

# Agenda

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## Cabinet

Date: **Wednesday 13 November 2019**

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Time: **6.00 pm**

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

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Details of how City Councillors and members of the public may engage with this meeting may be found on page 8 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.

# Cabinet

## Membership

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

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

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

### **Copies of this agenda**

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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

Scrutiny Committee meets on 05 November 2019. Any recommendations to Cabinet from that meeting will be published as a supplement to this agenda.

- 8 **COMMUNITY LED HOUSING DELIVERY AND APPROVAL TO DISPOSE OF LAND FOR HOUSING**

**Lead Member:** Affordable Housing (Councillor Mike Rowley)

The Head of Housing will submit a report to publish commissioned research into how Community-Led Housing (CLH) could be viably delivered in Oxford; to consider approaches to assisting the development of more Community-Led Housing; and to seek approval to lease the interest in a plot of land, at less than market value for the provision of additional affordable housing.

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

- 9 **OXFORD STADIUM**

**Lead Member:** Planning and Sustainable Transport (Councillor Alex Hollingsworth)

The Head of Planning Services has submitted a report to put in place a

11 - 18

mechanism for this council to assist in bringing forward the Oxford Local Plan 2036 proposals for Oxford Stadium if the policy approach to retain the stadium is supported by the Planning Inspector examining the Local Plan.

**Recommendations:** That Cabinet resolves (subject to the Local Plan policy for Oxford Stadium (SP52) to retain the Stadium with enabling residential development being found sound by the appointed Planning Inspector) to:

1. **Seek** to procure a development partner/operator, with a viable business plan, to try to acquire the Oxford Stadium by agreement and deliver the requirements set out in Policy SP52 but to indemnify the Council for the associated costs; and
2. **Confirm** that if the Oxford Stadium cannot be acquired by agreement, then, as a last resort it would be willing, if necessary, to use its Compulsory Purchase Order (CPO) powers to acquire the site; and to
3. **Note** that if an option to use CPO powers was to be pursued a further report would need to be submitted to Cabinet to seek approval for a detailed scheme for the redevelopment of this site demonstrating that the legal and policy tests for the use of its CPO powers had been satisfied. This would need to be accompanied by a recommendation to Council to seek authority to set up a budget for any additional costs for the implementation of its CPO powers, which would be redeemed from the development partner.

## 10 LOCAL DEVELOPMENT SCHEME

19 - 34

**Lead Member:** Planning and Sustainable Transport (Councillor Alex Hollingsworth)

The Head of Planning has submitted a report to present the updated programme for the preparation of documents that will form the Council's Local Plan for approval.

**Recommendation:** That Cabinet resolves to:

1. **Approve** the Oxford Local Development Scheme 2019-22

## 11 WORKFORCE EQUALITY REPORT AND UPDATE ON THE EQUALITIES ACTION PLAN

35 - 76

**Lead Member:** Safer Communities and 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 Equality Report 2017 to 2019; report progress on the Equalities Action Plan 2018 to 2021; and present proposals for additions to the Equalities Action Plan

2018 to 2021.

**Recommendations:** That Cabinet resolves to:

1. **Approve** the Workforce Equality Report 2017 to 2019;
2. **Delegate** authority to the Head of Business Improvement to publish the Workforce Equality Report and to make any typographical changes as may be required before publication;
3. **Note** the current position with the Equalities Action Plan 2018 to 2021 (developed from the Workforce Equalities Report 2015 to 2017); and
4. **Approve** the continuing and emerging actions to be included in updated Equalities Action Plan 2018 to 2021, which will be developed into a project plan for action.

## 12 MINUTES

77 - 82

**Recommendation:** The City Executive Board resolves to APPROVE the minutes of the meeting held on 09 October 2019 as a true and accurate record.

## 13 DATES OF FUTURE MEETINGS

Meetings are scheduled for the following dates:

- 11 December
- 22 January
- 12 February
- 11 March

All meetings start at 6pm.

## 14 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**

**15 COMMUNITY LED HOUSING DELIVERY AND APPROVAL TO  
DISPOSE OF LAND FOR HOUSING**

Confidential appendix to follow as a supplement with report.

## **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 CABINET**

### **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 (to [cabinet@oxford.gov.uk](mailto:cabinet@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 Cabinet 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 Cabinet 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 Cabinet member who has political responsibility for the item for decision may respond or the Cabinet 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 Cabinet. 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 Cabinet within the year and in the order received. Issues can only be raised once unless otherwise agreed by the Cabinet. The Cabinet'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 Cabinet members**

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





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**To:** Cabinet  
**Date:** 13 November 2019  
**Report of:** Head of Planning Services  
**Title of Report:** Oxford Stadium

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To put in place a mechanism for this council to assist in bringing forward the Oxford Local Plan 2036 proposals for Oxford Stadium if the policy approach to retain the stadium is supported by the Planning Inspector examining the Local Plan.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Alex Hollingsworth, Cabinet Member for Planning & Sustainable Transport
<b>Corporate Priority:</b>	Strong and Active Communities; Meeting Housing Needs; A Vibrant and Sustainable Economy; A Clean and Green Oxford
<p><b>Recommendations:</b> That Cabinet resolves (subject to the Local Plan policy for Oxford Stadium (SP52) to retain the Stadium with enabling residential development being found sound by the appointed Planning Inspector,) to:</p> <ol style="list-style-type: none"> <li>1. <b>Seek</b> to procure a development partner / operator, with a viable business plan, to try to acquire the Oxford Stadium by agreement and deliver the requirements set out in Policy SP52 but to indemnify the Council for the associated costs; and,</li> <li>2. <b>Confirm</b> that if the Oxford Stadium cannot be acquired by agreement, then, as a last resort it would be willing, if necessary, to use its Compulsory Purchase Order (CPO) powers to acquire the site; and to</li> <li>3. <b>Note</b> that if an option to use CPO powers was to be pursued a further report would need to be submitted to Cabinet to seek approval for a detailed scheme for the redevelopment of this site demonstrating that the legal and policy tests for the use of its CPO powers had been satisfied. This would need to be accompanied by a recommendation to Council to seek authority to set up a budget for any additional costs for the implementation of its CPO powers, which would be redeemed from the development partner.</li> </ol>	
<b>Appendices</b>	
Appendix 1: Policy SP52: Oxford Stadium	

## **Introduction**

1. This report is brought to help demonstrate the Council's commitment to ensuring the Local Plan policy approach is deliverable and set out the City Council's commitment to helping, if necessary, to deliver the proposed development for the revival of greyhound and speedway racing together with supporting leisure and community uses as set out in Policy SP52 for the Oxford Stadium in the Local Plan, if the Planning Inspectors support this allocation at the Examination.
2. The Council has a long-standing policy approach to protect and support sports and leisure uses in Oxford, which on this site has however been balanced against the need for housing within the city. Policy SP52 in the Local Plan reflects this view by supporting leisure / community uses, but allowing some residential 'enabling development' to secure these uses, subject to viability.
3. If Policy SP52 is supported, the City Council would hope and expect the landowner itself to bring forward the development of this site in accordance with the uses proposed in Policy SP52. However, if a policy compliant development is not forthcoming from the landowner within a timely period then approval is sought from Cabinet to take on a facilitating role in bringing the site forward.
4. In order to do that, approval is sought from Cabinet that in the circumstances that the site is not being brought forward by the landowner in line with the policy requirements the council would seek to procure a development partner / operator, with a viable business plan, to acquire the Oxford Stadium by agreement. In addition approval is sought to confirm that if necessary and as a last resort, in the event that the site cannot be acquired by agreement, the council would be willing to use their powers under a Compulsory Purchase Order (CPO) if satisfied that the legal and policy tests were met. If CPO powers were needed, a further report would need to be submitted to Cabinet for approval which demonstrate the details of the redevelopment scheme and that the relevant legal and policy tests for the use of CPO powers are met, having regard to the circumstances as they exist at that time together with a recommendation to Council for the setting up of a budget for any additional costs for the implementation of its CPO powers, which would be redeemed from the development partner.

## **Local Plan Allocation and process**

5. The Oxford Local Plan 2036 has been submitted to the Secretary of State for Examination. The Inspectors have now been appointed to assess independently policies in the plan and to test their 'soundness.'
6. Policy SP52 allocates the Oxford Stadium site for the revival of greyhound and or speedway racing with supporting community and or leisure uses. Some residential development is proposed as enabling development (assumed to be around 100 homes) to contribute towards the viability of the scheme, providing this respects the operation or historic interest of the site and is consistent with the preservation and enhancement of the Stadium. This was based on March 2018 evidence which suggested that this scheme would be viable.
7. An objection to Policy SP52 has been received from the owner of the site, Cowley Investment Properties. Their principal objections include the lack of consultation with them, as owners, their view that to reopen the stadium is not viable based on a feasibility study they have undertaken that concludes that greyhound stadiums are

no longer viable and the significant investment identified as necessary by them to address the poor state of repair that the stadium is currently in.

8. The Planning Inspectors will consider the Council's evidence and that submitted by the site owner alongside representations from Sport England and others in support of the Local Plan policy. They will then reach a conclusion as to whether the Local Plan policy for this site is sound and can be kept as currently drafted for adoption. The proposals in this report relate to the policy as submitted for examination.
9. The recommendations for approval would only be pursued if the policy is found sound by the Planning Inspectors following the examination and the plan is adopted by the Council. If the Inspectors materially change the policy so that the stadium is not to be retained then the Council would not implement this course of action as it would no longer be relevant.

### **Appoint development partner / operator**

10. If Policy SP52 is supported, the City Council would hope and expect the landowner to bring forward the development of this site in accordance with the uses proposed in Policy SP52. However, if a policy compliant development is not forthcoming from the landowner within a timely period then approval is sought from Cabinet to take on a facilitating role in bringing the site forward. In these circumstances officers are seeking confirmation that Cabinet will support a resolution to Council to seek a development partner / operator with a realistic and viable business plan to try and acquire the site by agreement and deliver the requirements set out in the submitted policy, but to ensure that the financial implications for the Council are limited.
11. In the first instance, the Council would seek, with its development partner, to acquire the land by agreement. However, recommendation 2 makes it clear that if it is not possible to secure the site by agreement, the Council would as a last resort and if necessary be prepared to use its Compulsory Purchase Order (CPO) powers and seek approval from Council for any associated budgetary expenditure to acquire the site. Any costs incurred by the Council would be expected to be covered by the development partner / operator through a development agreement.

### **Compulsory purchase process**

12. The Council considers that in the event of no agreement being achieved with the landowner that the option to use its CPO powers to help assemble the land would, as a last resort, be pursued. The power to make a CPO which would be relied upon is s.226 of the Town and Country Planning Act 1990. This powers can be relied on inter alia where acquisition is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated. Section 226 of the Town and Country Planning Act 1990 provides the powers for a local authority to seek the compulsory acquisition of land, subject to the authorisation of the Secretary of State. It is considered that given the deteriorating condition of the property and its location within a Conservation Area it is expedient to pursue the CPO of the site in the interests of the proper planning of the area, which in this case is balanced against the impact on the human rights of those with an interest in the land affected.

13. The CPO process requires the local authority to fully justify the use of CPO powers. There are several legal and policy tests which must be shown to be met. These include setting out a compelling case in the 'public interest' for use of such powers, as well as the need to consider the 'public sector equality duty' and 'human rights' in respect of the use of CPO powers. There is a requirement to show that adequate resources are available to implement the scheme within a reasonable time period and that there are no likely impediments to the delivery of the scheme. It is necessary to show that there is no alternative means by which the same purposes could be achieved and that the CPO measure being pursued is a 'last resort'. Recommendation 3 makes it clear that before CPO powers are formally engaged, that a further report would be presented to Cabinet to demonstrate that the relevant legal and policy tests for a CPO were met.

### **Environmental Impact**

14. This proposal forms part of Policy SP52 of the draft Oxford Local Plan 2036. This site was assessed as part of the Sustainability Appraisal (which includes a Strategic Environmental Assessment) as submitted to the Secretary of State as part of the supporting evidence for the Oxford Local Plan 2036.

