

# Agenda

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## Scrutiny Committee

This meeting will be held on:

Date: **Wednesday 8 December 2021**

Time: **6.00 pm**

Place: **St Aldate's Room - Oxford Town Hall**

**For further information** please contact:

John Mitchell, Committee Services Officer, Committee Services Officer

☎ 01865 252217

✉ DemocraticServices@oxford.gov.uk

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## Committee Membership

Councillor Elizabeth Wade (Chair)

Councillor Nigel Chapman (Vice-Chair)

Councillor Tiago Corais

Councillor Dr Hosnieh Djafari-Marbini

Councillor Paula Dunne

Councillor James Fry

Councillor Linda Smith

Councillor Dr Christopher Snowton

Councillor Marie Tidball

Councillor Imogen Thomas

Councillor Naomi Waite

Councillor Dick Wolff

Apologies and notification of substitutes received before the publication are shown under *Apologies for absence* in the agenda. Those sent after publication will be reported at the meeting. Substitutes for the Chair and Vice-chair do not take on these roles.

# Agenda

	<b>Pages</b>
<b>1 Apologies for absence</b>	
<b>2 Declarations of interest</b>	
<b>3 Chair's Announcements</b>	
<b>4 Work Plan and Forward Plan</b>	9 - 22
<p>The work plan is driven to a very large extent by the Cabinet Forward Plan a summary of which is attached. The Scrutiny Committee agrees its priorities for items coming onto the Forward Plan, which then form part of its work plan.</p> <p>The Committee is recommended to:</p> <ul style="list-style-type: none"><li>- <b>Confirm</b> its agreement to the current priorities and the work plan both of which are attached.</li></ul>	
<b>5 Minutes</b>	23 - 28
<p><b>Recommendation:</b> That the minutes of the meeting held on 02 November be APPROVED as a true and accurate record.</p>	
<b>6 Annual Monitoring Report and Infrastructure Funding Statement</b>	29 - 134
<p>Cabinet, at its meeting on 15 December, will consider a report on the Annual Monitoring Report and Infrastructure Funding Statement. The Committee is asked to consider the report and agree any recommendations thereon.</p> <p>The Committee considered the report for 2019/20 on 01 December 2020 and made no recommendations in relation to it.</p> <p>Cllr Alex Hollingsworth, Cabinet Member for Planning and Housing Delivery and Rachel Nixon, Senior Planner, have been invited to attend for this item.</p>	

<b>7</b>	<b>Workplace Equalities and Action Plan</b>	135 - 198
	<p>Cabinet, at its meeting on 15 December, will consider a report on the Workplace Equalities and Action Plan. The Committee is asked to consider the report and agree any recommendations thereon.</p> <p>The Committee considered the previous year's report on 01 December 2020 and made a number of recommendations in relation to it; a reminder of the Cabinet's response to them is attached.</p> <p>Cllr Mike Rowley, Cabinet Member for Customer Focused Services and Helen Bishop, Head of Business Improvement, have been invited to attend for this item.</p>	
<b>8</b>	<b>Strategic Grants Review</b>	199 - 262
	<p>Cabinet, at its meeting on 15 December, will consider a report on the Strategic Grants Review. The Committee is asked to consider the report and agree any recommendations thereon.</p> <p>Cllr Shaista Aziz, Cabinet Member for Inclusive Communities and Ian Brooke, Head of Community Services, have been invited to attend for this item.</p> <p>No report was brought to Scrutiny last year concerning grants. However, a number of grants-related recommendations were made as part of the Domestic Abuse Review Group, which are attached.</p>	
<b>9</b>	<b>Budget Review Group - Scope</b>	263 - 266
	<p>At its first meeting of the civic year Scrutiny established a Budget Review Group to examine the Council's budget proposals for 2022/23. The Committee is asked to agree the attached scope, having raised any questions or made any amendments.</p>	
<b>10</b>	<b>Report back on recommendations and from Scrutiny Panel meetings</b>	267 - 272
	<p>At its meeting on 10 November Cabinet responded to the following reports from Scrutiny, copies of which are attached.</p> <ul style="list-style-type: none"> <li>- Anti-social Behaviour Policy</li> <li>- East Oxford Community Centre</li> <li>- Discretionary Housing Payment Policy</li> <li>- EV Strategy</li> </ul>	

Requests for updates from the following Panel Chairs will be requested:

- Councillor Nigel Chapman (Companies Scrutiny Panel)
- James Fry (Finance Panel)

## **11 Reports for approval**

273 -  
278

The following report awaits the Committee's approval to be submitted to Cabinet:

- Tourism Review Update

## **12 Dates of future meetings**

### **Scrutiny Committee**

- 18 January
- 01 February
- 07 March
- 05 April

### **Standing Panels**

Housing & Homelessness: 16 December, 02 February, 04 April

Finance & Performance: 07 December, 24 January, 09 March

Companies: 13 December, 24 March

All meetings start at 6.00 pm except Housing and Homelessness on 16 December, which will start at 5pm.

## **Information for those attending**

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The Chair of the meeting has absolute discretion to suspend or terminate any activities that in his or her opinion are disruptive.

### **Councillors 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; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

#### **Declaring an interest**

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

#### **Members' Code of Conduct and public perception**

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". 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 member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

## Forward Plan

### Summary

Published on 29/11/21

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#### Cabinet 15 December 2021

<b>ITEM 22:</b> <b>ID: I028300</b>	<b>Strategic Grants Review</b>
<p>The report seeks Cabinet agreement to changes to the grants and commissioning programme. The review is part of the council's transformation programme.</p>	
<b>ITEM 23:</b> <b>ID: I027035</b>	<b>Workplace Equalities and Action Plan</b>
<p>A report to seek approval for the publication of the annual Workforce Equality Report and report on progress on the Equalities Action Plan 2018 to 2021.</p>	
<b>ITEM 24:</b> <b>ID: I026292</b>	<b>Asset Management Strategy</b>
<p>The Asset Management Plan - strategy for the property portfolio for OCC</p>	
<b>ITEM 25:</b> <b>ID: I027113</b>	<b>Budget 2022/23</b>
<p>To propose a Medium Term Financial Strategy and the 2022/23 Budget for consultation.</p>	
<b>ITEM 26:</b> <b>ID: I027725</b>	<b>Annual Monitoring Report and Infrastructure Funding Statement</b>
<p>To approve the Annual Monitoring Report and Infrastructure Funding Statement for publication.</p>	
<b>ITEM 27:</b> <b>ID: I027013</b>	<b>Integrated Performance Report for Q2</b>
<p>A report to Members on Finance, Risk &amp; Performance as at 30 September 2021.</p>	

<b>ITEM 28: ID: I027038</b>	<b>Treasury Management Mid-Year Report</b>
A report to report on the performance of the Treasury Management function for the 6 months to 30 September 2021	

<b>ITEM 29: ID: I028314</b>	<b>Oxford City Council's net zero targets and green gas purchasing</b>
Cabinet is asked to agree a revision to the Council's net zero targets and a diversion of funds from green gas purchase and offsetting to a Net Zero Transition Fund following advice received from the Council's Scientific Adviser, Professor Nick Eyre.	
<b>Key Decision</b>	Not Key

<b>ITEM 30: ID: I029515</b>	<b>County-Wide Pooled Budget and Contract</b>
To amend the previous June 2021 Cabinet report, to approve Oxford City Council's commitment to a 5 year plus 3 county-wide contract (from 5 year plus 2).	

## Cabinet 26 January 2022

<b>ITEM 31: ID: I027032</b>	<b>Council Tax Reduction Scheme for 2022/23</b>
A report to seek approval for the Council's Council Tax Reduction Scheme 2022/23 following consultation.	

<b>ITEM 32: ID: I028143</b>	<b>Proposal to remove and sell car parking decking from Oxpens car park</b>
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<b>ITEM 33: ID: I027568</b>	<b>Development of land at South Oxford Science Village (Land South of Grenoble Road)</b>
Following the report to Cabinet on 13 October 2021 concerning delivery of land that is part of the South Oxford Science Village and options for the delivery of development at the site, a further report to agree the delivery vehicle for the project.	

## Cabinet 09 February 2022

<b>ITEM 37: ID: I027114</b>	<b>Budget 2022/23</b>
To propose a Medium Term Financial Strategy and the 2022/23 Budget following consultation.	

<b>ITEM 38: ID: I027039</b>	<b>Treasury Management Strategy 2022/23</b>
A report to present the Council's Treasury Management Strategy for 2022/23.	
<b>Key Decision</b>	Yes

<b>ITEM 39: ID: I027040</b>	<b>Capital Strategy 2022/23</b>
A report to present the Capital Strategy for 2022/23 approval.	

<b>ITEM 40: ID: I027041</b>	<b>Grant Allocations to Community &amp; Voluntary Organisations 2022/23:</b>
A report to make decisions on the allocation of grants to the community and voluntary organisations for 2022/2023.	
<b>Key Decision</b>	Yes

<b>ITEM 41: ID: I027042</b>	<b>Allocation of Homelessness Prevention Funds 2022/23</b>
A report to approve the allocation of homelessness prevention funds for 2022/23.	

<b>ITEM 42: ID: I029560</b>	<b>Draft Oxford Playing Pitches Strategy 2021-2036</b>
This is the Draft City strategy to support and encourage participation in sport and physical activity, through a robust fit for purpose framework that promotes accessible affordable and sustainable playing pitch and outdoor space provision to meet both the current and future local needs.	

<b>ITEM 43: ID: I029559</b>	<b>Equalities Diversity Inclusion Strategy</b>
Cabinet will be asked to agree the new EDI strategy that has been developed following in-depth discussions with the community	

<b>ITEM 44: ID: I029589</b>	<b>Update of Housing Assistance and Disabled Adaptation Policy 2022</b>
To seek agreement to necessary changes to the Housing Assistance and Disabled Adaptation Policy.	

## Cabinet 16 March 2022

<b>ITEM 47: ID: I027055</b>	<b>Annual Update of the Council Business Plan</b>
A report to present the annual update of the Council's Business Plan.	

<b>ITEM 48: ID: I027100</b>	<b>Food Strategy</b>
<p>Development of a Countywide Food strategy, working with key partners such as Good Food Oxford, Oxfordshire County Council, Oxfordshire District Council and the Community Food system within the City.</p> <p>That addresses the causes of food poverty as part of our wider anti-poverty work. This should include the following:</p> <p>Taking into account:</p> <ul style="list-style-type: none"> <li>o The National Food Strategy;</li> <li>o The considerable work undertaken by this Council to address inequality and to tackle food poverty during the pandemic;</li> <li>o Being a signatory to the Oxford Good Food Charter;</li> <li>o The excellent work of Oxford's voluntary sector to tackle food poverty;</li> <li>o Recommendations on achieving a self-sustaining community food system and Council's role in supporting this.</li> </ul> <ul style="list-style-type: none"> <li>• Bringing together the views and knowledge of our food network partners to better understand the current root causes of food poverty, and a shared action plan to implement meaningful solutions.</li> <li>• Tackling child food poverty by campaigning to address holiday hunger, increasing take up of free school meals and access to food larders for families with children.</li> <li>• Continuing to use relationships with supermarkets to divert surplus food to those in need and minimise waste to help eliminate Oxford's contribution to climate change by 2040 or sooner, in line with the Zero Carbon Oxford Charter and recommendations of the Citizens' Assembly on Climate Change.</li> </ul>	

<b>ITEM 49: ID: I027056</b>	<b>Oxford City Council Safeguarding Report 2020/21</b>
To report on the progress made on the Oxford City Council's Safeguarding Action Plan 2020/21.	

