

Agenda

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City Executive Board

Date: **Wednesday 14 November 2018**

Time: **5.00 pm**

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

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 7 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

Chair/ Leader	Councillor Susan Brown	Leader of the Council, Board Member for Economic Development and Partnership
Vice Chair/ Deputy Leader and Members	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 Christine Simm	Board Member for Supporting Local Communities
Councillor Louise Upton	Board Member for Healthy Oxford	

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

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

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AGENDA

PART ONE PUBLIC BUSINESS

Pages

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

No Local Connection Review Group Report

Councillor Bely-Summers, as Chair of the review group, gave a brief introduction, thanking all those Councillors, people with experience of homelessness and officers who had contributed to it. The report was dedicated to the support of some of the most vulnerable members of the community and especially women. Since austerity took hold a decade ago homelessness had increased in the UK by 169% . In Oxford there had been an increase in the number of people sleeping rough with no local connection, with 69% of all people counted in 2017 having no local connection and so no place to live. The report's 25 recommendations flowed from a strong evidence base, drawn from a wide range of sources. She hoped that implementation of its recommendations would make a tangible difference. Councillors should be providing political leadership and direction and this was an opportunity to do that.

The Chair thanked Councillor Bely-Summers, on behalf of CEB, for the work of the group and for having enabled so many to contribute to it.

Councillor Gant addressed the Board on behalf of the Scrutiny Committee as a whole. In relation to the review group's report he noted the following points among others:

- The committee had received a report from officers responding to the recommendations in advance of its meeting. It was useful (if unusual) to have received this advice but it had not been commissioned.
- The officer advice contained opinion on legal questions which differed from the legal opinion of other organisations in some respects.
- In agreeing that the report should go forward to CEB the Scrutiny committee was not taking a view on legal questions: the committee did not seek legal opinion of its own. It resolved, rather, that the proper place for those questions to be addressed was at CEB
- There was some intense and effective discussion both supporting and questioning aspects of the report, and that the resolution to adopt it to go forward to CEB was taken by a clear majority, but not unanimously.
- This was a thorough discussion around a detailed and well-evidenced report which takes a clear view on how Council should approach an issue of fundamental importance. It was a good example of Members, officers, other stakeholders and the public engaging with the Scrutiny process in a very constructive way.

Councillor Linda Smith, as portfolio holder, responded on behalf of the Board. She thanked the group for its work and, in particular, the contributions made at the meeting by Jackie and Hayley. She was pleased to be able to confirm support for the majority of the recommendations. She hoped that the changes would provide greater clarity and confidence about how the rules around Local Connection are put into practice and improve service in a number of related areas. She was proposing support for the recommendation that the council explores opportunities to extend provision which uses the 'Housing First' approach and that the Council looks at Critical Time Intervention programmes. It was important to review and adapt homelessness services continually, learning from best practice both in Oxford and further afield.

She proposed to accept the recommendation about calling on the County Council, neighbouring Councils and the Government to increase funding for homelessness services. The Council had prioritised funding in this area and successfully bid for government funding but this was time limited and assurances were needed about longer term funding.

While she agreed that the Local Connection guidelines were flawed, reform had to be made at a national level and it would be wrong to change them unilaterally: people with a connection to another authority should have their costs met by that authority; and people without a local connection have few options when it came to moving on out of the pathway which would only serve to block it.

She was not in a position to make any changes to the housing allocation at this meeting; to do so would require public consultation

and agreement of the registered social landlords with whom the Council works in partnership.

The Council's eligibility criteria for having a local connection in relation to the housing register and being eligible for council or social housing were relaxed (6 months) compared with government guidelines (two years). Any further relaxation would raise questions of fairness, thinking of the 2,100 applicants with a proven local connection currently waiting for a home.

While not all the recommendations had been accepted it was important to be clear that the Council is not content for anyone to be sleeping on the streets and it was not the case that those without a local connection were denied help. There would, for example, be 74 bed spaces available in the coming Winter for those without a local connection. Day services were also supported by the Council to provide hot meals, showers and clothes. An outreach team could provide practical assistance to help with access to accommodation, benefits or a job or to reconnect to their home area where they can access long term support.

The report and officer comments made clear that the use of exemptions is important when it comes to operation of the local connection policy. It was important not to fetter the ability of officers to be able to use their professional judgment, on a case by case basis, in making good decisions about the application of the policy.

She concluded by paying tribute to the work of the housing services team who work on rough sleeping and homelessness for the excellent work that they do.

In the subsequent Board discussion there was recognition that the extent of the problem was largely attributable to a number of Government policies and decisions in recent years. The Chair recognised the importance of lobbying, both locally and nationally, for adequate funding; something which already happened and would continue. The importance of not taking unilateral action as referred to above was repeated. The testimony given to the meeting gave some pause for thought, raising questions about whether the service currently provided for rough sleepers might be better in some respects. It was right that decisions about these matters should be informed by the views of those immediately affected by them. There was appreciation that homelessness was a significant contributor to poor health outcomes.

That the recommendations being taken forward were supported by a strong evidence base was welcome and all those who contributed to the report should be thanked.

Work Place Equalities Report and Action Plan

Councillor Gant thanked Councillor Chapman for his contribution to the

Committee's thorough debate about the report, something which had been enhanced by virtue of his previous role on Scrutiny Committee when he had challenged the adequacy of some of the data and plans to improve areas of weakness. The Committee had been pleased to note some improving trends in parallel with concerns at the levels of recruitment from members of the BAME community and women to senior positions. He thanked the Board for its agreement to the Committee's recommendations.

8 **WORKPLACE EQUALITIES REPORT AND ACTION PLAN**

11 - 76

Lead Member: Customer Focused Services (Councillor Nigel Chapman)

The Head of Business Improvement has submitted a report to seek approval for the publication of the Annual Workforce Equalities Report and the resulting Action Plan to improve the diversity of the Council's workforce and make it more representative.

Recommendations: That the City Executive Board resolves to

1. **Approve** the Workforce Equalities Report 2018/19;
2. **Delegate** authority to the Head of Business Improvement to publish the Workforce Equalities Report 2018/19 and to make any typographical changes as may be required before publication; and
3. **Approve** the Action Plan at Appendix 4 of this report for submission as part of the 2019/20 budget setting process.

9 **OXFORD NORTH**

77 - 84

Lead Member: Planning and Transport (Councillor Alex Hollingsworth)

The Regeneration and Economy Programme Director and Head of Planning Services have submitted a report to request an in-principle decision to use Homes England Housing Infrastructure (Marginal Viability) Funding (HIF) and CIL funds for infrastructure support at Northern Gateway/Oxford North.

Recommendations: That the City Executive Board resolves to:

1. **Identify** the Northern Gateway/Oxford North Housing Infrastructure Funding HIF and Community Infrastructure Levy (CIL) schemes as potential future Medium Term Financial Plan (MTFP) capital schemes with a provisional budget allocation (subject to receipt of external HIF and CIL receipts) of up to £18.85m;

2. Delegate authority to the Regeneration and Economy Programme Director to agree a contract with Homes England to draw down funds and secure their use/implementation in agreed infrastructure projects (subject to the £10m HIF funding to Oxford North being secured);

3. Recommend to Council to apply Community Infrastructure Levy receipts to the value of £ 8.85m (as generated from future strategic scale development at Northern Gateway/Oxford North) in order to fund investment in highways/transport infrastructure provision to support the delivery of the Northern Gateway strategic site allocation; and

4. Delegate to the Head of Planning Services authority to secure the completion of an appropriate legal agreement for this funding investment, prepared in conjunction with the Council's Monitoring and Section 151 Officers. The legal agreement to cover the specific infrastructure projects to be funded and arrangements for their procurement, delivery and adoption by the local authorities, and to be subject to the outcome of due consideration of necessary and contingent planning application(s) and associated processes.

10 MINUTES

85 - 90

Recommendation: That the City Executive Board resolves to APPROVE the minutes of the meeting held on 16 October 2018 as a true and accurate record.

11 DATES OF FUTURE MEETINGS

Meetings are scheduled for the following dates:

18 December 2018
22 January 2019
12 February 2019
13 March 2019
10 April 2019

All meetings start at 5pm.

12 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 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 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).

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: 14 November 2018
Report of: Head of Business Improvement
Title of Report: Workplace Equalities Report and Action Plan

Summary and recommendations	
Purpose of report:	To seek approval for the publication of the Annual Workforce Equalities Report and the resulting Action Plan to improve the diversity of the Council's workforce and make it more representative of the community it serves.
Key decision:	Yes
Executive Board Member:	Councillor Nigel Chapman, Customer Focused Services
Corporate Priority:	An efficient and effective Council: our ambition is for a customer –focused organisation, delivering efficient, high quality services that meet people's needs.
Policy Framework:	None.
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Approve the Workforce Equalities Report 2018/19; 2. Delegate authority to the Head of Business Improvement to publish the Workforce Equalities Report 2018/19 and to make any typographical changes as may be required before publication; and 3. Approve the Action Plan at Appendix 4 of this report for submission as part of the 2019/20 budget setting process. 	

Appendices	
Appendix 1	Workforce Equalities Report
Appendix 2	Recruitment and Retention Analysis
Appendix 3	Benchmarking Data
Appendix 4	Action Plan
Appendix 5	Communications Campaign
Appendix 6	Distribution of staff by sex and grade & disability and grade

Introduction and background

1. Oxford has an ethnically and culturally diverse community. Such diverse communities require the Council to provide strategic community leadership, promote community cohesion and equality across its services and aim for its workforce to reflect the communities it serves. Organisations cannot thrive and grow if everyone in them thinks and behaves in the same way. Having a diverse workforce with people from different racial, educational and social backgrounds and a diverse age range, opens up a wealth of possibilities and helps to encourage improvement, creativity and innovation.
2. There is also a clear competitive advantage to be gained from employing a diverse workforce. An organisation with a diverse range of service users is well placed to understand the needs of a wide range of customers, and can interact with a broad client base. Not only that, but it is also in a good position to recruit and retain staff in an increasingly diverse and competitive labour market. Embedding diversity of thought throughout an organisation also means that talent can be properly recognised and nurtured.
3. In respect of workforce equality, the Equality Act 2010 places a duty on public bodies to publish employment information relating to employees who share a protected characteristic. Oxford City Council (“the Council”) does this through an annual Workforce Equalities Report (WER) which provides a snapshot of employee data metrics. The latest WER provides information as at 31st March 2018, which also includes Oxford Direct Services Ltd (ODS). This can be found at Appendix 1.
4. Beyond this formal duty as an employer, the Council is committed to increasing the diversity of its workforce as a matter of social justice. Analysis of comparative Oxford population data ensures that the Council understands where there are gaps and the significance of them. This has enabled the development of an appropriate and robust Equalities Action Plan to improve the community representation in the Council’s workforce. This can be found at Appendix 4. The Action Plan for ODS will be agreed separately by its Board and reviewed by the Companies Scrutiny Panel.
5. This report sets out the methodology used, findings from a range of data analysis and benchmarking data from comparable authorities. It also explains what the Council is already doing and recommends an Action Plan for significant and lasting improvement.

Methodology

6. An examination of the Census data from 2011, the Office for National Statistics Labour Force Survey 2016 and the Annual Population Survey 2016 led to an understanding of the demography of Oxford’s population.
7. The data collected over three years in the Workforce Equalities Reports from 2015/16 to 2017/18 provides proper trends on which to build further action. The data in the WER includes ODS, and is disaggregated at points throughout the report, purely to understand the Council position and to determine where improvements to Council activity are required. The information includes: sex; ethnicity; age; disability; sexual orientation; religious beliefs and non-beliefs; where employees live; recruitment activity and turnover; equal pay and the gender pay gap; and disciplinary activity

8. 2017/18 recruitment activity has been analysed to identify any potential issues arising from the recruitment process covering application through to interview and then to appointment. This analysis can be found at Appendix 2.

Key Findings

9. It is clear that the Council has made good progress in recruiting female staff and people with disabilities and the percentage of staff employed in these categories broadly reflects Oxford's economically active population who seek employment. However, plans need to be developed to ensure that staff with these "protected characteristics" hold more senior positions, including in the Senior Leadership Team. This is part of the Action Plan.
10. The data reveals a less encouraging picture in relation to BAME staff. The gap in the ratio of staff employed by the Council and the Oxford's economically active population make-up remains large. Given limited resources, the Action Plan therefore focuses mainly on plans to close this gap and measure progress over the four years.
11. The Labour Force Survey shows that 47% of the national workforce was female.
 - The WER shows the proportion of female employees of the Council and ODS was 35.6% in 2018.
 - The Council has 58.70% of female employees whilst ODS has 11.52% in 2018.
 - The Council's senior management team has 25% female employees.
12. 76% of the Council's female staff occupy Grades 3 to 7, with 21% employed in a role between Grades 8 and 11, and only 2% of female staff are above Grade 11. Please refer to Appendix 6 for more detailed analysis.
13. In terms of disability, the Census asks individuals if their activities are "long-term limited" by health or disability. 6.7% of Oxford residents who are economically active and not full-time students self-reported as limited in this way. By comparison, 7.2% of current Council staff reported they have a disability. Analysis of the data shows that 74% of disabled staff are employed on Grades 3 to 7, with 26% occupying roles between Grade 8 and 11. There are no members of staff in the Council employed in a role above Grade 11 with a declared disability. Please refer to Appendix 6 for more detailed analysis.
14. The key ethnicity data for the Council is as follows:
 - The Census 2011 data shows 18.7% of the economically active population come from an ethnic minority. This excludes full-time students.
 - The WER shows that overall 8.95% of Council and ODS employees are from a BAME group and this has remained relatively consistent since 2015/16.
 - The Council has 11.95% of employees from a BAME group, whilst ODS has 5.84%.
 - Some smaller service groups have no BAME representation, whilst other service areas, in particular Business Improvement, Housing and Community Services, have higher numbers of staff from a BAME group.
 - Housing and Community Services have a significant service delivery/presence within areas of Oxford where the BAME population is high. These service areas will be a key focus in terms of creating a workforce that is representative of the

communities the Council serves. However the Council must also ensure that all service areas contribute to the changing face of the Council and the ODS workforce if all services are to be more effective.

- Around 90% of staff from a BAME group are Grade 3 to Grade 7, which compares with 66% of staff from a white group which presents a challenge to the organisation to get more employees from BAME backgrounds into more senior posts.
15. The recruitment analysis set out in Appendix 2 shows that there is a well-qualified local labour market, suggesting that there should be a consistent level of applications from all ethnic groups (i.e. BAME and white) across most of the roles advertised by the Council, with the exception of roles which feature a specific technical/professional qualification as an essential criterion of the person specification.
 16. In addition, in 2017/18 there were circa 22% of job applicants that came from BAME groups. If the current levels of BAME staff were higher in the organisation, these levels of BAME applications would be sufficient to keep the organisation representative. However, as we need to increase our BAME levels we need to ensure we are focusing our recruitment campaigns in ways to attract higher numbers of BAME candidates with the right qualifications for the role.
 17. The general recruitment activity analysis indicates that overall there were a proportionate number of job applications received from white and BAME applicants. There is a disproportionate gap in the number of white and BAME applicants for Council recruitment schemes that were invited to interview (42% and 36% respectively) and then subsequently appointed (7% and 5% respectively). The reasons for this are not known, despite sampling of four recent recruitment campaigns, but, may cover issues such as unconscious bias or inadvertent discriminatory assessment criteria in job descriptions or interview assessments.
 18. In terms of the Council's workforce equality data a fully accurate picture cannot be guaranteed due to a number of staff who have not declared some aspects of their personal characteristics. This means that some of the figures we are reporting in terms of representation in the workforce may be inaccurate, which may in turn affect the relevance of some of the Action Plan activity. The Council is committed to working with support from both Unison and Unite to improve this position. Analysis of recruitment suggests more work could be done at the on-boarding stage to promote reporting. The gap of staff not reporting their personal characteristics is as follows:
 - Ethnicity – 6.92%
 - Disability – 6.62%
 - Sexual Orientation – 34.38%
 - Religious beliefs – 36.42%
 19. Staff turnover for the Council averages around 12% annually and for ODS the figure is 10%. This level is usually considered "healthy" for an organisation, providing a balance between retaining knowledge and bringing in fresh talent and new ideas. Although the information gathered from leavers has improved, there is still further valuable information to be gained from staff exiting the organisation to gather more granular details for reasons for leaving.