### **Legal Issues**

15. Through recommendation 2 approval is sought from Cabinet to confirm a willingness to, if necessary, and as a last resort, use its Compulsory Purchase Order (CPO) powers to acquire the site with the appointed development partner. The development partner / operator would be required, as part of the agreement, to indemnify the Council for any cost/ liability associated with the use of these CPO powers.
16. Before any CPO process is instigated, a further report would need to be submitted to Cabinet to set out the details of the proposals and that the relevant legal and policy tests are met on the a basis of the circumstances as they exist at that time, together with a recommendation to Council to seek approval for a budget for any additional costs for the implementation of its CPO powers, which would be redeemed from the development partner.

### **Financial Implications**

17. A further report would be submitted to Cabinet with a recommendation to Council to seek authority to seek approval for a budget for any additional costs for the implementation of its CPO powers, which would be redeemed from the development partner.

### **Equalities Impact**

18. Consideration has been given to the public sector equality duty imposed by s149 of the Equality Act 2010. The Council considers there is a 'need' for this development to revive the stadium for greyhound and or speedway, together with other community or leisure uses to be undertaken in the 'public interest'. This need has been balanced against the public sector equality duty and the impact on human rights but consider that this recommendation for approval to use CPO powers as a last resort is justified, in order to take forward this development scheme. Having paid due regard to the need to meet the objectives of that duty the view is taken that the duty is met.

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**Background Papers: None**

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# Appendix 1

## Appendix 1: Draft Oxford Local Plan 2036 - Policy SP52: Oxford Stadium

The draft Oxford Local Plan 2036 was submitted to the Secretary of State for examination in March 2019. The draft policy relating to the Oxford Stadium (Policy SP52) submitted for examination is set out below. As set out in the main report this policy is currently subject to examination by the appointed Planning Inspectors.

### Policy SP52: Oxford Stadium



Planning permission will be granted for revival of the stadium for greyhound racing and/or speedway, with other community or leisure uses. Planning permission will be granted for enabling residential dwellings on the car park or other areas that will not affect the operation or heritage interest of the Oxford Stadium site, if it is to secure enhancement of leisure uses on the site consistent with preservation and enhancement of heritage significance.

Planning permission will not be granted for any other use or development, unless further feasibility work shows speedway and greyhound racing not to be viable, in which case planning permission will be granted for an alternative community and leisure use that maintain the heritage interest of the Stadium and its context, with supporting or enabling residential development on the car park if necessary.

Planning permission will not be granted for any development that would result in an increase in car parking. It should be demonstrated that there will be adequate accessibility of the site to support the leisure uses.

As part of any planning application a legally enforceable commitment will be required to modernise and to refurbish the existing Oxford Stadium to facilitate recommencement of its former uses or for alternative community and leisure uses, in accordance with this policy.

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**To:** Cabinet  
**Date:** 13 November 2019  
**Report of:** Head of Planning  
**Title of Report:** Oxford Local Plan Local Development Scheme 2019-22

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To present the updated programme for the preparation of documents that will form the Council's Local Plan for approval.
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Councillor Alex Hollingsworth, Planning and Regulatory Services
<b>Corporate Priority:</b>	A Vibrant and Sustainable Economy; Meeting Housing Needs; Strong and Active Communities; A Clean and Green Oxford.
<b>Policy Framework:</b>	Local Plan
<b>Recommendation:</b> That Cabinet resolves to:	
1. Approve the Oxford Local Development Scheme 2019-22	
<b>Appendices</b>	
Appendix 1	Local Development Scheme 2019-22
Appendix 2	Risk Assessment

## Introduction and background

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

ensure that they are aware of when opportunities for involvement are likely to arise. It is a statutory requirement that all local planning authorities prepare and maintain a LDS.

3. The lifespan of the Council's current LDS is 2018-21. The LDS is intended to be a dynamic document, updated at intervals to reflect the timetable for developing the Local Plan and other significant work programmes. The LDS 2019-22 will come into effect from the date of approval by Cabinet and will supersede the existing LDS 2018-21.

### **Oxford Local Plan 2036**

4. The Council is currently in the process of producing a new Oxford Local Plan 2036, to replace most of the existing documents containing planning policy (other than Area Action Plans). The Oxford Local Plan 2036 will provide a long-term planning framework to deliver managed growth of the city to 2036. The new Local Plan will join up the Council's corporate strategies, seeking to deliver the land use and spatial elements resulting from the Corporate Plan and other corporate strategies. It will also reflect the vision or directional aspirations of the Council's wider partnership bodies including the Oxford Strategic Partnership, the Oxfordshire Growth Board and the Local Enterprise Partnership, in helping to deliver the Council's economic strategy, housing strategy and green space strategy.
5. The LDS 2019-22 amends slightly the programme for production of the Oxford Local Plan 2036. The key amendments are:

<b>Local Plan stage</b>	<b>Formerly programmed for: (LDS 2018-21)</b>	<b>Now programmed for: (LDS 2019-22)</b>
Estimated date of adoption and publication	December 2019	September 2020

Examination Hearings are now taking place in December 2019; therefore the timetable has required amendment to allow time for this to be undertaken and to receive the Inspectors' final report. The Local Plan timetable will still meet the milestones set out in the Oxfordshire Housing and Growth deal.

6. It is expected that the Inspectors will suggest main modifications to the Local Plan, which will be consulted on. This consultation is for the Inspectors' information and is part of the examination process so will not go to Council for approval. Therefore, once the Inspectors have communicated their proposed main modifications these can be subjected to a sustainability appraisal. National guidance states that, "A sustainability appraisal is a systematic process that must be carried out during the preparation of local plans and spatial development strategies. Its role is to promote sustainable development by assessing the extent to which the emerging plan, when judged against reasonable alternatives, will

help to achieve relevant environmental, economic and social objectives<sup>1</sup>.” National guidance also states that, “If the plan-making body assesses that necessary changes are significant, and were not previously subject to sustainability appraisal, then further sustainability appraisal may be required and the sustainability appraisal report should be updated and amended accordingly<sup>2</sup>.” The proposed main modifications and revised Sustainability Appraisal (if necessary) would be consulted on by the Council, which could be in April/May 2020. However, these timescales are indicative as the Council does not have direct control over the timescales during the examination process.

7. The Inspectors would then consider the responses to the main modifications consultation in drafting their final report. Following receipt of the Inspectors’ report and a fact check the Local Plan will need to be adopted by Council. It is intended that the draft Local Plan will be considered at a Scrutiny Committee meeting and a Cabinet meeting in August and then presented to full Council in September 2020 for adoption.

### **Oxfordshire Plan 2050**

8. The Oxfordshire Plan 2050 will contain strategic policies for Oxfordshire for the period to 2050. A separate Local Development Scheme for this document will be brought to Cabinet for consideration in due course.

### **Financial implications**

9. The financial implications arising from producing a Local Plan include the costs of a Local Plan Examination (including Counsel’s advice) and independent technical analysis of issues such as transport, environment and sustainability. Revenue to accommodate these anticipated costs was agreed in the 2016/17 budget report approved by Council.

### **Legal issues**

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

### **Level of risk**

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

### **Equalities impact**

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<sup>1</sup> National Planning Practice Guidance - Paragraph: 001 Reference ID: 11-001-20190722

<sup>2</sup> National Planning Practice Guidance - Paragraph: 023 Reference ID: 11-023-20140306

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

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**Background Papers:** None

# Oxford City Council

## Local Development Scheme 2019 - 2022

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# Appendix 1

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## Introduction

The Planning and Compulsory Purchase Act 2004 introduced the requirement for councils to prepare and maintain a Local Development Scheme (LDS). The LDS sets out the work programme for the preparation of documents to be included in the Local Plan. This document supersedes the Oxford 2018-2021 LDS.

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

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

## Oxford's Local Plan

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

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

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

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

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

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

Currently, the statutory Development Plan consists of:

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

- Headington Neighbourhood Plan (July 2017)
- Summertown and St Margaret's Neighbourhood Plan (April 2019)

In addition, there are the following documents:

- Natural Resource Impact Analysis SPD (November 2006)
- Parking Standards, Transport Assessments and Travel Plans SPD (February 2007)
- Telecommunications SPD (September 2007)
- Balance of Dwellings SPD (January 2008)
- Affordable Housing and Planning Obligations SPD (September 2013)
- Community Infrastructure Levy (CIL) Charging Schedule (October 2013)
- Oxpens Masterplan SPD (November 2013)
- Jericho Canalside SPD (December 2013)
- Diamond Place SPD (July 2015)
- Statement of Community Involvement in Planning (July 2015)
- Oxford Station SPD (November 2017)

### ***Policies Map***

The Policies Map 2015 (previously referred to as the Proposals map) illustrates graphically the policies and proposals of the Local Plan. The Policies Map 2015 will be revised and updated as new policies are adopted.

### **Other Documents**

#### ***Oxfordshire Plan 2050***

The Oxfordshire Plan 2050 (previously known as the Joint Statutory Spatial Plan) will set out strategic policies to deal with key issues for Oxfordshire with a cross-boundary approach. Work on the Plan will be undertaken during the LDS period, with the intention of adopting the Plan in 2022. This timetable is as per the [latest Oxfordshire Plan Update](#) report submitted to the Oxfordshire Growth Board in September 2019.

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

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

Consultation has been at the heart of development of the submitted Draft Local Plan at every stage and has helped to inform and shape it. The most recent consultation was undertaken in December 2018 prior to submitting the Draft Local Plan to the Planning Inspectorate (otherwise known as Reg 19 consultation). The [Consultation Statement](#) and a [summary of the responses received to the Draft Local Plan](#) have been published on the Council's website.

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

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

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

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

### ***Neighbourhood Plans***

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

Once plans are adopted they will become part of the Development Plan. To date, Oxford City Council has formally designated four neighbourhood areas where plans are being led by neighbourhood forums. Two Neighbourhood Plans, Headington and Summertown and St Margaret's are made. The remaining neighbourhood areas, which are at various stages of plan production, are:

- Littlemore; and
- Wolvercote.

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

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

- Tan 1A: Space Standards for Residential Development
- TAN 2: Energy Statement
- TAN 3: Waste Storage
- TAN 4: Community Pubs
- TAN 5: External Wall Insulation
- TAN 6: Residential Basement Development
- TAN 7: High Buildings

- TAN8: Biodiversity

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

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

## Work Programme for 2019-2022

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

- Oxford Local Plan 2036

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

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

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

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

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

Local Plan policies will be supported by new and existing SPDs and its implementation supported by the Community Infrastructure Levy (CIL).

Oxford City Council is in the process of reviewing its CIL alongside the Oxford Local Plan 2036. The CIL Charging Schedule was subject to two stages of public consultation before its submission to the Planning Inspectorate for Examination.

The Council's Preliminary Draft Charging Schedule was published for consultation in October 2018 and the Draft Charging Schedule was published for consultation in November 2018.

As part of the process of reviewing the Community Infrastructure Levy, Oxford City Council submitted the Draft Charging Schedule with a statement of Modification and accompanying evidence to the Planning Inspectorate in June 2019. The submission documents and evidence base are located in the Council's [CIL examination library](#).

