further support out work on creating affordable homes.</i></p>	N	n/a
Callum Campbell (Keen)	<p>As an organisation, we will be looking at how we understand and connect our own objectives and strategy over the next 3-5 years with the final version of this plan, so the only thing to add is that it would be good to know the best ways to further engage with the council on it, whether through existing partnerships, or new ones.</p>	<p>Thank you for your feedback and we are very glad that you will be doing so. We are more than happy to talk this through with you.</p>	N	n/a

Richard Venables	<p>I wholeheartedly support the CYP Strategy and the Ready by 21 and Zoning approach.</p> <p>I work alongside Access Sport delivering sports opportunities to Oxford's deprived community which has achieved considerable success in encouraging CYP to engage with existing sports organisations. I welcome the commitment of OCC to work with all Oxford's sports organisations.</p> <p>I have noted that the provision of sports facilities is lacking and would urge a review of the provision of space for sports clubs unable to provide the sporting opportunities.</p> <p>East Oxford is also in need of additional greenspace and parks. Difficult to achieve in the current urban areas but should be considered as a priority for new development.</p> <p>I welcome the opportunity for business to engage with CYP. As Chair of Reciprocate we will do all we can to assist in providing work experience opportunities for CYP.</p> <p>I acknowledge that mental health issues are at a critical state in Oxford's schools and urge more is done to tackle this through the provision of arts and cultural activities which have a hugely beneficial effect on mental health but are significantly lacking in some of our schools.</p>	<p><i>Thank you for your feedback. While the mapping we have undertaken does not show that we have too few facilities we will be updating our Leisure &amp; Wellbeing Strategy next year and will undertake a further evaluation. Alongside this we will also be working with Sport England on updating our Playing Pitch Strategy. East Oxford has a number of excellent parks such as Florence Park and Cowley Marsh, but we do need to make sure that all residents have access to good quality green space. We will certainly take you up on the offer to engage with business and will be in touch to talk this through. We have supported one school to obtain funding to research mental health issues over the next three years.</i></p>	Action	Head of Community Services
Sue Price (BLAP)	yes provided, as you say in the strategy you cope with the communication of facilities and the encouragement of the shy	<i>Thank you for your feedback.</i>	N	n/a
	working on Blackbird Leys I know how difficult it is sometimes to help those who are most in need and whilst the strategy is excellent it will be difficult to make sure it works. The promised Zoning of our area with East Oxford and Cowley and the emphasis then on trying to make sure communications work would be very helpful	<i>Thank you</i>	N	n/a
	<p>a good well researched piece of work with very up to date details</p> <p>I would be interested to know more about measurement of outcomes and how you use the information we already send to you and whether the whole city could ask for the same details.</p>	<i>We are very happy to meet with to talk this through</i>	Action	Youth Ambition Manager

Anonymous	More emphasis needed on those with disabilities	<i>Thank you for your feedback. The second principle focuses on Equality, Inclusion &amp; Engagement of Young People so we believe that this is well covered. We have though added an action to asses the accessibility of our sessions and facilities for people with disabilities.</i>	Y	Head of Community Services
	Needs to more accessible for those with reading difficulties.	<i>The video will help to address this.</i>	Y	Communications Team
Anonymous	The strategy generally specified helping vulnerable children with less or more complicated family circumstances. Sport, activities and feeling part of a mixed community is the way forward. However a lot of issues are due to parenting or lack of, it is great to help the children positively but the parents needs to be actively supporting and promoting positive change at home to maximise the child's journey to a happier, healthier mindset and way of life. Strategies towards better more coherent parenting, helping parents to deal with family life and struggles in a better mindful way.	<i>Thank you for your feedback. This very much links to the partnership objectives and is likely to become a focus of our pilot work with the community impact zone.</i>	N	n/a
	The general strategy is explained but the actual practicalities and actual services (sports, venues etc...) that will be provided is not clear and which areas will benefit from this.	<i>These are include in a the Leisure &amp; Wellbeing and Community Centre Strategies that are both on our website. We have added a hyperlink for these into the strategy.</i>	Y	Head of Community Services
	Once again this is a case by case basis, certain families will be willing and happy to have their children get involved others might not. Children need the support of their parents to get to the venue, to have a routine and extra curricular activities to look forward to and gain skills and a healthier lifestyle. How can we guarantee that those children with the most needs will use these services? Will it be close by? A bus?	<i>Unfortunately we cannot guarantee this, but we mainly achieve this by providing our services and activities in the areas of the greatest need.</i>	N	n/a
	It is not detailed enough. Fusion lifestyle is a partner, however from my own experience of fusion lifestyle (Summertown) they are not efficient or communicative with the local community. Getting through to them is difficult, finding out and booking activities is harder than it needs to be.	<i>We will feed this back to Fusion and see what they can do to improve.</i>	Action	Leisure & Performance Manager
L Drury	Even though it works in theory, it doesn't specify how the 'ready by 21' team will engage with children. Schemes like this have been put in place before but it isn't clear how different this will be in practice.	<i>Thank you for your feedback. There are a broad range of agencies who work within the framework and we need to better join this work up. One practical way we will do this is use the Ready by 21 Framework to structure the Work Together Event.</i>	Action	Youth Ambition Manager