20. Some 55% of the Council's workforce lives outside the OX1 to OX4 postcode area, which is partly a reflection of the high cost of housing in Oxford as well as the Council's ability to attract talent on both a regional and national basis. The Council is committed to making the workforce representative of the population it serves, although we should be mindful that for example some BAME appointments may not therefore come from the city centre.

Benchmarking

21. Research has been conducted across several Councils to obtain benchmarking data across four protected characteristics. This can be found at Appendix 3. Cambridge City Council and Reading Borough Council appear to be the two councils that are the closest comparators in terms of BAME census data. Their BAME workforce representation levels are 7.18% for Cambridge and 16% for Reading.
22. Officers of Reading report particular concerns about BAME levels in higher management grades but the Council has not employed any specific strategies to improve their representation.
23. As with the Council (see paragraph 13 above), the authorities analysed also experience a level of under-reporting by employees of personal data.

Building on current foundations

24. The Council has built some solid management practices which support an open and engaging working environment.
25. The Council is proud to have maintained its Gold Level Investors in People (IiP) Gold accreditation in 2017 which reflects its commitment to best practice people management. It will continue to embed these best practices in order to recruit and retain a talented workforce that better reflects the local community. IiP sets out to promote equality and diversity within its framework in the following areas: the values and behaviours of the organisation, the ability to build capability to meet organisational objectives with a workforce that is diverse and reflects communities.
26. In order to be in a better position to recruit a workforce more representative of the Oxford's resident economically active population the Council has continued to review the essential criteria and the practical entry assessment tests for high turnover posts; cascaded best practice around recruitment by involving more staff in the "meeting and greeting" process and informal stakeholder groups; advertised job opportunities in local community publications and community centres; and promoted our more popular/entry level roles via recruitment roadshows.
27. The Council maintains its commitment to staff development and continues to maintain a Corporate Training budget of £124,000 in addition to Service Area funding of £302,000. Over a number of years there have been several specific management and staff development programmes and between 2015 and 2017 the Council provided additional funding for a comprehensive Health and Wellbeing programme (£150,000) and for a Leadership and Management development programme for all managers, (£174,000). The Council has an internal training resource designing and delivering a varied and high quality corporate training programme including an accredited ILM manager's course. The commitment to staff development across the organisation has enabled it to

build sound foundations of good people management and engagement practices creating great working environments.

28. The Council has explored new opportunities to promote the careers available, and has reviewed the apprenticeship opportunities on offer in 2018 to incorporate more specialist apprenticeships. By combining the demands imposed by the apprenticeship levy, identifying hard to recruit posts and utilising the apprenticeship cohort funding the Council is in the process of recruiting 11 new apprentices, four at a higher level qualification/degree level. As of Sept 2018 eight new apprentices have been recruited of which 25% are BAME appointments. Internally the Council has provided apprenticeship training to four current employees through the apprenticeship levy.
29. The Council has held a Corporate *Customer Service Excellence* (CSE) accreditation since 2016. One area of outstanding practice that was recognised was the work of the Youth Ambition (YA) team. Whilst it is difficult to attribute where specific actions have had an impact in building greater levels of diversity within the Council workforce, there is a compelling case that their work enables significantly higher levels of access to more marginalised communities, whilst also building and strengthening relationships. The YA team directly targets people and groups who work with communities to advertise and promote Council job vacancies and also systematically shares them with community leaders, promoting greater visibility of opportunities for diverse communities.
30. Leisure Services regularly involves other agencies and community groups in recruitment processes, giving a broader view on the merits of applicants. Organisations which have been involved in selection panels in recent years include Asylum Welcome, Oxford Friend, Risinghurst Community Association and East Oxford United.
31. As part of an Accessibility and Disability Support Review, a review of accessibility provision for the Town Hall and St Aldates Chambers office accommodation has recently been completed by Jane Topliss Associated Ltd. A report has been produced which identified upgrades to improve the facilities for the members of the public, councillors and staff who have specific access requirements. In addition to this work Oxford Audio has been commissioned to review the current audio and visual equipment (AV) provision, and Action for Hearing Loss has completed a survey of the Council's hearing loop systems used in meeting rooms. Councillors and staff have been involved throughout these survey processes and key stakeholders consulted on the report to clarify the options to be considered going forwards.
32. The Council is a Living Wage Champion. The Council's first "Gender Pay Gap" report for 16/17 indicates that there is no "pay gap" between female and male staff, which is a reflection of the changes implemented through successive local pay agreements.

Positive Action

33. Positive action is one of the Government's range of measures aimed at ending discrimination in the workplace under the Equality Act 2010. It can be used in two areas: "encouragement and training" (since October 2010) and "recruitment and promotion" (from April 2011). Positive discrimination is unlawful in the UK. For example, an employer recruiting a person because he or she has a relevant

protected characteristic rather than because he or she is the best candidate would be committing discrimination under the Equality Act 2010.

34. Employers can take positive action to help people with a particular protected characteristic if:

- They are disadvantaged in some way in relation to work
- their participation in employment or training is particularly low, or
- they have particular needs which are different from other people who do not share their protected characteristic

35. An employer can take a 'protected characteristic' into account when deciding who to appoint to a job, if:

- People with that characteristic are at a disadvantage or under-represented in the employer's workforce, and
- The applicant and other candidates are equally qualified

For example, if an employer has several equally qualified candidates for a job, it would not be unlawful discrimination to give preferential treatment to a woman if women are under-represented in the employer's workforce. But the employer would have to take the comparative merits of the other candidates into consideration before making the appointment.

Action Plan

36. The Action Plan (appendix 4) builds on existing good practice by enhancing the Council's training offer and its recruitment and HR procedures. However, in order to make a real step change a bolder approach to communications is outlined, and more radical positive action type activity is recommended.

37. Mandatory training is to be provided for all Council staff for the first time. This will be through two distinct e-learning courses; Equality & Diversity and Unconscious Bias. These courses will be available from November 2018 with a requirement for all staff to do both by January 2019. New starters will be required to complete the training as part of their probation requirements. Staff will be required to re-visit this e-learning every two years following a bi-annual content review and refresh. The aim of the courses will be to improve staff understanding of equality and diversity issues. From November 2018 there will also be a training programme for managers covering issues such as creating and maintaining an inclusive work environment; being a role model for equality and diversity; and understanding the impact of unconscious bias.

38. The activities outlined in the improved recruitment section will widen access to entry level roles in the organisation particularly in teams such as Customer Services, Revenues and Benefits and Youth Ambition. Getting the views of representative staff and communities to help shape our approach will also be vital.

39. To support this approach candidates will be supported with CV writing and interview advice and a talent pool of BAME candidates will be developed. Subject to budget approval the aim is to improve opportunities to further attract BAME candidates into the organisation for a career in local government at several entry points – as work experience placements, via post graduate

traineeships, and by sponsoring professional qualifications among the workforce.

40. This will be enhanced by a communications campaign (Appendix 5) that will promote the Council as an “employer of choice”, and in particular one that welcomes and supports applicants from the BAME community, develops career prospects and promotes job opportunities. Raising the diversity agenda internally is also critical as this will further manifest the culture and momentum for BAME representation to flourish.
41. Work will be undertaken to ensure all managers promote internal career opportunities for BAME staff whether through training, coaching or secondments.

Measuring Progress

42. Realistically, given the profound nature of some of the changes required to bring workforce BAME levels up to those found in the community, this is likely to be a medium term issue. The aim is to achieve workforce BAME levels of 13.65% by March 2020, and to continue to measure progress annually, reporting to both City Executive Board and Scrutiny Committee.
43. This progress should be reviewed and measured regularly, so that action plans and performance expectations can be adjusted accordingly.

Financial implications

44. The activities listed in the plan requiring additional budget are subject to agreement as part of the forthcoming 2019/20 budget process.

Legal issues

45. The Equality Act 2010 (“the Act”) section 149 introduced the Public Sector Equality Duty. It requires that everything the council does, must have due regard to the need to: eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
46. A relevant protected characteristic is defined in section 4 of the Act as age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership.
47. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Council to publish information annually about how it complies with the Public Sector Equality Duty. The information must include, in particular, information relating to persons who share a relevant protected characteristic who are:
 - (a) its employees;
 - (b) other persons affected by its policies and practices.

48. The Regulations also impose obligations on Councils to publish information relating to the “gender pay gap” in their organisation on the snapshot date of 31st March in any year. In particular, Councils are required to publish the difference between the average hourly rate of pay paid to male and female employees; the difference between the average bonus paid to male and female employees; the proportions of male and of female employees who receive bonuses; and the relative proportions of male and female employees in each quartile pay band of the workforce.

49. The Workforce Equality Report and the Action Plan have been prepared in compliance with the requirements of the Act.

50. Positive action in recruitment is lawful provided that the conditions in sections 158 and 159 of the Act are met. Paragraphs 36 - 38 of this report explain how positive action can be lawfully used by the Council. It is only allowed where it is a proportionate way to address any under-representation or disadvantage

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Background Papers: None

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Workforce Equalities Report 2016 to 2018

Published ** November 2018

WORKFORCE EQUALITIES REPORT: 2016 TO 2018

1. INTRODUCTION

In contrast to other parts of the County, Oxford is a more ethnically and culturally diverse city. The City has experienced population growth in recent years, with *economically active* Black, Asian and Minority Ethnic (BAME) communities across Oxford accounting for some 19% of the population (based on 2011 census data). This diversity of population requires the Council to provide strategic community leadership, promoting community cohesion and equality across its services as well as aim for its workforce to reflect the diversity of the communities it serves. In relation to employment, key initiatives promoted by the Council include:

- Increasing the diversity of the workforce by promoting the career opportunities available in local government, attracting and appointing more BAME candidates to better reflect the make-up of Oxford communities
- Supporting the creation of new jobs through leading on ethical procurement, working with the Local Enterprise Partnership, investing in major infrastructure projects to regenerate Barton, Blackbird Leys, Rose Hill and the City Centre, and supporting employment and skills plans linked to these developments
- Maintaining our accredited Oxford Living Wage (OLW) policy for directly employed staff, contractors and agency staff, as well as influencing other employers to be part of a Living Wage City

2. PURPOSE OF THIS REPORT:

This report focuses on the Council as an employer committed to increasing the diversity of its workforce and providing an inclusive work environment with equality of opportunity for all employees. It covers all aspects of recruitment, retention, performance management and staff development reflecting high standards of professional practice, our position as Investors in People Gold Champion, in addition to embedding the Public Sector Equality Duty and Equality Act 2010 best practice.

It provides an update on human resources and equalities related activities, a 'snap shot' of what we look like as a council, data trend analysis for a three year period (1 April 2015 to 31 March 2018) that highlights what we have done in terms of recruitment and retention to increase the diversity of our workforce. The report also provides comparative population data and breakdown of Oxford City Council and Direct Services staffing for key equalities reporting areas.

3. GENERAL POPULATION & WORKFORCE DIVERSITY PROFILE (AS AT 31 MARCH 2016, 2017 AND 2018)

OXFORD GENERAL POPULATION DATA: SEX

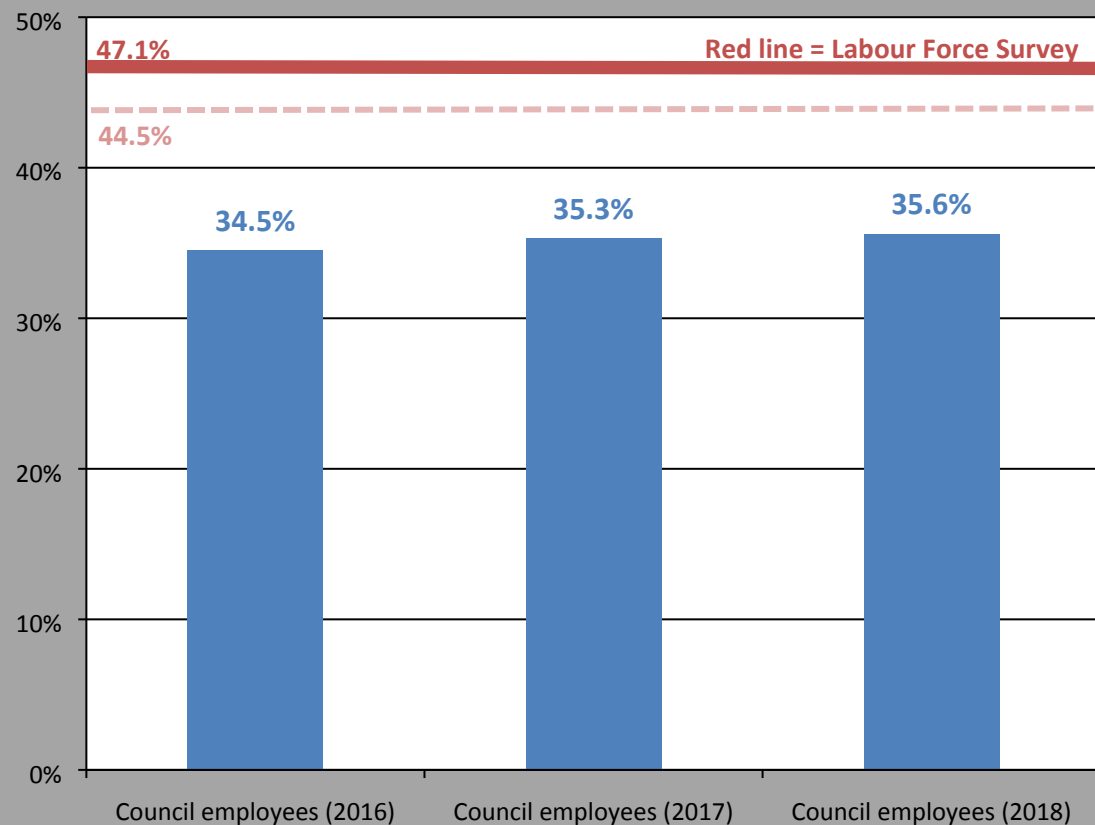
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WOMEN

The Labour Force Survey suggest that in Jan-Mar 2018, 47% of the national workforce was female.

Over the last few years, the proportion of employees who are female has risen and is currently at 35.6%.

This number is statistically significant. Significance occurs below the pink dotted line.



WORKFORCE PROFILE - OVERVIEW

One of the Council's four values is to Value Diversity and this forms part of the annual behavioural development for all staff, as well as being included in the annual appraisal review process. All new starters are required to read the Council's *Dignity at Work* policy as part of their induction process, and the Council offers a wide range of learning and development including unconscious bias training for managers and staff involved in recruitment as well as equalities-related e-learning packages. HR Business Partners continue to promote and encourage an open and inclusive team culture in their day-to-day engagement with managers and staff.