<b>ITEM 50: ID: I027014</b>	<b>Integrated Performance Report for Q3</b>
A report to Members on Finance, Risk & Performance as at 31 December 2021.	

## **Cabinet 13 April 2022**

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# Scrutiny Priorities

December 2021 to February 2022

Published on 30/11/21

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## Key:

Reports in **black** text are Cabinet reports

Reports in **green** text are Scrutiny-commissioned reports

Reports which are **greyed out** do not meet the threshold for Scrutiny consideration

## December 2021

<b>Budget 2022/23</b>	Priority level: Very High Preferred Forum: Scrutiny Budget Review Group (to be considered in January 2022)
Consultation Budget for 2022/23 and proposed Medium Term Financial Plan	

<b>Workplace Equalities and Action Plan</b>	Priority level: Very High Preferred Forum: Scrutiny
A report to seek approval for the publication of the annual Workforce Equality Report and report on progress on the Equalities Action Plan 2018 to 2021.	

<b>Annual Monitoring Report and Infrastructure Funding Statement</b>	Priority level: Very High Preferred Forum: Scrutiny
Approval of the Annual Monitoring Report and Infrastructure Funding Statement for publication.	

<b>Asset Management Strategy</b>	Priority level: High Preferred Forum: Finance and Performance Panel
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The Asset Management Plan - strategy for the property portfolio for OCC.

**Tenant Satisfaction Survey**

Priority level: High  
Preferred Forum: Housing and Homelessness Panel

A report to detail the results of, learning from and response to the tenant satisfaction survey.

**Housing Performance Q2**

Priority level: High  
Preferred Forum: Housing and Homelessness Panel

An update report on the activity and performance of the Housing directorate in the last quarter.

**Treasury Management Mid-Year Report**

Priority level: High  
Preferred Forum: Finance and Performance

To hear an update on the Council's activities in relation to carbon reduction, focusing on the progress of retrofitting its own housing stock, learning from recent net zero building pilots, and the specifications of the Council's stock as being developed by OCHL.

**Integrated Performance Report Q2**

Priority level: High  
Preferred Forum: Finance and Performance Panel

A report to Members on Finance, Risk & Performance as at 30 September 2021.

**ODS Tree Management Capacity**

Priority level: Medium  
Preferred Forum: Companies Panel

Consideration of the capacity of ODS to manage the growth in Council-owned tree numbers arising from the Urban Forest Strategy.

## January 2022

<p><b>Climate Emergency Review Group (to include the recent Cabinet report on Net Zero Targets and Green Gas Purchasing)</b></p>	<p>Priority level: Very High Preferred Forum: Scrutiny</p>
<p>To hear an update on the Council's activities in relation to the recommendations of the Climate Emergency Review Group. Also, Consideration of a report in which Cabinet was asked to agree a revision to the Council's net zero targets and a diversion of funds from green gas purchase and offsetting to a Net Zero Transition Fund following advice received from the Council's Scientific Adviser, Professor Nick Eyre.</p>	

<p><b>Approaches to Procurement</b></p>	<p>Priority level: High Preferred Forum: Scrutiny</p>
<p>A report to introduce the Council's procurement processes for consideration by the Committee.</p>	

<p><b>Proposal to Remove and Sell Car Parking Decking from Oxpens Car Park</b></p>	<p>Priority level: Medium Preferred Forum: Scrutiny</p>
<p>Proposal to Remove and Sell Car Parking Decking from Oxpens Car Park.</p>	

<p><b>Development of Land at South Oxford Science Village</b></p>	<p>Priority level: Low Preferred Forum: Scrutiny</p>
<p>Following the report to Cabinet on 13 October 2021 concerning delivery of land that is part of the South Oxford Science Village and options for the delivery of development at the site, a further report to agree the delivery vehicle for the project.</p>	

<p><b>Council Tax Reduction Scheme 2022/23</b></p>	<p>Priority level: Low Preferred Forum: Scrutiny</p>
<p>A report to seek approval for the Council's Council Tax Reduction Scheme 2022/23</p>	

following consultation.

## February 2022

<b>Budget 2022/23</b>	Priority level: Very High Preferred Forum: Scrutiny Budget Review Group (to be considered in January 2022)
Consultation Budget for 2022/23 and proposed Medium Term Financial Plan	

<b>Equalities, Diversity and Inclusion Strategy</b>	Priority level: Very High Preferred Forum: Scrutiny
Cabinet will be asked to agree the new EDI strategy that has been developed following in-depth discussions with the community	

<b>Allocation of Homelessness Prevention Funds</b>	Priority level: Very high Preferred Forum: Housing and Homelessness Panel
A report to approve the allocation of homelessness prevention funds for 2022/23.	

<b>Draft Oxford Playing Pitches Strategy</b>	Priority level: High Preferred Forum: Scrutiny
This is the Draft City strategy to support and encourage participation in sport and physical activity, through a robust fit for purpose framework that promotes accessible affordable and sustainable playing pitch and outdoor space provision to meet both the current and future local needs.	

<b>Housing Assistance and Disabled Adaptation Policy</b>	Priority level: High Preferred Forum: Housing and Homelessness Panel
To seek agreement to necessary changes to the Housing Assistance and Disabled Adaptation Policy.	

<b>Treasury Management Strategy</b>	Priority level: High
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	Preferred Forum: Finance and Performance Panel
A report to present the Treasury Management Strategy for 2022/23 for approval.	

<b>Capital Strategy</b>	Priority level: High Preferred Forum: Finance and Performance
A report to present the Capital Strategy for 2022/23 for approval.	

<b>Grant Allocations to Voluntary Sector Organisations</b>	Priority level: Medium (a similar topic considered recently) Preferred Forum: Scrutiny
A report to make decisions on the allocation of grants to the community and voluntary organisations for 2022/2023.	

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# Proposed Scrutiny Work Schedule

December 2021 to February 2022 and Scrutiny-Commissioned Reports to April 2022

## December 2021

Committee/Panel	Meeting date	Reports
Scrutiny Committee	08 December	Annual Monitoring Report and Infrastructure Funding Statement Workplace Equalities Strategic Grants Review
Finance and Performance	07 December	Asset Management Strategy Report Treasury Management Mid-Year Report Integrated Performance Report Q2
Housing and Homelessness	16 December	Housing Performance Q2 Tenant Satisfaction Survey Results
Companies Scrutiny Panel	13 December	ODS Tree Management Capacity

## January 2022

Committee/Panel	Meeting date	Reports
Scrutiny Committee	18 January	Approaches to Procurement Climate Emergency Review Group Update
Finance and Performance	24 January	None at present, could be deferred.
Housing and Homelessness	None	

## February 2022

Committee/Panel	Meeting date	Reports
Scrutiny Committee	01 February	Waterways update Equalities, Diversity and Inclusion Strategy

		Playing Pitches Strategy
Finance and Performance	None	
Housing and Homelessness	02 February	Housing Assistance and Disabled Adaptation Tenant Empowerment report (4)

Below are listed the proposed dates for the remainder of Scrutiny's commissioned reports for the year (ie not Cabinet reports). Those reports which were requested and are not on this list are expected to arise at some point as Cabinet reports instead and will be treated as such, hence their omission.

### March 2022

Committee/Panel	Meeting date	Reports
Scrutiny Committee	07 March	Domestic Abuse Review Group update
Finance and Performance	09 March	Alternative Funding Models for Funding Social Outcomes
Housing and Homelessness	None	

\*\* The following meetings are liable to be small owing to purdah.

### April 2022

Committee/Panel	Meeting date	Reports
Scrutiny Committee	05 April	
Finance and Performance		
Housing and Homelessness	04 April	DSS Discrimination Motion Follow-Up

## Minutes of a meeting of the Scrutiny Committee on Tuesday 2 November 2021



### Committee members present:

Councillor Wade (Chair)	Councillor Abrishami (for Councillor Tidball)
Councillor Chapman (Vice-Chair)	Councillor Corais
Councillor Djafari-Marbini	Councillor Dunne
Councillor Fry	Councillor Linda Smith
Councillor Snowton	Councillor Thomas
Councillor Wolff	

### Also present:

Councillor Louise Upton, Cabinet Member for a Safer, Healthier Oxford,  
Councillor Shaista Aziz, Cabinet Member for Inclusive Communities

### Officers present for all or part of the meeting:

Richard Adams, Community Safety Service Manager  
Hagan Lewisman, Active Communities Manager  
Deborah Wyatt, Affordable Housing Supply Senior Programme Officer  
Tom Hudson, Scrutiny Officer  
John Mitchell, Committee and Member Services Officer

### Apologies:

Councillors Tidball and Waite sent apologies.

## 59. Declarations of interest

Cllrs Dunne and Abrishami declared non-pecuniary interests as users of the East Oxford Community Centre (item 7 on the agenda).

## 60. Chair's Announcements

The Chair noted the clash of the next scheduled meeting on 06 December with the Lord Mayor's Christmas Party. It was agreed that the meeting would be held on 08 December instead.

The Chair said the City Council's membership of the Child Poverty Review Group, to be run in partnership with the County Council, would comprise Cllrs Pegg, Dafari-Marbini, Rehman and herself

The Scrutiny Officer explained that County Council's participation with the Review Group was contingent upon its capacity and work starting no sooner than January 2022. The Committee agreed that the desirability of the County's involvement warranted this slight delay.

## **61. Minutes**

The Committee resolved to APPROVE both the open and confidential minutes of the meeting held on 05 October 2021 as true and accurate records.

## **62. Work Plan and Forward Plan**

The Committee confirmed its agreement to the priorities and work plan attached to the agenda.

## **63. Anti-social Behaviour Policy**

Cllr Louise Upton, Cabinet Member for a Safer Healthy Oxford introduced the report, noting that anti-social behaviour (ASB) could blight lives if unchecked and the Council had a responsibility to challenge it both in relation to its own housing stock as well as the wider community. This was a responsibility carried out in close partnership with other agencies. The policy set out what the Council could do and, as importantly, what it could not. It also set out what complainants might expect and was expected of complainants. ASB often had its root causes in deep seated difficulties for those involved and officers were trained to take proper account of that and to respond accordingly.