<p>The strategy seems to have a good plan, but the strategy isn't easily accessible from the website and is quite meaty and long - meaning those people it is targeting are more unlikely to complete this survey so it is difficult to know the full extent. If it was more available and possibly presented in an assembly in an easy to explain way, the increased responses you will receive from disadvantaged and vulnerable groups will allow this question to be fully developed and answered.</p>	<p><i>We hope the video summary will address this.</i></p>	<p>Y</p>	<p>Communication Team</p>
<p>It would be a lot clearer conveyed and more exact if an example was offered with it for how it may impact an individual - more people would then understand the explanation of the strategy as they could relate the partnership scheme to their own scenarios.</p>	<p><i>Thanks for raising and we will develop a case study to show how this works.</i></p>	<p>Action</p>	<p>Youth Ambition Manager</p>
<p>More examples and points made in concise terms would improve the accessibility to all young people, especially those from disadvantaged backgrounds who may not feel the scheme very applicable to them in its current (rather wordy) form. Their interpretation of the strategy is the best form of feedback you can get, so simplifying some of the key ideas would be quite beneficial to the programme.</p>	<p><i>We hope the video summary will address this.</i></p>	<p>Y</p>	<p>Communication Team</p>
<p>The scheme is really great indication of a movement to tackle problems faced by others in my generation. However, it is very obscure and difficult to find on the council website (I only learnt about it from work experience) and the long wordy explanations in some of the introduction etc. may put some people off if they don't feel like they can understand. In this way I think you are losing a valuable source of feedback from a large proportion of the local youth, especially those from disadvantaged areas who don't really delve around the council websites as a hobby. It may help to give a simple informative presentation in local secondary schools on the main principles of the vision, ready by 21 scheme and zoning methodology - proceeded by each class filling in their opinions during a lesson :-)</p>	<p><i>We hope the video summary will address this, we will then share these with the city's schools. The draft strategy has also being shared with the secondary heads and some have been very active in helping to develop it.</i></p>	<p>Y</p>	<p>Communication Team</p>

Kathrin Cranwell	<p>I appreciate that the council is operating under a reduced level of funding but I feel that the closure of the children's centres, reduction of stay and play sessions, removal of funding for Donnington Doorste and, removal of funding for The Baby Cafés has been a false economy in terms of allowing every child to have a good start to life. The above have been excellent forms of support for mothers with mental health issues or those families who are struggling to cope with the every day realities of child rearing, but have now been taken away from those who are at their most vulnerable.</p> <p>The impact of this lack of early years support will ultimately impact other, equally stretched services, such as the NHS, which seems ludicrous when with investment at such a crucial stage of a child's development can result in considerable cost savings in later life ( e.g. UNICEF has produced reports detailing cost savings in healthcare from wider-spread breastfeeding in more economically developed countries).</p> <p>Without a holistic approach and support given to the entire family, there is a worry that results from the implementation of any initiatives will be rather stunted.</p>	<p><i>Thank you for your feedback. The Ready by 21 Framework should help to take a place based approach across the life course of a young person.</i></p>	N	n/a
	Mental health of parents or carers with young children. Breastfeeding rates at various ages; 6 weeks, 6 months, 1 year, 2 years.	Thank you for your feedback	N	n/a
Kristie Waller (Wolvercote YPC)	Although I felt it jumped about a bit at times.	<p><i>Thank you for your feedback. We hope the updated version is easier to read and that the video summary will provide a way to digest the key themes in the strategy.</i></p>	N	n/a
	The Strategy could more comprehensively set out how some of its services contribute to the health and well being of all children and young people, housing, community safeguarding and safeguarding as examples. The focus of the strategy is very much on young people and should equally focus on what the council can offer younger children and young families.	<p><i>Thank you for your feedback. We believe the use of the Ready by 21 Framework in the strategy does address these points in enough detail. Most of the work we do as a council is universal and does support families and we are increasingly involving families in our Youth Ambition work.</i></p>	N	n/a
	Although I agree with this statement , overall the focus of the strategy is on young people and less about children and their families. I also would like to see a deeper analysis of vulnerable groups of children e.g. refugee children, ethnic minority groups, children who have suffered abuse and crime.	<p><i>We have had to balance the length and depth of the strategy with making sure it is something that will be read. As such we reference other documents such as our needs assessment that does go into further depth. We will be updating our needs assessment this year to make sure it is up to date. This process involves conversations with young people and professionals to make sure it captures the key issues. We also share the assessment with our partners and publish it on the council's website.</i></p>	N	n/a