WORKFORCE PROFILE (SEX)

As at March 2016

Gender	Percentage	Number
Female	34.53	433
Male	65.47	821
Total	100%	1254

As at 31 March 2017

Gender	Percentage	Number
Female	35.29	463
Male	64.71	849
Total	100%	1321

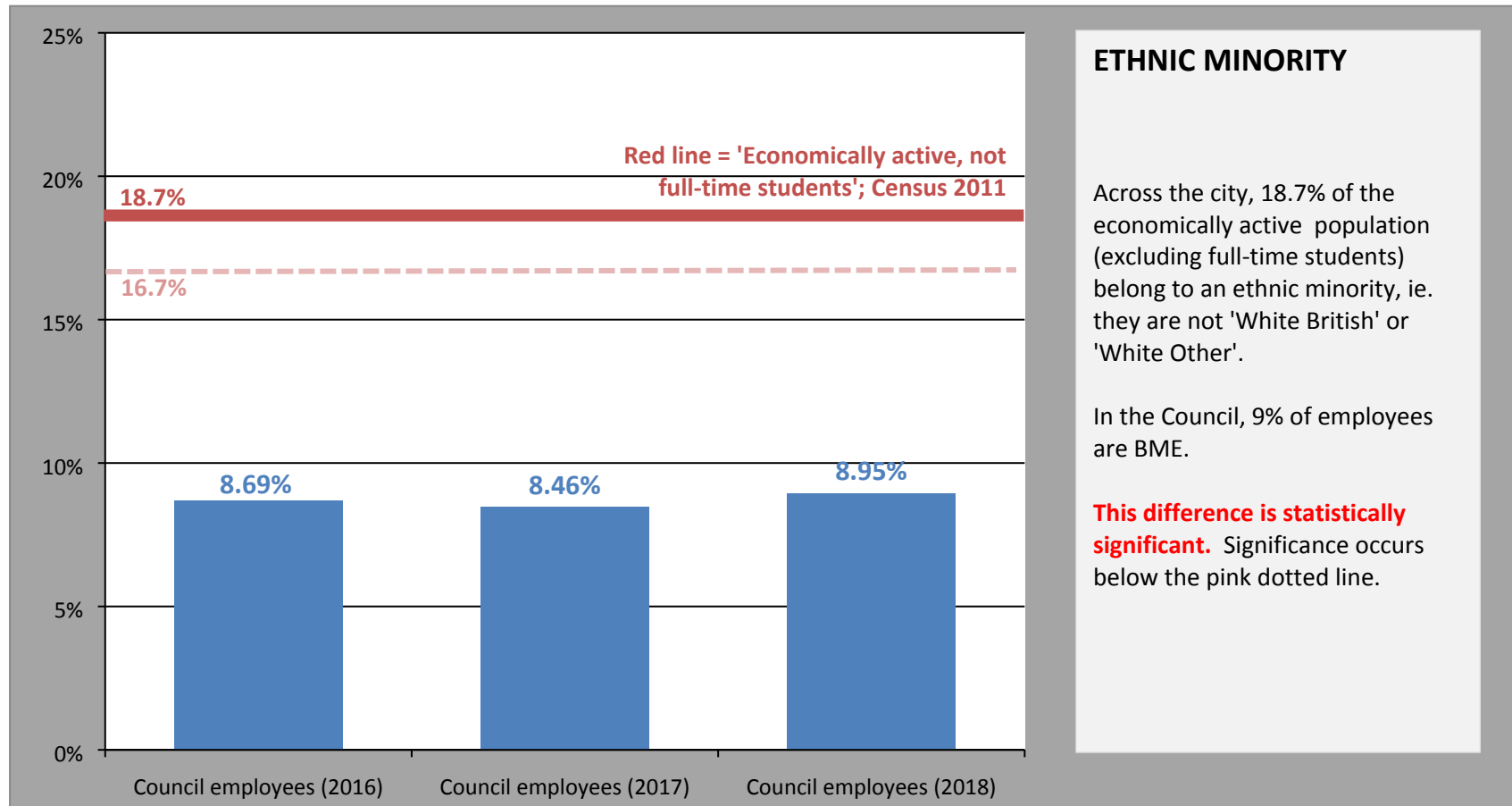
As at 31 March 2018

Gender	Percentage	Number
Female	35.59	473
Male	64.41	856
Total	100%	1329

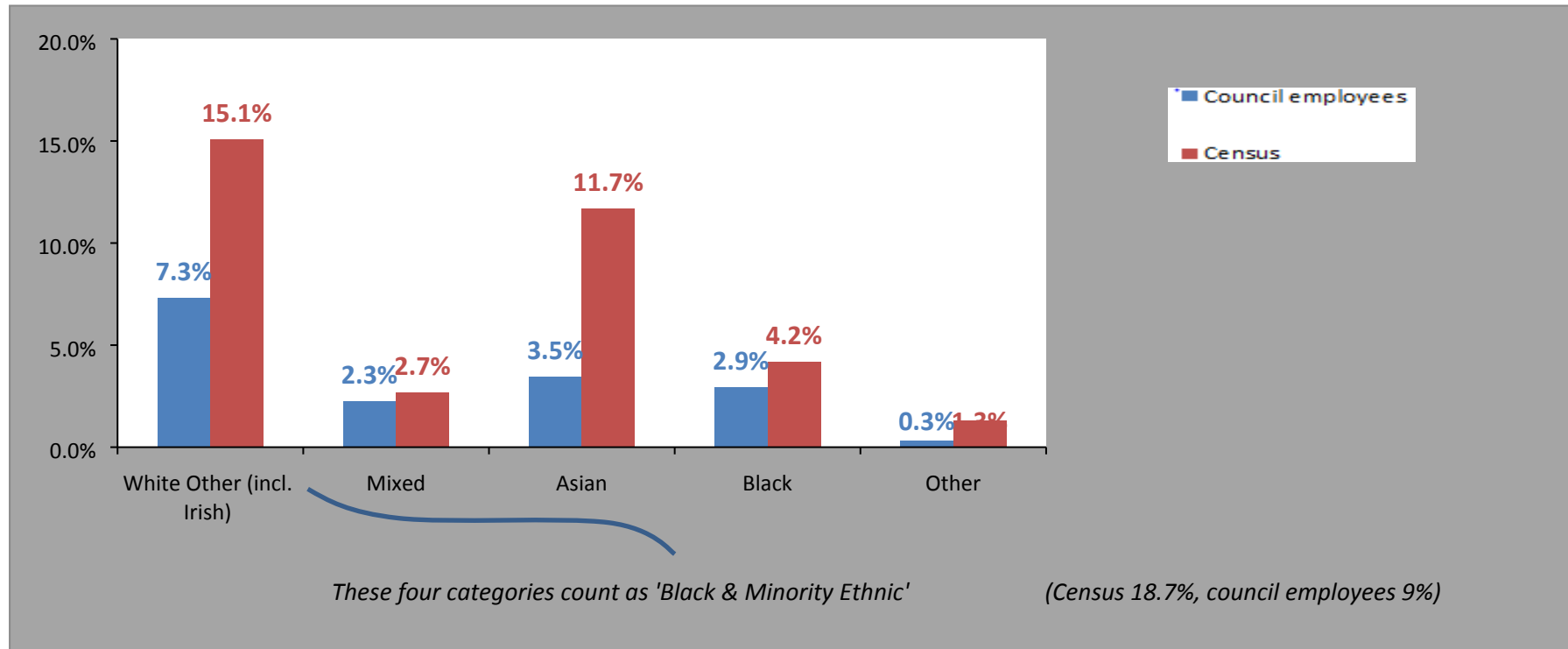
Commentary: The organisational headcount has increased steadily since March 2016, with the proportion of female staff increasing slightly over the same period. Although the Council remains a predominantly male organisation, reflecting the high participation rate of male employees within Direct Services, the majority of other service areas have a higher proportion of female staff.

OXFORD GENERAL POPULATION DATA: ETHNICITY

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OXFORD GENERAL POPULATION DATA COMPARISON: CITY ECONOMICALLY ACTIVE GROUPS & COUNCIL EMPLOYEES



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This graph shows the types of sub-categories for ethnic minority, for those who are economically active. (Note that White British is not presented on this graph).

The graph shows that **'Asian' is the group which is most under-represented**. This is a wide category including Indian/Pakistani/Bangladeshi; Chinese; etc. There are also fewer than expected in the 'White Other' category.

NOTE: Full-time students and the economically inactive have been excluded from analysis.

Source: Census 2011, Table DC6201EW

WORKFORCE PROFILE (ETHNICITY)

As at March 2016

Ethnicity	Percentage	Number
White	85.81	1076
BAME	8.69	98
Unspecified	5.50	80
Total	100%	1254

As at 31 March 2017

Ethnicity	Percentage	Number
White	84.76	1112
BAME	8.46	111
Unspecified	6.78	89
Total	100%	1312

As at 31 March 2018

Ethnicity	Percentage	Number
White	84.12	1118
BAME	8.95	119
Unspecified	6.92	92
Total	100%	1329

Commentary: Although the number of employees from a BAME group has steadily increased since March 2016 and is at a record high as at 31 March 2018, we need to ensure that more people feel able to declare their ethnic origin. This will enable us to compile a more comprehensive and accurate picture of our employee make-up.

OXFORD GENERAL POPULATION DATA: AGE

Age Distribution

The age distribution at the council is much the same as nationally. However:

(a) there are fewer than expected young people (5.6% are aged under 25, as opposed to 11.7% nationally)

(b) there are more than expected older people (37.8% are aged 50-64, as opposed to 27.6% nationally)

(c) there are fewer than expected people aged 65+ (1.4%, as opposed to 3.7% nationally).



OXFORD GENERAL POPULATION DATA: ECONOMICALLY ACTIVE ETHNIC GROUPS BY AGE CATEGORY

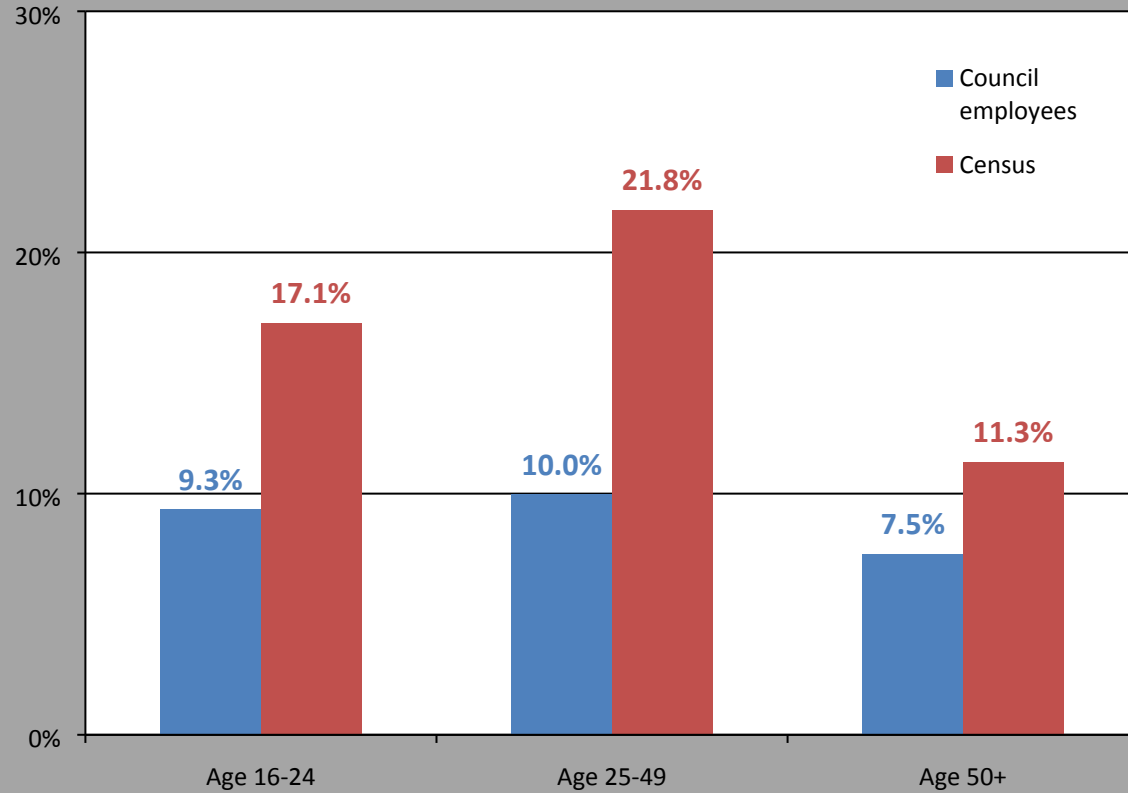
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Ethnic Minorities vs Age

This graph shows the proportion of council employees who are BAME, compared to the proportion of those economically active in Oxford. (Eg between ages 25 and 49: 21.8% of the Oxford economically active are BAME, compared to 10.0% BAME in the council)

NOTE: Full-time students and the economically inactive have been excluded from analysis.

Source: Census 2011, Table DC6201EW



WORKFORCE PROFILE (AGE)

As at March 2016

Age Bands	Percentage	Number
21-30	15.39	193
31-40	21.45	269
41-50	28.31	355
51-60	27.59	346
61-65	4.31	54
Over 65	1.36	17
Under 21	1.59	20
Total	100%	1254

As at 31 March 2017

Age Bands	Percentage	Number
21-30	15.32	201
31-40	21.49	282
41-50	26.91	353
51-60	28.73	377
61-65	4.34	57
Over 65	1.07	14
Under 21	2.13	28
Total	100%	1312

As at 31 March 2018

Age Bands	Percentage	Number
21-30	15.58	207
31-40	21.60	287
41-50	24.68	328
51-60	29.87	397
61-65	5.34	71
Over 65	0.90	12
Under 21	2.03	27
Total	100%	1329

Commentary: The proportion of staff under 30 years of age is now almost 20% of the workforce. Whilst the proportion of staff aged between 51 and 65 has stabilised at around 33%, the number of staff over age 65 has steadily declined since 2015/16. The recruitment to the next cohort of apprentices later this summer will increase the number of staff under age 21.

OXFORD GENERAL POPULATION DATA: DISABILITY

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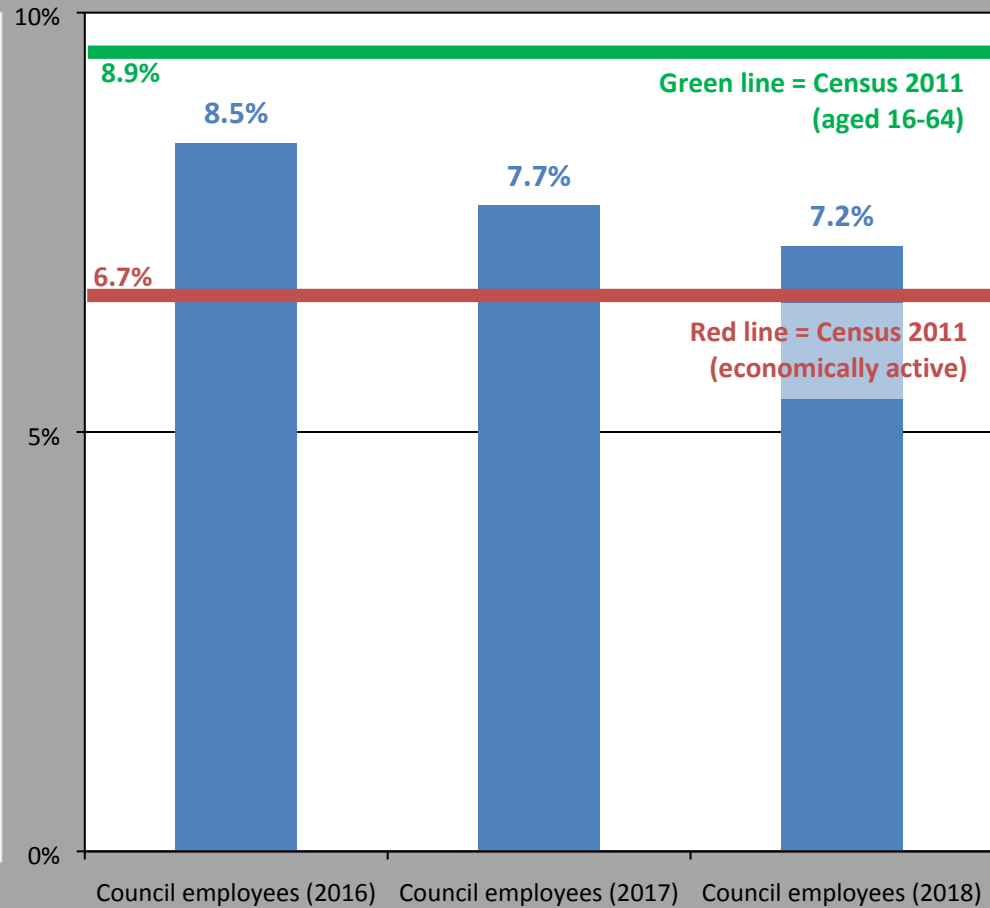
DISABILITY

The Census asks individuals if their activities are long-term limited by health or disability .

* Of Oxford residents who are economically active (and not full-time students), 6.7% self-reported as limited in this way.

* Of Oxford residents aged 16-64, 8.9% self-reported as limited in this way.

Source: Census 2011, Table DC3201EW & DC6302EW



WORKFORCE PROFILE (DISABILITY)

As at March 2016

Disability	Percentage	Number
No	85.81	1076
Not Known	1.04	13
Yes	8.45	106
Not Specified	4.70	59
Total	100%	1254

As at 31 March 2017

Disability	Percentage	Number
No	85.44	1121
Not Known	1.45	19
Yes	7.70	101
Not Specified	5.41	71
Total	100%	1312

As at 31 March 2018

Disability	Percentage	Number
No	86.16	1145
Not Known	1.28	17
Yes	7.22	96
Not Specified	5.34	71
Total	100%	1329

Commentary: The number of staff in March 2018 that reported they have a disability was 7.22%, which is the lowest level for 3 years. It should be noted, however, that the Council's policies around attendance management and flexible working continue to offer support for staff declaring a disability, along with an open culture that encourages staff to discuss this with their manager and HR Business Partner (HRBP). The Council has recently awarded its Employee Assistance Programme (EAP) and Occupational Health Service (OCS) contracts to new service providers (Health Assured and People Asset Management, respectively) who will both work in partnership with the Council to further support and improve the services provided to staff and managers alike. In addition, the Council received the *Disability Confident* award last autumn from Job Centre Plus (which replaces the 'Two Ticks' accreditation) and has recently commissioned an independent access audit, with the aim of identifying areas of improvement for staff, Members and the general public using the Council's offices and civic facilities.