Richard Adams, Community Safety Service Manager, said the Council had a statutory duty to provide a policy, to review it regularly and to investigate certain matters. The Council played a leading role in addressing ASB as a Responsible Authority of the Community Safety Partnership in the City, notably but not exclusively in relation to Council property and its tenants. The last 18 months had seen a sharp decline in the incidence of ASB but as Covid restrictions had eased, so the incidence had increased and was now at a higher level than pre-pandemic. While there was an unequivocal responsibility to deal with ASB in Council properties there was no equivalent responsibility in relation to private rented property, however this was not to say that the Council would not offer appropriate support in such cases as, indeed, it often did. He noted that complaints about noise was one matter which the Council was bound to investigate irrespective of its source (subject to the limitations set out in the policy). The ASB team, through its partnership working, connected with a host of programmes, initiatives and activities to address the challenges and behaviours that may be experienced by those exhibiting ASB. The covering report and the policy itself avoided explicit references to them however as they were so many and various.

The Committee made a number of detailed observations and suggestions. One of the five core principles referred to anti-social behaviour being "...addressed firmly, fairly and proportionally", it was agreed that this could be expanded to include "holistically." Another principle referred to "...high quality customer service." It was agreed that this could be changed to "...delivering a high quality service for citizens."

The collection of evidence in support of complaints was a sensitive matter. The council did not employ covert means that require Regulation of Investigatory Powers Act authority and did not ask residents to do so. Gathering data in relation to noise complaints was however straightforward, was not invasive and could be straightforwardly achieved with help from the Council if needed.

The list of circumstances under which the Council would not investigate a complaint included “Alcohol consumption in a public space that is not causing anti-social behaviour and noise from late night revellers”. It was explained that this was intended to apply to occasional and fleeting incidents in public spaces rather regular incidents relating to particular venues.

It was noted that the Council was committed to removing racist graffiti within 24 hours of it being reported.

The flexible use of verbal or written warnings was an important element of the strategy of employing the lowest level of intervention suitable for a particular case. To require a written warning on every occasion (as a reminder to recipients who may not otherwise remember because, for example, they were inebriated at the time) was not thought, on balance, to be desirable as it would run counter to a flexible and proportionate approach, fettering officers’ discretion on the ground to too great a degree.

The last resort of eviction from a Council property can itself exacerbate or trigger ASB and an explicit reference to that would be helpful as part of the holistic approach to ASB.

It was agreed that the reference to “All complex cases that involve homeless people...” might helpfully be more nuanced and expanded to embrace those living in supported accommodation.

While not part of the report before the Committee it was agreed that the PSPO covering the area which included the Wolvercote bathing place should be amended to make clear that barbecues are not banned there.

The Community Safety Service Manager concluded by inviting Members of the Committee to shadow members of his team if they would find that valuable.

The Committee resolved to recommend that the Council:

1. **Amends** the Anti-Social Behaviour Policy 2022-25 as follows:

- i) Principle three to read “Anti-social behaviour will be addressed firmly, fairly, proportionately and holistically”
- ii) That reference throughout the document to ‘customers’ is reworded around ‘citizens’

2. **Amends** its Anti-Social Behaviour Procedure 2022-25 as follows:

- i) to include a paragraph on the diversionary activities the Council provides to prevent anti-social behaviour
- ii) to address issues around invasive evidence gathering, and link to best practice guidance
- iii) to note negative impacts associated with anti-social behaviour-related evictions, and reference the Council’s commitment to using this power as a last resort

- iv) To alter s. 7.4 so it reads “All complex cases that involve homeless or vulnerably housed people”

## **64. East Oxford Community Centre - Improvement Scheme**

Councillor Shaista Aziz, Cabinet Member for Inclusive Communities, introduced the report which brought forward proposals for redevelopment which had been worked on since 2014. This major scheme and investment would provide an important, sustainable cultural hub as well as some much needed affordable housing. The East Oxford Cultural Centre had strong emotional connections for many residents and much of the preparatory work had focused on positive and constructive discussions with the many and various groups and organisations which use it or have used it in the past.

Hagan Lewisman, Active Communities Manager, said a considerable amount of work had preceded the report including consultations with users and a number of detailed feasibility studies. The necessary planning permissions and budget were in place.

Deb Wyatt, Affordable Housing Supply Officer said the scheme would provide 26 affordable, low carbon and highly energy efficient homes.

The Committee noted that a Council press release had implied that the Committee had already agreed the proposals given in the report. This was regrettable both because it pre-empted any views the Committee might have and also because it was Cabinet rather than the Committee which would ultimately agree the report’s recommendations. Cllr Aziz apologised for this miscommunication and said she would ensure that the matter was addressed and the press release corrected accordingly.

The Committee made a number of detailed observations and suggestions. The focus on energy efficiency/ carbon reduction was very welcome and it was agreed that some means of measuring what savings will have been achieved as a result would be welcome. The Affordable Housing Supply Officer said consultants were being appointed to measure this (among other things) in relation to the housing element.

A project of such a scale inevitably ran the risk of overruns; this was not reflected in the risk register accompanying the report and it was agreed that it should be. The Active Communities Manager said that there was tight governance of the project which included regular meetings with consultant Project Managers and Architects Arcadis, robust contingency provision and a project risk register that captured wider project risks.

The final arrangements for governance of the centre was an important matter. The report proposed that there should be a year of operation before agreeing the future arrangements. It was agreed that there should be an ambition to have concluded the arrangements two years after that.

Members of the Committee had received correspondence about the use by “Catweasle” of the centre, a matter which had the potential for some reputational damage for the Council. The Active Communities Manager reassured the Committee that a positive relationship was being re-established with Catweasle which was a much loved and valued community activity at the centre.

Concerns had been expressed about the need to demolish the building used by Fusion Arts. The Active Communities Manager explained that the building was in very poor condition and not economical to maintain. The building was particularly inefficient from

an energy point of view and it would not be cost-effective to refurbish it to the level of efficiency which would be provided by a new one. The Council response to Fusion Arts concerns would be shared with the Committee in due course. The identification of deteriorating building quality as contributory factor in reduced levels of centre use had been informed by user feedback.

The desirability of a suitable space for dance (with a sprung floor being considered) was being factored into the design.

A great deal of work had been (and was being done) to accommodate the needs of all those who currently use the centre both in the short, medium and long term whether tenants or not. Account was also being taken of the prospective needs of new users. The importance of the new centre capturing its previous “soul and vibrancy” had been recognised and would be informed by continuing close engagement with the local community and all who use it.

It was agreed that materials from the site as parts of it are demolished should be reused wherever possible.

The Committee resolved to recommend that the Council:

- Sets down plans for measuring and assessing the effectiveness of carbon-saving measures delivered on the East Oxford Community Centre development, and their cost efficiency in reducing carbon emissions.
- Includes within the risk register for this project those external risks to land values referenced in paragraph 52 of the Cabinet report
- Implements within three years of the new community centre being opened the preferred option for its management and operation
- Will, where possible, recycle materials recovered from the demolition of the East Oxford Community Centre site, particularly steel and wood.

## **65. Reports for approval**

Cllr Smith, as Chair of the Housing & Homelessness Panel commended the report on Housing & Carbon Reduction to the Committee. It was agreed that a third recommendation should be added which would encourage the availability of ongoing technical support for tenants who have had new energy saving equipment installed.

The Chair commended the report on Air Quality to the Committee which included those recommendations agreed at the previous meeting.

The Committee agreed that both reports should be forwarded to Cabinet.

## **66. Report back on recommendations and from Scrutiny Panel Meetings**

The Chair was pleased to report Cabinet’s positive response to the Committee’s recommendations in relation to the South Oxford Science Park.

Cllr Smith, as Chair of the Housing & Homelessness Panel, was pleased to report Cabinet’s positive response to its recommendation that the breadth and depth of its engagement with the Lived Experience Advisory Forum (and other similar groups in shaping Council homelessness services) should be increased.

Cllr Fry, as Chair of the Companies Scrutiny Panel, said it had considered a report on the structure of OxWed, a joint venture involving Nuffield College and the City Council. It had become apparent that the current arrangements, which had been in place for a few years, exposed both parties to a significant tax burden in the future. The report simply proposed an alternative arrangement for good commercial reasons, which did not compromise the Council's interests while at the same time being more tax efficient.

**67. Dates of future meetings**

**Scrutiny Committee**

- 08 December 2021 (changed from 06 December)
- 18 January
- 01 February
- 07 March
- 05 April

**Standing Panels**

Housing & Homelessness: 02 February, 04 April  
Finance & Performance: 08 December, 24 January, 09 March  
Companies: 24 November, 13 December, 24 March

All meetings start at 6.00 pm.

**The meeting started at 6.00 pm and ended at 8.10 pm**

**Chair .....**

**Date: Wednesday 8 December 2021**

**To:** Cabinet  
**Date:** 15 December 2021  
**Report of:** Head of Planning Services  
**Title of Report:** Authority Monitoring Report and Infrastructure Funding Statement 2020/21

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To approve the Authority Monitoring Report and Infrastructure Funding Statement for publication.
<b>Key decision:</b>	No
<b>Cabinet Member:</b>	Councillor Alex Hollingsworth, Planning and Housing Delivery
<b>Corporate Priority:</b>	Enable an inclusive economy Deliver more affordable housing Support thriving communities Pursue a zero carbon Oxford
<b>Policy Framework:</b>	Council Strategy 2020-24
<b>Recommendations:</b> That Cabinet resolves to:	
<ol style="list-style-type: none"> <li><b>Approve</b> the Authority Monitoring Report and Infrastructure Funding Statement 2020/21 for publication; and</li> <li><b>Authorise</b> the Head of Planning Services to make any necessary minor corrections not materially affecting the document prior to publication.</li> </ol>	

<b>Appendices</b>	
Appendix 1	Authority Monitoring Report 2020/21
Appendix 2	Infrastructure Funding Statement 2020/21
Appendix 3	Risk Assessment
Appendix 4	Equalities Impact Assessment

## Introduction and background

- The Authority Monitoring Report (AMR) 2020/21 assesses the effectiveness of planning policies contained within the Oxford Local Plan (OLP) 2036 as well as the

implementation of the Oxford Local Development Scheme 2020-2025, the Council's Statement of Community Involvement in Planning and the Duty to Cooperate. The AMR covers the period 1st April 2020 to 31st March 2021 and is a factual document.