Val Johnson	<p>Although those services mentioned above are valuable there could be more of a focus on community safety, safeguarding and environmental health. Targeting specific areas of deprivation is a useful tool but it would also be useful to understand how the strategy can be more targeted at vulnerable groups and have more of a focus on family / intergenerational activities.</p>	<p><i>This is a key part of the third principle in the strategy partnership - Facilitating effective partnership working. We have a role to play in this work and intend to actively do so, but perhaps our most important role is using the framework to knit together the efforts of our partners. The needs base referred to above is a key starting point to make sure ourselves and our partners prioritise the most important issues.</i></p>	N	n/a
	<p>I would like to see it more clearly set out how services will reach the most disadvantaged, other than targeting specific communities. For example Care Leavers, Unaccompanied Asylum Seekers, victims of crime and abuse. I am aware that these children and young people are primarily the responsibility of the County Council but we have a role to play in enabling access to sport, leisure and cultural services.</p>	<p><i>Many thanks for your comments. The detail of our approach is in others supporting strategies such as the Leisure &amp; Wellbeing Strategy. We have though added a hyperlink to help join this up to the reader.</i></p>	Y	Leisure & Performance Manager.
	<p>I fully support working with a range of partnerships and the concept of social zones. However, I am unclear as to how this strategy links to the Oxfordshire Children and Young People's Plan and the Oxfordshire Health and Well Being Strategy.</p>	<p><i>This document includes feedback from the County Council's Children's Directorate and Health team. The common thread is the data we use to target the strategies and there is a strong link through the use of the Ready by 21 Framework and community impact zones.</i></p>	N	n/a
	<p>I think the measures could better reflect the impact of the strategy on different groups of children and young people, particularly ethnic minorities and vulnerable groups.</p>	<p><i>Thanks for this suggestion, we have asked in the consultation for any thoughts on measures and we are still undertaking some work on firming these up.</i></p>	Y & Action	Head of Community Services
	<p>On the whole I think it is an excellent strategy which builds upon previous Children and Young Peoples Plans as well as the Youth Ambition Strategy. Although currently it reads very much as a Youth focussed strategy.</p> <p>I am pleased there is a focus on safeguarding and supporting vulnerable groups underlying all the areas of work but I would like to see this strengthened and clarified throughout the document as to how this is to be achieved.</p> <p>I also think there could be a reference to intergenerational work, which is gaining importance in addressing loneliness of all ages and supports the case made by Louise Casey with regard to disconnect between generations.</p>	<p><i>Thank you, we are very glad that you think so. We agree in relation to the value of intergenerational work and have added this to the action plan.</i></p>	Y	Communities Manager
Helena Cullen (Asylum Welcome)	<p>I think it would be good to give more consideration to young people with precarious immigration status, as this has a major effect on their well-being and mental health and also on their ability to participate in youth provision in a meaningful way. It would be good to hear their voices within the strategy.</p>	<p>Thank you for your feedback. We have added some text on this to the Safe part of the Ready by 21 Framework in the strategy.</p>	Y	Policy Team

Anonymous	<p>We do not agree that the strategy is clear –about what Oxford City Council wants to achieve through its work with children and young people. because the language used is fairly technical and at around 37 pages long the strategy is fairly inaccessible for parents and families including children and young people in households where people's working or living circumstances do not give them sufficient time to devote to reading and understanding this type of document. This comment also applies to some families where English is an additional language. This form of consultation document/communication is geared towards and favours statutory and voluntary sector organisations and professionals working in multi-agency forums. The strategy will be clear to these professionals. It will not be so clear to many parents, families, and community group volunteers who don't necessarily have the time to read and meaningfully consider such documents</p>	<p>Thank you for your feedback. To increase the clarity for the wider community we are producing some short videos that young people will be involved in developing .</p>	Y	Communication Team
	<p>The strategy identifies some of the main issues, however there may be other issues of key concern for some parents, families, children and young people from disadvantaged groups who have less resources or face particular barriers to having their key issues identified and highlighted and the strategy needs to recognise and accommodate this possibility.</p>	<p><i>We will be updating our needs assessment this year to make sure it is up to date. This process involves conversations with young people and professionals to make sure it captures the key issues. We also share the assessment with our partners and publish it on the council's website.</i></p>	N	n/a
	<p>An approach involving more genuine partnership working and community engagement beyond statutory organisation led multi-agency forums, which seek to involve parents, families, children and young people, and community groups by actually going to the events, places and venues in which they regularly meet. This approach, which would incorporate co-production and co-design methods alongside service user/community group led audits, may help to push the strategy beyond its officer-focused technical jargon and paper commitment. However, such an approach would entail a significant change in corporate culture for which there is most likely no appetite</p>	<p><i>Our work is increasingly involving and we would be very happy to talk through any ideas you have.</i></p>	Action	Youth Ambition Manager