OXFORD GENERAL POPULATION DATA: SEXUAL ORIENTATION

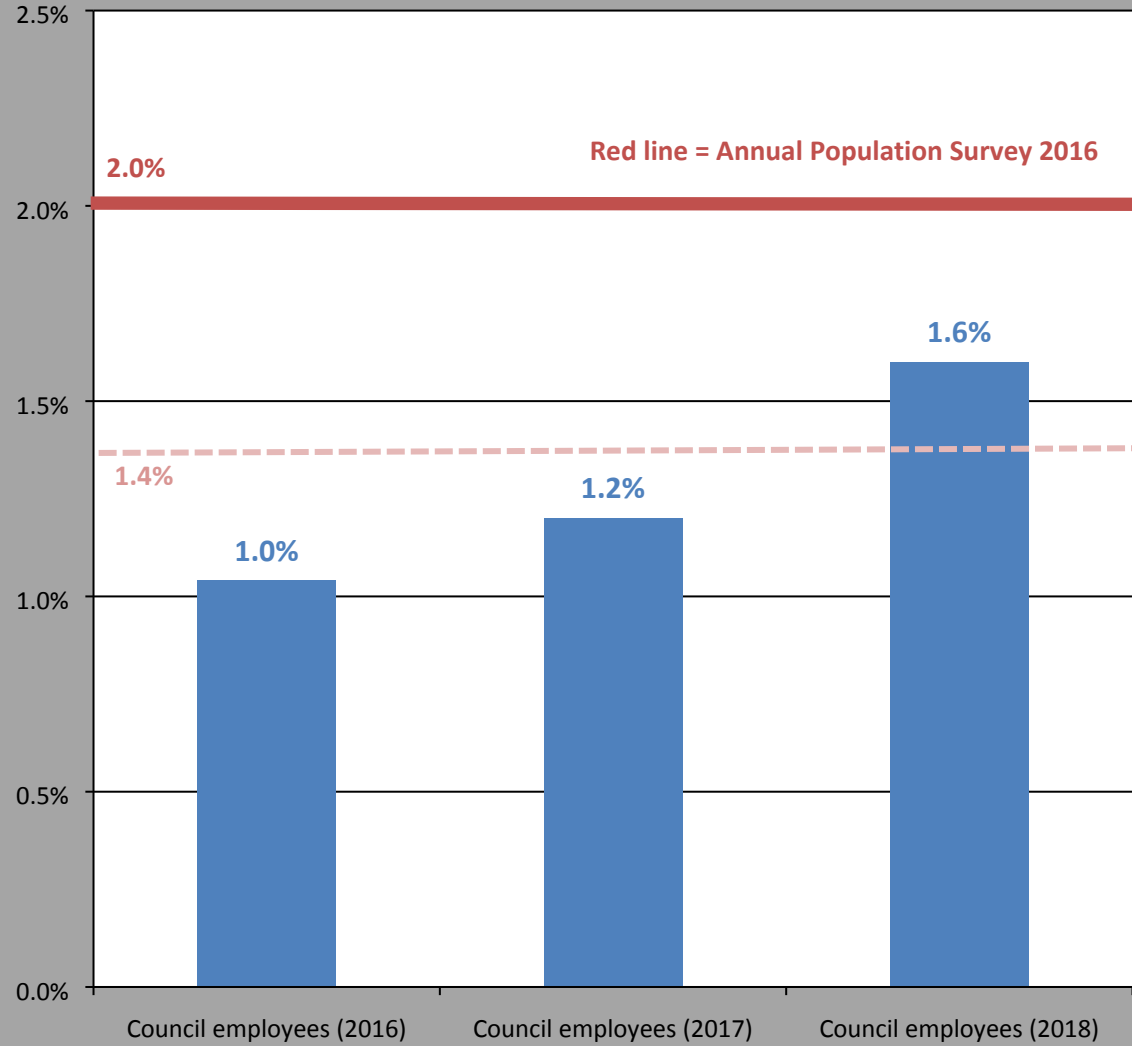
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SEXUAL ORIENTATION

The Annual Population Survey (2016) suggests that 2.0% of the population identifies as bisexual, lesbian or gay.

As between 35-40% of the workforce do not feel able to declare their sexual orientation, it is hard to get an accurate picture.

To put this into perspective, to reach 2% would equate to 5 people.



WORKFORCE PROFILE (SEXUAL ORIENTATION)

As at March 2016

Sexual Orientation	Percentage	Number
Bisexual	0.16	2
Gay man	0.48	6
Gay woman/lesbian	0.40	5
Heterosexual/straight	59.01	740
Prefer not to say	5.90	74
Not specified	34.05	427
Total	100%	1254

As at 31 March 2017

Sexual Orientation	Percentage	Number
Bisexual	0.23	3
Gay man	0.46	6
Gay woman/lesbian	0.46	6
Heterosexual/straight	62.27	817
Prefer not to say	5.64	74
Not specified	30.95	406
Total	100%	1312

As at 31 March 2018

Sexual Orientation	Percentage	Number
Bisexual	0.30	4
Gay man	0.60	8
Gay woman/lesbian	0.68	9
Heterosexual/straight	64.03	851
Prefer not to say	5.64	75
Not specified	28.74	382
Total	100%	1329

Commentary: Although the number of staff who have declared themselves as Lesbian, Gay or Bisexual has increased steadily over the reporting period and is at a three year high, there remains a significant proportion of staff who have either indicated '*prefer not to say*' (5.64%) or '*not specified*' (28.74%) at employee on-boarding stage as at March 2018.

Religion/Belief & Non Belief profile:

As at 31/03/16

As at 31/03/17

As at 31/03/18

Religion	Percentage	Number	Religion	Percentage	Number	Religion	Percentage	Number
Atheist/Humanist/no beliefs	20.73	260	Atheist/Humanist/no beliefs	21.19	278	Atheist/Humanist/no beliefs	22.87	304
Buddhist	0.32	4	Buddhist	0.30	4	Buddhist	0.23	3
Catholic	5.58	70	Catholic	6.48	85	Catholic	6.70	89
Christian	26.56	333	Christian	27.59	362	Christian	27.92	371
Hindu	0.40	5	Hindu	0.53	7	Hindu	0.60	8
Jewish	0.08	1	Jewish	0.08	1	Jewish	0.08	1
Muslim	1.04	13	Muslim	1.37	18	Muslim	1.28	17
Other	2.63	33	Other	2.52	33	Other	3.69	49
Prefer not to say	6.30	79	Prefer not to say	6.71	88	Prefer not to say	6.85	91
Sikh	0.16	2	Sikh	0.23	3	Sikh	0.23	3
Not specified	36.20	454	Not specified	33.00	433	Not specified	29.57	393
Total	100%	1254	Total	100%	1312	Total	100%	1329

Commentary: The proportion of members of staff who consider themselves to be atheist or have no religion has increased since March 2016. The numbers of staff Christian or Catholic has increased steadily since 2015/16 to circa 33% of the workforce.

A dedicated non-denominational 'quiet room' is available within St Aldate's Chambers for use by all staff as a reflective meditative space. It is also recognised that some groups have specific needs and these are addressed through commitments within the Fair Employment Policy, flexible working arrangements as well as through diversity training and support from HR Business Partners to assist staff/managers planning leave. Details of key national and local events, such as Inter Faith Walks, are promoted through Council Matters bulletins.

Living in Central Oxford vs. Living outside Central Oxford profile:

As at 31/03/16

Central Oxford	Percentage	Count
Central	45.30	568
Not	54.70	686
Total	100%	1254

As at 31/03/17

Central Oxford	Percentage	Count
Central	45.73	600
Not	54.27	712
Total	100%	1312

As at 31/03/18

Central Oxford	Percentage	Count
Central	44.24	588
Not	55.76	741
Total	100%	1329

Commentary: The proportion of staff living outside the OX1 to OX4 postcode area has increased since March 2016, which reflects the fact that Oxford is the most expensive place to live in the UK outside London, as well as the Council’s ability to attract talent from across the country due to its ambitious agenda and reputation, flexible working arrangements and employee benefits.

4. RECRUITMENT ACTIVITY BETWEEN 2016 AND 2018

The Council continues to use a variety of approaches to promote job opportunities within the local community, including: holding recruitment roadshows in local community venues; attendance at local job fairs and careers events in local schools; advertising suitable roles in community centre notice boards; community newspapers/magazines; local libraries and the Oxford Mail; and encouraging applications for apprenticeship opportunities from the OX1 to OX4 postcode area. Staff turnover remains at around 10% per annum, which is broadly comparable with other public sector organisations. The reduction in recruitment activity volumes over the reporting period will be an issue considered as part of the review of recruitment and retention processes to be completed over the coming year. Data will be reviewed across the entire recruitment cycle to identify if there are any specific points areas within that cycle which need attention. This forms part of the action plan.

Recruitment activity in 2015/16

Sex	Percentage	Number
Female	46.51	5138
Male	51.00	5634
Unspecified	2.49	275
Total	100%	11047

Ethnicity	Percentage	Number
BAME	24.30	2684
White	75.70	8363
Total	100%	11047

Disabled	Percentage	Number
No	87.06	9618
Yes	4.77	527
Not Specified	8.17	902
Total	100%	11047

Recruitment activity in 2016/17

Sex	Percentage	Number
Female	41.25	3850
Male	55.66	5195
Unspecified	3.09	289
Total	100%	9334

Ethnicity	Percentage	Number
BAME	21.20	1979
White	78.80	7355
Total	100%	9334

Disabled	Percentage	Number
No	86.49	8073
Yes	4.37	408
Not Specified	9.14	853
Total	100%	9334

Recruitment activity in 2017/18

Sex	Percentage	Number
Female	45.60	3812
Male	50.40	4213
Unspecified	4.00	334
Total	100%	8359

Ethnicity	Percentage	Number
BAME	20.07	1678
White	79.93	6681
Total	100%	8359

Disabled	Percentage	Number
No	84.69	7079
Yes	5.13	429
Not Specified	10.18	851
Total	100%	8359

Commentary: The number of female to male applicants reduced in 2016/17 but is now at a similar level to 2015/16. Applicants from BAME groups reduced noticeably in 2016/17 but has now stabilised around 20% of applicants. The proportion of applicants who declare themselves as having a disability has steadily increased since 2015/16. The Council is reviewing where and how it advertises job opportunities (including greater use of social media to encourage applications from a younger age demographic), its 'employer brand' and how it can promote working for the city, and will continue to work towards being more reflective of the communities it serves through ongoing initiatives such as targeted recruitment campaigns within the OX1 to OX4 postcode areas, as well as outreach work with local communities and schools.

STARTERS BETWEEN 2016 AND 2018

New starters during 2015/16

Sex	Percentage	Number
Female	46.63	90
Male	53.37	103
Total	100%	193

Ethnicity	Percentage	Number
BAME	12.44	24
White	66.84	129
Not Specified	20.72	40
Total	100%	193

Disabled	Percentage	Number
No	75.13	145
Yes	2.59	5
Not Specified	22.28	43
Total	100%	193

New starters during 2016/17

Sex	Percentage	Number
Female	43.35	114
Male	56.65	149
Total	100%	263

Ethnicity	Percentage	Number
BAME	8.75	23
White	59.70	157
Not Specified	31.55	83
Total	100%	263

Disabled	Percentage	Number
No	94.68	249
Yes	2.28	6
Not Specified	3.04	8
Total	100%	263

New starters during 2017/18

Sex	Percentage	Number
Female	33.56	97
Male	66.44	192
Total	100%	289

Ethnicity	Percentage	Number
BAME	7.960	23
White	51.900	150
Not Specified	40.140	116
Total	100%	289

Disabled	Percentage	Number
No	82.70	239
Yes	2.42	7
Not Specified	14.88	43
Total	100%	289

Commentary: The proportion of female new starters has reduced since 2015/16, with a significant fall between 2016/17 and 2017/18. Although the number of new starters from a BAME group has remained stable, this is offset by a significant growth in the number of staff who did not provide details of their ethnicity at the onboarding stage. Similarly, whilst the number of new starters who declared themselves as having a disability has steadily increased, there has been a significant increase in the numbers of staff who have not specified whether they have a disability at the onboarding stage. An important area of work in forthcoming years will be interventions to encourage colleagues who have decided not to specify their ethnic origin or disabled status to provide this information, in order that the Council can gain a clearer understanding of the composition and needs of its workforce.

LEAVERS BETWEEN 2016 AND 2018

Leavers during 2015/16

Sex	Percentage	Number
Female	41.71	83
Male	58.29	116
Total	100%	199

Ethnicity	Percentage	Number
BAME	9.05	18
White	77.39	154
Not Specified	13.56	27
Total	100%	199

Disabled	Percentage	Number
No	76.88	153
Yes	9.05	18
Not Specified	14.07	28
Total	100%	199

Leavers during 2016/17

Sex	Percentage	Number
Female	30.97	35
Male	69.03	78
Total	100%	113

Ethnicity	Percentage	Number
BAME	6.19	7
White	85.84	97
Not Specified	7.97	9
Total	100%	113

Disabled	Percentage	Number
No	91.15	103
Yes	7.97	9
Not Specified	0.88	1
Total	100%	113

Leavers during 2017/18

Sex	Percentage	Number
Female	37.09	56
Male	62.91	95
Total	100%	151

Ethnicity	Percentage	Number
BAME	7.95	12
White	77.48	117
Not Specified	14.57	22
Total	100%	151

Disabled	Percentage	Number
No	90.07	136
Yes	7.94	12
Not Specified	1.99	3
Total	100%	151

Commentary: The number of female staff that left the Council increased significantly between 2016/17 and 2017/18 but is at a lower rate than 2015/16. This also applies to leavers from a BAME group, but there has been a significant increase in leavers who did not specify their ethnicity when they first joined the Council. The proportion of leavers that declared that they had a disability during 2017/18 was at a similar level to 2016/17, but is significantly lower than 2015/16.

SUMMARY OF REASONS FOR LEAVING BETWEEN 2016 AND 2018

Leavers during 2015/16

Reason	Percentage	Number
Died in Service	2.01	4
End of Fixed Term Contract	14.07	28
Failed Probation	1.51	3
Mutually Agreed Termination & Redundancy (with Severance Payment)	3.52	7
Resignation – Relocation	69.34	138
Retirement	8.04	16
Retirement (Ill Health - Tier 1)	1.51	3
Total	100%	199

Leavers during 2016/17

Reason	Percentage	Number
Died in Service	0.88	1
Dismissal – Attendance	1.77	2
End of Fixed Term Contract	5.31	6
End of Fixed Term Contract (with Redundancy Payment)	0.88	1
Mutually Agreed Termination	7.96	9
Redundancy (with Severance Payment)	0.88	1
Resignation – Career Development	8.85	10
Resignation – Improved Pay/Benefits	0.88	1
Resignation – Other	66.37	75
Resignation – Relocation	1.77	2
Resignation – Retirement	4.42	5
Total	100%	113

Leavers during 2017/18

Reason	Percentage	Number
Died in Service	0.66	1
Dismissal – Attendance	3.31	5
End of Fixed Term Contract	7.95	12
Failed Probation	1.98	3
Mutually Agreed Termination	2.65	4
Resignation – Career Development	4.64	7
Resignation – Improved Pay/Benefits	0.66	1
Resignation – Other	67.55	102
Resignation – Relocation	2.65	4
Resignation – Retirement	4.64	7
Retirement – Ill Health Tier 1	2.65	4
Retirement – Ill Health Tier 2	0.66	1
Total	100%	151

Commentary: The number of leavers at the end of their fixed term contract is at its highest since 2015/16 as the Council moves to consolidate its permanent workforce, with the proportion of 'resignation' (for various categories such as relocation, retirement, etc.) given as a leaving reason for 2017/18 is broadly comparable with 2016/17. More granular reporting for 2016/17 and 2017/18 has been achieved through an increased focus on securing more information from the exit interview process.