2. Section 35 of the Planning and Compulsory Purchase Act 2004 requires local planning authorities to publish monitoring reports at least yearly in the interests of transparency.
3. The Infrastructure Funding Statement (IFS) is a reporting requirement introduced as part of the Community Infrastructure Levy (Amendment) (England) (No.2) Regulations in September 2019 (CIL Regulations: Schedule 2), with the objective of increasing transparency around how developer contributions are spent on infrastructure. As set out in Appendix 2, the contents of the IFS are divided into three key sections for the previous financial year:
  - I. Information on Community Infrastructure Levy (CIL) contributions;
  - II. Information on Section 106 contributions (made under section 106 of the Town and Country Planning Act 1990);
  - III. Items of infrastructure that CIL is to be spent on in the next five years (CIL is allocated to the Council's Capital Programme as part of the Budget setting process).
4. The AMR is structured as follows: a status report on the production of development plan documents, followed by the monitoring of the Oxford Local Plan 2036 policies. Policy monitoring has been arranged around the three overarching objectives set out in paragraph 8 of the National Planning Policy Framework (NPPF) 2021<sup>1</sup>:
  - Economic objectives to build a strong, responsive and competitive economy - the economy, retail, community and infrastructure;
  - Social objectives to support building strong, vibrant and healthy communities – housing, health and community benefits; and
  - Environmental objectives to protect and enhance our natural, built and historic environment – design and heritage, protecting our green and blue spaces and making wise use of our natural resources to secure a good quality local environment.
5. The Oxford Local Plan was adopted in June 2020. During the monitoring year the Wolvercote Neighbourhood Plan referendum was due to be held but this was delayed owing to the postponement of the 2020 Local Elections with which the referendum would have been aligned. However in line with Government guidance the plan was treated as if it were made from May 2020.

### **Key AMR findings: Building a strong, responsive and competitive economy**

#### **Employment land**

6. Oxford's highly constrained nature means that competition for different land uses is fierce. As such Policy E1: Employment Sites sets out how employment sites are categorised in order of importance and thus afforded different levels of protection. Category 1 & 2 employment sites are key in providing employment space for the

---

<sup>1</sup> <https://www.gov.uk/government/publications/national-planning-policy-framework--2>

city, whereas Category 3 sites and B8 sites provide more potential to be released from employment uses to ensure the best and most efficient use of land.

- Permissions granted resulting in the net loss of Category 1 & 2 employment floorspace: none;
- Total loss of Category 3 employment floorspace: 1,925m<sup>2</sup>;
- Total gain of employment floorspace: 1,500m<sup>2</sup>;
- Applications for changes of use from office to residential which are subject to notification to the council: 8 granted and 1 refused.

### **Growth of Oxford's universities**

7. The City Council is committed to supporting the sustainable growth of the two universities within the parameters of competing demands for land. The universities are encouraged to focus growth on their own sites by making the best use of their current landholdings as well as the redevelopment and intensification of their assets where appropriate. Policy E2: Teaching and Research states that new or additional academic floorspace will only be granted if it is demonstrated that additional student accommodation is not required or is provided as set out in Policy H9: Linking the delivery of new/redeveloped and refurbished university academic facilities to the delivery of university provided residential accommodation.
8. The University of Oxford had 25,816 students attending the University and its colleges at 1 December 2020 of these 11,092 were excluded from accommodation needs as they were not on full time taught courses leaving 14,724 full-time students with accommodation needs. At 1 December there were 13,715 accommodation places provided. Leaving a total of 1,009 students living outside of university accommodation which is within the threshold (2,500) set out in policy H9 for the University of Oxford. This figure represents a significant fall that greatly exceeds the downward trends in previous monitoring periods (2018/19 – 2703; 2019/20 – 2114).
9. Oxford Brookes University (OBU) had 16,978 students attending the university at 1 December 2020 of these 8,714 were excluded from accommodation needs leaving 8,164 full-time Oxford Brookes students requiring accommodation. At 1 December 2020 there were 5,291 student places provided leaving 2,873 students without a place in university provided accommodation living in Oxford. This falls within the threshold set out in policy H9 for Oxford Brookes (4000). This figure also represents a marked decline exceeding the downward trends in previous monitoring periods (2018/19 – 4079; 2019/20 – 3845).
  - Approved additional academic and administrative floorspace: 36,877m<sup>2</sup>;
  - Number of University of Oxford students living outside of provided accommodation: 1,009 – within policy H9 threshold;
  - Number of Oxford Brookes students living outside of provided accommodation: 2,873 – within policy H9 threshold.

### **Ensuring the vitality of our centres**

10. Oxford provides a wide range of services and facilities to both residents and visitors alike as such, policies have been drafted in the OLP 2036 to maintain and enhance the city's vibrancy and vitality. Policy V1 aims to protect the town, district and local

centres whilst Policies V2-V4 provide the framework as to what mix of uses would be acceptable. These policies placed a particular emphasis on the minimum proportion of Class A1 retail units at ground floor level that should be present within each shopping frontage in order to ensure that the function, vitality and viability of each centre is maintained.

11. In September 2020 the Government introduced a series of changes to the use classes system which had implications for recently adopted retail frontage policies V2-V4 as it resulted in less protection for their primary retail function. Classes A & D from the Use Classes Order (UCO) have been revoked with the consequence that the current retail policies in the Plan which monitor the proportion of A1 and other A uses in the designated frontages will become out of date, as no distinction between A1 and other A uses can now be made. However retail surveys were conducted in June 2020 in the city's central areas and in four of the district centres prior to these changes and as such have been reported in this AMR.

### **Sustainable tourism and cultural venues, community facilities and infrastructure**

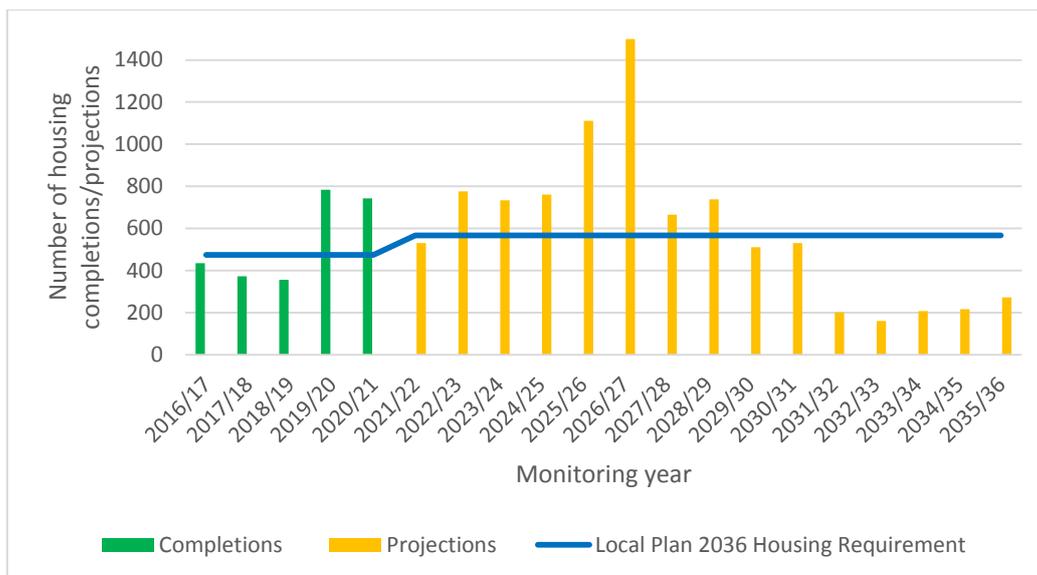
12. Tourism is an important element of Oxford's economy and generates a substantial income. The provision of short stay accommodation allows more options for tourists to stay over in the city and thus bring more money into the local economy. Policy V5: Sustainable Tourism seeks to locate new tourist accommodation in accessible locations in order to reduce dependency on the private car, in addition the policy does not permit new accommodation if it would result in the loss of residential dwellings. New tourist attractions in the city must be easily accessible by active travel or public transport and be well related to existing tourist and leisure facilities. Policies V6 and V7 seek to protect cultural, social and community facilities.
  - Planning permission granted for additional hotel bedrooms: 107, of which 101 being delivered at the former Boswells department store.

### **Key AMR findings: Building strong, vibrant and healthy communities**

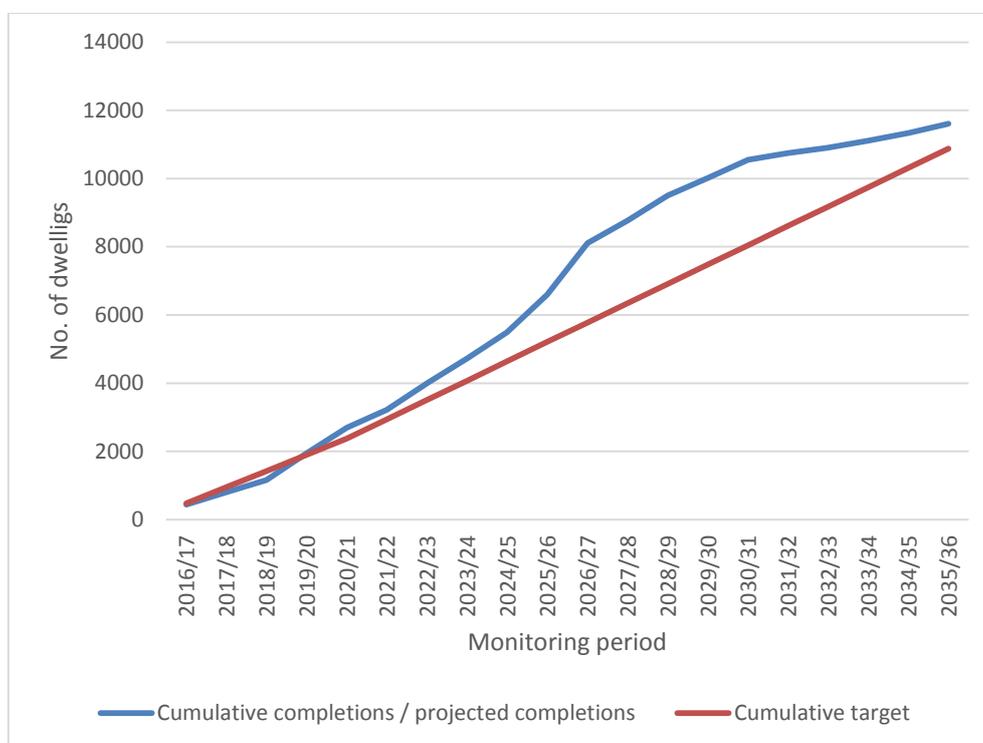
#### **Housing**

13. In this monitoring year 743 (net) dwellings were completed in Oxford of which 144 were affordable dwellings. The cumulative number of dwellings completed in the 5 years since the start of the Local Plan period (2016/17 to 2020/21) is 2691 dwellings (net). This includes the equivalent numbers calculated through the application of ratios for communal accommodation (student and care completions).
14. The Local Plan's housing trajectory had projected that by 2020/21, 2375 dwellings (net) would have been provided. Figure 1 below shows that the Council is ahead of the projection and is on target to meet the minimum of 10,884 dwellings to 2036 as set out in policy H1.