	<p>The same as we have stated above in our answer to question 4. To include and engage children and young people from disadvantaged and vulnerable groups the strategy needs to make reference to community engagement and outreach to the events, places and venues where the families of children and young people already congregate - e.g. faith networks - rather than expecting participants to attend partnership forums convened and led by officers.</p> <p>The feedback we have received from our children, young people and families has highlighted the barriers they face to engaging in and accessing a range of activities that may take place in leisure centres and community centres with costs particularly hampering many of our ethnic minority families from disadvantaged and vulnerable groups who are on zero hours contracts, in precarious and temporary forms of shift-work on very low incomes. In this regard regular sign-posting information sessions with ethnic minority community groups and other disadvantaged groups in venues where they meet explaining discount rates which are available in community centres, sports and leisure centres to supplement existing online information would be very useful and a good form of community engagement. A sense of exclusion from the civic resources of Oxford City has been expressed by the children and young people from ethnic minority groups involved in East Oxford United who come from Blackbird Leys, Rose Hill, Barton, Wood Farm</p>	<p><i>This is very concerning to hear and while we do work hard to understand the needs of all young people in the city, we would be very keen to meet with you to understand what more we can do.</i></p>	<p>Action</p>	<p>Youth Ambition Manager</p>
	<p>The strategy reflects the standard language of a multi-agency orientated consultation document and in this sense explains how the council will work in partnership with other organisations. The strategy is less clear and inspiring in relation to how, it if at all the council and its multi-agency partners will work in partnership with community-based groups. It is clear from reading the consultation strategy that partnership working with community groups is neither the purpose nor a priority within this strategy.</p>	<p><i>Thank you for your feedback. We very much value the work undertaken by the voluntary and community sector and will update appendix 4 accordingly. Perhaps we could include this in a conversation if you are able to meet to talk through.</i></p>	<p>Action</p>	<p>Communities Manager</p>

	<p>We did not find the strategy easy to read and understand as we have highlighted in our answer to question 2 (please see answer to question 2 above). We worked with a local volunteer from our ethnic minority communities who is familiar with these types of consultation strategies to get the required feedback in a session with our parents, children and young people to be able to provide responses to this consultation. Far more outreach and engagement with people in places and venues where they actually are, and regularly meet, at times that are suitable and convenient for them, are required if these types of consultation are going to be anything more than meaningless paper commitments and corporate tick box exercises. In this context the consultations recommendation to – "develop ongoing audits that are supported by young people from under-represented groups" – should be expanded, built upon and made more robust and more real.</p>	<p><i>We agree and plan to continue to improve these audits.</i></p>	<p>N</p>	<p>n/a</p>
	<p>: In the main these measures and targets are corporately framed and designed and so we disagree with this approach. Quantitative data will be provided in abundance via the approach outlined in the strategy but qualitative data around actual quality of user experience will be less forthcoming. Co design and co-production incorporating service user and community group led audits need to be fully incorporated and integrated into impact measurement processes (this entails more than the business as usual approach of performance indicators, case studies and social impact methodology led by council officers following diktats from above) to make the impact and quality measuring 'real world' relevant.</p>	<p><i>We are also happy to talk through. We left some of the measures blank in the consultation to ask for ideas. Unfortunately specific ideas did not come forward so we are currently working on the measures that we are keen to ensure are meaningful as possible</i></p>	<p>Action</p>	<p>Youth Ambition Manager</p>
	<p>Yes ,The strategy consultation document says it is for the years 0-25 whilst the section Equality, Inclusion and Engagement of young people refers to 8 protected characteristics. Under the Equality Act 2010 there are actually nine listed protected characteristics including Marriage and Civil Partnership which is excluded from your list below.</p>	<p><i>Thank you, we were made aware of the error and updated during the consultation</i></p>	<p>Action</p>	<p>Leisure &amp; Performance Manager</p>

Erin Kohl (Thrive)	The strategy rightly highlights the important role language diversity now plays in the community. It is crucial that schools are given the staff and expertise to provide inclusive education, providing for this diversity sensitively and allowing children and their parents to perceive their languages as a valuable personal and academic skill and resource. Schools should be encouraged systematically to enable children to take GCSE qualifications in these languages.	<i>Thank you for your feedback and we very much recognise the challenges facing our schools. We try to use our services to support schools so they can focus on these difficult issues.</i>	N	n/a
Adam French (Inspired Young People)	I hope OCC continue to work with and support partners. Although this can sometimes take extra time and effort it is key to having a varied and sustainable offer. Relationships are key over activities, good to see this mentioned. Great to see mental health taking more of a focus. Understanding mental health and having conversations early is great.	<i>Thank you for your feedback. One of the three principles in the strategy is partnership and it is integral to implementing the Ready by 21 Framework.</i>	N	n/a
77 Sara Kopie	I would be very happy to be involved in any further discussions and development of this strategy and offer going forward. My role within Oxfordshire Mind is Service Manager for the Wellbeing Service and also lead for development of our Children and Young People Work. My interest in working with children and young people also stems from my work with this children and young people and their families within Oxfordshire, over the past 30 plus years.	<i>Thank you for your feedback. We have a meeting set to explore how we can work closer together with yourselves and other key mental health services.</i>	Action	Head of Community Services
Anonymous	Supporting vulnerable young people and especially young carers. Of the victims of Bullfinch case 90% were or had been a young carer; that shows how vulnerable young carers are and, because of their isolation in the community, why they need specific consideration	<i>Thank you for your feedback. This strategy and our supporting plans show how we work to provide services to help to strengthen communities to play our role in trying to prevent such abhorrent abuse occurring.</i>	N	n/a