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

	2019			2019			2019			2019			2020			2020			2020			2020			2021			2021			2021			2021			2022			2022			2022			2022					
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D			
Local Plan 2016-2036			Submit								Examination hearings				Public Consultation (modifications)	Public Consultation (modifications)	Public Consultation (modifications)			Adopt																															
CIL Charging Schedule Review						Submit								Examination hearings						Adopt																															
Annual Monitoring Report							Start				Publish								Start			Publish								Start																					

**Milestones**

- Start 
- Publish 
- Public Consultation (modifications) 
- Submit 
- Examination hearings 
- Adopt 

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# Appendix 2

Local Development Scheme 2019-22 Risk Assessment

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

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**To:** Cabinet  
**Date:** 13 November 2019  
**Report of:** Head of Business Improvement  
**Title of Report:** Workforce Equality Report and update on the Equalities Action Plan

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To seek approval for the publication of the annual Workforce Equality Report 2017 to 2019; report progress on the Equalities Action Plan 2018 to 2021; and present proposals for additions to the Equalities Action Plan 2018 to 2021.
<b>Key decision:</b>	Yes
<b>Cabinet Member:</b>	Councillor Nigel Chapman, Safer Communities and Customer Focused Services
<b>Corporate Priority:</b>	An efficient and effective Council
<b>Policy Framework:</b>	None
<b>Recommendations:</b> That Cabinet resolves to:	
	<ol style="list-style-type: none"> <li>1. <b>Approve</b> the Workforce Equality Report 2017 to 2019;</li> <li>2. <b>Delegate</b> authority to the Head of Business Improvement to publish the Workforce Equality Report and to make any typographical changes as may be required before publication;</li> <li>3. <b>Note</b> the current position with the Equalities Action Plan 2018 to 2021 (developed from the Workforce Equalities Report 2015 to 2017); and</li> <li>4. <b>Approve</b> the continuing and emerging actions to be included in updated Equalities Action Plan 2018 to 2021, which will be developed into a project plan for action.</li> </ol>

<b>Appendices</b>	
Appendix 1	Workforce Equality Report (2017 to 2019)
Appendix 2	Equalities Action Plan 2018 to 2021
Appendix 3	Proposed additions to the Equalities Action Plan 2018 to 2021

## **INTRODUCTION**

1. Oxford City Council is committed to making sure its workforce is representative of the diverse population it serves. The ability of those with lived experiences to relate to and understand the needs of communities' means their skills and insights can help the Council deliver responsive and accessible services to all. This report and summary provides details of successes in recruitment, building foundations in awareness and a culture for more diversity. Future actions will focus around the next step change: to increase diversity and create a culture of inclusion, where our diverse workforce can thrive, to deliver more relevant and inclusive services for everyone we serve.
2. Oxford has an ethnically and culturally diverse community, with circa 20% or more of the community with a BAME background and such diverse communities require the Council to provide strategic community leadership, promote community cohesion and equality across its services, with a workforce that reflect the communities it serves. Having a diverse workforce with people from different racial, educational and social backgrounds and a diverse age range opens up a wealth of possibilities to encourage improvement, creativity and innovation. The Council also acts as a model employer influencing other businesses to also act if it can demonstrate commitment and success.
3. This report is presented as follows:
  - (a) Presentation of the Workforce Equalities Report at Appendix 1, which is an annual report that is a legal requirement to publish every year under the Equality Act 2010.
  - (b) A review of achievements against the current Equalities Action Plan 2018 to 2021, which is presented at Appendix 2 with greater detail on the successes.
  - (c) Future actions to achieve a further step change in performance, through positive action targeting in particular the low under representation in the workforce of those with a BAME background. Appendix 3 proposes additions to the current Equalities Action Plan 2018 to 2021 that builds on the agreed actions.

## **BACKGROUND**

4. The WER due for publication in 2019 is solely focused on the Council and no longer includes Oxford Direct Services. This has impacted on the ability to provide data trend comparison/analysis for a number of areas, which are identified in the WER document and in the relevant sections of the report below.

However the Council as sole shareholder seeks assurance of compliance and good business practice from ODS on their legal duty and meeting shareholder objectives.

5. The employee and job applicant self-declaration data provided in the WER report is used in conjunction with national statistics to develop the equality action plan. In summary the WER tells us that:

- (a) BAME representation has two challenges, firstly more action is needed to increase diversity in the workforce as a whole and secondly more individuals from BAME backgrounds should hold more senior roles which increases ability to shape services to be responsive to needs. The proportion of staff from a BAME group increased by 1% to 12.96% as of 31<sup>st</sup> March 2019. (For information the proportion of staff from a BAME group was 13.1% as of 30<sup>th</sup> August 2019). Whilst this can be seen as a significant success, there needs to be a step change in the actions taken to achieve an annual improvement of at least 1.5% annually to achieve a medium term aim of representing BAME population, which will be circa 19 to 20%. The majority of the 91 staff from a BAME group as at 31<sup>st</sup> March 2019 (85%) are employed in roles below Grade 8, with only one colleague in a senior management role. Of these 91 staff, 48 are women and 43 are men.
- (b) Women represent 59% of the workforce. This is higher than the national average and a marginal rise on previous years. Women continue to be under-represented in roles above Grade 8 and in higher management roles (although compared to BAME there is a higher representation of women in management roles).
- (c) The percentage of staff who have declared themselves as having a disability was 9.54% (as of 31<sup>st</sup> March 2019), which is the highest self-declaration rate over the reporting period and exceeds the economically active percentage of the local population, which is close to 7%.
- (d) There continues to be a significant lack of voluntary disclosure of sexual orientation. Some 27% of the workforce decline to do so, despite a campaign in 2019 to improve the Council data for staff personal details. However new systems will hopefully address this area.

## **EQUALITIES FRAMEWORK FOR LOCAL GOVERNMENT (EFLG)**

6. The Council is currently undertaking a self-assessment of progress and achievements against our corporate commitment to equality and inclusion, using the Equalities Framework for Local Government. The review will
- Appraise how we engage with the diverse range of communities living and working in Oxford and how this informs the delivery of services;
  - Highlight good practice, identify service gaps and make recommendations.
  - Consider our strategic vision on equalities and its alignment with existing work streams.
  - Prepare the Council for future external assessment against the LGA Equalities Framework for Local Government

The framework is made up of five themes, one of which a diverse workforce that represents the communities served and which can shape more responsive services and stewardship of the City. The outcomes of the Review, expected in Spring 2020, will help inform future development of the inclusive workforce programme. The five themes are: -

- a) **Knowing our communities**- understanding the diverse population of the city, how we discharge our legal duties under the Equalities Act 2010 and the impact of multiple inequalities in amplifying deprivation and wellbeing including increased likelihood of vulnerability and poverty.
- b) **Leadership, partnership and organisational commitment** - vision & priorities, organisational objectives, monitoring, communication – embedded through inclusive governance
- c) **Involving your communities** – empowering and engaging citizens, participation and representation
- d) **Responsive services** - Services that are accessible to all parts of the community, meet needs and target resources where needed
- e) **Diverse workforce** - A representative and diverse workforce who reflect good practice in equality and diversity

## **ACHIEVEMENTS AND REVIEW OF 2018 TO 2021 EQUALITIES ACTION PLAN**

7. The Equalities Action Plan 2018 to 2021, and associated activities and successes detailed in this report have established a good foundation from which the Council can continue to mark progress towards creating an inclusive environment and diverse workforce. The highlights of the successes and achievements in respect of the Equalities Action Plan are set out in the paragraphs below.
8. Mandatory training was provided to all staff and managers between January and March 2019, with the aims of increasing the case for positive action as well as addressing the barriers to action. The training provided can be summarised as follows: -
  - a) An e-learning programme on unconscious bias rolled out to all staff
  - b) ‘Face-to-face’ training provided to line managers covering: creating an inclusive environment; being a role model for diversity; and understanding unconscious bias in decision makingFurther training opportunities will be identified in the next financial year.
9. In addition, a programme of recruitment training is delivered by the HR team to both new managers, as well as colleagues requiring a ‘refresher’ in recruitment (i.e. line managers who do not recruit on a regular basis) which reinforces the messaging and learning delivered through the mandatory training detailed above.
10. An Equality, Diversity and Inclusion week of activity, ‘*Everyone Matters*’, was held in June this year for council staff. The aims of the programme were to: -

- (a) Enable better insight and understanding of Oxford and its communities, along with current diversity and inclusion issues.
  - (b) Act as a catalyst for cultural change seeking to facilitate changed behaviours, encourage people to try new ways of working and develop tools, mechanism or practices which build a sense of ownership of the equalities agenda.
  - (c) Create an environment and culture that is inclusive, by encouraging a commitment to equalities and a curiosity about understanding better equality, diversity and inclusion both internally and externally.
11. The week was very successful in terms of outcomes, with positive feedback received from both delegates as well as training providers. 360 staff attended across the course of the week with over half making a personal commitment to change. A survey of participants after the event indicated a notable increase in delegates' knowledge and understanding of areas of Council policies and procedures; increased awareness of how they can contribute to the diversity agenda; and a significant increase in perception and understanding of the Council's commitment to equality. Another key outcome from the week was the identification of a group of colleagues who were interested in becoming an 'equalities ambassador', championing and promoting greater equalities and support the development of a more inclusive culture at service area level. Further information on this is detailed in the future actions section below.
12. The Council has maintained a commitment to learning. Funding from the apprenticeship levy has been used to provide career qualifications to 15 existing employees and will utilise circa £84,000 of the levy funding. Apprenticeships are viewed as a good route for increasing representation from some of the most disadvantaged communities, which includes those with protected characteristics under the Equality Act. An apprenticeship programme consisting of 2 year fixed term appointments has been successfully running since 2012, which has provided work and training opportunities for over 40 young people. The opportunities presented through the levy funding to support the development of staff will continue to be promoted across the Council.
13. It is recognised that there is limited awareness amongst the 16 to 18 age group of the wide range of career opportunities within the Council. As part of a plan to develop more effective engagement with this age group, a structured approach to work experience placements has been implemented in partnership with Local Enterprise Partnership (LEP). Two, small scale 'pilot' programmes were delivered in July and October involving four students in total, three from the BAME communities in Oxford. This programme has enabled the Council to engage directly with young people from Oxford, as well as provide a positive experience of working with the Council. Following the success of this pilot a similar programmes is scheduled for the summer of 2020. Over time it is hope that this programme will help to raise the profile of the Council amongst this key group of future workers.
14. Quarterly meetings are held with all Service Heads to discuss the specific demographics of their service area, as well as opportunities for developing a more diverse, representative workforce either through 'day to day' recruitment

and/or through planned organisational changes to reflect changing service requirements.

15. At an operational level all vacancies are reviewed by the HR Business Partner team with the recruiting manager to consider: the essential/desirable requirements in the person specification for the role, with particular focus on the level of qualifications required vis-à-vis equivalent experience; the content of the job description; and associated job advert and advertising methods, to ensure that these are as inclusive as possible to ensure that the vacancy attracts a diverse group of applicants. Different approaches to filling a post are also reviewed, such as entry-level career paths for more hard to fill posts where a 'grow our own' approach may be more appropriate. Examples of the positive impact of such interventions are the recruitment scheme for the Diversity and Inclusion Manager (Community Services) and the Trainee Solicitor (Law and Governance) both of which were offered to high quality applicants from a BAME group.
16. Advert copy for recruitment campaigns has been reviewed to promote the Council's commitment to increasing the representation of under-represented groups as well as offering support at application and interview stage for targeted roles, with the aim of improving the applicant success rate for under-represented groups.
17. A wide-ranging review of the Council's recruitment processes and procedures is being progressed, with the aim of improving the 'applicant experience' as well as widening the potential 'pool' of applicants for vacancies advertised by the Council. This process includes: simplifying the application process (internally facing aspects) and clarifying roles and responsibilities; revamping the Council's recruitment web page; exploring the use of social media; simplifying the current on-line application form; introducing a CV application route; reviewing all information provided to applicants; creating more 'applicant friendly' template letters and notifications; developing an improved on-boarding and induction process.
18. The improvements across the recruitment process has resulted in an increase in the percentage of job applications from BAME candidates from 20.07% at 31<sup>st</sup> March 2018 to 29.73% at 31<sup>st</sup> March 2019. This has translated to an increase in the percentage of new starters from BAME candidates to 18.03% at 31<sup>st</sup> March 2019 compared to 7.96% the previous year. Staff leavers from BAME groups also increased in the year to 13.6% compared to 7.95% in the previous year.
19. A revised exit interview process was rolled out in December 2018 with the aim of gaining greater insight on reasons for staff leaving the council, which is currently around 10% per annum. The revised process is based on an invitation to a meeting with a member of the HR team, rather than the relevant line manager. The new process has resulted in a significant increase in the uptake levels of exit interviews (circa 55% of staff leavers, from less than 30%), as well as improving the qualitative data 'captured' through the process, in particular about the 'reason' for leaving (primarily around career progression and development opportunities for the majority of leavers). This data will be used to develop



improvements and interventions going forwards, as well as provide feedback to the relevant service area(s) concerned.