**Figure 1:** Local Plan 2036 Completions and Projections

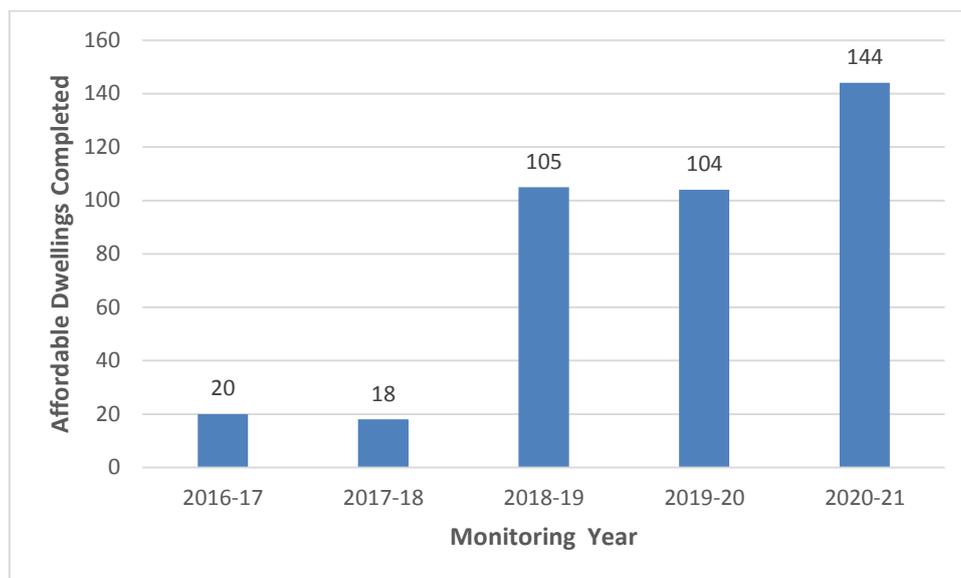


**Figure 2: Cumulative Requirement and Cumulative Supply**



15. The breakdown of the 144 affordable dwellings completed during the monitoring year is as follows: 25 shared ownership dwellings on land at the former Rose Hill Community Centre (18/02817/FUL), 18 social rent dwellings on land at the former Rose Hill Scout Hut (18/02818/FUL), 9 social rent dwellings at Ashlar House, adjacent to 2 Glanville Road (19/02557/FUL), 59 affordable dwellings (50 social rent and 9 shared ownership) at the former Wolvercote Paper Mill site (18/00966/RES), 19 affordable dwellings (social rent) on Land North of Littlemore Healthcare Trust (17/03050/FUL) and 14 affordable dwellings (social rent) on Phase 1 of the Barton Park development (15/03642/RES).
16. Since the start of the Local Plan period there have been a total of 391 affordable homes built (Figure 3).

**Figure 3: Net affordable dwellings completed 2016/17 - 2020/21**



17. The Council is committed to delivering more affordable housing in Oxford and has been identifying land in its ownership capable of delivering affordable homes and bringing this forward wherever possible. Of the 144 affordable dwellings completed in 2020/21, 57 were delivered on City Council Land. The Council has also set up its own housing delivery company, Oxford City Housing Limited (OCHL) to increase the proportion of affordable housing delivered across the city. OCHL has also secured (and will continue to explore) external funds and grants to increase the proportion of affordable homes in the housing pipeline, working with third party developers.

- Net dwellings completed in 2020/21: 743; of which were affordable: 144,
- Affordable units delivered on council land in 2020/21: 57,
- Net dwellings permitted in 2020/21: 278; of which were affordable: 132.

### **Provision of new student accommodation**

18. There were 8 planning permissions for student accommodation 7 of which were compliant with the location criteria set out in Policy H8. The remaining application was decided under previous plan policies.

- Applications for new student accommodation: 8.

### **Housing land supply**

19. The Plan's annual housing requirement is used to calculate the 5 year housing land supply as set out in the NPPF. The council has identified a deliverable supply of 4,313 homes which includes the forecast supply from large sites, including those which have been allocated in the Local Plan and outstanding permissions from small sites (commitments) plus a windfall allowance. This gives a housing land supply of 7.78 years.

- Housing land supply: 7.78 years.

## **Key AMR findings: Environmental policies to secure a good quality local environment**

20. There is good conformity with the sustainability related policies set out in the Local Plan which indicates that these policies are working well. The AMR details where applications have been permitted which do not fully meet targets such as the 40% reduction in carbon emissions, or 5% net gain. This reflects the constrained nature of certain development sites in the city, particularly constraints of heritage status, or simply the profile of brownfield sites.
- Majority of major applications secured a reduction of 40% of regulated energy as required by Policy RE1;
  - Applications permitted in Flood Risk areas (2 & 3) are in accordance with Policy RE3;
  - Biodiversity net gain target of 5% achieved on the majority of sites;
  - 3 buildings on English Heritage's at risk register;
  - No development permitted that would have a detrimental impact upon green infrastructure corridors or City Wildlife Sites.

## **Key IFS Headlines:**

21. The IFS reports on the developer contributions received, allocated and spent for 2020-21.
- £1,417,574.22 of CIL was collected in 2020-21 and £2,351,650.07 of CIL was spent towards infrastructure projects. A further £1,166,135.21 of CIL was set out in demand notices in the year for collection.
  - Of the £2,351,650.07 spent, £1,966,709.50 was spent on strategic infrastructure; £164,893.88 was passed to Parish Councils; £149,167.98 was allocated or spent towards Neighbourhood forums and £70,878.72 was spent on administration fees.
  - In 2020-21, £3,274,218.29 was received in Section 106 agreements and £172,033.63 was spent towards infrastructure projects. A further £2,939,559.00 of S106 agreements were entered into in the year.
  - From the total of £12,149,725.61 received under Section 106 planning obligations (but not spent in the year 20-21), contributions are allocated to be spent on primarily affordable housing (£10,824,029.14, 89%); followed by open space/green infrastructure (£927,079.75, 8%); Highways/transport and travel (£230,149.75, 2%); Community facilities (£116,283.60, 1%) and Other/Economic development uses (£52,193.37, <1%).
  - 243 units of Affordable housing are to be provided from Section 106 agreements entered into in 2020-21.

## **Carbon and Environmental Considerations**

22. There are no specific carbon and environmental implications arising from this report. Policies in the Local Plan are seeking to optimise opportunities for carbon reduction. This statutory framework brings us closer to our commitment to

becoming a Zero Carbon Council by 2030 or earlier and Zero Carbon Oxford by 2040 or earlier.

**Financial implications**

23. There are no financial implications arising from this report. The IFS does report on the collection and spending of monies through the Community Infrastructure Levy (CIL) and S106 developer contributions.

**Legal issues**

24. The preparation and publication of the AMR (as set out in Appendix A) and the IFS (as set out in Appendix B) is required by the Planning and Compulsory Purchase Act 2004.

**Level of risk**

25. A risk assessment has been undertaken and the risk register is attached (Appendix 3).

**Equalities impact**

26. Please refer to Equalities Impact Report (Appendix 4).

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**Background Papers:** None

# Authority Monitoring Report

1 April 2020 to 31 March 2021  
Published December 2021



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## Chapter 1: Introduction

- 1.1 This is Oxford's sixteenth Authority Monitoring Report<sup>1</sup> (AMR). It monitors the implementation and effectiveness of policies in the Oxford Local Plan (OLP) 2036 adopted in June 2020. The hearings for the Plan were held in December 2019 and the Inspector's report was published May 15 2020 following an interim letter published at the end of the hearings. As such, it was clear that weight could be given to the policies in the OLP prior to its formal adoption in June 2020. Hence, this AMR monitors policies in the Oxford Local Plan 2036 only, and does not reference any previous policies in the Core Strategy 2026 or the Sites and Housing Plan 2011-2026.
- 1.2 Regularly reviewing the effectiveness of Oxford's planning policies (Appendix A) helps to ensure that progress is being made towards achieving the Plan's objectives. Monitoring also helps to identify when policies may need adjusting or replacing if they are not working as intended or if wider social, economic or environmental conditions change. This information is important in shaping our approach to reviewing the Plan and provides an important evidence base for the Oxford Local Plan 2040. The City Council also has a legal duty to monitor certain aspects of planning performance (Appendix B).
- 1.3 The AMR no longer reports on S106 and CIL income this can be found in the Infrastructure Funding Statement published in December 2021<sup>2</sup>.

### Monitoring Framework

- 1.4 A set of indicators has been developed to provide a framework for monitoring the effectiveness of policies in the Plan. Local authorities are only required to report on specific indicators and as such this AMR has reported on policies which are key in providing a better understanding of how our city functions and is responding to development. The indicators we are reporting on are those which show significant facts or trends or are key to delivering the Council's corporates priorities, namely fostering an inclusive economy, delivering more affordable housing, support flourishing communities and pursuing a zero carbon Oxford.

### Structure of the Monitoring Report

- 1.5 The AMR starts by providing a status report on the production of development plan documents, followed by the monitoring of the policies. This has been structured around the three overarching objectives set out in the National Planning Policy Framework (2021 paragraph 8):
  - Economic objectives to build a strong, responsive and competitive economy - the economy, retail, community and infrastructure;
  - Social objectives to support strong, vibrant and healthy communities - housing, health and community benefits;

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<sup>1</sup> The Authority Monitoring Report has previously been referred to as the Annual Monitoring Report.

<sup>2</sup> [Infrastructure Funding Statement \(December 2021\)](#).

- Environmental objectives to protect and enhance our natural, built and historic environment - design and heritage, protecting our green and blue spaces and making wise use of our natural resources to secure a good quality local environment.

## Chapter 2: Progress on development plan documents and other non-statutory documents.

### The Local Development Scheme

- 2.1 The Local Development Scheme (LDS) is a project plan that sets out timescales for the preparation and revision of documents in Oxford's Local Plan and other planning policy documents. The LDS provides details on what each document will contain and the geographical area it will cover.

Document title	LDS timescale (as relevant to the monitoring period)	Progress during the 2020/21 monitoring year
Oxford Local Plan 2036	Adopted June 2020	The OLP 2036 supersedes saved policies of the OLP 2016, Oxford Core Strategy 2011 and the Sites and Housing Plan 2013.
Adopted Policies Map	Adopted June 2020	Revised and updated to reflect the adopted policies.

**Table 1:** Progress against Local Development Scheme timescales in 2020/21

- 2.2 A new LDS for Oxford was published post this monitoring period in May 2021 and covers the period 2021-2026. This LDS will therefore be used to assess progress in the subsequent monitoring report. It is published on the Council's website at [www.oxford.gov.uk/lds](http://www.oxford.gov.uk/lds).
- 2.3 The Oxfordshire Plan 2050 is under preparation and will contain strategic policies for Oxfordshire for the period to 2050.