5. EQUAL PAY/"GENDER PAY GAP" (FULL TIME)

As at 31 March 2016

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£26.85	£16.72
Business Improvement	£14.19	£15.56
Community Services	£14.64	£16.65
Community Services Directorate	£17.81	£16.97
Direct Services	£13.66	£14.12
Financial Services	£16.41	£16.30
Housing & Property	£16.68	£18.93
Law & Governance	£17.86	£23.91
OD & Corporate Services Directorate	£15.97	£24.19
Planning & Regulatory	£18.52	£18.77
Regeneration & Housing Directorate	£32.25	£21.57
Senior Management	£59.40	£59.40
Overall	£15.84	£15.36

Female Salary Average	£29,848	£15.47
Male Salary Average	£29,773	£15.43

As at 31 March 2017

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£41.40	£12.85
Business Improvement	£14.09	£15.35
Community Services	£14.37	£16.47
Community Services Directorate	£17.94	£17.14
Direct Services	£13.75	£14.35
Financial Services	£16.61	£16.37
Housing & Property	£16.59	£19.53
Law & Governance	£19.00	£20.75
OD & Corporate Services Directorate	£16.87	£19.49
Planning & Regulatory	£18.16	£18.43
Regeneration & Housing Directorate	£35.12	£21.90
Senior Management	£60.29	£60.29
Overall	£15.90	£15.42

Female Salary Average	£29,918	£15.51
Male Salary Average	£29,802	£15.45

As at 31 March 2018

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£25.03	£18.25
Business Improvement	£14.22	£15.62
Community Services	£13.76	£16.75
Community Services Directorate	£19.35	£17.07
Direct Services	£14.24	£14.45
Financial Services	£16.80	£17.23
Housing & Property	£17.91	£20.59
Law & Governance	£22.60	£22.02
OD & Corporate Services Directorate	£15.11	£18.65
Planning & Regulatory	£18.87	£18.58
Regeneration & Housing Directorate	£24.22	£22.95
Senior Management		£70.92
Overall	£16.24	£15.66

Female Salary Average	£30,403	£15.76
Male Salary Average	£30,256	£15.68

EQUAL PAY/"GENDER PAY GAP" (PART-TIME)

As at 31 March 2016

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£16.08	£16.72
Business Improvement	£14.17	£15.56
Community Services	£12.84	£16.65
Community Services Directorate	£20.42	£16.97
Direct Services	£11.38	£14.12
Financial Services	£14.05	£16.30
Housing & Property	£15.95	£18.93
Law & Governance	£19.26	£23.91
OD & Corporate Services Directorate	£18.45	£24.19
Planning & Regulatory	£17.63	£18.77
Overall	£14.55	£15.36

As at 31 March 2017

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£16.59	
Business Improvement	£13.48	£16.36
Community Services	£12.83	£13.01
Community Services Directorate	£20.57	
Direct Services	£11.76	£12.89
Financial Services	£14.19	£14.19
Housing & Property	£16.35	£14.96
Law & Governance	£19.55	£24.96
OD & Corporate Services Directorate	£14.74	
Planning & Regulatory	£18.00	£18.17
Senior Management		£79.46
Overall	£14.50	£15.97

As at 31 March 2018

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£18.43	£12.82
Business Improvement	£14.04	£17.67
Community Services	£12.13	£13.81
Community Services Directorate	£26.00	£17.23
Direct Services	£12.19	£12.69
Financial Services	£14.37	£15.35
Housing & Property	£16.54	£14.41
Law & Governance	£19.88	£25.33
OD & Corporate Services Directorate	£15.11	
Planning & Regulatory	£17.79	£19.05
Regeneration & Housing Directorate		£20.78
Senior Management		£61.19
Overall	£14.53	£16.07

Commentary: The average salary for the Council is £ 29,863.70 (as at 31 March 2017). The City Council remains the **only** local authority within Oxfordshire that is a Living Wage Champion. The Council has also built the OLW into its Procurement process, so that all contractors are required to pay at least the OLW for agency staff engaged on council contracts. This policy ensures that Council staff are paid a decent wage and helps to offset the high cost of accommodation within the city, which is the most expensive area to live in the UK. The Council's first *Gender Pay Gap* report (covering the reporting period 1 April 2016 to 31 March 2017) indicates that in relation to both mean and median basic pay there is no 'pay gap' between female and male staff, which is a reflection of the changes implemented through successive local pay agreements to tackle issues around low pay.

6. OTHER WORKFORCE DATA

Disciplinary
Breach of Data Protection policy
Breach of H&S policy
Damage to Council Property
Damage to Council reputation
Discrimination, bullying harassment
Drug or alcohol misuse
Non-adherence to values and behaviours framework
Non-adherence/breach to Organisational policy or work processes

Warnings given during 2015/16			
1st Written	Final Written	Informal Warning	Total
		1	1
1	2		3
6	2	14	22
1	2	1	4
	2	1	3
2	1	5	8
4	4	10	18
14	13	31	58

24% 22% 54%

Warnings given during 2016/17			
1st Written	Final Written	Informal Warning	Total
		1	1
1	2		3
12	2	18	32
1	3	1	5
	1		1
	2	1	3
5	3	9	17
9	7	26	42
28	20	56	104

27% 19% 54%

Warnings given during 2017/18			
1st Written	Final Written	Informal Warning	Total
12	1	4	17
1	5		6
	1		1
	1		1
4	1	6	11
12	5	21	38
29	14	31	74

39% 19% 42%

Commentary: The proportion of disciplinary casework resulting in the application of an informal or first written warning has steadily increased since 2015/16. Damage to Council property, failure to observe the values and behaviours framework and breaches of organisational policy or work processes represented the majority of disciplinary casework across all of the reporting period. There were single instances of casework relating to alleged discrimination, bullying or harassment in both 2016/17 and 2017/18, with the latter case resulting in a Final Written Warning. (The totals shown includes cases where there was more than one actionable component).

7. SUMMARY

- In order to be in a better position to recruit a workforce more representative of the City's resident economically active population we have continued to review the essential criteria and the practical entry assessment tests for high turnover posts; cascaded best practice around recruitment by involving more staff in the meeting and greeting process and informal stakeholder groups; as well as promoted and advertised job opportunities in local community publications and community centres and recruitment.
- The Council maintains its commitment to staff development and continues to maintain a Corporate Training budget of £124,000 in addition to Service Area funding of £302,000. Since 2016 the Council has provided additional funding for a comprehensive Health and Wellbeing programme, (£150,000 over two years) and £174,000 for a Leadership and Management development programme for all managers. We have an internal training resource designing and delivering a varied and high quality corporate training programme including an accredited ILM manager's course.
- In the future, a new Organisational Development strategy has been agreed and will be implemented over the next three years, which was developed in conjunction with feedback from the 2016 staff survey and liP accreditation.
- We have continued to explore new opportunities to promote the careers available at the Council, and have reviewed the apprenticeship opportunities on offer in 2018 to incorporate more specialist apprenticeships, as well as support career development for staff through coaching/ mentoring/ secondments and other interventions, including the extension of a significant corporate training and personal development programme available to all staff.
- The Council has developed and implemented career matrix schemes in a number of service areas to both attract and retain talent within the Council.
- The Council has held Corporate *Customer Service Excellence* (CSE) accreditation since 2016 and received a further 'compliance plus' awards for: the Youth Ambition team's efforts to find and work with vulnerable young people and providing English classes for speakers of other languages alongside their other activities; empowering contact centre staff to use their experience and skills to help customers rather than sticking to a script, and developing staff to respond to customers effectively through social media; and identifying reasons why customers make repeat calls and improving our service to reduce unnecessary calls. The CSE assessor also gave positive feedback across the board, singling out service improvements, better customer engagement, and the way we are supporting and developing our staff to take responsibility for customers and how we serve them.

- The Council is proud to have maintained its Gold Level Investors in People Gold accreditation in 2017 highlighting its commitment to people management, and will continue to embed these best practices in order to recruit and retain a talented workforce that better reflects the local community.
- The Council has an aspiration to be an 'employer of choice' with a workforce that better reflects the demographics of the diverse communities it serves. By continually reviewing and refining policies, procedures and approaches we also aim to develop a significantly better understanding as to why applications from specific groups might fail or, indeed, why they may not apply for job opportunities within the Council.
- Finally the Council will look to address the significant proportion of staff and potential employees who choose not provide details of their ethnicity, religious belief, etc. at key stages of the recruitment process and employee on-boarding process.

November 2018

RECRUITMENT AND RETENTION ANALYSIS

1. ANALYSIS OF APPLICATIONS RECEIVED THROUGH TO INTERVIEW BY ETHNICITY (2017/18)

City Council	Applications Received		Interviewed		Appointed		Candidate Withdrew	
	Number	% Received	Number	% Group	Number	% Group	Number	% Group
White Applicants	1209	78	512	42	89	7	37	3
BAME	332	22	119	36	15	5	13	4
Total:	1541		631		104		50	

Direct Services	Applications Received		Interviewed		Appointed		Candidate Withdrew	
	Number	% Received	Number	% Group	Number	% Group	Number	% Group
White Applicants	457	77	320	70	86	19	27	6
BAME	134	23	64	48	10	7	5	4
Total:	591		384		96		32	

2. LOCATION OF APPLICANTS

Applicants by Postcode (City Council Vacancies)

Applicant	Total
Lives inside Central Oxford	2259
Lives outside Central Oxford	2976
Total:	5235

Applicants by Postcode (Direct Services Vacancies)

Applicant	Total
Lives inside Central Oxford	1492
Lives outside Central Oxford	1424
Total:	2916

3. LOCATION OF STAFF

Oxford City Council

Applicant	Total
Lives inside Central Oxford	254
Lives outside Central Oxford	424
Total:	678

Direct Services

Applicant	Total
Lives inside Central Oxford	334
Lives outside Central Oxford	317
Total:	651

4. STAFF TURNOVER

Oxford City Council

Ethnicity	Number	%
BAME	7	8.5%
White	64	78%
Not Specified	11	13.5%
Total:	82	
Average Staff Turnover		12.1%

Oxford Direct Services

Ethnicity	Number	%
BAME	5	7.3
White	54	78.3
Not Specified	10	14.4
Total:	69	
Average Staff Turnover		10.6%

5. ECONOMICALLY ACTIVE BAME & WHITE OTHER GROUPS (OX1 to OX4)

	% of economically active who are BME	% of economically active who are White Other
Oxford City wards in OX1	17%	19%
Oxford City wards in OX2	11%	19%
Oxford City wards in OX3	20%	13%
Oxford City wards in OX4	21%	14%
Grand Total	19%	15%

**6. ANALYSIS OF COMMUNITY SERVICES RECRUITMENT SCHEMES
2017/18**

Applicants from BAME Groups

Requisition Ref	Appl'ns Rec'd	Interviewed	Appointed	Withdraw	% Applic'ns Received		
					Interviewed	Appointed	Withdraw
001314	8	4	1	0	50%	12%	0%
001345	5	3	0	0	60%	0%	0%
Totals:	13	7	1	0			
		58%	8%	0%			

Applicants from White Groups

Requisition Ref	Appl'ns Rec'd	Interviewed	Appointed	Withdraw	% Applic'ns Received		
					Interviewed	Appointed	Withdraw
001314	5	1	0	0	20%	0%	0%
001345	16	9	1	0	56%	6%	0%
Totals:	21	10	1	0			
		48%	5%	0%			

Note: 36 schemes reached appointment stage

**7. ANALYSIS OF HOUSING SERVICES RECRUITMENT SCHEMES
2017/18**

Applicants from BAME Groups

Requisition Ref	App'l's Rec'd	Interviewed	Appointed	Withdrew	% Applic'ns Received		
					Interviewed	Appointed	Withdrew
001351	1	1	0	0	100%	0%	0%
001346	5	3	0	0	60%	0%	0%
Totals:	6	4	0	0			
		66%	0%	0%			

Applicants from White Groups

Requisition Ref	App'l's Rec'd	Interviewed	Appointed	Withdrew	% Applic'ns Received		
					Interviewed	Appointed	Withdrew
001351	3	3	0	0	100%	0%	0%
001346	5	2	0	0	40%	0%	0%
Totals:	8	5	0	0			
		63%	0%	0%			

Note: 16 schemes reached appointment stage

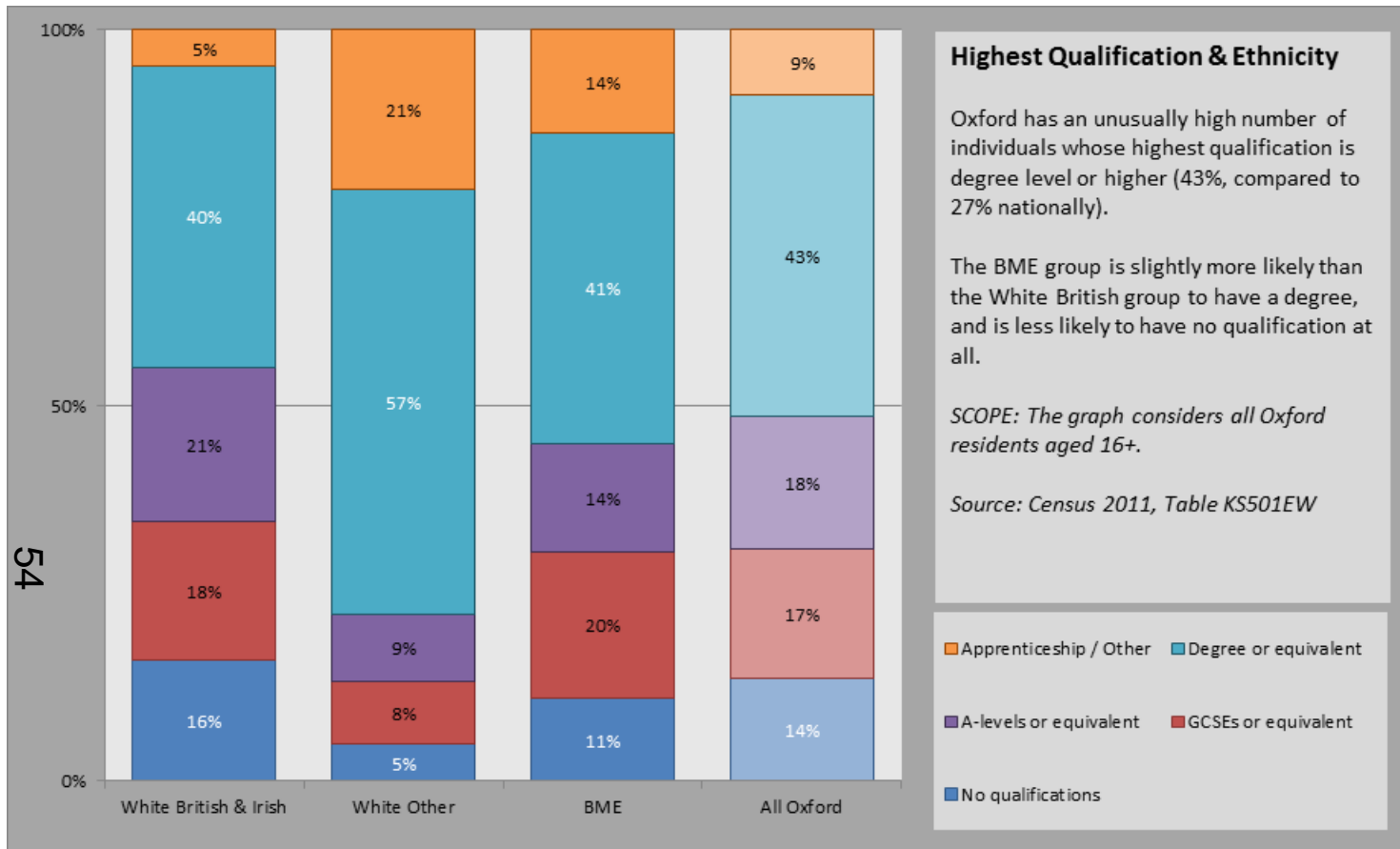
8. COMMUNITY SERVICES: SAMPLE RECRUITMENT SCHEME ANALYSIS

Service Area	Requisition Reference	Job title	Grade	Hours	Internal/External	Advertised	Shortlisting receipt	Interview details
Community Services	001314	VAWG Strategic Officer	7	37	External	OCC website; Distribution email; Universal jobmatch; Auto post to Indeed	06/02/2018	<p>10 minute presentation:</p> <p>This post will sit in Oxford City Council but will be overseen by a Thames Valley BAMER Board and supported by 6 BAMER support workers who will be based in local specialist services. We would like you to give a 10 minute presentation outlining your work plan, titled 'My First Three Months in Post'.</p> <p>45 minute competency interview and completion of psychometric questions. This will enable essential criteria on JD to be assessed for the role: technical knowledge, investigative skills. Additionally it will demonstrate organisational skills and ability to meet priorities against key deadlines.</p> <p>45 minute interview will consist of 8 - 10 questions, incorporating environmental crime and Anti-social behaviour and questions to establish partnership working knowledge, team working and alignment with corporate values and behaviours.</p>
Community Services	001345	Performance and Impact Officer	6	37	External	OCC website; Distribution email; Universal jobmatch; Auto post to Indeed	26/03/2018	<p>Your interview will consist of a test lasting 35 minutes and you will be notified of the topic on the day. The test will include paper and computer based elements.</p> <p>This will be followed by a question and answer session lasting approximately 55 minutes.</p>

9. HOUSING SERVICES: SAMPLE RECRUITMENT SCHEME ANALYSIS

Service Area	Requisition Reference	Job title	Grade	Hours	Internal/External	Advertised	Shortlisting receipt	Interview details
Housing	001351	Tenancy Management Support Officer	5	37	Internal	OCC website only	04/04/2018	Your assessment will last 45 minutes and will consist of a 30 minute face to face interview followed by a 15 minute computer based test.
Housing	001346	Energy Advice Officer	6	37	External	OCC website; Distribution email; Universal jobmatch; Auto post to Indeed	20/03/2018	Your assessment will consist of a 30 minute job related test followed by a 1 hour panel interview.