20. Officers facilitated a CV writing workshop to a group of Asian women at Rosehill Community Centre earlier this year, with the aim of encouraging and supporting them into work. This workshop helped to promote greater level of understanding between the Council and the Asian group, as well as providing a route to engage a small section of the community for the *Everyone Matters* programme detailed above.
21. Two recruitment roadshows were held in local community centres in May and June 2018, with further events in February and October 2019. These events provide information to attendees on the range of opportunities within the Council and, where appropriate, provide face-to-face support to attendees on applying for current vacancies with the Council. Further events are planned in 2020.
22. Sickness absence data, as well as information on the reasons for staff accessing the employee assistance programme, indicates that mental health is a key factor in staff absence. To address this issue a comprehensive mental wellbeing programme, '*Thriving at Work*', has been implemented. Following an initial focus on communication, all staff were asked to complete an awareness training programme on mental health, whilst managers were additionally provided with a ½ day training course which considered how to support people in the organisation with their mental health.
23. The Council has funded the accreditation of four officers as Mental Health First Aid, (MHFA) instructors, enabling them to deliver accredited MHFA course to staff in the organisation. The Council currently has 36 accredited MHFA Aiders and an active Mental Wellbeing cohort delivering ad-hoc initiatives aimed at promoting positive mental wellbeing in the workplace such as; Tea & Talk sessions. The MHFA instructors are also accredited to deliver ½ day mental health awareness courses, with 3 sessions delivered earlier this year, with more scheduled from November. The mental health first aiders have had 25 contacts since April offering support to both colleagues and customers.
24. Further Mental Health First Aid training is scheduled for January 2020, and a Managing Mental Health workshop, aimed at line managers in the Council, is currently being designed which will be delivered in the New Year.
25. Creating an environment that is inclusive and supports health and wellbeing is a key pillar in good workforce strategies. With fast changing environments, an ageing workforce, increase in caring responsibilities and a rise in 24/7 social media internet connected living, creates pressure on individuals, as seen in the rise in stress related illnesses. Therefore employee well-being is a key element for a diverse workforce.

## **CONTINUING AND FUTURE ACTIONS TO 2020/21**

26. It is clear that the main areas of focus, based on current levels of under-representation, is to target BAME representation across the workforce as well as also improving BAME and women's representation in senior management and

senior grades. Based on this approach, the following key themes for the next iteration of the Equalities Action Plan are that:

- (a) The Council needs to focus beyond apprentices, building on success here.
  - (b) The Council needs to attract BAME graduates based in or returning to the city, working with local communities:
  - (c) The Council needs a step change in positive action, including developing BAME leaders and managers. This also achieves the objective of growing our talent and ensuring greater retention, as exit interviews revealed career progression as a key reason for leaving.
  - (d) To embed and increase cultural change, we need to sustain the momentum created during equalities week, with 'equalities ambassadors' acting as catalysts for further change and helping to support an inclusive work environment, free from discriminatory or unconscious bias.
  - (e) In our influencing role, influence national institutions to develop training pathways that appeal to BAME, women and those with disabilities, otherwise it will remain difficult to recruit to areas such as planning.
27. As part of the ongoing review of recruitment methods and processes the development of recruitment processes that focus on the success factors for a role, i.e. beyond the competency and behaviours required, including relevant language skills to enhance both our understanding and our ability to communicate with our communities, as well as greater monitoring and encouragement of self-reporting will enable more consistent application of current processes, and will help to reduce unconscious bias and enable focus on the behaviours needed for success.
28. In addition to the current development opportunities offered to managers either through the ILM scheme or apprenticeship levy, the Council is scoping out a management and leadership development programme for employees from under-represented groups at various levels as an internally focused Positive Action programme, with equalities in service delivery and engaging with communities at its core. The approach is to develop a future Oxford City Council leader and manager, an inclusive leader who understands equalities needs within the local community and has the mind-set and skills to deliver accessible responsive services. This programme will need to be progressed through normal procurement channels and funded through the existing budget provision. However if the costs of this programme, once identified, cannot be supported by existing budget provision for 2020/21, the priorities for learning and development spend will need to be re-evaluated.
29. A positive action plan will build on this year's positive action, but include further actions which will focus on key areas such as: -
- (a) understanding the school demographics of BAME students, challenging all roles that fall vacant, re-designing the next apprenticeship cohort;
  - (b) developing a *Managers of the Future* programme, as outlined above; and

- (c) Work with communities to understand where and how to reach out to graduates from under-represented groups, who could benefit from internships.
30. Technical Level apprenticeships – T or Technical level apprenticeships are being introduced in Sept 2020. A requirement of the full-time training programme is the completion of a minimum three month placement with an employer to gain practical skills and embed their learning. This placement is recognised as training, and within this programme at any point during the placement a suitable candidate could transfer into a work based apprenticeship as a full-time employee. The Council is currently reviewing how to integrate and maximise this opportunity by both promoting the Council as an employer to BAME communities through placements as well as identifying potential entry point recruitment routes into the Council, which could incorporate a T level placement programme.
31. Demography of City Schools – further research has been conducted to establish which schools in the city have the highest population of BAME students to enable more targeted recruitment roadshows and other school engagement opportunities. This data will be used in planning ‘outreach’ activity and, if approved, apprenticeship opportunities for the 2020 cohort.
32. Apprenticeship Cohorts – The Council is currently committed to providing funding for a biennial apprenticeship cohort. This has been successfully running since 2012. The next cohort is due in September 2020 and the approach to the level of qualifications offered will be reviewed to consider workforce planning activity and adopting positive action in the recruitment process. (The current apprenticeship cohort 2018 – 2020 consists of 11 apprentices of which 25% are from a BAME background).
33. Based on the principles set out in paragraph (25) above, it is proposed that the current Equalities Action Plan 2018 to 2021 is updated to reflect the ongoing and additional actions set out in the paragraphs above. Subject to approval the following new objectives will be incorporated into an updated Equalities Action Plan 2018 to 2021: -
- Increase representation of BAME employees in the workforce and by 1.5% per annum
  - Increase representation of BAME employees at all management levels
  - Increase representation of women at management levels where there is less than 50% representation
  - Recruitment practices that reduce unconscious bias and increase representation
  - Create a ‘pipeline’ of trained and skilled diverse recruits through apprentice and graduate training schemes
  - Develop an inclusive workplace culture that encourages innovation and delivery of accessible services

- Develop a network of 'Equality Ambassadors' who have the skills and tools to promote, improve and support equalities improvement in services and workplace

(Appendix 3 provides further detail on these proposed additions to the Equalities Action Plan 2018 to 2021).

## **MEASURING PROGRESS**

34. It was agreed in 2018 that increasing BAME levels of representation in the workforce would be a medium term issue and that the aim would be to increase levels to 13.65%. BAME representation as at 31<sup>st</sup> March 2018 was 11.95% for the Council, which increased to 12.96% as at 31<sup>st</sup> March 2019. (The current representative level as at 31<sup>st</sup> August 2019 13.1%, which is encouraging progress and places the council on track to achieve the 13.65% BAME participation rate. It is proposed that at least a 1.5% increase per year be the minimum target if the Council is to achieve a rate representative of the demographics of the local community over the next five years.
35. Progress will continue to be reviewed and measured regularly, to ensure that action plans and performance expectations can be adjusted accordingly.

## **FINANCIAL IMPLICATIONS**

36. In terms of future actions the associated financial implications will need to be developed and agreed, to reflect the new programmes of work set out in the paragraphs above. Where additional expenditure is identified this will need to be considered in the Budget Setting cycle and the Councils Consultation Budget to be published in December 2019.

## **LEGAL ISSUES**

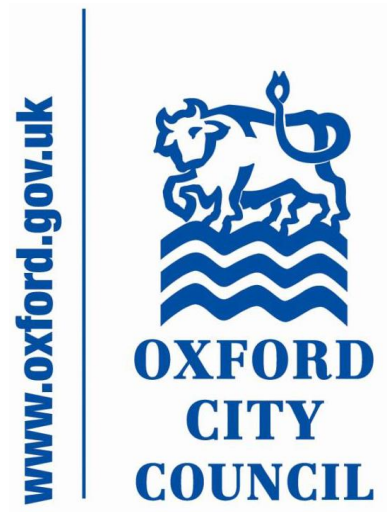
37. The Equality Act 2010 (the Act), section 149 introduced the Public Sector Equality Duty. It requires that everything the Council does, must have due regard to the need to; eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act; advance equality of 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 person who do not share it.
38. 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 partnerships.
39. 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.

40. The Regulations also impose obligations on the Council to publish information relating to the “gender pay gap” in the organisation on the snapshot date of 31<sup>st</sup> March in any year. In particular, the Council is 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.
41. The Workforce Equality Report and the Equalities Action Plan have been prepared in compliance with the requirements of the Act.
42. Positive Action is one of the Government’s range of measures aimed at tackling discrimination in the workplace under the Equality Act 2010. It can be used in two areas: encouragement in training and recruitment and promotion. To adopt positive action approaches the Council must ensure it can provide evidence of the ‘gap’ it is trying to resolve and that the approach is reasonable.

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<b>Background Papers:</b> None	
1	None

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## **Workforce Equalities Report 2017 to 2019**

**Published November 2019**

## WORKFORCE EQUALITIES REPORT: 2017 TO 2019

### INTRODUCTION

1. Oxford is a more ethnically and culturally diverse city and 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

### PURPOSE OF THIS REPORT

2. This report focuses on the City 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.
3. It provides an update on human resources and equalities related activities of the City Council, a 'snap shot' of what we look like as a council, data trend analysis for a three year period (1 April 2016 to 31 March 2019) for the key protected characteristics and 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 the City Council's staffing for key equalities reporting areas.

### METHODOLOGY

4. An examination of the 2011 Census Data, the Office for National Statistics Labour Force Survey 2016 and the Annual Population Survey 2016 provides a greater understanding of the demography of Oxford's population



# Appendix 1

5. The Council is collecting and analysing data over a rolling three year period to enable greater insight into trends and to confirm the relevance of the current action plan and identify any new approaches. The 2016/19 WER includes data tables on protected characteristics, as defined in the Equality Act 2010, as well as information on recruitment activity, starters and leavers, equal pay, and disciplinary activity.

## LATEST WORKFORCE ANALYSIS & FINDINGS

6. The number of people employed by the Council has risen from 678 on 31<sup>st</sup> March 2018 to 702 on 31<sup>st</sup> March 2019
7. The Council maintains a good position in relation to the percentage of women employed in the workforce at 59%, which compares favourably with national demographic data of 47%. This figure has risen marginally over the reporting period. Whilst the proportion of women in the workforce has remained relatively static, the representation of women decreases at the higher pay grades: -

Grade	All Staff	Women	Men
Business Admin Apprentice	5	3	2
Grade 03	34	18	16
Grade 04	52	34	18
Grade 05	146	106	40
Grade 06	115	74	41
Grade 07	157	80	77
Grade 08	84	43	41
Grade 09	48	31	17
Grade 10	22	8	14
Grade 11	16	8	8
Business Lead	8	3	5
Service Head	6	3	3
Service Manager +	1	1	0
Service Manager+	2	0	2
SH Level 1	2	0	2
SH Level 2	1	1	0
Director	2	1	1
Chief Exec	1	0	1
<b>Totals:</b>	<b>702</b>	<b>414</b>	<b>288</b>

8. As can be seen from the above, the proportion of women in roles above Grade 8 is lower than men, but higher than BAME representation in higher graded roles. Increasing the representation of women in higher management and senior leadership roles continues to form part of the Council's ongoing Equalities Action Plan.
9. In relation to BAME representation it can be shown that the actions being delivered through the Equalities action Plan are having a positive impact. The workforce percentage of BAME staff was 11.95% as of 31<sup>st</sup> March 2018, which increased from 12.96% as of 31<sup>st</sup> March 2019. This increase of one percentage point represents additional 10 employees from a BAME group. Based on the

# Appendix 1

2011 Census the economically active BAME population of Oxford is 18.7% and, as part of the equalities action plan, it was agreed to achieve BAME representation of 13.65%; as of 31<sup>st</sup> August 2019 the level is 13.1%.

10. The table below details the BAME population by service area as at 31<sup>st</sup> March 2019: -

<b>Service Area</b>	<b>Staff from a BAME Group</b>	
	<b>Headcount</b>	<b>% All Staff</b>
Business Improvement	23	25.3%
Community Services	13	14.3%
Corporate Policy, Partnership and Communications	5	5.5%
Financial Services	13	14.3%
Housing Services	20	22.0%
PSDRS	5	5.5%
Regeneration & Economy (SA)	1	1.1%
Regulatory Serv. and Community Safety	10	11.0%
Welfare Reform Team	1	1.1%
	<b>91</b>	

11. The representation of BAME staff across the Council's pay structure as at 31<sup>st</sup> March 2019 can be summarised as follows: -

<b>Grade</b>	<b>All Staff</b>	<b>BAME</b>
Business Admin Apprentice	5	0
Grade 03	34	8
Grade 04	52	7
Grade 05	146	26
Grade 06	115	14
Grade 07	157	22
Grade 08	84	10
Grade 09	48	3
Grade 10	22	0
Grade 11	16	0
Business Lead	8	1
Service Head	6	0
Service Manager +	1	0
Service Manager+	2	0
SH Level 1	2	0
SH Level 2	1	0
Director	2	0
Chief Exec	1	
<b>Totals:</b>	<b>702</b>	<b>91</b>

12. Therefore whilst we have a good level of representation of women within the workforce, with regard to BAME groups there are two challenges: one relates to the overall number of BAME staff in the workforce; the other, and in common with women relates to the number of BAME employees in higher graded roles.