### Duty to Co-operate

- 2.4 The Duty to Cooperate, introduced by the Localism Act 2011, requires on-going, constructive collaboration and active engagement with neighbouring authorities and other statutory bodies when preparing Local Plan documents.
- 2.5 The City Council has also been actively involved in a number of on-going joint-working and partnership relationships, which help to inform a shared evidence base for plan making and addressing strategic and cross-boundary issues. This includes the Future Oxfordshire Partnership (formally known as the Oxfordshire Growth Board); the Oxfordshire Local Enterprise Partnership (LEP); the Oxfordshire Area Flood Partnership; and the Oxfordshire Planning Policy Officers Group. These meetings are attended either by lead members and/or by a range of senior officers. Engagement with other stakeholders about Duty to Cooperate matters was very important for the Local Plan 2036, and commentary about those processes is provided in more detail in the Local Plan Consultation Statement.
- 2.6 A detailed Duty to Cooperate Statement<sup>3</sup> was prepared which outlines the scope and nature of engagement, both formal and informal, and the impact this cooperation has had on decisions made by the Council, including which planning policies have been put forward and the rationale behind them.

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<sup>3</sup> [Duty to Cooperate Statement](#)

## Neighbourhood Plans

- 2.7 The 2011 Localism Act introduced new powers for communities that enable them to be directly involved in planning for their areas. Neighbourhood planning allows communities to come together through a parish council or neighbourhood forum to produce a neighbourhood plan.
- 2.8 The following two Neighbourhood Plans have been formally made and are used to help determine planning applications in their respective neighbourhood area:
- **Headington Neighbourhood Plan** – made July 2017
  - **Summertown and St Margaret’s Neighbourhood Plan** – made March 2019
- 2.9 During the monitoring year the referendum for the making of the Wolvercote Neighbourhood Plan was due to have been held. This was delayed owing to the postponement of the 2020 Local Elections with which the referendum would have been aligned however in line with Government instructions the Wolvercote Neighbourhood Plan was treated as though it had been passed at Referendum in May 2020. Subsequently the referendum was held during the elections in May 2021 and the Council at its meeting on 23 June 2021 agreed to make the Wolvercote Neighbourhood Plan.

## Consultations

- 2.10 The only consultation that took place during the monitoring year was the West End Consultation.

### **West End Consultation to support the preparation of the West End Supplementary Planning Document SPD**

<b>Consultation dates:</b>	19 March 2021 – 30 April 2021
<b>Summary of what we did:</b>	The Planning policy team carried out a consultation in the West End and Osney Mead SPD inviting comments on the Issues document and the site area as a whole. The consultation made use of an interactive map as an additional approach to getting views on the vision of the SPD in a way that could be tied to the identifiable areas as specifically as possible. This consultation will be reported fully in the next AMR to reflect the time periods for the consultation.

## Chapter 3: Fostering an Inclusive Economy

### Employment Sites

- 3.1 Oxford is a very tightly constrained city and the competing demands on the limited land supply are strong, not least for housing but also employment floorspace. The need for employment floorspace as identified in the plan emphasises the strong need to protect existing employment sites. The pressure on employment sites to be lost to other uses is high, and once lost, they rarely revert to their original use. Policy E1: Employment Sites sets out the approach to establish a balance whereby the employment sites that are well performing and positively contribute to the city's economy will be given as much protection from the loss of floorspace as possible, without compromising the capacity for the delivery of much needed housing. There is some flexibility within the policy to allow for potential changes in circumstance, and to ensure the strongest employment base possible, which will sometimes rely on the ability to develop supporting uses. Existing employment sites which are not performing well, or which make inefficient use of land will be encouraged to modernise, to better utilise the space. In some limited circumstances, such sites which will also be considered for alternative uses.
- 3.2 As such, Policy E1 sets out a hierarchical approach to employment categories, stating how existing employment sites will be supported to ensure appropriate levels of protection and intensification. The sites range from Category 1 and 2 sites, which are afforded most protection, to Category 3 and B8 uses which have more flexibility and potential to be released from employment uses for other purposes to ensure the best use of land. Oxford's significant contribution to the local, regional and national economy means that it is important to protect Category 1 and 2 sites, both for their current role in Oxford's economy and because of their potential for intensification, which would help to meet the demand for new employment space and respond to any future development requirements and technological change. To measure the effectiveness of the policy, we monitor the relevant permissions resulting in loss or gain of employment floorspace for each category, while recording the alternative use where known.

#### Permissions involving net loss of Category 1 and 2 employment floorspace

- 3.3 No permissions have been granted during the monitoring period resulting in the net loss of Category 1 and 2 employment floorspace.

#### Permissions involving net loss of Category 3 and other employment floorspace

- 3.4 The following permissions involve the loss or change of use of Category 3 and other employment sites.

Application reference	Site location	Development summary	Net loss of office/other employment floorspace (sqm)	Summary of alternative use
20/03172/FUL	Suite B 8	Change of use from Offices	-200	Education

	South Parade Oxford OX2 7JL	(Use Class E(g)(i)) to provision of education (Use Class F1(a)).		
20/03159/FUL	Kingsmead House Oxpens Road Oxford Oxfordshire OX1 1RX	Change of use of first floor office (Use Class E(g)(i)) to a Business College (Use Class F1(a)).	-1523	Education
20/01808/FUL	156 Oxford Road Cowley Oxford OX4 2LA	Extension and refurbishment of existing building to create 4 x 1-bed flats (Use Class C3) and 5no. Offices (Use Class B1). Provision of parking, bin and cycle stores.	-75	Residential
20/01085/FUL	33 Iffley Road Oxford OX4 1EA	Change of use from offices (Use Class B1) to 1no. 5 bedroom dwellinghouse (Use Class C3) (amended description)	-127	Residential

**Table 2:** Permissions involving net loss of employment floorspace of Category 3 and other sites 2020/21

3.5 Permissions have been granted for new office uses during the monitoring period. Most of the net gain in floorspace was derived from changes of use and extensions to existing buildings.

Application reference	Site location	Development summary	Net gain of office/other employment floorspace (sqm)	If change of use, summary of previous use
20/00908/FUL	15 King Edward Street Oxford OX1 4HT	Change of use from teaching (Use Class D1) to a mixed use class as office (Use Class B1(a) and teaching (Use Class D1).	341	Education
20/01587/FUL	Car Park To The Rear Of Littlemead Business Park Ferry Hinksey Road Oxford Oxfordshire OX2 0ES	Demolition of existing buildings (use class B1c) and erection of two storey building to provide office space (Use Class B1a). Provision of amenity space, car parking and bin and cycle stores with associated landscaping.	481.2	N.A.
20/02981/FUL	33-37 Offices Stockmore Street Oxford OX4 1JT	Alterations and enlargement of existing building including erection of a second floor extension and alterations to entrance to create additional office space. Provision of cycle parking	53.19	N.A.
20/03199/FUL	33-37 Offices Stockmore Street Oxford OX4 1JT	Demolition of offices and storage on Stockmore Street (Mixed Use Classes B8/E). Redevelopment of site between Stockmore Street and Temple Street to provide new office development (Use Class E). Provision of bin and cycle	516	N.A.

Application reference	Site location	Development summary	Net gain of office/other employment floorspace (sqm)	If change of use, summary of previous use
		stores.		
20/00560/FUL	67 Woodstock Road Oxford OX2 6HJ	Change of use of the ground floor and basement from Retail (Class A1) to Office (Class B1)	108.9	Retail

**Table 3:** Permissions involving net gain in new office floorspace 2020/21

### Temporary changes of uses

3.6 Permission was granted for a temporary change of use of portions of 20-21 Park End Street from restaurant and residential dwelling to local community amenities and a number of co-working and private offices (20/01002/FUL). The permission was granted for this use until 31 December 2022, and for that reason has not been considered as part of the figures. The development is described in submission documents and officer reports as an intended 'meanwhile' use, and the permission does not appear to preclude future renewals of the temporary use or even a permanent change of use. Any relevant changes will be monitored and included in future reports as they emerge.

### Applications for changes of use from office to residential which are subject to notification to the council

3.7 On 30 May 2013 the Government brought into force new permitted development rights which allow the conversion of B1a office space to C3 residential without the need for planning permission<sup>4</sup>. Table 4 shows the number of applications and the number of dwellings granted and refused prior approval since this system was introduced, and for which the city council could only consider flood risk, land contamination, highways and transport, and noise, and could not apply other normal local plan policies in determining the applications.

Monitoring year	Prior approval required and granted		Prior approval required and refused	
	No. Applications	No. dwellings proposed	No. Applications	No. dwellings proposed
2013/14	9	167	4	70
2014/15	9	64	1	1
2015/16	10	39	1	3
2016/17	9	113	2	96
2017/18	3	141	0	0

<sup>4</sup> This was originally a temporary change introduced by The Town and Country Planning (General Permitted Development) (Amendment) (England) Order 2013. It was then made permanent by The Town and Country Planning (General Permitted Development) (England) (Amendment) Order 2016.

2018/19	1	3	0	0
2019/20	1	2	0	0
<b>2020/21</b>	<b>8</b>	<b>17</b>	<b>1</b>	<b>3</b>

**Table 4:** B1a office to C3 residential prior approval decisions 2013/14- 2020/21

### Growth of Oxford's Universities

- 3.8 The City Council is committed to supporting the sustainable growth of the two universities and thus maximising the related economic, social and cultural benefits which they bring to Oxford. However, it is also recognised that the city is constrained spatially, with limited availability of land within the city boundary and competing demands for development sites in the city for several vital uses, most demonstrably housing. It is therefore important to balance these competing demands through planning policy by encouraging the best use of land and ensuring that the growth of the universities and their associated activities remains at sustainable levels and is focussed on the most suitable locations.
- 3.9 The local plan encourages the universities to focus growth on their own sites, by making the best use of their current holdings as well as redevelopment and intensification as appropriate. Both institutions have indicated that they have the potential to deliver more of their own needs in this way. This policy approach is set out in Policy E2: Teaching and research, which states that planning permission will be granted to support the growth of the hospitals, through the redevelopment and intensification of their sites as set out in the site allocations, including to increase their teaching and research function. This policy also requires that schemes for all new education, teaching and academic institutional proposals (excluding providers of statutory education) demonstrate how they support the objectives of the wider development plan and align with its other policies.
- 3.10 The other policy approach involves restricting the number of students that each university is permitted to have living outside of university- provided accommodation. One strand of this approach is set out in Policy H9: Linking the delivery of new/redeveloped and refurbished university academic facilities to the delivery of university provided residential accommodation which does not permit new, redeveloped or refurbished academic floorspace unless the university has fewer than the threshold number of student numbers living outside of university-provided accommodation. The policy applies to university students on full-time taught degree courses of an academic year or more. These are the categories of student most suited to living in student accommodation.