10. OXFORD POPULATION DATA: HIGHEST QUALIFICATION HELD



This bar chart indicates that there is a well-qualified local labour market, which suggests that there should be a consistent level of applications from all ethnic groups [i.e. BAME and White] across most of the roles advertised by the Council, with the exception of jobs that require a specific technical or professional qualification as an essential criterion in the person specification for the job.

Equality Benchmarking Data

Research was conducted across several Councils to attain benchmarking data across four protected characteristics:

1. Ethnicity
2. Sex
3. Disability
4. Sexual Orientation

The following Councils were used:

Name	Headcount	Census BAME	Workforce data BAME
Cambridge City	803	17.5%	7.18%
Brent	2062	58%	65%
Southwark	4150	46%	51%
Harrow	2052	58%	49%
Northampton Borough	286	15%	6%
Reading County	4191	23%	16%
South Oxfordshire & VWH	574	9%	3%
Plymouth City	2644	9%	5%
Salisbury County	4597	7%	3%

The two councils that appear to be closest comparators are Cambridge and Reading in terms of BAME Census data. Despite Reading having more staff and Cambridge less the census BAME figures are similar. It is worth noting that between 2015 and 2016 Reading improved their BAME representation by 3% although no figures are published for 2017.

Ethnicity	Brackets indicate ODS									
	Oxford City Council (2017) Census 18.7% BAME		Cambridge City (2018) Census 17.5% BAME		Brent Council (2016) Census 58% BAME		Southwark (2016) Census 46% BAME		Harrow (2017) Census 57.8% BAME	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
White	84.76	1112 (565)	89.87	724	33.4	689	48.31	2111	49	882
BAME	8.46	111 (36)	7.18	56	65	1340	50.86	2005	43	1006
Unspecified	6.78	89 (39)	2.95	23	1.6	33	0.83	34	8	164
Total		1312 (640)		803		2062		4150		2052

Sex	Oxford City Council (2017)		Cambridge City (2017)		Brent Council (2016) Census 58% BAME		Southwark (2016)		Harrow (2017)	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Female	35.29 (11.72)	463 (75)	51.26	427	65	1340	51	2108	61.45	1260
Male	64.71 (88.28)	849 (565)	48.64	376	35	722	49	2042	38.55	792
Total		1312 (640)		803		2062		4150		2052

Disability	Oxford City Council (2017)		Cambridge City (2017)		Brent Council (2016)		Southwark (2016)		Harrow (2017)	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Disabled	7.70 (7.34)	101 (47)	6.84	57	10.2	210	2.7	99	4.5	93
Total		1312 (640)		803		2062				

Sexual Orientation	Oxford City Council (2017)		Cambridge City (2017)		Brent Council (2016)		Southwark (2016)		Harrow (2017)	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Heterosexual	62.27 (58.13)	817 (372)	71.61	575	96.4	1988	77	3196	33.87	695
Gay/Lesbian	1.2 (0.47)	12 (3)	1.25	10	3.3	68	5	207	1.12	22
Prefer not to say	36.82 (41.41)	483 (265)	27.14	218	0.3	6	18	747	65.1	1335
Total		1312 (640)		803		2062		4150		2052

Ethnicity	Brackets indicate ODS							
	Oxford City Council (2017) Census 18.7% BAME		Northampton BC (2016) Census 15% BAME		Reading Council (2016) Census 23% BAME		South Oxfordshire & VWH (2017) Census 9% BAME	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
White	84.76	1112 (565)	61	175	70.7	3122	54	309
BAME	8.46	111 (36)	6	17	16	670	3	17
Unspecified	6.78	89 (39)	33	94	13.3	399	43	248
Total		1312 (640)		286		4191		574

Sex	Oxford City Council (2017)		Northampton BC		Reading Council		South Oxfordshire & VWH	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Female	35.29 (11.72)	463 (75)	63	180	78.2	3276	65	373
Male	64.71 (88.28)	849 (565)	37	106	21.8	915	35	201
Total		1312 (640)		286		4191		574

Disability	Oxford City Council (2017)		Northampton BC		Reading Council		South Oxfordshire & VWH	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Disabled	7.70 (7.34)	101 (47)	3.85	11	2.9	1458	3	17
Total		1312 (640)		286		4191	97	574

Sexual Orientation	Oxford City Council (2017)		Northampton BC		Reading Council		South Oxfordshire & VWH	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Heterosexual	62.27 (58.13)	817 (372)	Not stated		15	637	34	195
Gay/Lesbian	1.2 (0.47)	12 (3)	0.7	2	0.8	34	0	0
Prefer not to say	36.82 (41.41)	483 (265)	Not stated		84	3520	66	379
Total		1312 (640)		286		4191		574

Ethnicity	Brackets indicate ODS									
	Oxford City Council (2017) Census 18.7% BAME		Plymouth City (2017) Census 8.5% BAME		Salisbury County (16) Census 6.7% BAME		(2016) Census 46% BAME		(2017) Census 71.9% BAME	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
White	84.76	1112 (565)	85	2247	87	4000				
BAME	8.46	111 (36)	5	132	3	138				
Unspecified	6.78	89 (39)	10	264	10	459				
Total		1312 (640)		2644		4597				

Sex	Oxford City Council (2017)		Plymouth City (2017)		Salisbury (16)		(2016)		(2017)	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Female	35.29 (11.72)	463 (75)	61	1621	71	3254				
Male	64.71 (88.28)	849 (565)	39	1023	29	1343				
Total		1312 (640)		2644		4597				

Disability	Oxford City Council (2017)		Plymouth City (2017)		Salisbury County (16)		k (2016)		Harrow (2017)	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Disabled	7.70 (7.34)	101 (47)	4	104	6	275				
Total		1312 (640)		803		4597				

Sexual Orientation	Oxford City Council (2017)		Plymouth City (2017)		Salisbury County (16)		Southwark (2016)		Harrow (2017)	
	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number
Heterosexual	62.27 (58.13)	817 (372)	45	1118	51	2344				
Gay/Lesbian	1.2 (0.47)	12 (3)	2	52	2	92				
Prefer not to say	36.82 (41.41)	483 (265)	53	1349	47	2161				
Total		1312 (640)				4597				

Actions of other authorities

Northampton BC

- Validation of selection tests to ensure they are reliable and culture free
- Continue to monitor
- Review dignity at work policy
- Use the findings of the Stonewall report

Reading BC

- Named disability senior sponsor and champion
- Introduce a virtual steering group
- Disability awareness programme
- Guidance on reasonable adjustment

South Oxfordshire & VWH

- Promote completion of equality data by staff
- Review of recruitment processes and procedures

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Appendix 4

EQUALITIES ACTION PLAN 2018/19 – 2020/21

Action	Deliverable(s)	Owner	Timeline Start	Timeline Finish	Cost £	Additional Budget Required £
Training						
Mandatory all staff and management training	E learning diversity awareness programme for all staff Deliver a modular programme for managers covering : <ul style="list-style-type: none"> • Creating an inclusive work environment • Being a role model for diversity • Understanding unconscious bias 	C Harvey	Nov 2018	Jan 2019	30k	
Recruitment refresher training for recruiting managers	'Just in time' recruitment refresher training and on-line briefing material and guidance for recruiting managers. To be continually updated as we refresh procedures and equalities training.	J Thorne	In situ	Ongoing	-	-
Recruitment & HR Procedures						
Recruitment roadshows	Series of roadshows/ open days/ taster sessions understanding of the careers and job roles that the Council has to offer. Also giving access to ongoing support and coaching for future vacancies. Particularly applicable for entry level jobs in large teams: <ul style="list-style-type: none"> • Revenues and Benefits • Customer Service • Youth Ambition 	J Thorne	In situ	Ongoing	-	-
Stratified sampling of recruitment schemes across service areas	Understanding of stages and potential reasons why members of BAME groups do not progress through recruitment process	P Adams	July 2018	Aug 2018	-	-
Improve equalities reporting on iTrent	Reduction in proportion of staff with 'not specified' or 'not declared' records on iTrent in conjunction with Unions. Promote data reporting during the on-boarding process	H Bishop J Thorne	Sep 2018 Oct 2018	Oct 2018 On-going	-	-
Review of recruitment methods and placement	Improved recruitment process (including JD content and language) and advertising 'streams' (including social media and local community publications) To include meeting with Community leaders to review and improve our procedures and methods	J Thorne	Oct 2018	Mar 2019	-	-
Staff reference group	Establish a group of officers representing the breadth of protected characteristics which can act as a guide on anything from recruitment processes and staff retention to workplace culture	C Harvey	Nov 2018	Dec 2018	-	-

Appendix 4

Survey of job applicants	Greater insight into where job applicants look for jobs	J Thorne	Oct 2018	Mar 2019	-	-
Survey of unsuccessful job applicants	Greater insight into why job applicants withhold information on ethnicity, disability, sexual orientation and religious belief	J Thorne	Oct 2018	Mar 2019	-	-
Action	Deliverable(s)	Owner	Timeline Start	Timeline Finish	Cost £	Additional Budget Required £
Exit feedback	Manager to encourage staff member to complete online exit feedback form prior to leaving. Greater insight into reason(s) for staff leaving and areas for action/improvement the Council could consider.	J Thorne	Oct 2018	Ongoing	-	-
Internal and External Communications						
Draft campaign	Employer of Choice "Silver" campaign and internal communications plan	A Patel	Aug 2018	Sep 2019	1.5k	
Development of 'employer brand'	Improved information for job applicants about the council, career and development opportunities. Further promotion of the City Council welcoming applications from BAME candidates.	A Patel / J Thorne	Sep 2018	Ongoing	-	
Publication of workforce equalities report		P Adams	Oct 2018	Oct 2018	-	-
62 Equalities Week	Development and implementation of an Equalities Week programme to include: Launch of training programme Recruitment of Equality Reference group Cultural awareness events Demographics of City Communities comms	A Patel/C Harvey	Nov 2018	Dec 2018	£5k	-
Positive Action						
Internal positive action	Through the HRBP's encourage managers to have career coaching discussions with BAME staff in relation to: <ul style="list-style-type: none"> Internal management training Coaching via the OD team Using the apprenticeship levy for career development qualifications Shadowing with managers 	Paul Adams	Nov 2018	On-going	Nil	
Job application support	Ongoing support in applying for current vacancies in terms of CV writing and interview advice using HR professionals and focused on for BAME candidates Identify process to include this in recruitment campaigns. Incorporate Equality reference group in process and train	C Harvey	Oct 2018	Ongoing	-	-
Talent pool of BAME candidates	To develop a process to keep unsuccessful candidates and applications from roadshows informed of new vacancies as they arise	J Thorne	Dec 2018	Mar 2019	-	-

Appendix 4

Work experience/work placement programme*	Co-ordinated programme of work experience/work placement using schools within the City and supported by Service Heads	C Harvey	Oct 2018	Jun 2019	-	-
Legal apprenticeship *	To improve the pipeline of Legal professionals	J Thorne	Sep 2018	Dec 2018	-	-
Senior Leadership Recruitment *	Development of campaign principles to be used as required	J Thorne	Sep 2018	Oct 2018	-	-
Action	Deliverable(s)	Owner	Timeline Start	Timeline Finish	Cost £	Additional Budget Required £
Graduate Internships (funded)*	Development and implementation of a post graduate internship programme for 3 people across a number of service areas (3 – 12 months). Salary paid in line with higher level apprenticeship rates in City Council.	C Harvey	Apr 2019	Sep 2019	84k Based on 12 months)	84k
Sponsoring professional qualifications	To improve the pipeline of Service Area professionals and focusing on future City skill gaps, work with schools to develop a sponsored programme to enable a person to gain a degree qualification	C Harvey	Apr 2019	Sep 2019	£60k pa	£60k pa

Notes:

*Positive Action: refers to the steps employers can lawfully take to help and encourage people from certain groups who are under-represented in the workplace to apply for jobs and promotions. Whilst a range of positive action can be taken during the actual recruitment process, an employer can take a protected characteristic into account when deciding who to appoint to a job if people with that characteristic are at a disadvantage or under-represented in the employer's workforce. However, the employer would have to take the comparative merits of the other candidates into consideration before making the appointment.

**Apprenticeship Levy – where recruitment activity includes the potential for a qualification to be gained it is possible that this could be funded through the levy funds

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Appendix 5

Engagement Plan for Employer of Choice

Departments: Business Improvement Communications	Plan owners: Chris Harvey/Paul Adams – HR Anita Patel/Tony Ecclestone - Comms	Last updated: 05.10.2018	Version: 1.5
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This communication plan will support: **An effective and efficient council as a corporate priority**

What are your business objectives for the communication?

⇒ To help Oxford City Council be seen as an employer of choice by current staff prospective employees and customers

This means we need:

- To be clear about our Employee Value Proposition (EVP) – what are the benefits for potential and current employees – this is not just about material benefits but our values and reasons why employees love working for Oxford. This will be important for new recruits too.
- To let our customers know what a great organisation we are to work for – will also help form their opinion if us in terms of the services we deliver and there could be prospective candidates in that group too.
- To nudge our workforce demographics to be representative of the communities we serve
- To have up to date and accurate data which allows us to deliver accurate reporting
- To increase awareness amongst our colleagues about roles we are recruiting for and encourage them to share these across their personal networks (communities)
- To increase the visibility of the diversity in our current work force to staff, prospective employees and customers
- To educate our work force about diversity and equalities in the work place.