	<p>Healthy - your planned achievements relate to reducing childhood obesity however a more cohesive approach is needed not limited to targeted sessions in community facilities. Where are the planning policies that could support reduction in sugar and fast food consumption? These have been successfully used elsewhere in the UK to limit the number of fast foods outlets within defined area of a secondary school. How will you know you are achieving and reducing obesity? How will the public health system support your efforts?</p> <p>Access to Leisure - In renegotiating the leisure contract, include a requirement to offer a specific leisure card for young carers to access sports and arts facilities at discounted prices. Young carers predominately come from less affluent families and therefore are not only an isolated vulnerable group but also have little time for themselves. Oxford Academy estimates it has 200 young carers on its school role.</p>	<p><i>We agree that a wide range of partners need to be working together to tackle obesity. Much of our role is included in our Leisure &amp; Wellbeing Strategy so we have added a hyperlink to that with the C&amp;YPS. We also mention in this strategy our Sugar Smart pledge (we were the first authority outside of London to sign such a pledge). We work very closely with public health to tackle to multifaceted determinants of obesity, a good example is Barton Healthy New Town where a range of interventions are being designed to the new development. Young carers already get a discount to leisure facilities and we offer an excellent concessionary scheme to our leisure centres.</i></p>	Y	Head of Community Services
	<p>Supporting vulnerable young people, especially young carers. Of the victims of Bullfinch case 90% were or had been a young carer; that shows how vulnerable young carers are and, because of their isolation in the community, why they need specific consideration. See also response to question 4</p>	<p><i>Answered above</i></p>	N	n/a
	<p>Your aim is clear, on a practical level how you will deliver it is unclear ... Who will you be working with, what are your priorities, how will you engage?</p>	<p>This is included in the partnership section of the strategy and shown in appendix 4. We are undertaking some final work on the measures that are shown in section C. Impact: Collecting Data, Measuring Quality and Sustaining Success.</p>	N	n/a
	<p>The measures and targets are too simplistic. For example, satisfaction with the activities the Council provides for young people will only relate to those attending. What about those who don't attend? By inference, how do you encourage/engage/involve them?</p> <p>C&amp;YP5 Health and Wellbeing - Health and wellbeing goes beyond levels of use at leisure centres; you need to take a more holistic view to include opinions about your parks, provision of cycle ways, safety of walkers, planning policies to contribute to reducing obesity.</p>	<p>While we agree in part, which is why we have short term and long term measure, we also need to have measures where we can show the impact of our work.</p>	N	n/a

	<p>The strategy makes no reference to the recent Children's Commissioner report on the effects on children's mental health of social media or to the Commissioner's report on young carers (published in 2016).</p> <p>There is no mention in the document of young carers. This is especially surprising given that 90% of the victims of Bullfinch were or are young carers.</p> <p>There is insufficient detail on how the voluntary sector can contribute to the Strategy or how the City Council can utilise the voluntary sector to increase the capacity to achieve its goals</p>	<p>This data is included and we have use a different source. The YMCA report, A World of Good, the Challenge of Being Young in Modern Britain (2016).</p>	N	n/a
Anonymous	<p>The way in which the strategy outlines this is implied within the strategy, however I feel that those who do not completely understand the document (many of the parents of the young people that the strategy is targeted at) could misinterpret what is meant. Access to quality housing is an issue because the amount of housing in Oxford is low. The wording could give the impression that C&amp;YP will have access in the future which is true for a minority however I think it needs to pick up on what the offer gives YP to make them self sustainable in their futures</p>	<p>See changes to pages 21 and 22 in the strategy.</p>	Y	Housing Team
	<p>I did, however, as mentioned earlier, those who the strategy is targeted at would struggle due to the length, the complexity of the language and the lack of attractive aspects such as pictures and diagrams.</p>	<p><i>Thank you for your feedback. We hope the video summary will address this.</i></p>	Y	Communications Team
	<p>To promise affordable housing is a risky thing to do. Is it a real possibility?</p>	<p>See changes to pages 21 and 22 in the strategy.</p>	Y	Housing Team
	<p>It is clear about how it wishes to support children and young people from disadvantaged and vulnerable groups, but have these groups been consulted before the draft was written? Has their input, opinions, experiences and voices been represented within the draft version of the consultation?</p>	<p>Yes, we engaged with a wide range of young people to help shape the strategy.</p>	N	n/a