# Appendix 1

13. The number of staff who have declared themselves as having a disability has risen to 9.54% as at 31<sup>st</sup> March, which is both the highest level over the reporting period as well as greater than the proportion of economically active individuals, as reported in the 2011 Census (8.9%).
14. The proportion of staff under 30 years of age remains consistent across the 3 year reporting period at around 18% but the proportion between 51 and 65 has significantly increased from under 30% as of 31<sup>st</sup> March 2017 to a figure of 35% as at 31<sup>st</sup> March 2019.
15. The number of staff who have declared themselves as lesbian, gay or bisexual has steadily increased over the reporting period, and is at a three year high of 3.7% as at 31<sup>st</sup> March 2019.
16. The proportion of members of staff who consider themselves to be atheist or have no religion has increased since March 2017. The numbers of staff who consider themselves to be Christian has increased steadily since 2017 to some 36% of the workforce.
17. Whilst there are several areas where participation rates have improved as at 31<sup>st</sup> March 2018, the proportion of staff choosing not to provide information on their protected characteristics remains an issue for the council, as this creates a barrier in terms of understanding the actual composition of its workforce. The current levels of 'non-disclosure', compared to the last reporting period, are detailed below: -

Characteristic	Proportion of Staff not Declaring Information	
	As at 31 <sup>st</sup> Mar 2019	As at 31 <sup>st</sup> Mar 2018
Ethnicity	6.70%	6.78%
Disability	8.83%	7.07%
Sexual Orientation	26.92%	30.53%
Religious Belief	27.49%	30.98%

18. The HR team will continue to explore opportunities to increase the levels of self-reporting through the recruitment and employee on-boarding stage, as well as with staff within the organisation through a planned major update to the HR/Payroll system.
19. The proportion of staff living within the OX1 to OX4 postcode area has stabilised at 37% over the last two reporting periods. The proportion of staff living outside the city centre is partly a reflection of the fact that Oxford remains the most expensive place to live in the UK outside London, as well as the City Council's continued ability to attract talent from across the country due to its ambitious agenda and reputation, flexible working arrangements and employee benefits.
20. As indicated above the recruitment activity data for 2018/19, as provided in the WER document, refers solely to City Council vacancies, whereas the data tables for 2017/18 and 2016/17 include recruitment for ODS vacancies as well. Comparison of data on a 'year by year' basis is therefore difficult. It is clear from the 2018/19 data that the *proportion* of applications is broadly comparable to

# Appendix 1

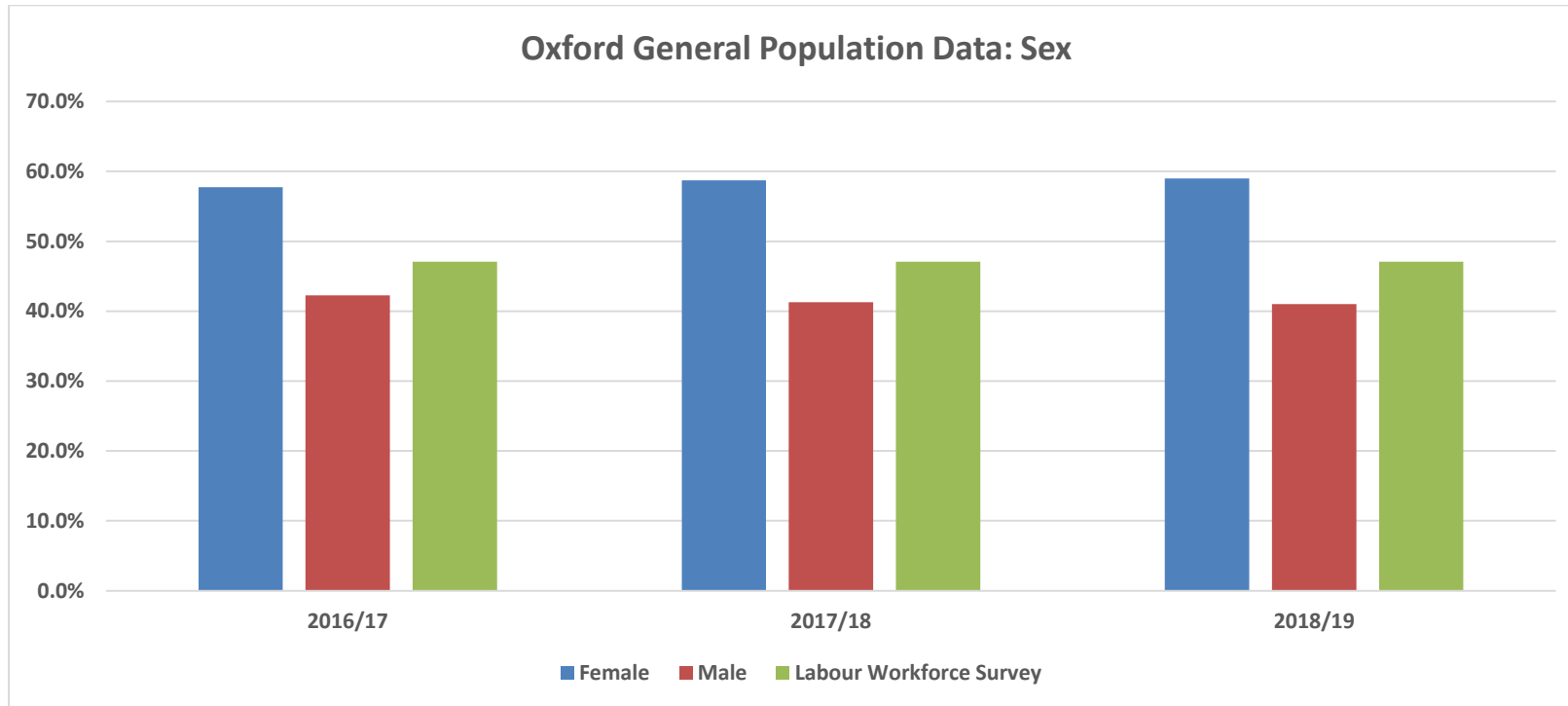
previous years, and will be used as a 'baseline' to monitor and report on progress in future reporting rounds.

21. Similarly, the data for new starters in 2018/19 indicates that the proportion of new starters broadly reflects the current workforce in terms of gender and staff with a disability. However the proportion of applicants from a BAME group is higher than the current workforce, which is a significant development. As in previous rounds the proportion of new starters that declined to provide information on their ethnic origin and disability status remains high, and will remain a focus in the coming years to encourage new staff to provide this data as part of the recruitment and onboarding process.
22. The data for leavers in 2018/19 indicates that the proportion of leavers is broadly representative of the current workforce in terms of gender, ethnicity and disability.
23. The proportion of leavers in 2018/19 as a result of the expiry of their fixed term contract (FTC) is high, but this reflects the council's plan to consolidate its permanent workforce. Resignations for relocation, retirement and other roles outside the Council is comparable with 2017/18 and 2016/17.
24. 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 sub-contractors are encouraged to pay at least the OLW for agency staff engaged on council contracts. This policy ensures that Council staff and agency staff supplied through the agency worker contract with Reed are paid a decent wage as well as helping to offset the high cost of accommodation within the city, which is the most expensive area to live in the UK. The Council's second *Gender Pay Gap* report (covering the reporting period 1 April 2017 to 31 March 2018) 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
25. Comparison of disciplinary casework across the reporting period is limited for the reasons set out in the paragraphs above. This aside, the data for 2018/19 indicates that there was no disciplinary sanction applied for conduct relating to bullying or harassment.
26. The data tables below provide information on the numbers of staff employed by the Council as at 31<sup>st</sup> March 2019 for each of the protected characteristics, supplemented where appropriate with general population data.

# Appendix 1

## DATA TABLE 1: GENERAL POPULATION & WORKFORCE DIVERSITY PROFILE (AS AT 31 MARCH 2017, 2018 AND 2019)

### OXFORD GENERAL POPULATION DATA: SEX



53

The Labour Force Survey data (January to March 2018) indicates that some 47% of the national workforce was female. Over the reporting 2017 to 2019 the proportion of female staff in the workforce has stabilised at some 58%.

# Appendix 1

**DATA TABLE 2: CITY COUNCIL WORKFORCE PROFILE (SEX)**

**As at 31 March 2017**

Gender	Percentage	Number
Female	57.74	388
Male	42.26	284
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Gender	Percentage	Number
Female	58.70	398
Male	41.30	280
<b>Total</b>	<b>100%</b>	<b>678</b>

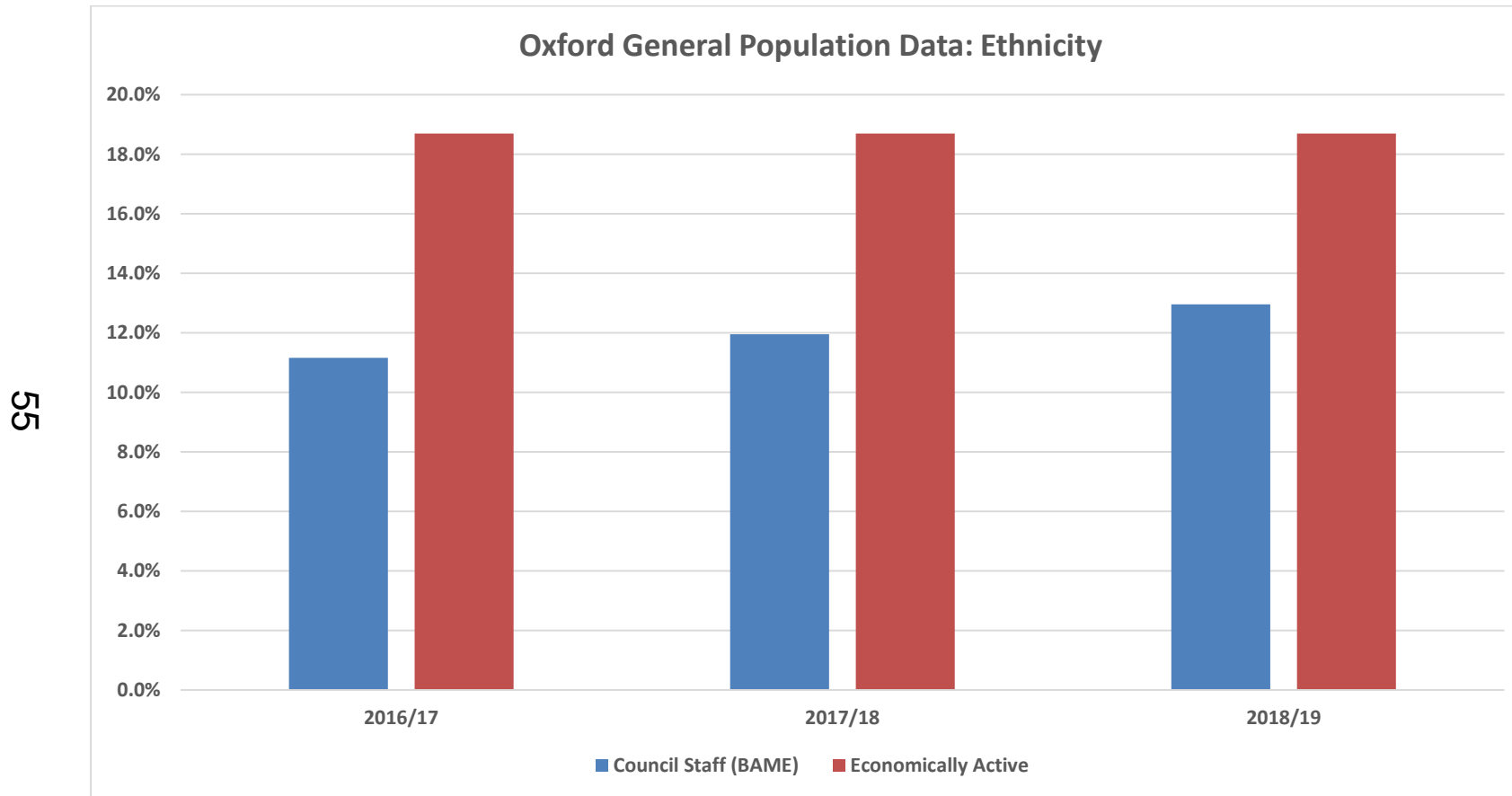
**As at 31 March 2019**

Gender	Percentage	Number
Female	58.97	414
Male	41.03	288
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The organisational headcount has increased steadily since 2017, with the proportion of female staff increasing slightly over the same period.