Appendix 5

Audience	Communications objectives?	Key messages	Channel	Commence by	Roles Responsibilities Actions	Measurement
CMT	Heads up about forthcoming communications to their teams.	In my move to be an Employer of Choice, here are the activities we are focusing on and how you as CMT members can help.	CMT	To be agreed October	Helen to ask CMT to verbally cascade to their teams	
All colleagues	<p>Make sure colleagues know that the Council is beginning a campaign to be an Employer of Choice.</p> <p>The Council is committed to equality and diversity and we need accurate data to report on this.</p> <p>Help them to update their iTrent data</p>	<ul style="list-style-type: none"> - The Council is committed to equality and diversity and it's one of our values. - To help the Council focus on the right areas for organisational development and recruitment we need up to date and accurate personal data - We currently report on the diversity of our work force and we don't fully represent the community we work for in terms of diversity and again we need accurate data to establish this - To make sure our data is correct please update your personal data on iTrent - Here's how (a step by step guide on what to do). 	<ul style="list-style-type: none"> - Cascade via CMT - Email - Council Matters - Union channels - Team meetings - Leadership Lunch on 24 Oct 	October 2018	<p>Anita to draft email and story and work with Steve Davis (Unite) & Caroline Glendening (Unison)</p> <p>Chris Harvey to provide iTrent Guide and overall sign off</p>	What number have currently updated their data vs. post the communications

Appendix 5

All colleagues	Be an employer of choice	<ul style="list-style-type: none"> - Create an Employee Value Proposition – what do they get for working here (the great work we do, benefits, opportunities) - Audit all employee touch points and communication, e.g. online, letters, induction etc. and define the employee journey - Get our people to talk about their experience of working here? - Explore what our brand stands for and how it is represented visually and in words 	<ul style="list-style-type: none"> - Information on our website - Intranet Stories - LinkedIn stories 	November 2018	<ul style="list-style-type: none"> Anita to work with Paul Adams to define our proposition HR to audit all employee touch points HR to define the employee journey Anita to create Intranet stories Chris to create a longer term plan for employer of choice and the work that needs to be done. 	
All managers	Reminder to managers whose teams haven't yet completed their iTrent	<ul style="list-style-type: none"> - To make sure our data is correct please update your personal data on iTrent - Here's how (a step by step guide on what to do). 	<ul style="list-style-type: none"> - Email - Leadership Lunch 24 Oct 	October 2018	<ul style="list-style-type: none"> Paul Adams to provide all managers names Chris to use summary of previous email to all colleagues 	Change in update figures
All managers and colleagues	Help us recruit for the future	<ul style="list-style-type: none"> - Ask colleagues who are leaving to complete the online exit feedback - Ask managers to make sure the person leaving in their team does complete the online exit feedback - It's important for us to understand 'why' they are 	<ul style="list-style-type: none"> - Intranet story - Email 	November 2018	<ul style="list-style-type: none"> Anita to discuss with Paul Adams for story Paul Adams to define current process and how data is used. 	What are the current figures and then measure returns over the coming months following this communication

Appendix 5

		leaving so we can make changes in our future recruitment campaigns if we need too.				
All colleagues	'Let's talk...'equalities?	<ul style="list-style-type: none"> - Curious about diversity and equalities? - What would you like to know? - What would you like to share? <p>Recruit diversity reference group, a group were we can run ideas past and get feedback on this and other activity</p>	<ul style="list-style-type: none"> - Use 'Let's talk...' communications channel as a way to answer people's questions 	November 2018	<p>Gather questions in advance to shape content via an Intranet news story - Anita</p> <p>Chris and Anita</p>	Feedback from attendees
All colleagues	We're supporting communities with job applications	<ul style="list-style-type: none"> - Our recruitment process now includes support for those people who need it 	<ul style="list-style-type: none"> - Intranet story 	December 2018	Anita and Paul to create story	
All colleagues	Work experience	<p>How we manage work experience here at the Council</p> <ul style="list-style-type: none"> - Outline of new structure - 1st WE cohort 	<ul style="list-style-type: none"> - Intranet story 	<p>Jan 19</p> <p>March 19</p>	Anita and Chris to create story	
Leadership Group	Discussion about equalities and employer of choice	<ul style="list-style-type: none"> - What could we be doing more actively 	<ul style="list-style-type: none"> - Leadership Conversation - Creative info gathering exercise 	24 October 2018	Anita, Helen, Chris and Gordon to shape the session together	Informal feedback from Leadership Group

Appendix 5

External and Internal	Use Councillors Aziz and Chapman to share their stories.	<ul style="list-style-type: none"> - Their cultural background - why the live in Oxford - why they do what they do 	<ul style="list-style-type: none"> - Media launch - Press release - Short video for use for Intranet stories and Social media campaign 	29 October 2018	<p>Tony to draft external content.</p> <p>Anita create internal stories</p> <p>Sharon to produce internal video</p>	
All colleagues	Show the diversity within the Council	<ul style="list-style-type: none"> - This is who we are - Why we chose to work for the Council - Our background - What it's like to work at Oxford City Council 	<ul style="list-style-type: none"> - Poster campaign under the banner of Team Oxford – including Council and ODS staff - Short video of colleagues incl. apprentices and ODS – to be used internally and via social media 	<p>October 2018</p> <p>November 2018</p>	<p>Ask for volunteers who would like to take part in the campaign – via Council Matters for OCC and Text for ODS colleagues</p> <p>Create a poster campaign – define messages to appear on posters</p> <p>Create a video campaign, draft questions to ask colleagues.</p>	
Oxford residents	Show the diversity within the Council?	<p>Create an infographic/advert:</p> <ul style="list-style-type: none"> - Visual line up – What do these people have in common? - They all work for the Council - An insight into our people and how they work with the Oxford community 	<ul style="list-style-type: none"> - Tenants in Touch - Your Oxford Spring 2019 - Internet - Facebook - Twitter - Instagram - News releases 	<p>November onwards 2018</p> <p>Deadline for winter Tenants in Touch is 16 November (Justine Longford)</p>	<p>Tony to draft story for sign off</p> <p>Tony to talk to Paul Adams about Your Oxford content</p>	

Appendix 5

All colleagues	Equalities week programme	<ul style="list-style-type: none"> - Come along and leave with a deeper understanding of diversity and equalities - Promote training programme and benefits. 	<ul style="list-style-type: none"> - Face to face - Intranet story 	Jan 2019	Anita, Chris, Paul, Helen to develop and implement	
Trade press for Planning	Offer content to the major professional planning and property magazines aimed at enhancing diverse recruitment	<ul style="list-style-type: none"> - That diversity of the population has historically been under represented in the planning profession (including OCC) but that Employer of Choice offers an opportunity for the Council to be more representative - Promote the apprenticeship scheme in planning. - Highlight opportunities to work in the Property team 	<p>The Planner: https://www.theplanner.co.uk/</p> <p>Planning Resource: https://www.planningresource.co.uk/</p> <p>Property titles</p>	November 2018 onwards	<p>Tony to create content</p> <p>There may be some costs associated with paid for coverage – to be met by Planning and Property</p>	
All colleagues	We're investing in specialisms	<ul style="list-style-type: none"> - We're sponsoring professional qualifications - Investing in our future - Brookes development opportunity for BAME candidates 	<ul style="list-style-type: none"> - Intranet story - Use Let's talk... to talk about future proofing session 	April 2019	<p>Internal Communications to manage Let's talk session</p> <p>Chris to share information and intranet story</p>	

APPENDIX 6: ANALYSIS OF GRADE DISTRIBUTION BY SEX & DISABILITY

Distribution by Grade and Sex

Summary (City Council)	Female		Male	
	No	%	No	%
Gr 3 to 7	303	76%	182	65%
Gr 8 to 11	85	21%	79	28%
Above Gr 11	6	2%	15	5%

Summary (Direct Services)	Female		Male	
	No	%	No	%
Gr 3 to 7	65	87%	378	66%
Gr 8 to 11	6	8%	28	5%
Above Gr 11	0		6	1%

The grades detailed above have been used for comparison as these are common to both organisations. There is a significantly higher number of female staff in Direct Services on Grades 3 to 8 (87%) compared to the City Council (76%). However, only 8% of female staff within Direct Services are employed in a role between Grade 8 and 11, which contrasts with 21% in the City Council. There are no female staff within Direct Services are employed in a role above Grade 11, and only 2% of female staff in the City Council. (Direct Services has some 170 staff on craft grades with only 4 female staff employed on these grades).

A more detailed analysis is provided in the tables below: -

City Council - Distribution by Grade and Sex

Grade	Female		Male		Total
	No	%	No	%	
Business Admin Apprentice	4	1.0%	4	1.4%	8
Grade 03	23	5.8%	12	4.3%	35
Grade 04	36	9.0%	18	6.4%	54
Grade 05	99	24.9%	35	12.5%	134
Grade 06	76	19.1%	50	17.9%	126
Grade 07	69	17.3%	67	23.9%	136
Grade 08	39	9.8%	41	14.6%	80
Grade 09	30	7.5%	17	6.1%	47
Grade 10	7	1.8%	10	3.6%	17
Grade 11	9	2.3%	11	3.9%	20
Service Manager +			2	0.7%	2
Business Lead	2	0.5%	6	2.1%	8
Service Head	4	1.0%	3	1.1%	7
SH Level 1			1	0.4%	1
Directors			2	0.7%	2
Chief Exec			1	0.4%	1
Grand Total	398		280		678

Direct Services - Distribution by Grade and Sex

Grade	Female		Male		Total
Business Admin Apprentice	1		1		2
Electricians Apprentices Yr. 1			3		3
Electricians Apprentices Yr. 2			4		4
Electricians Apprentices Yr. 3			1		1
Electricians Apprentices Yr. 4			2		2
Gen'l Trades Apprentices Yr. 1			2		2
Gen'l Trades Apprentices Yr. 2			1		1
Plumbers Apprentices Yr. 3			1		1
Craft Worker Band C	1		2		3
Craft Worker Band D			16		16
Craft Worker Band E			47		47
Craft Worker Band F	1		41		42
Craft Worker Band G			10		10
Craft Worker Band H	1		33		34
Grade 03	9	12.0%	22	3.8%	31
Grade 04	13	17.3%	174	30.2%	187
Grade 05	19	25.3%	103	17.9%	122
Grade 06	16	21.3%	57	9.9%	73
Grade 07	8	10.7%	22	3.8%	30
Grade 08	4	5.3%	11	1.9%	15
Grade 09	1	1.3%	13	2.3%	14
Grade 10	1	1.3%	3	0.5%	4
Grade 11			1	0.2%	1
Service Head +			1	0.2%	1
Business Lead			4	0.7%	4
SH Level 1			1	0.2%	1
Grand Total	75		576		651

Distribution by Grade and Disability

Summary (City Council)

Grade	No	%
Gr 3 to 7	40	74%
Gr 8 to 11	14	26%
Above Gr 11	0	0%

Summary (Direct Services)

Grade	No	%
Gr 3 to 7	27	64%
Gr 8 to 11	4	10%
Above Gr 11	1	2%

The grades detailed above have been used for comparison as these are common to both organisations. There is a significantly higher number of disabled staff in the City Council on Grades 3 to 8 (74%) compared to Direct Services (64%). 26% of disabled staff in the City Council are employed in a role between Grade 8 and 11, which contrasts with 10% within Direct Services. There are no members of staff in the City Council employed in a role above Grade 11 with a declared disability, and only 1 employee within Direct Services. (Direct Services has some 10 staff on craft grades with a declared disability).

A more detailed analysis is provided in the tables below: -

City Council - Distribution by Grade and Disability

City Council Grade	Disabled
Grade 03	3
Grade 04	5
Grade 05	11
Grade 06	11
Grade 07	10
Grade 08	10
Grade 09	2
Grade 10	1
Grade 11	1
Total:	54

Direct Services - Distribution by Grade and Disability

Direct Services Grade	Disabled
General Trades Apprentices Yr. 1	1
Craft Worker Band E	1
Craft Worker Band F	4
Craft Worker Band G	2
Craft Worker Band H	2
Grade 03	4
Grade 04	8
Grade 05	8
Grade 06	5
Grade 07	2
Grade 08	1
Grade 09	3
Business Lead	1
Total:	42

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To: City Executive Board

Date: 14 November 2018

Report of: Regeneration and Economy Programme
Director/Head of Planning Services

Title of Report: Allocation of Housing Infrastructure Funding (HIF) and Community Infrastructure Levy (CIL) receipts to Northern Gateway

Summary and recommendations	
Purpose of report:	To request an in-principle decision to use Homes England Housing Infrastructure (Marginal Viability) Funding (HIF) and CIL funds for infrastructure support at Northern Gateway/Oxford North.
Key decision:	Yes
Executive Board Members:	Cllr Susan Brown/Cllr Alex Hollingsworth
Corporate Priority:	Meeting Housing Needs, Cleaner and Greener Oxford, Vibrant and Sustainable Economy.
Policy Framework:	Corporate Plan, Oxford Economic Growth Strategy, Housing Strategy, Northern Gateway Area Action Plan
Recommendations: That the City Executive Board resolves to:	
<p>1. Identify the Northern Gateway/Oxford North Housing Infrastructure Funding HIF and Community Infrastructure Levy (CIL) schemes as potential future Medium Term Financial Plan (MTFP) capital schemes with a provisional budget allocation (subject to receipt of external HIF and CIL receipts) of up to £18.85m;</p> <p>2. Delegate authority to the Regeneration and Economy Programme Director to agree a contract with Homes England to draw down funds and secure their use/implementation in agreed infrastructure projects (subject to the £10m HIF funding to Oxford North being secured);</p> <p>3. Recommend to Council to apply Community Infrastructure Levy receipts to the value of £ 8.85m (as generated from future strategic scale development at Northern Gateway/Oxford North) in order to fund investment in highways/transport infrastructure provision to support the delivery of the Northern Gateway strategic site allocation; and</p> <p>4. Delegate to the Head of Planning Services secure the completion of an appropriate legal agreement for this funding investment, prepared in conjunction with the Council’s Monitoring and Section 151 Officers. The legal agreement to cover the specific infrastructure projects to be funded and arrangements for their</p>	

procurement, delivery and adoption by the local authorities, and to be subject to the outcome of due consideration of necessary and contingent planning application(s) and associated processes.

Introduction and background

1. In 2015, Oxford City Council adopted an Area Action Plan (AAP) for an employment led, mixed use development at Northern Gateway/Oxford North. Officers have been engaged in extensive pre-application discussions with the promoters Thomas White Oxford since late 2015. Thomas White Oxford have now submitted the formal planning application for the proposed Oxford North development, registered in August 2018 (reference number 18/02065/OUTFUL).
2. At 44 hectares the Northern Gateway is one of the largest allocated sites in the city and the planning application is of strategic scale and complexity. The Northern Gateway area containing Oxford North is a strategic site identified in the local plan for the development of employment space and housing, including affordable housing.
3. Infrastructure requirements both on-site and in the vicinity are considerable covering vehicle, pedestrian and cycle access points; parking; open space; landscaping; environmental mitigation; drainage and associated works; and highway works including new access to the site from the A40 and A44, together with upgrades to the A40, A44 and Pear Tree roundabout. The likely infrastructure challenges associated with bringing forward a site of this scale were identified in the AAP and an extensive examination of the infrastructure needs and the impact of these upon scheme viability and deliverability has been a key part of the pre-application work over the last three years.
4. The AAP at para 8.10 notes that 'new infrastructure on the scale required in the Northern Gateway comes at a cost and funding will be pursued from a variety of sources including developer contributions to this'. At the current time the infrastructure costs at Northern Gateway have been assessed as being in the region of £105,000,000. The AAP states that both public and private sector investment will be needed to deliver the development and members will be aware that there have been previous allocations of Local Growth funding to local infrastructure to assist in bringing forward this site.
5. The £2.3 billion Housing Infrastructure Fund (HIF) announced in 2017 offers funding to local authorities on a competitive basis, for infrastructure to support delivery of new homes. The HIF marginal viability fund provides funding to help strategic site delivery through funding infrastructure to help sites be delivered. Lower tier (District and City in two tier areas) local authorities can bid for funding through this programme.
6. As the eligible accountable body for HIF marginal viability bids, Oxford City Council has submitted a successful bid, to the Housing Infrastructure Fund along with the site developer Thomas White Oxford. £10 million of funding has been provisionally secured for Northern Gateway/Oxford North to pay for specific infrastructure to enable the homes to come forward and improve scheme viability. This is subject to a clarification process with Homes England and ultimately the granting of planning permission. HIF Funds under this programme need to be secured and contracted by the end of December 2018 and must be used by 31st March 2021.

7. Because of the timescales involved in the HIF bidding process, which are running ahead of consideration of the planning application, establishment of an in-principle position by the council in relation to potential infrastructure contributions to this strategic site is necessary now. This approach is without prejudice to the due consideration of the merits of the current planning application by the council in its capacity as local planning authority which will take place in 2019. Officers appreciate that this adds complexity to the decision members are being asked to make at this stage but is necessary because of the Homes England timescales involved. The council is enabled to take these 'without prejudice' decisions providing due regard to the differing corporate and regulatory roles and responsibilities has been maintained.
8. A commitment of £5.9 million from central government's Local Growth Fund was previously secured by Oxfordshire Local Enterprise Partnership (OxLEP), Oxfordshire County Council and Oxford City Council. Allocated to infrastructure improvements for northern gateway, this element of funding has now been earmarked for A40 corridor improvements that will support bus lane improvements and additional network capacity serving this site.
9. £7.3m City Deal funds were also previously provided towards the £17.8M County Council improvement schemes on the A40 at Cutteslowe and Wolvercote roundabouts. These funds were linked to the Oxford North scheme and the pre-existing need to improve both A40 approaches to Oxford to relieve congestion.

The Housing Infrastructure Fund - Marginal Viability Bid

10. All of the public funding is to help ensure the development meets requirements in terms of sufficient transport infrastructure and housing, including affordable housing, and is subject to due consideration of the planning application. Funding from HIF and CIL will be directed at specific identifiable infrastructure projects.
11. It is proposed the £10m funding contribution from Homes England will be utilised for the following key pieces of infrastructure that will support delivery of new homes. The precise breakdown and contractual arrangements will be resolved in negotiations with Homes England, but the figures are unlikely to change significantly, and will not be more than £10m;

a) On-site roads	£4.3m
b) Utilities reinforcement	£0.6m
c) Utilities distribution	£3.3m
d) Surface water	£1.8m

As the funding will be an investment of public money it will be important to ensure that the use and benefits arising from these infrastructure assets are publically available and adopted where this is appropriate.