	<p>However, it is not clear who the audience is. If professionals are the target audience then I believe the strategy does its job as the terminology will be commonly used within this group and so will be familiar and more understandable. If the audience are children and young people or families or members of the community then I think there are phrases and terms used that won't mean anything the majority of the members of these groups. Could it be shorter? Could it be more interactive? The strategy talks about reaching children and young people in a way that suits them, should this start with the strategy? Should the strategy be available on a platform that suits them so that is more accessible and means more?</p>	<p>Thank you for your feedback. We hope the video summary will address this.</p>	<p>Y</p>	<p>Communications team</p>
Anonymous	<p>I think it needs to be really clear who the audience is and how it is accessed by all.</p>	<p>Thank you for your feedback. We hope the video summary will address this.</p>	<p>N</p>	<p>n/a</p>
Rebecca Critchley	<p>It's very long and very academically written. I think having a shorter version where by people can get an overview of the strategy and if they require more in depth explanation to read the full the version. Also would be good to have a children and young people easier readable version!</p>	<p>Thank you for your feedback. We hope the video summary will address this.</p>	<p>N</p>	<p>n/a</p>
	<p>I think the wording for providing affordable housing for young people could be worded differently as young people may understand it to be receiving a house from OCC when they become young adults.</p>	<p>See changes to pages 21 and 22 in the strategy.</p>	<p>Y</p>	<p>Housing Team</p>

## Minutes of a meeting of the CITY EXECUTIVE BOARD on Wednesday 13 June 2018

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### Committee members:

Councillor Brown (Chair)	Councillor Smith
Councillor Turner	Councillor Chapman
Councillor Clarkson	Councillor Hayes
Councillor Hollingsworth	Councillor Rowley

### Officers:

Gordon Mitchell, Chief Executive  
Nigel Kennedy, Head of Financial Services  
Anita Bradley, Monitoring Officer  
Adrian Arnold, Development Management Service Manager  
Paul Wilding, Programme Manager Revenue & Benefits  
Frances Evans, Strategy & Service Development Manager  
Lucy Cherry, Leisure and Performance Manager  
Hagan Lewisman, Active Communities Manager  
John Mitchell, Committee and Member Services Officer

### Also present:

Councillor Andrew Gant, Liberal Democrat Group Leader, Liberal Democrat shadow member for Corporate Strategy & Economic Development, Customer and Corporate Services, Liberal Democrat Group Leader  
Mark Munday, Fusion Divisional Business Manager

### Apologies:

Councillors Tidball and Upton sent apologies.

### 18. Declarations of Interest

None.

### 19. Addresses and Questions by Members of the Public

None.

### 20. Councillors Addresses on any item for decision on the Board's agenda

None.

### 21. Councillor Addresses on Neighbourhood Issues

None.

## **22. Items raised by Board Members**

None.

## **23. Scrutiny Committee Reports**

The Scrutiny Committee, at its meeting on 05 June, considered reports on Fusion Lifestyle's Annual Service Plan; Safeguarding Annual Report; and the Modern Slavery Act Transparency Statement (items 8, 12 and 13 of the agenda) and had submitted its views to the City Executive Board for consideration.

Councillor Gant, as Chair of the Scrutiny Committee, spoke to the Committee's reports.

He thanked the Board for their responses to the Committee's recommendations for which he was grateful.

### Fusion Lifestyle

The Committee had had a thorough discussion about the Fusion Lifestyle report and had been exercised about the fall in visitor numbers and was concerned lest the pressures described only served to drive the numbers down still further. While the Board's response was welcome, he would urge that the action plan to raise numbers was robustly monitored. In particular, the Committee would want to monitor performance against the target of a 3% increase in visitor numbers. The Committee is pleased that consideration will be given to including Fusion Lifestyle indicators on the Council's quarterly performance report. The ambition, via a marketing campaign, to promote swimming opportunities for under 17s, older people and members of the BAME community was very welcome and something which the Committee regarded as very important.

### Safeguarding

The response to the recommendation was positive. Notably the new data gathered on the reach of safeguarding work will be included in the following year's Safeguarding Annual Report for Scrutiny.

### Modern Slavery

The recommendation had been agreed.

## **24. Fusion Lifestyle's 2018/19 Annual Service Plan**

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

Councillor Smith introduced the report. The fall in visitor numbers was regrettable and a major part of the Annual Service Plan sought to address that decline. She reminded the Board of the context of the decline which included: being squeezed by increasing numbers of budget gyms on the one hand and some private high quality ones on the other; increasing number of residents taking advantage of opportunities to exercise in parks, open spaces and community centres and events organised by third parties. Oxford was, pleasingly, considered to be one of the countries 'fittest' cities. Residents were able to take advantage of community use provision of the facilities at the Oxford Spires Academy and the Universities' facilities. The Youth Ambition team delivers

activities for young people as does the national award winning in-house Sports and Physical Activity team for all members of the community.

The Bonus concessionary fees and charges offered by the Council (in partnership with Fusion Lifestyle) is generous when compared with other providers. The Council continues to fund free swimming sessions for under 17s and ensures payment of the Oxford Living Wage. All were to be commended.

There was a commitment to reviewing access for those with disabilities and the feasibility for childcare at the Ferry Leisure Centre was being explored.

With reference to the Scrutiny Committee recommendations, there was no reason to be anything less than ambitious in relation to future visitor numbers; more detail about the Annual Service Plan could be shared over the course of the year and it was indeed important to ensure that the proposal for a marketing campaign was followed through.