# Appendix 1

DATA TABLE 3: OXFORD GENERAL POPULATION DATA: ETHNICITY



Across the city, 18.7% of the economically active population, i.e. excluding students, are from a BAME group (Census 2011). The proportion of City Council staff from a BAME group has increased from 11.2% to 13% between 2017/18 and 2018/19.

# Appendix 1

**DATA TABLE4: CITY COUNCIL WORKFORCE PROFILE (ETHNICITY)**

**As at 31 March 2017**

Ethnicity	Percentage	Number
White	81.40	547
BAME	11.16	75
Unspecified	7.44	50
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Ethnicity	Percentage	Number
White	81.27	551
BAME	11.95	81
Unspecified	6.78	46
<b>Total</b>	<b>100%</b>	<b>678</b>

**As at 31 March 2019**

Ethnicity	Percentage	Number
White	80.34	564
BAME	12.96	91
Unspecified	6.70	47
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** Although the number of employees from a BAME group has steadily increased since March 2017 and is at a record high as at 31 March 2019, 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.



# Appendix 1

**DATA TABLE 5: CITY COUNCIL WORKFORCE PROFILE (AGE)**

**As at 31 March 2017**

Age Bands	Percentage	Number
Under 21	1.64	11
21-30	16.96	114
31-40	23.81	160
41-50	27.98	188
51-60	25.74	173
61-65	2.83	19
Over 65	1.04	7
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Age Bands	Percentage	Number
Under 21	1.18	8
21-30	17.26	117
31-40	23.16	157
41-50	25.07	170
51-60	27.58	187
61-65	4.72	32
Over 65	1.03	7
<b>Total</b>	<b>100%</b>	<b>678</b>

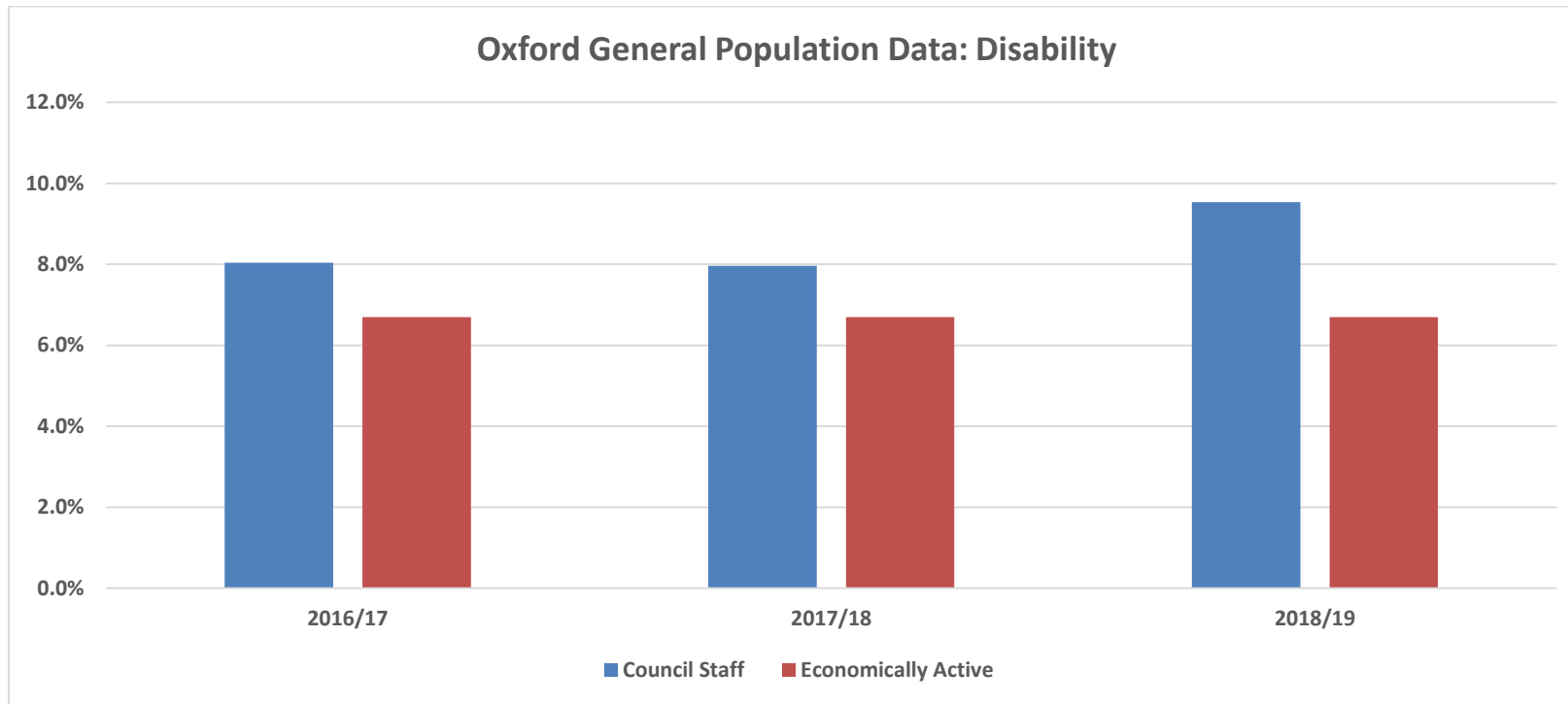
**As at 31 March 2019**

Age Bands	Percentage	Number
Under 21	1.14	8
21-30	16.38	115
31-40	23.36	164
41-50	24.22	170
51-60	27.64	194
61-65	6.27	44
Over 65	1.00	7
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The proportion of staff under 30 years of age has remained at around 18% over the reporting period, but the proportion of staff aged between 51 and 65 has significantly increased over the same period from one quarter to a third of the workforce.

# Appendix 1

**DATA TABLE 6: OXFORD GENERAL POPULATION DATA: DISABILITY**



58

The proportion of economically active residents in Oxford who considered themselves to have a disability in the 2011 Census was 6.7%. The proportion of staff who consider themselves to have a disability has steadily increased over the reporting period from 8.04% to 9.54%.

# Appendix 1

**DATA TABLE 7: WORKFORCE PROFILE (DISABILITY)**

**As at 31 March 2017**

Disability	Percentage	Number
No	83.93	564
Not known	1.93	13
Yes	8.04	54
Not specified	6.10	41
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Disability	Percentage	Number
No	84.96	576
Not known	1.47	10
Yes	7.96	54
Not specified	5.6	38
<b>Total</b>	<b>100%</b>	<b>678</b>

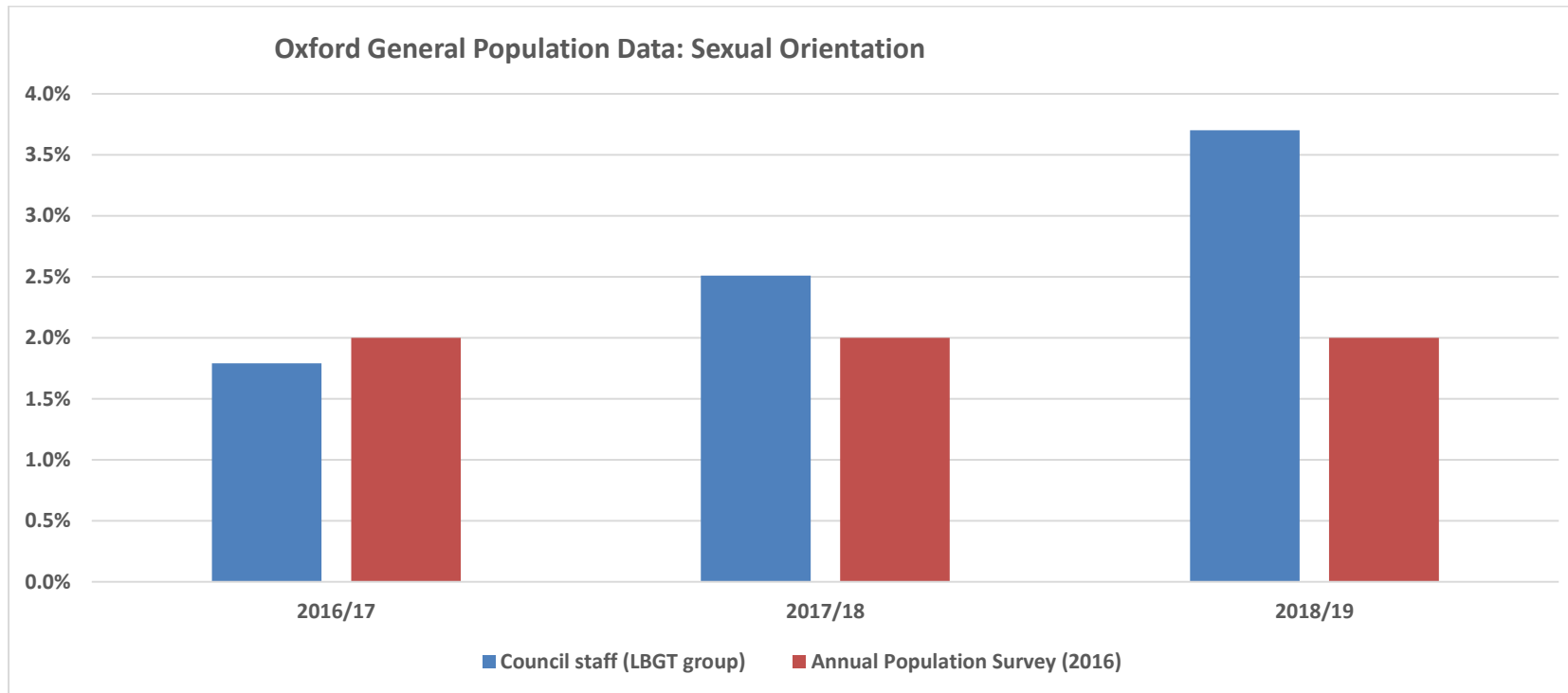
**As at 31 March 2019**

Disability	Percentage	Number
No	81.62	573
Not known	1.99	14
Yes	9.54	67
Not specified	6.84	48
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The number of staff at March 2019 that reported they have a disability was 9.54%, which is the highest level over the reporting period as well as above the 2011 Census proportion of the economically active individuals with a disability (8.9%).

# Appendix 1

**DATA TABLE 8: OXFORD GENERAL POPULATION DATA: SEXUAL ORIENTATION**



The Annual Population Survey (2016) suggests that 2.0% of the population identifies as bisexual, lesbian or gay. However around 25% of the workforce over the reporting period 2017 to 2019 have declined to provide information on their sexuality, so it is difficult to provide an accurate workforce profile in this area.

# Appendix 1

**DATA TABLE 9: CITY COUNCIL WORKFORCE PROFILE (SEXUAL ORIENTATION)**

**As at 31 March 2017**

Sexual Orientation	Percentage	Number
Bisexual	0.45	3
Gay Man	0.74	5
Gay woman/lesbian	0.60	4
Heterosexual/straight	66.22	445
Prefer not to say	8.48	57
Not specified	23.51	158
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Sexual Orientation	Percentage	Number
Bisexual	0.44	3
Gay Man	1.03	7
Gay woman/lesbian	1.03	7
Heterosexual/straight	66.96	454
Prefer not to say	8.70	59
Not specified	21.83	148
<b>Total</b>	<b>100%</b>	<b>678</b>

**As at 31 March 2019**

Sexual Orientation	Percentage	Number
Bisexual	1.28	9
Gay Man	1.00	7
Gay woman/lesbian	1.42	10
Heterosexual/straight	69.37	487
Prefer not to say	7.83	55
Not specified	19.09	134
<b>Total</b>	<b>100%</b>	<b>702</b>

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**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*' (7.83%) or '*not specified*' (19.09%) at employee on-boarding stage as at March 2019.