### University Student Number Thresholds

- 3.11 Policy H9 sets threshold figures for full-time taught degree course students to live outside of university-provided accommodation at no more than 2,500 for University of Oxford and no more than 4,000 for Oxford Brookes University. Because of the number of new rooms expected to come forward in the next few years, these thresholds will reduce to 1,500

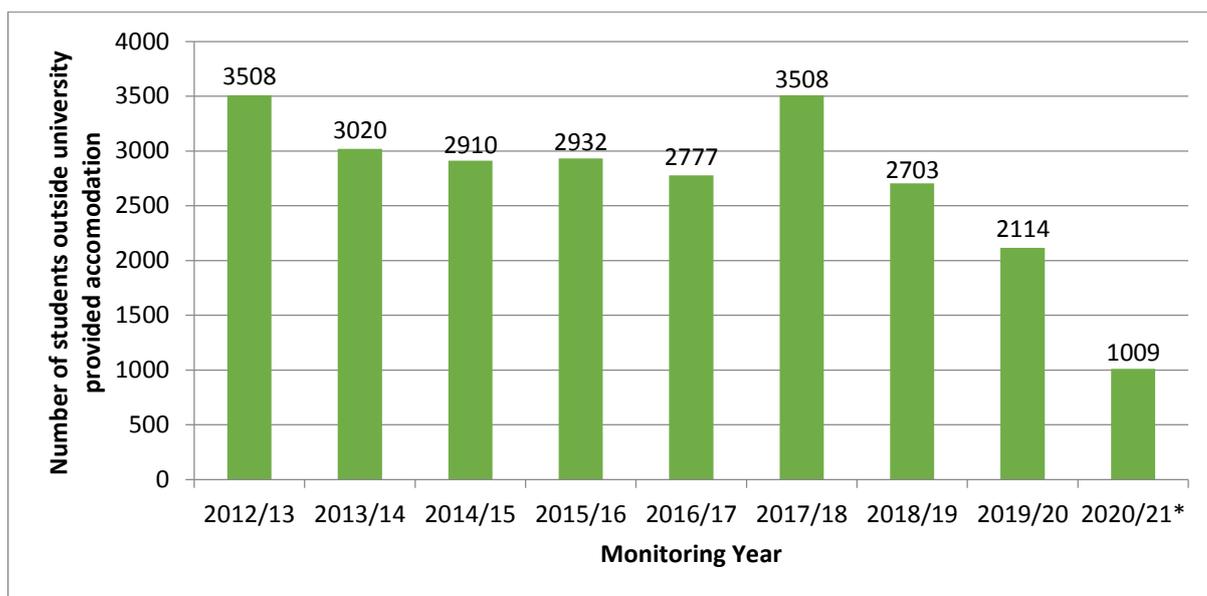
University of Oxford students by 2022 and potentially increase to 4,500 Oxford Brookes University students in 2023 or in 2030.

- 3.12 The definition of students captured by the threshold has also changed in the Oxford Local Plan 2036 and applies only to full-time taught course students. Therefore, under the policy the number of students living outside of university managed accommodation for both universities would be within their respectively set threshold.
- 3.13 To inform each AMR the universities provide information relating to their student numbers and the number of student accommodation rooms they provide. The monitoring period that the universities use does not directly coincide with the period of the AMR. The AMR follows the financial year and runs from April to March, whereas the universities use a period linked to the academic year in order to complete their forms for Government. The data used to assess this indicator was submitted by the two universities as relevant to the monitoring year in December 2020.

### University of Oxford

- 3.14 The University of Oxford states that there were 25,816 students attending the University (and its colleges) at 1 December 2020.
- 3.15 A number of agreed exclusions apply to the data:
- Part-time and short-course students (3,309)
  - Students studying a research based post-graduate degree (6,433)
  - Students studying a Further education course or a foundation degree (-)
  - Vocational course students who will at times be training on work placements (190)
  - Students with a term-time address outside of the city (OX1, 2, 3, 4) (694)
  - Students living within the city (OX1, 2, 3, 4) prior to entry onto a course (188)
  - Students not attending the institution or studying at a franchise institution (40)
  - Students studying outside Oxford (-)
  - Specific course exclusions (BTh Theology and MTh Applied Theology) (18)
  - Students who also have an employment contract with the university (-)
  - Students on a year abroad and other placement students away from the university (220)

3.16 Taking into account these exclusions, there were 14,724 full-time University of Oxford students with accommodation requirements. As at 1 December 2020 there were 13,715 accommodation places provided across the collegiate University. This leaves a total of 1,009 students living outside of university provided accommodation in Oxford (Figure 1), which is within the threshold of Oxford Local Plan 2036 (Policy H9). The University has attributed the slight fall in total accommodation places from the previous monitoring period to social distancing requirements but expects a return to near normal levels for the 2021/22 academic year.



**Figure 1:** University of Oxford students living outside of university provided accommodation 2012/13-2020/21  
 (\*Note: Student numbers for 2020/21 have been rebased on Local Plan 2036)

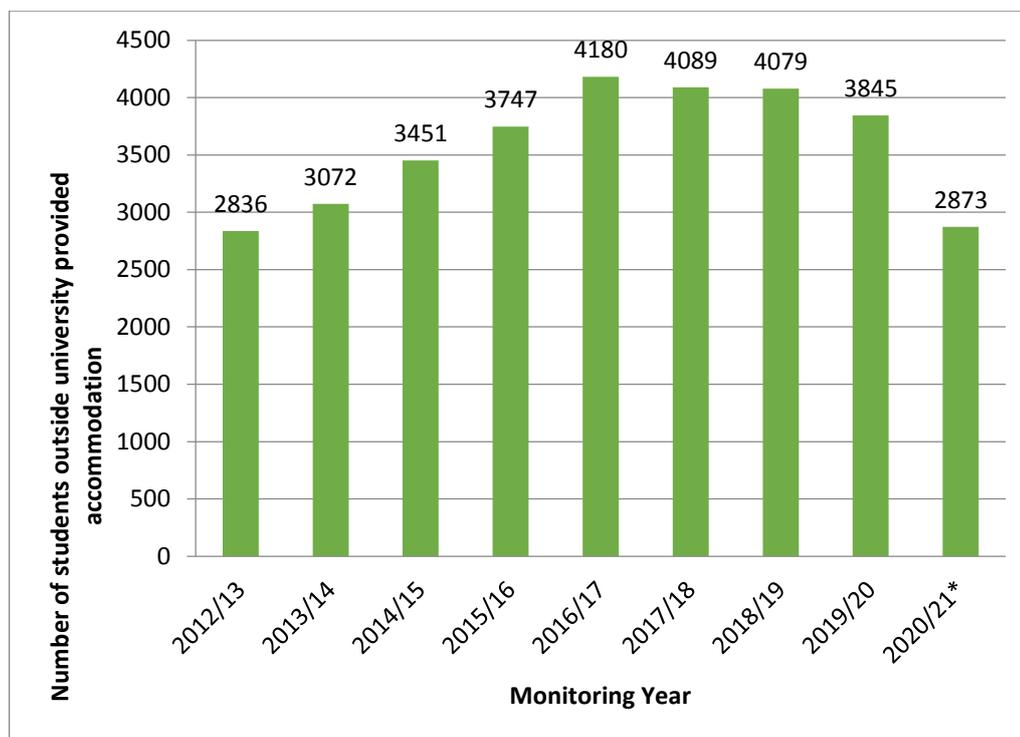
### Oxford Brookes University

3.17 Oxford Brookes University states that there were a total of 16,878 students attending the university as of 1 December 2020.

3.18 A number of agreed exclusions apply to the data:

- Part-time students (2270 students)
- Students studying at franchise institutions (1,027 students)
- Students studying outside Oxford (i.e., Swindon campus) (318 students)
- Students on a Further Education course (106)
- Students on a research-based PG degree (142)
- Vocational Course students (1766)
- Students with a term-time address outside of the city (OX1, 2, 3, 4) (2297)
- Students living within the city (OX1, 2, 3, 4) prior to entry onto a course (375)
- Placement students away from the university (204 students)
- Private Student only accommodation (e.g., Alice House, Slade Park) (209)

3.19 Taking into account these exclusions, there were 8,164 full-time Oxford Brookes University students with accommodation requirements. As at 1 December 2020 there were 5,291 accommodation places provided by Oxford Brookes University. This leaves a total of 2,873 students without a place in university provided accommodation living in Oxford, which is below the threshold set in the Local Plan (Figure 2). It is noted from the University provided data, the occupancy rates of the University provided accommodation was at 87% overall, which is a reduction from previous monitoring years (94% in 2019/20 and 99% in 2018/19).



**Figure 2:** Oxford Brookes’ students living outside of university provided accommodation 2012/13 – 2020/21  
 (\*Note: Student numbers for 2020/21 have been rebased on Local Plan 2036)

3.20 When compared to the previous monitoring year, there was a marked reduction in Oxford Brookes students living outside of university provided accommodation in the city in 2020/21. A more detailed breakdown of Oxford Brookes University’s student numbers is provided in Table 5.

Monitoring year	Total Number of Students	Students needing accommodation in Oxford	Units of University provided student accommodation
2012/13	17,115	7,909	5,073
2013/14	17,053	8,319	5,247
2014/15	16,553	8,489	5,038
2015/16	17,149	8,954	5,207
2016/17	17,069	9,504	5,324
2017/18	16,988	9,494	5,405
2018/19	16,579	9,360	5,281
2019/20	16,673	9,759	5,914
<b>2020/21</b>	<b>16,878</b>	<b>8,164</b>	<b>5,291</b>

**Table 5:** Oxford Brookes University’s student numbers 2012/13 – 2020/21

3.21 Oxford Brookes reports that the global pandemic has had a significant impact on student accommodation over the last year. Occupancy rates at university accommodation were much lower than normal. A significant number of students were studying at home as they were either unable to travel, self-isolating or shielding, in accordance with Government and University guidance. It is expected that Covid-19 will continue to have a knock-on impact on student accommodation over the coming year.

### Approved additional academic and administrative floorspace

3.22 The following permissions involve the creation of additional academic and administrative floorspace, which are compliant with the requirements of policies E2 and H9 unless stated otherwise.