The Active Communities Manager confirmed that the local market was exceptionally competitive (there were, for example, 15 other health and fitness competitors in the City and immediate surrounding areas). It was important to remember the decreasing costs of the contract to the Council. In 2008/09 it cost the Council c.£2m to deliver leisure services, this is now c.£100k when taking account of Oxford Living Wage, free swimming schemes and utility adjustment elements .

It was noted that visitor numbers had risen significantly at the start of the contract, plateaued and were now, as reported, falling. The Leisure and Performance Manager explained that early improvement could be largely attributed to significant Council investment at the start of the contract enabling a wider activity offer across all facilities, improved quality, as well as the development of the new Competition Standard Pool at Leys Pools and Leisure Centre

The Divisional Business Manager explained that the data cleansing, obliquely referred to in the report, had been a means of re-calibrating the data from time to time to ensure that, as far as possible, like for like comparisons were being made. Customer feedback was gathered in a variety of ways which included: e-mailing customers and a survey of c.200 users per centre; National Benchmarking Surveys; mystery visits as part of the UK quality award Scheme for leisure (QUEST); and biennial non-user surveys. Feedback informed the Annual Service Plan.

While it was recognised that some factors were outside Fusion Lifestyle's control, the Divisional Business Manager also recognised that there were matters which were within its control. In relation to maintenance issues, for example, it was inevitable that as the buildings aged so the number of reactive tasks increased. Overall however he was confident that the measures in place would result in improved performance.

The City Executive Board resolved 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.

## 25. Local Development Scheme 2018-2021

The Head of Planning, Sustainable Development and Regulatory Services had submitted a report to approve the updated programme for the preparation of documents that will form the City Council's Local Plan.

Councillor Hollingsworth introduced the report. He drew particular attention to paragraph 5 of the report which set out the revised timetable for production of the Oxford Local Plan which was intended to give sufficient time for it to take account of the Government's revised National Planning Policy Framework, publication of which was expected in July.

The City Executive Board resolved to:

**Approve** the Oxford Local Development Scheme 2018-21.

## 26. Extension of Home Choice Pilot

The Head of Housing Services had 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.

Councillor Smith spoke to the report. The Home Choice scheme, introduced in 2003, sought to reduce homelessness. Demand for it was increasing as private rents rise and changes to Government policy put more pressure on individuals and families. The Home Choice Pilot was introduced in 2016 to deal with the inequality in approach to private sector tenants outlined in the report. Thought needed to be given to making the scheme sustainable, hence the recommendation for a review and a further report to the CEB in the Autumn.

Councillor Rowley said the scheme did not provide an answer to the challenges posed by the costs of the private rented sector but it had helped a great many people and it should, at the very least, continue for a further year.

The Revenues and Benefits Programme Manager reminded the Board that the scheme was but part of a range of strategies to deal with the problem of homelessness. The scheme was attractive to landlords and increased the number of potential properties for those in need, a group for whom little else was available. Other Local Authorities had expressed interest in the scheme.

The City Executive Board resolved to:

1. **Approve** in principle, the extension of the Home Choice pilot until March 2019; and
2. **Instruct** the Head of Housing to undertake a further review of the pilot later this year, and report the findings to CEB in October 2018.

## **27. Tenancy Strategy and Tenancy Policy 2018-2023**

The Head of Housing Services had 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.

Councillor Rowley introduced the report. A pre-consultation version of the strategy had been to the March meeting of the CEB. He wished to draw the Board's attention to just two points. The anticipated Government guidance on the mandatory use of Flexible Fixed Term Tenancies had yet to be published. It was therefore proposed that the Council should continue to issue introductory 12 month tenancies for new Council tenants. The consultation had indicated support that it was reasonable for rents to be based on a percentage of household income, an approach which would have implications for the Council's Housing Company.

The Strategy and Service Development Manager noted that Appendix C of the Strategy (Oxford City Context) would be reviewed and updated annually.

The Chair thanked all those who had contributed to this valuable piece of work.

The City Executive Board resolved to:

1. **Note** the amendments made to the draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices) in response to feedback from public consultation; and
2. **Recommend** to Council, approval of the amended Draft Tenancy Strategy and Tenancy Policy 2018-23 (and associated appendices).

## **28. Oxford City Council Safeguarding Report 2017/18**

The Assistant Chief Executive had submitted a report on the progress made on the Oxford City Council's Safeguarding Action Plan 2017/18.

Councillor Hayes introduced the report in the absence of Cllr Tidball. The report provided a very comprehensive picture of the Council's position in relation to safeguarding. He drew the Board's particular attention to three matters: the rigorous audit of the Council's procedure (via the Oxfordshire Safeguarding Children Board and the Oxfordshire Safeguarding Adults Board) resulting in 8 out of 10 indicators being the best possible; imminent implementation of "My Concern", a central reporting system for safeguarding concerns; and awareness training having been delivered to about 400 staff.

The Chair thanked all those involved for a thorough report about a very important area of work.

The Monitoring Officer noted that the reference in Appendix 3 to the Data Protection Act should be to the Data Protection Act **2018**.