# Appendix 1

**DATA TABLE 10: CITY COUNCIL WORKFORCE PROFILE (RELIGION/BELIEF & NON BELIEF)**

**As at 31 March 2017**

**As at 31 March 2018**

**As at 31 March 2019**

Religion	Percentage	Number	Religion	Percentage	Number	Religion	Percentage	Number
Atheist/Humanist/no beliefs	26.19	176	Atheist/Humanist/no beliefs	26.70	181	Atheist/Humanist/no beliefs	28.35	199
Buddhist	0.30	2	Buddhist	0.29	2	Buddhist	0.85	6
Christian	33.33	224	Christian	34.22	232	Christian	35.75	251
Hindu	0.89	6	Hindu	1.18	8	Hindu	1.14	8
Jewish	0.15	1	Jewish	0.15	1	Jewish	0.14	1
Muslim	2.08	14	Muslim	2.06	14	Muslim	2.14	15
Other	2.68	18	Other	3.98	27	Other	3.70	26
Prefer not to say	9.23	62	Prefer not to say	9.00	61	Prefer not to say	8.69	61
Sikh	0.45	3	Sikh	0.44	3	Sikh	0.43	3
Not specified	24.70	166	Not specified	21.98	149	Not specified	18.80	132
<b>Total</b>	<b>100%</b>	<b>672</b>	<b>Total</b>	<b>100%</b>	<b>678</b>	<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The proportion of members of staff who consider themselves to be atheist or have no religion has increased since March 2017. The numbers of staff who consider themselves to be Christian has increased steadily since 2017 to some 36% 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.

# Appendix 1

**DATA TABLE 11: CITY COUNCIL WORKFORCE PROFILE (NUMBER LIVING IN CENTRAL OXFORD & LIVING OUTSIDE CENTRAL OXFORD)**

**As at 31 March 2017**

Central Oxford	Percentage	Count
Central	41.19	262
Not	64.47	410
<b>Total</b>	<b>100%</b>	<b>672</b>

**As at 31 March 2018**

Central Oxford	Percentage	Count
Central	37.46	254
Not	62.54	424
<b>Total</b>	<b>100%</b>	<b>678</b>

**As at 31 March 2019**

Central Oxford	Percentage	Count
Central	36.89	259
Not	63.11	443
<b>Total</b>	<b>100%</b>	<b>702</b>

**Commentary:** The proportion of staff living within the OX1 to OX4 postcode area has stabilised at 37% over the last two reporting periods. The proportion of staff living outside the city centre is a reflection of the fact that Oxford remains the most expensive place to live in the UK outside London, as well as the City Council's continued ability to attract talent from across the country due to its ambitious agenda and reputation, flexible working arrangements and employee benefits.

# Appendix 1

**DATA TABLE 12: RECRUITMENT ACTIVITY BETWEEN 2017 AND 2019**

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. Data will continue to be reviewed across the entire recruitment cycle to identify if there are any specific points areas within that cycle which need attention, and forms part of the equality action plan.

**Recruitment activity in 2016/17**

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

**Recruitment activity in 2017/18**

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

**Recruitment activity in 2018/19**

Sex	Percentage	Number
Female	52.50	3472
Male	43.02	2845
Unspecified	4.48	296
<b>Total</b>	<b>100%</b>	<b>6613</b>

Ethnicity	Percentage	Number
BAME	21.20	1979
White	78.80	7355
<b>Total</b>	<b>100%</b>	<b>9334</b>

Ethnicity	Percentage	Number
BAME	20.07	1678
White	79.93	6681
<b>Total</b>	<b>100%</b>	<b>8359</b>

Ethnicity	Percentage	Number
BAME	29.73	1942
White	70.63	4671
<b>Total</b>	<b>100%</b>	<b>6613</b>

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

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

Disabled	Percentage	Number
No	82.38	5448
Yes	5.08	336
Not Specified	12.54	829
<b>Total</b>	<b>100%</b>	<b>6613</b>



# Appendix 1

**Commentary:** The data tables above for 2018/19 relate to recruitment schemes for City Council vacancies only, whereas the data tables for both 2016/17 and 2017/18 includes recruitment scheme for **both** City Council and ODS vacancies. Although this makes meaningful trend analysis very difficult the *proportion* of applications received from female, BAME and disabled applicants remains broadly comparable with previous reporting periods. The Council regularly reviews where and how it advertises job opportunities and is exploring making 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, as well as 'outreach' work with local communities and schools. These actions are part of a continuing programme of work towards being more reflective of the communities it serves.

# Appendix 1

**DATA TABLE 13: STARTERS BETWEEN 2017 AND 2019**

**New starters during 2016/17**

Sex	Percentage	Number
Female	43.35	114
Male	56.65	149
<b>Total</b>	<b>100%</b>	<b>263</b>

**New starters during 2017/18**

Sex	Percentage	Number
Female	33.56	97
Male	66.44	192
<b>Total</b>	<b>100%</b>	<b>289</b>

**New starters during 2018/19**

Sex	Percentage	Number
Female	55.74	68
Male	44.26	54
<b>Total</b>	<b>100%</b>	<b>122</b>

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

Ethnicity	Percentage	Number
BAME	7.96	23
White	51.90	150
Not Specified	40.14	116
<b>Total</b>	<b>100%</b>	<b>289</b>

Ethnicity	Percentage	Number
BAME	18.03	22
White	67.22	82
Not Specified	14.75	18
<b>Total</b>	<b>100%</b>	<b>122</b>

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

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

Disabled	Percentage	Number
No	72.13	88
Yes	7.38	9
Not Specified	20.49	25
<b>Total</b>	<b>100%</b>	<b>122</b>

**Commentary:** The data tables above for 2018/19 relate to City Council new starters, whereas the data tables for both 2016/17 and 2017/18 includes ODS new starters. Although this makes meaningful trend analysis very difficult the *proportion* of new starters broadly reflects the distribution of female and male employees and staff with a disability; the *proportion* of new starters from a BAME group is higher than within the current workforce. As in previous reporting rounds the proportion of new starters who have not provided information on their ethnic origin and disabled status remains high, and will continue to be a focus in the coming years to encourage staff to provide this information so that the Council gain a clearer understanding of the composition and needs of the workforce.

# Appendix 1

**DATA TABLE 14: LEAVERS BETWEEN 2017 AND 2019**

**Leavers during 2016/17**

Sex	Percentage	Number
Female	30.97	35
Male	69.03	78
<b>Total</b>	<b>100%</b>	<b>113</b>

**Leavers during 2017/18**

Sex	Percentage	Number
Female	37.09	56
Male	62.91	95
<b>Total</b>	<b>100%</b>	<b>151</b>

**Leavers during 2018/19**

Sex	Percentage	Number
Female	54.40	68
Male	45.60	57
<b>Total</b>	<b>100%</b>	<b>125</b>

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

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

Ethnicity	Percentage	Number
BAME	13.60	17
White	78.40	98
Not Specified	8.00	10
<b>Total</b>	<b>100%</b>	

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

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

Disabled	Percentage	Number
No	91.20	114
Yes	8.00	10
Not Specified	0.80	1
<b>Total</b>	<b>100%</b>	<b>125</b>

**Commentary:** The data tables above for 2018/19 relate to staff who left the City Council during the current reporting year, whereas the data tables for both 2016/17 and 2017/18 includes ODS leavers, which makes meaningful trend analysis very difficult. The 2018/19 year data does, however, provide a 'baseline' from which future trends can be monitored and reported on.

# Appendix 1

**DATA TABLE 15: ANALYSIS OF REASONS FOR LEAVING BETWEEN 2017 AND 2019**

**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
<b>Total</b>	<b>100%</b>	<b>113</b>

**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
<b>Total</b>	<b>100%</b>	<b>151</b>

**Leavers during 2018/19**

Reason	Percentage	Number
End of Fixed Term Contract	12.80	16
Failed Probation	1.60	2
Mutually Agreed Termination	4.00	5
Redundancy (with Severance Payment)	0.80	1
Resignation - Career Development	0.80	1
Resignation - Other	73.60	92
Resignation - Relocation	2.40	3
Resignation - Retirement	2.40	3
Transfer	1.60	2
<b>Total</b>	<b>100%</b>	<b>125</b>

**Commentary:** The data table for 2018/19 provides details of the leaving reason for staff leaving the City Council, whereas the tables for 2017/18 and 2016/17 include ODS leavers. The proportion of fixed term contract leavers is higher, but this is part of 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 2018/19 are broadly comparable with previous reporting periods.

# Appendix 1

**DATA TABLE 16: OTHER WORKFORCE DATA**

Disciplinary	Warnings given during 2016/17				Warnings given during 2017/18				Warnings given during 2018/19			
	1st Written	Final Written	Informal Warning	Total	1st Written	Final Written	Informal Warning	Total	1st Written	Final Written	Informal Warning	Total
Breach of Data Protection policy			1	1					2		1	3
Breach of IT policy											1	1
Breach of H&S policy	1	2		3								
Damage to Council Property	12	2	18	32	12	1	4	17				
Damage to Council reputation	1	3	1	5	1	5		6				
Discrimination, bullying harassment		1		1		1		1				
Drug or alcohol misuse		2	1	3		1		1				
Non-adherence to values and behaviours framework	5	3	9	17	4	1	6	11			1	1
Non-adherence/breach to Organisational policy or work processes	9	7	26	42	12	5	21	38	2		1	3
	<b>28</b>	<b>20</b>	<b>56</b>	<b>104</b>	<b>29</b>	<b>14</b>	<b>31</b>	<b>74</b>	<b>4</b>		<b>4</b>	<b>8</b>
	27%	19%	54%		39%	19%	42%		50%		50%	

**Commentary:** The data for 2016/17 and 2017/18 includes disciplinary casework information for the City Council and ODS, which makes any meaningful trend analysis very difficult. This said the casework profile for 2018/19 indicates that, where disciplinary action has occurred, this has been in respect of issues not connected with discrimination, bullying or harassment. *(The totals shown includes cases where there was more than one actionable component).*

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# Appendix 2

## WORKFORCE EQUALITIES REPORT (WER)

### WER EQUALITIES ACTION PLAN 2018 to 2021

Action	Deliverable(s)	Status
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"> <li>• Creating an inclusive work environment</li> <li>• Being a role model for diversity</li> <li>• Understanding unconscious bias</li> </ul>	Complete
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.	Complete
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"> <li>• Revenues and Benefits</li> <li>• Customer Service</li> <li>• Youth Ambition</li> </ul>	Roadshows delivered in 2018/19 and 2019/20, with future events planned
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	Initial sampling completed. Survey process continues
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	Initial campaign completed. Work continues on updating materials/ processes
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	Initial review of recruitment materials and processes completed. Work continues on updating materials/ processes
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	Complete
Survey of job applicants	Greater insight into where job applicants look for jobs	Initial sampling completed. Survey process continues

Action	Deliverable(s)	Status
Survey of unsuccessful job applicants	Greater insight into why job applicants withhold information on ethnicity, disability, sexual orientation and religious belief	Initial sampling completed. Survey process continues
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.	New process in place. Survey process continues
Draft campaign	Employer of Choice "Silver" campaign and internal communications plan	Complete
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.	Initial review of material complete. Work continues on updating materials/ processes
Publication of workforce equalities report	WER 2015 to 2018 published on Council web site	Complete
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	Complete
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"> <li>• Internal management training</li> <li>• Coaching via the OD team</li> <li>• Using the apprenticeship levy for career development qualifications</li> <li>• Shadowing with managers</li> </ul>	Work continues with line managers
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	Work continues with applicants as required
Talent pool of BAME candidates	To develop a process to keep unsuccessful candidates and applications from roadshows informed of new vacancies as they arise	Not complete
Work experience/work placement programme*	Co-ordinated programme of work experience/work placement using schools within the City and supported by Service Heads	Initial pilot schemes complete. Work continues on future programme
Legal apprenticeship *	To improve the pipeline of Legal professionals	Trainee Solicitor appointed