Community Infrastructure Levy approach at Northern Gateway/Oxford North

12. The infrastructure to deliver the strategic site development at Northern Gateway is of a scale that also requires re-investment of the CIL receipts generated from the site. The adopted AAP acknowledged the infrastructure challenges that site delivery would bring and these have been confirmed by the extensive viability investigations that have taken place in discussion with the council and are as yet to be finally

concluded. In the normal course of events the City and County Councils are required to consider what infrastructure is needed to mitigate the impact of developments across the City. The process is then for the City Council, as the sole recipient of CIL payments, to confirm in its capital programmes what infrastructure is to be paid for from CIL.

13. The adopted AAP clearly highlighted the complex infrastructure support the strategic site allocation would need. The infrastructure costs at Northern Gateway have been assessed as being in the region of £105,000,000. Officers have been working with the County Council, Homes England, OxLEP and the site promoter over an extended period to identify how the infrastructure challenges at Northern Gateway can be addressed. It is clear that CIL receipts generated will need to be used for highways and transport infrastructure to facilitate the delivery of the strategic development set out in the AAP. This will need to be in addition to the direct infrastructure provision by the developer and the other public funding sources mentioned in this paper.
14. The detailed calculation of actual CIL liabilities takes place at a later stage and is associated with the grant of and implementation of any planning permission. However, as a working estimate the global CIL liability is anticipated to be of the order of £8.85m with these payments anticipated on a staged basis over a number of years.
15. The approach that is being recommended is that a commitment is given in principle now to fund specific, identified infrastructure projects at Northern Gateway from the CIL receipts generated by the development if planning permission is granted. This approach to the use of CIL receipts is not unprecedented in Oxford and a similar approach to investment in public realm works around the Westgate Centre has been used previously.
16. The plan attached to this paper identifies more specifically the infrastructure projects that the CIL funds are being suggested for. These works would be related to provision of the link road between the A44 and A40, junction improvements and internal site roads. These works would need to be undertaken to full adoptable standards with ultimate public adoption of the infrastructure as a precondition of this public funding approach. The individual infrastructure components, their detailed specification, timing and arrangements for their delivery will need to be the subject of further discussion and the precise mechanics of the approach incorporated within a binding legal agreement. The legal agreement would be associated with any future grant of planning permission.
17. This report seeks City Executive Board approval for this approach in principle and to recommend to Council that this commitment is recognised in the Capital Programme in 2019/20 and 2020/2021 and beyond as a potential future earmarked CIL receipt (for investment in strategic infrastructure at Northern Gateway) but again subject to planning.

Other implications - Financial implications

HIF Funding

18. Oxford City Council will be the legally identified accountable body, managing the funds on behalf of Homes England. It will then contract with Thomas White Oxford and Oxfordshire County Council (as necessary) to deliver the infrastructure programme and projects outlined. No further direct financial contribution is required, however as part of the contractual arrangements Oxford City Council will ensure that there is no financial risk from contracting awarded funds to partners. This is to avoid the unlikely scenario of clawback by Homes England for non-delivery by a partner, for example.

Northern Gateway CIL investment

19. If planning permission is subsequently granted for the Oxford North scheme at Northern Gateway, a binding and comprehensive legal agreement would be prepared to address the use of the CIL funds as set out above. This will ensure appropriate financial assurance and risk management, ensuring that the council's interests (insofar as managing the proper use of public funds is concerned) are protected.
20. The CIL funds are not yet profiled in the council's medium term financial plan but this potential commitment will need to be identified, with future use subject to the outcome of planning

Legal issues

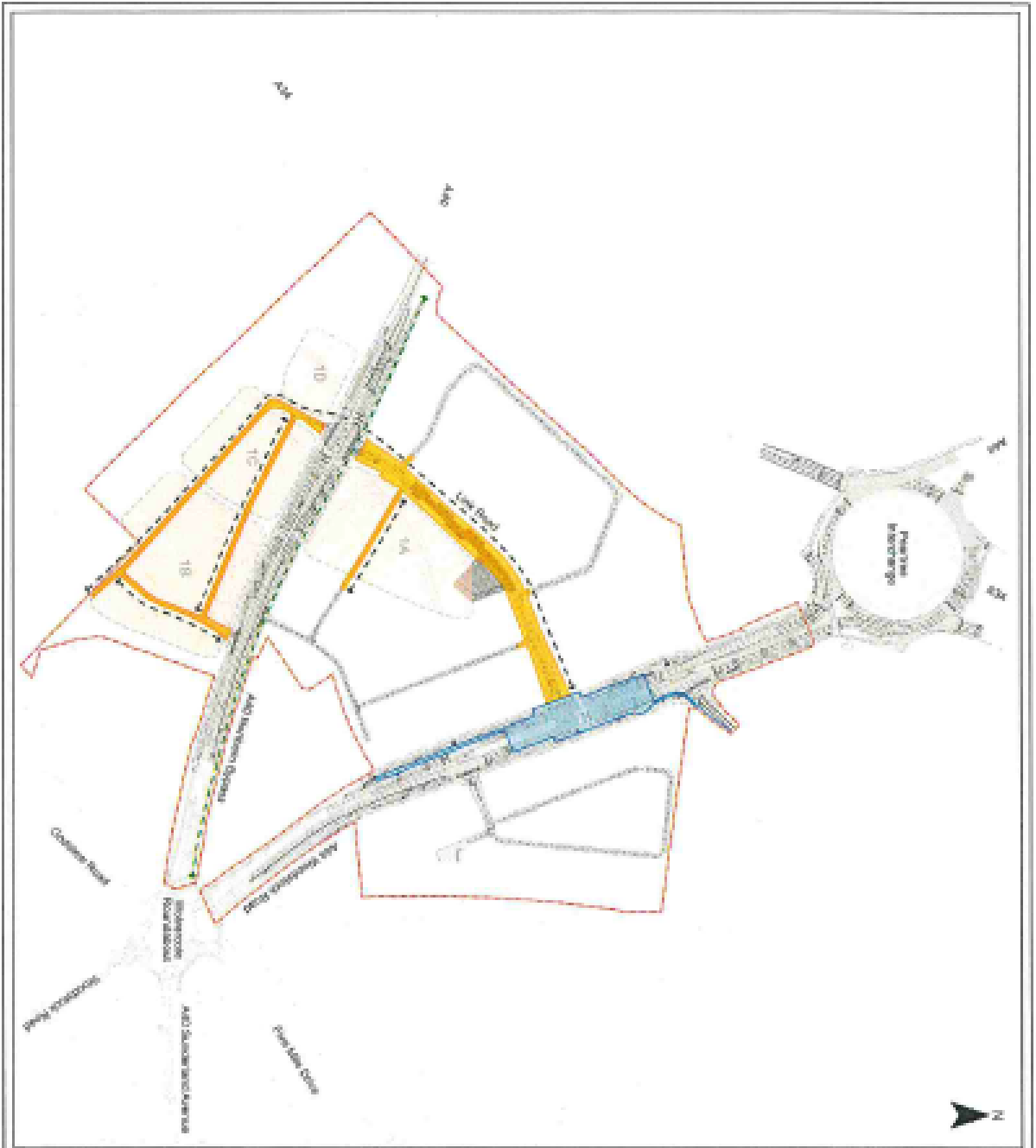
21. A funding contract will be prepared between Homes England and Oxford City Council, once the funding clarification process is complete. It will be important to ensure that any conditions attached to the funding contract are complied with and tracked. Oxford City Council will then need to enter into contracts with Thomas White Oxford and Oxfordshire County Council (as appropriate) to commit HIF funds to ensure delivery of the funded infrastructure. It will be essential that Oxford City Council is protected against the unlikely event of clawback for non-delivery or any other contractual breach that presents a financial risk to the city council. A high level state aid assessment is due to be undertaken and specialist advice obtained if necessary, to ensure compliance.
22. The proposed approach to addressing the CIL issue is lawful and an appropriate route for the council to use in this case. As mentioned above a legal agreement will be necessary to ensure effective management of the process.

Level of risk

23. The risk of not securing and investing these funds may have consequences for the implementation of the councils adopted development plan strategies for Oxford. Although the situation is complicated because of the overlapping and contingent processes involved, the council has recognised the infrastructure challenges incumbent in delivering the strategic allocation at Northern Gateway.

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Background Papers: None



KEY

- FULL APPLICATION HIGHWAY SCHEME
- RED LINE BOUNDARY
- EXTENT OF HIGHWAY WORKS FOR HOUSING INFRASTRUCTURE FUND
- ILLUSTRATIVE LOCATION OF RESIDENTIAL AREAS
- A44 INTERIM JUNCTION SCHEME
- UTILITY REINFORCEMENT
- UTILITY CONNECTIONS

NO.	DATE	REVISION

FOR INFORMATION

OXFORD NORTH
EXTENT OF HIGHWAY WORKS FOR
HOUSING INFRASTRUCTURE FUND

TWO

THE GREAT OXFORD DEVELOPMENT

pboo
pbschools

OXFORD METROPOLITAN COUNCIL

FIGURE 1

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Minutes of a meeting of the CITY EXECUTIVE BOARD on Tuesday 16 October 2018

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Committee members:

Councillor Brown (Chair)

Councillor Chapman

Councillor Hollingsworth

Councillor Upton

Councillor Linda Smith (Deputy Leader)

Councillor Hayes

Councillor Rowley

Officers:

Gordon Mitchell, Chief Executive

Caroline Green, Assistant Chief Executive

Anita Bradley, Monitoring Officer

Nigel Kennedy, Head of Financial Services

Patsy Dell, Head of Planning, Sustainable Development & Regulatory Services

Sarah Harrison, Team Leader (Planning Policy)

Amanda Ford, Principal Planner

Dave Scholes, Housing Strategy & Needs Manager

John Mitchell, Committee and Member Services Officer

Also present:

Councillor Andrew Gant, Chair of Scrutiny Committee

Apologies:

Councillors Turner, Clarkson and Simm sent apologies.

75. Declarations of Interest

Councillors Brown and Hollingsworth declared an interest by virtue of the proximity of their house to the Jericho Community Centre (Chapter 9 of the draft Local Plan refers).

76. Addresses and Questions by Members of the Public

Judith Harley addressed the Committee on the subject of the Local Plan (item 8) with particular reference to leisure facilities for Temple Cowley residents. A copy of the address is attached to these minutes. Councillor Hollingsworth, Board Member for Planning and Transport, said that the consultation process preceding the current iteration of the plan had resulted in a wide range of views, some of which were mutually exclusive; this did not mean that views not incorporated had been 'disregarded'. A new pool and leisure centre had been provided at The Leys following the closure of the Temple Cowley pool and the suggestion that there was a need to replace it was therefore misleading. Cowley Marsh Park would be protected by the policies in the draft plan before the Board. In relation to William Morris Sports Field, it was important

not to include anything in the plan which might be cause the Inspector to challenge on the basis of being too restrictive. The substance of the plan needed to be evidence based. Councillor Smith, Board Member for Leisure and Housing, added that there was no evidence of need for additional leisure provision in Temple Cowley, going on to list the many and varied sport and leisure opportunities available throughout the City provided directly by (or facilitated by) the City Council or other organisations.

77. Councillor Addresses on any item for decision on the Board's agenda

None.

78. Councillor Addresses on Neighbourhood Issues

None.

79. Items raised by Board Members

None.

80. Scrutiny Committee Reports

Councillor Gant said that the Scrutiny Committee had met on 08 October and considered the draft Local Plan. On behalf of the Committee he thanked Councillor Hollingsworth and the officers for their contribution to a useful debate which had touched upon the important matter of housing numbers (and concern about recent Government assessments of need) and the desirability of being open to innovative transport opportunities. He was grateful for agreement to the Committee's recommendation in relation to Energy Statements for residential developments of less than 5 units and the other assurances given in Committee.

81. Draft Local Plan

The Head of Planning, Sustainable Development and Regulatory Services had submitted a report to recommend that Council approves the Oxford Local Plan 2036 Proposed Submission Document for public consultation and, subject to the outcome of the consultation, if no matters are raised that materially impact upon the Plan strategy, to submit the Submission Draft Oxford Local Plan to the Secretary of State for formal examination.

Councillor Hollingsworth introduced the report and began by placing on record his thanks to the team of officers led by Patsy Dell for their exemplary work in bringing the plan to this point. The workload had been considerable for a small team. He paid particular tribute to the contribution made by Sarah Harrison and Amanda Ford.

This was the penultimate stage before submission to the Secretary of State and public consultation, with the final Council opportunity to influence at its meeting to be held the following day.

Councillor Hollingsworth went on to draw attention to the 4 changes made as a result of the recent Scrutiny consideration of the draft, details of which had been published before the meeting.

The City Executive Board resolved to recommend to Council to:

1. **Approve** the Oxford Local Plan 2036 Proposed Submission Document for public consultation, subject to the changes identified above;
2. **Approve** all the supporting statutory documentation that includes the Sustainability Appraisal, Habitats Regulation Assessment, Infrastructure Development Plan (IDP), Equalities Impact Assessment, and Options Consultation Report;
3. **Authorise** the Head of Planning, Sustainable Development and Regulatory Services (or any officer acting in that capacity), after consultation with the Executive Board Member, to make any necessary editorial corrections to the document, IDP, Sustainability Appraisal and Habitats Regulation Assessment, and to agree the final publication style draft version before publication;
4. **Approve** the Oxford Local Plan 2036 Proposed Submission Document as a material consideration in determining planning applications; and
5. **Authorise** the Head of Planning, Sustainable Development and Regulatory Services (or any officer acting in that capacity), after publication and after consultation with the Executive Board Member, to make any minor changes to the document deemed necessary as a result of the consultation, and then to formally submit the Oxford Local Plan 2036 to the Secretary of State for examination.

82. Investment in the National Homelessness Property Fund (NHPF)

The Head of Housing had submitted a report for the City Executive Board to note that the Council is making a further £5m social investment in the National Homelessness Property Fund (NHPF).

Councillor Smith introduced the report. She was pleased to commend the report and its recommendations to the Board as a good example of what the Council should be investing in to help meet the needs of homeless households in the City and, in doing so, reduce the costs which would otherwise have to be met in providing temporary accommodation.

The Chair said the report was very welcome and a good illustration of Council activity in support of those who are homeless which happened behind the scenes.

The City Executive Board resolved to:

1. **Note** that officers have used the authority previously delegated to them to agree to a further £5m investment in the National Homelessness Property Fund (NHPF); and
2. **Endorse** this approach, by which the Council is taking further action to help meet the housing needs of homeless households in Oxford, through improved access to suitable and affordable private rented accommodation.

83. Construction Contract Award

The Assistant Chief Executive had submitted a report to seek project approval and delegated authority for the Assistant Chief Executive to award a construction contract for up to 8 units of housing for the Council.

Councillor Rowley explained that since the report had been prepared officers had been able to determine a means of securing even better value from the project. It had therefore been decided to defer consideration until November to allow a revised report to be prepared.

84. Footpath Crossing the railway line at Aristotle Lane

The Regeneration and Economy Programme Director had submitted a report to advise the Board of the satisfactory completion of all conditions to the previous resolution of the Board in February 2013 in relation to Network Rail's proposal that the Council release its rights over the footpath crossing the railway between Aristotle Lane and the Trap Grounds Allotments and to seek Board approval to complete the release.

Councillor Brown introduced the report, explaining that this was essentially a technical matter, bringing to conclusion one aspect of Network Rail's programme of rail improvements.

The City Executive Board resolved to:

Approve the surrender of such rights that the City Council has in respect of the footpath crossing the railway between Aristotle Lane and the Trap Ground allotments and delegate agreement of the detail of the documentation to the Regeneration and Economy Programme Director.

85. Minutes

The Board resolved to APPROVE the minutes of the meeting held on 18 September 2018 as a true and accurate record.

86. Dates of Future Meetings

Meetings are scheduled for the following dates:

14 November 2018
18 December 2018
22 January 2019
12 February 2019
13 March 2019
10 April 2019

All meetings start at 5pm.

87. Matters Exempt from Publication

No matters were considered in confidential session.

The meeting started at 5.00 pm and ended at 5.30 pm

Chair

Date: Wednesday 14 November 2018

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