The City Executive Board resolved to:

1. **Note** the key achievements of the Safeguarding work delivered through Oxford City Council during 2017/18;
2. **Agree** the Safeguarding Action Plan 2018/19 set out in Appendix 1; and
3. **Approve** Oxford City Council's safeguarding policy updated April 2018 subject to the correction noted above.

## **29. Modern Slavery Act – Transparency Statement 2017-2018**

The Assistant Chief Executive had submitted a report to approve the Modern Slavery Act – Transparency Statement for 2017 – 2018.

Councillor Hayes introduced the report. The statement makes clear that the Council is compliant with the requirements of the Modern Slavery Act 2015. As a result of the Scrutiny Committee consideration (see above), the interconnection with the Council's wholly owned companies and their own statements will be referenced.

The Council undertook a significant amount of work to support a wide range of people at the risk of exploitation. He drew attention to recent research by the University of Buckingham which suggested that every £1 spent in providing early support for vulnerable people could save up to £3.35 that might otherwise be spent in support and assistance at a later date.

The City Executive Board resolved to:

1. **Approve** the Modern Slavery Act Transparency Statement 2017-2018; and
2. **Delegate** the approval and publication of modern slavery transparency statement to the Assistant Chief Executive in consultation with the relevant Portfolio Holder.

## **30. Q4 2017/18 Integrated Report**

The Head of Financial Services and Head of Business Improvement had submitted a report to update Members on Finance, Risk and Performance as at the end of the financial year.

Councillor Turner introduced the report. The overall financial position remained favourable with expenditure on target and a slight increase in the anticipated surplus. There was favourable variance in both the Housing Revenue Account and the Capital Programme. In relation to Performance Management the overall picture was positive with twelve of the sixteen corporate performance measures delivered as planned and four falling short (of which one was the number of visitors to the Council's leisure centres, see above). Of the new scheme requests, £200k for City Centre Improvements was recognised as important (and chimed with a previous recommendation from Scrutiny Committee).

Councillor Chapman, in his role as Board Member for Customer Focused Services, was pleased to note the favourable variance of Direct Services and looked forward to their continued positive performance.

The City Executive Board resolved to:

1. **Note** 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;
2. **Agree** 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. **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.

### **31. Clarification of Council Tax Reduction Scheme**

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

The Leader introduced the report. The report was simply to clarify the intended purpose of the report agreed by the Council on 29 January. The scheme will be subject to ongoing review and proposals for a consultation will come to the CEB in September. Of concern are the cumulative consequences for those who are self-employed and particular steps will be taken to engage with that group of people.

The City Executive Board resolved 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.

### **32. Appointment to Outside Bodies 2018/19**

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

The Leader introduced the report. The nominations provided were agreed subject to the following changes:

- Risinghurst Community Centre - Removal of Councillor Roz Smith from the list. A replacement to be agreed in discussion with Councillor Tidball and the Monitoring Officer;
- City of Oxford Charity – Addition of Councillor Altaf-Khan to the Liberal Democrat post; and
- Headington Parish Charity – Following the resignation of Councillor Wilkinson, agreed that a replacement should not be sought until after the forthcoming by-election.

The City Executive Board resolved to:

1. **Approve** appointments to charities, trusts, community associations and other organisations as shown in Appendices 1A – 1E, subject to the changes mentioned above.
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.

### **33. Response to consultation on the planning application for the Oxford Flood Alleviation Scheme (OFAS)**

The Head of Planning, Sustainable Development & Regulatory Services had submitted 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.

Councillor Hollingsworth introduced the report. A scheme of this size inevitably raised a number of issues and concerns, mitigation for which is sought in the proposed response. Given the areas affected by the scheme, hydrology was, inevitably of particular concern. There was a need, for example, to ensure that adjoining meadows/wet lands were not adversely affected. The need to remove some trees could be mitigated to some degree by new planting which could perhaps extend to the provision of Black Poplars, an endangered species. The recognition of the need to protect aspects of heritage and urban design were very welcome.

The Development Management Service Manager said there had been good communication with the applicant and the County. The reports appendices contained a great deal of technical detail but he drew particular attention to the importance of addressing matters to do with air quality, archaeology, hydrology, traffic movement (with particular reference to construction vehicles) and the consequences of the scheme for the Council's Park and Ride provision. There would be close monitoring of the project once underway to ensure that the agreed mitigations were being implemented and having the desired effect.

The Chair welcomed this detailed report for scheme that was important both for the City and further afield and thanked all those who had contributed to it .

The City Executive Board resolved to:

- 1. **Note** the contents of the Council’s response to the consultation; and
- 2. **Endorse** the Council’s response to the consultation

**34. Minutes**

The Board resolved to APPROVE the minutes of the meeting held on 22 May 2018 as a true and accurate record.

**35. 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.

**36. Matters Exempt from Publication**

No matters were considered in confidential session.

**The meeting started at 5.00 pm and ended at 6.15 pm**

**Chair .....**

**Date: Wednesday 11 July 2018**

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