Action	Deliverable(s)	Status
Senior Leadership Recruitment *	Development of campaign principles to be used as required	Work continues on updating materials/ processes
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.	Not complete
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	Not complete

**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 3

## APPENDIX 3

### WORKFORCE EQUALITIES REPORT (WER)

#### PROPOSED NEW AIMS & OBJECTIVES FOR INCLUSION WITHIN THE WER EQUALITIES ACTION PLAN 2020/21

Aims and objectives	Actions
Increase representation of BAME employees in the workforce and by 1.5% per annum.	<p>Communicate the case for this percentage and why this is a priority to gain commitment and buy in building on the success of equalities week.</p> <p>Equalities ambassadors to analyse learning to date and any further ideas to improve positive action</p> <p>All actions to other aims weighted to focus on achievement of this target.</p> <p>Improve self-reporting of all protected characteristics at on-boarding and continue the campaign with current staff.</p>
<p>Increase representation of BAME at all management levels</p> <p>Increase representation of women at management levels where less than 50% representation</p>	<p>Positive action programme to train future managers and leaders, with places on the programme weighted to include staff from a BAME group and women and colleagues with other protected characteristics.</p> <p>This programme will need to be progressed through normal procurement channels.</p>
Recruitment practices that reduce unconscious bias and increase representation	<ol style="list-style-type: none"> <li>1. Consistent monitoring and application of competence based recruitment that focuses on successful behaviours required including relevant language skills where this would improve the community interface, rather than background or certain experience that may exclude under represented applicants.</li> <li>2. Promotion of roles in schools and community with high percentage of BAME, building on 2019 work and research.</li> <li>3. Target all new management roles to reach out to more under represented applicants especially, BAME and women applicants.</li> </ol>
Pipeline of trained and skilled diverse recruits through apprentice and graduate training schemes	<ol style="list-style-type: none"> <li>1. Review biennial apprentice cohort (Sept2020) to increase number from BAME and disability groups</li> <li>2. Adopt the T Level apprentice scheme to address areas such as planning to improve pipeline of planners from City and from BAME backgrounds.</li> <li>3. Graduate training scheme for future officers with at least two graduates from BAME background.</li> <li>4. Promote the use the apprenticeship levy funds for underrepresented groups.</li> <li>5. Review learning and development budgets with an equality impact assessment to identify further scope for positive action.</li> </ol>

## Appendix 3

Aims and objectives	Actions
<p>An inclusive workplace culture that encourages innovation and delivery of accessible services</p>	<ol style="list-style-type: none"> <li>1. Understand from exit interviews, equalities ambassadors and community work the barriers to applying for and remaining in council employment and develop an action plan to improve further.</li> <li>2. When embedded use the management development programme action learning projects to drive a proactive culture that improves service accessibility and diverse team work, as foundations of innovation.</li> </ol>
<p>Network of ambassadors who have the skills and tools to promote, improve and support equalities improvement in services and workplace</p>	<ol style="list-style-type: none"> <li>1. Agree lead for developing and supporting network.</li> <li>2. Invite interested individuals who expressed an interest in becoming equalities champions.</li> <li>3. Train and provide guidance, including facilities to meet regularly as a network, with access to senior leaders to help empower and improve equalities.</li> <li>4. Communicate and recognise positive work by ambassadors at launch and on a six monthly basis to keep momentum.</li> </ol>

## Minutes of a meeting of the CABINET on Wednesday 9 October 2019

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### Committee members:

Councillor Brown (Chair)	Councillor Linda Smith (Deputy Leader)
Councillor Turner	Councillor Chapman
Councillor Clarkson	Councillor Hayes
Councillor Hollingsworth	Councillor Tidball
Councillor Upton	

### Officers:

Gordon Mitchell, Chief Executive  
Caroline Green, Assistant Chief Executive  
Tim Sadler, Transition Director / Chairman Direct Services Companies  
Tom Bridgman, Executive Director (Development)  
Aileen Carlisle, Interim Executive Director (Communities and Customers)  
Nigel Kennedy, Head of Financial Services  
Anita Bradley, Monitoring Officer  
Carolyn Ploszynski, Planning Policy and Place Manager  
Keerpa Patel, Senior Planner  
Hagan Lewisman, Active Communities Manager  
Lucy Cherry, Leisure and Performance Manager  
Julia Castle, Senior Lettings & Disposal Surveyor  
Tom Hudson, Scrutiny Officer  
John Mitchell, Committee and Member Services Officer

### Also present:

Councillor Andrew Gant and Councillor Elizabeth Wade

### Apologies:

Councillor Rowley sent apologies.

### 72. Declarations of Interest

None.

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

None.

#### **74. Councillor Addresses on any item for decision on the Board's agenda**

Councillor Wade, spoke in relation to item 8 on the Agenda, the Wolvercote Neighbourhood Plan. She paid tribute to the work of many individuals, the working groups and Steering Committee over the previous 6 or more years as the Neighbourhood Plan had been developed. She paid particular tribute to the contributions which had been made in their time by Councillors Jean Fooks and Angie Goff and, more recently, by the officers Tom Morris and Keerpa Patel. The Plan had been developed by the community for the community and reflected local policies and aspirations. In anticipation of Cabinet's agreement to the report's recommendations, she looked forward to its adoption after a referendum.

#### **75. Councillor Addresses on Neighbourhood Issues**

None.

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

None.

#### **77. Scrutiny Committee Reports**

Councillor Gant, speaking in his capacity as Chair of the Scrutiny Committee, spoke briefly to the three reports (Air Quality Status Report; Integrated Performance Report for Q1; and Modernising Leisure Concessions) which had been published as a supplement to the agenda, thanking the Board Members for their positive responses to the first two. In relation to the third, Councillor Linda Smith, Cabinet Member for Leisure & Housing, explained that there was partial agreement to the two Scrutiny Committee recommendations. In broad terms, those who might be affected in the age category 60-65 would be protected by agreeing that they should remain at the same rate with a 'legacy' membership. Employment and Support Allowance remained as an eligible criteria and there was an opportunity to consult on the concessions within the fees and charges as part of the budget setting process for 2020/2021. A detailed response to the recommendations would be forwarded to the Committee.

#### **78. Wolvercote Neighbourhood Plan**

The Head of Planning Services had submitted a report to consider the Examiner's Report, approve modifications to the Wolvercote Neighbourhood Plan and agree that the Wolvercote Neighbourhood Plan is submitted to a referendum.

Councillor Alex Hollingsworth, Cabinet Member for Planning & Sustainable Transport, introduced the report by echoing the thanks and tributes paid by Councillor Wade with particular reference to the contributions of Councillors Fooks and Goff. The Plan, having now been modified as recommended by the Examiner's Report, was ready to be submitted to a referendum as was required.

The Chair added her thanks to all those who had contributed to this important piece of work over several years.

Cabinet resolved to:

1. **Approve** the Modifications to Policies in the Wolvercote Neighbourhood Plan as recommended by the Examiner's Report (July 2019);
2. **Approve** the factual modifications that have been made for the purpose of correcting errors and approve the factual modifications relating to textual changes in the Wolvercote Neighbourhood Plan; and
3. **Agree** that the Wolvercote Neighbourhood Plan (as modified in the form at Appendix 4 of the report) is submitted to a referendum.

## **79. Integrated Performance Report for Quarter 1 2019/20**

The Heads of Financial Services and Business Improvement had submitted a report to update Members on Finance, Risk and Performance as at 30 June 2019.

Councillor Ed Turner, Cabinet Member for Finance & Asset Management, introduced the report. The observations made by Scrutiny Committee had been helpful and he welcomed them. It was important to refresh the indicators used for performance monitoring from time to time to reflect changes in council activity and or ensure their value or relevance. There had been some unexpected costs such as those relating to necessary work on the Town Hall and for which reserves had, properly, been called upon. The overall adverse variance was not significant in the context of the total budget. A report on capital expenditure would be included in the Q2 report.

Cabinet resolved to:

**Note** the projected financial outturn, the current position on risk and performance as at the 30 June 2019.

## **80. Modernising Leisure Concessions**

The Head of Community Services had submitted a report to present recommendations to improve how leisure concessions are used.

Councillor Linda Smith, Cabinet Member for Leisure & Housing, introduced the report. The system for determining entitlement to leisure concessions was complex, this, combined with the introduction of Universal Credit, had meant it was timely to review the arrangements. This had been a significant piece of work which would ensure that concessions were appropriately targeted. The input of Scrutiny Committee had been helpful in fine-tuning the proposals.

Hagan Lewisman, Active Communities Manager, said that the revised scheme had been preceded by wide consultation and was recognised by Sport England as a model of good practice.

The Cabinet welcomed the proposals and were pleased, among other things, to note the potential benefit for service and ex-service personnel. The new arrangements were a clear improvement but would still require good communication to ensure that they

were widely understood, not least because those who were most likely to need the benefit of concessions were likely, also, to be hard to reach.

It would be desirable to have some aspiration about increased levels of take up as a result of the new arrangements and this would be raised with Fusion Lifestyle.

Cabinet resolved to:

1. **Approve** use of the Council Tax Reduction Scheme and or the housing element of Universal Credit as the primary criteria for concessions;
2. **Approve** implementation of the changes shown in Appendix 2 of the report in parallel with promotion of alternative memberships and discounted prices;
3. **Agree** that the age that someone is able to qualify for an older person concession should be increased from 60 to 65, and then until it reaches 66 in October 2020 and 67 between 2026 and 2028;
4. **Instruct** officers to conduct an annual review of concessionary categories alongside the annual fees and charges process;
5. **Instruct** officers to look to implement improvements to the leisure concessions offer from 1st April 2020; and
6. **Instruct** officers to review the target groups and decide any changes for when the leisure contract is retendered in 2023.

## 81. Letting of 24-26 George Street

The Executive Director- Development had submitted a report to seek approval for the letting of 24-26 George Street.

Councillor Ed Turner, Cabinet Member for Asset Management, introduced the report. He congratulated officers on having been successful in arranging for this property to be let to good advantage in such a short space of time given the current state of the market.

Cabinet resolved to:

1. **Approve** the letting of 24-26 George Street on the terms set out in the confidential appendix; and
2. **Delegate** authority to the Executive Director - Development , to vary those terms on condition that the revised terms continue to represent the best consideration reasonably obtainable.

## 82. Minutes

The Board resolved to APPROVE the minutes of the meeting held on 03 October as a true and accurate record.



### 83. Dates of Future Meetings

Meetings are scheduled for the following dates:

- 13 November
- 11 December
- 22 January
- 12 February
- 11 March

### 84. Matters Exempt from Publication

The Chair moved a resolution, in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012, that the press and public should leave the room in relation to the following item on the grounds that it was likely to involve disclosure of exempt information as described in Section 3 of Schedule 12A of the Local Government Act 1972. The decision to treat the next item as exempt had not been notified prior to the meeting but agreement to the exemption being sought was given by the Chair of the Scrutiny Committee, as required by Section 15.4 b of the Constitution, prior to the resolution being moved.

### 85. Oxford Sports Park - Assignment of lease

The Executive Director Customer & Communities and the Regeneration & Major Projects Service Manager had submitted a report to seek Cabinet approval to assign the lease that the Council currently has in place with Fusion Lifestyle for the operation and management of Oxford Sports Park to Oxford United Football Club (OUFC).

Taking account of the points made in discussion, Cabinet resolved to:

1. **Instruct** officers to enter into further negotiations with Oxford United Football Club and Fusion Lifestyle and, subject to the outcome of those negotiations being regarded as satisfactory by the Executive Director Customer & Communities, having consulted the Cabinet Members for Leisure & Housing and Finance & Asset Management;

2. **Grant** delegated authority to the Executive Director Customer and Communities, in consultation with the Cabinet Members for Leisure & Housing and Finance & Asset Management and the Head of Financial Services to:

- Agree** the terms of a new management agreement with Oxford United Football Club, in line with the existing Development agreement and lease for the Sports Ground, including: a community use agreement; business plan; and governance arrangements for running the Sports park;
- Approve** the proposal that Oxford United Football Club manage and operate the Oxford sports park; and
- Approve** the assignment of the lease to the Oxford sports park from Fusion Lifestyle to OUFC

**86. Letting of 24-26 George Street - Appendix 2**

This appendix was not discussed in confidential session.

**The meeting started at 6.05 pm and ended at 7.05 pm**

Chair .....

**Date: Wednesday 13 November 2019**