Application reference	Site location	Development summary	Net increase of academic/admin floorspace onsite (sqm)	Compliance with E2 or H9 requirements
20/02471/FUL	Tinbergen Building South Parks Road Oxford Oxfordshire OX1 3PS	Erection of research and teaching building (Use Class F.1) over five storeys plus basement level including associated café, offices, laboratories and roof level greenhouses, plant, PV panels and flues	25,329	Yes
20/00942/FUL	Radcliffe Science Library South Parks Road Oxford OX1 3QP	Refurbishment and alteration of the Radcliffe Science Library, Abbot's Kitchen and west wing of the Inorganic Chemistry Laboratory (D1 use) to enable use as a graduate college, museums' collections teaching and research centre and library (D1 use).	7995	Yes
20/00908/FUL	15 King Edward Street Oxford OX1 4HT	Change of use from teaching (Use Class D1) to a mixed use class as office (Use Class B1 (a) and teaching (Use Class D1).	341	Yes
20/00166/FUL	Rhodes House South Parks Road Oxford Oxfordshire OX1 3RG	Demolition of Lodge buildings, with various works to landscaping and refurbishments to existing buildings.	1060	Yes

Application reference	Site location	Development summary	Net increase of academic/admin floorspace onsite (sqm)	Compliance with E2 or H9 requirements
		Basement extension to provide residential, teaching and office accommodation with associated structural works. Erection of replacement Lodges and single storey garden room. Creation of underground accommodation and sunken courtyard within the grounds (east) to provide additional residential ensuite bedrooms.		
20/01049/FUL	Churchill Hospital Old Road Headington Oxford Oxfordshire OX3 7JY	Change of use of the John Warin Ward from Use Class C2 to Use Class D1 for use as a clinical research facility and respiratory medicine centre. Refurbishment of the building to include ancillary offices, an incidental overnight monitoring facility and installation of associated external plant, flues, landscaping and a bicycle shed.	1092	Yes

**Table 6:** Permissions involving additional university academic and administrative floorspace

### Ensuring Oxford is a vibrant and enjoyable city to live in and visit

- 3.23 Oxford provides a wide range of services and facilities to both the city’s residents and those living in the wider catchment area, therefore it is important that the vibrancy and vitality of Oxford’s centres are maintained and enhanced through the plan period. The vision for the Oxford Local Plan 2036 is to build on these strengths and to focus growth in these centres.
- 3.24 Policy V1 aims to protect the vitality of the city, district and local centres within Oxford. Policies V2 – V4, meanwhile, provide the framework as to what mix of uses, such as retail or food and drink, (and identified through percentages allocated to each use class) would be acceptable within the shopping frontages of these centres, including the Oxford Covered

Market. These policies place a particular emphasis on the minimum proportion of Class A1 (retail) units at ground floor level that should be present within each shopping frontage in order to ensure that the function, vitality and viability of each centre is maintained.

## Changes to Use Classes Order

- 3.25 Shortly after the Oxford Local Plan 2036 was adopted in June 2020, the Government announced that a series of measures would be introduced to the use classes system, effective from 1 September 2020, which was deemed to be the most radical change to the planning system in recent times. Of particular relevance in Oxford is the impact on the newly adopted retail frontage policies (V2-V4), where there will be a reduced ability to protect their primary retail function.
- 3.26 More guidance on these changes can be found on the Planning Portal<sup>5</sup>. Class F.2 that incorporates uses such as local shops and recreational facilities, largely on the basis of their local function rather than purely in terms of their land use characteristics.
- 3.27 These changes have resulted in the revocation of Classes A and D from the Use Classes Order which means that the current retail policies in the Plan which monitor the proportion of A1 and other A uses in the designated frontages will become out of date, particularly as the distinction in the Policies between A1 and other A Use Classes cannot be made.
- 3.28 The recent changes to the Use Classes Order limit the effectiveness of how these policies can be monitored. Further work will need to be undertaken to address these changes and how the relevant policies will be expected to work, given that the use classes referred to in several policies will no longer exist and new use classes will take their place. For this AMR, monitoring will be reported based upon the previous Use Class Order, whilst these are now out of date, these were the basis for the most recent retail surveys which were undertaken during the 2020/21 monitoring period. An updated monitoring methodology for these policies will therefore be addressed in the next AMR, this will be supported by a revised approach to retail surveys which utilises the new use class system.

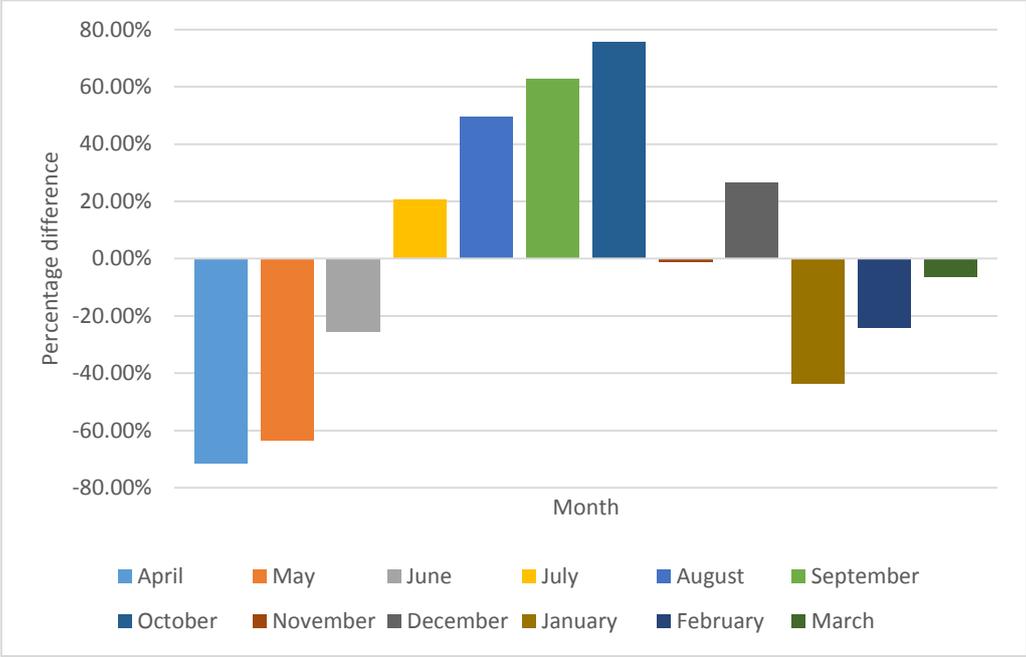
## V1 - Ensuring the vitality of centres

- 3.29 The plan states that permission will be granted for development of town centre uses within the defined city, district, and local centre boundaries provided that use is appropriate to both the scale, function, and character of the area. The policy also states that the city centre will continue to be a primary location for retailing as well as other town centre uses. Continuing to provide a wide diversity of uses to shoppers will create an attractive destination for people visiting the city.
- 3.30 One means of understanding how the centres are performing in terms of vitality is to assess how many people are using these areas throughout the year. Figure 3 below compares the percentage difference of each month to the mean monthly footfall of the monitoring period and highlights that the average monthly footfall across the monitoring period was 239,367 people per month. At the beginning of the period in April, May and June footfalls were well below the average, this can be attributed to the impacts of the social distancing measures related to the ongoing Covid 19 pandemic with the UK remaining in lockdown and tight restrictions set on people leaving their homes. In the following four months, as restrictions

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<sup>5</sup> [Planning Portal – Guide to change of Use classes](#)

eased, footfalls in the city increased, further encouraged by the ‘Eat Out to Help Out’ scheme and potentially an increase in the public’s feeling of safety. This peaked in October when the city centre saw over 420,000 recorded in the count. From here numbers dipped as restrictions were re-imposed and poorer weather returned.



**Figure 3** - Oxford city centre’s monthly footfall for the monitoring period compared to the average (2020/21)

3.31 Figure 4 below focuses on comparing the current monitoring period with the previous year. Seasonal trends can be picked up during the 2019/20 period, however a key observation to note would be the huge reduction in city centre activity in March 2020 when the pandemic began. Trends for the current monitoring period have already been discussed above. The key finding of this graph is the huge difference in footfall numbers between the two periods and highlights the abnormal situation which faced all of the country’s retail centres, not only Oxford. At no point is footfall higher in 2020/21 compared to 12 months previous and this is no more apparent than in April where 2020/21 saw just under 600,000 less people than the previous year.



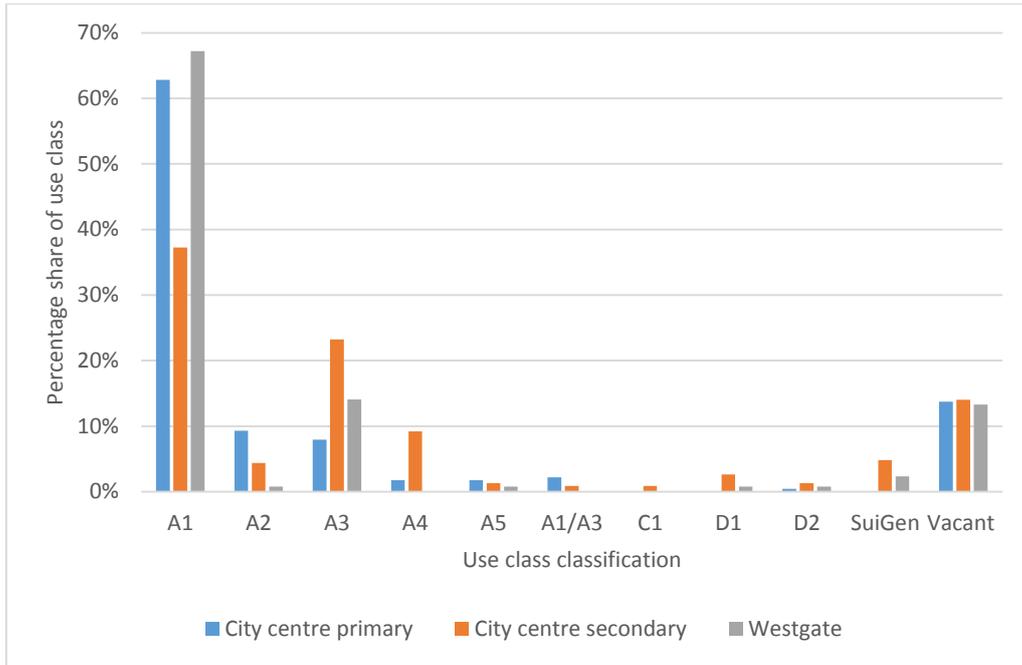
**Figure 4** – Comparison of footfalls per month in 2019/2020 to 2020/21.

3.32 It is too early to predict whether footfall levels will recover across the city as the country continues to grapple with the impacts of the pandemic, however, future AMRs will continue to report upon ongoing trends in order to understand how vitality of the city centre is performing.

## V2 - Shopping frontages in the city centre

3.33 Policy V2 sets out to manage shopping frontages within the city, the policy sets out certain criteria for which planning permission will be granted for particular uses. Before the change in the Use Classes Order this included A1, A2 – 5 and other use classes that would not reduce A1 use classes in city centre areas. The annual retail survey is a key means of understanding the proportion of uses within key areas of the city such as the city centre.

3.34 Figure 5 below compares the composition of use classes across Oxford’s central areas. It is clear to see that the A1 use class (the majority of which is shops) dominates central areas with over 60% in both the primary central area and the Westgate Shopping Centre. Policy V2 in the Local Plan aims to keep A1 use classes at over 60% in primary and Westgate frontages and at 40% in secondary areas.



**Figure 5:** The percentage share of use classes and vacancies across Oxford's city centre areas

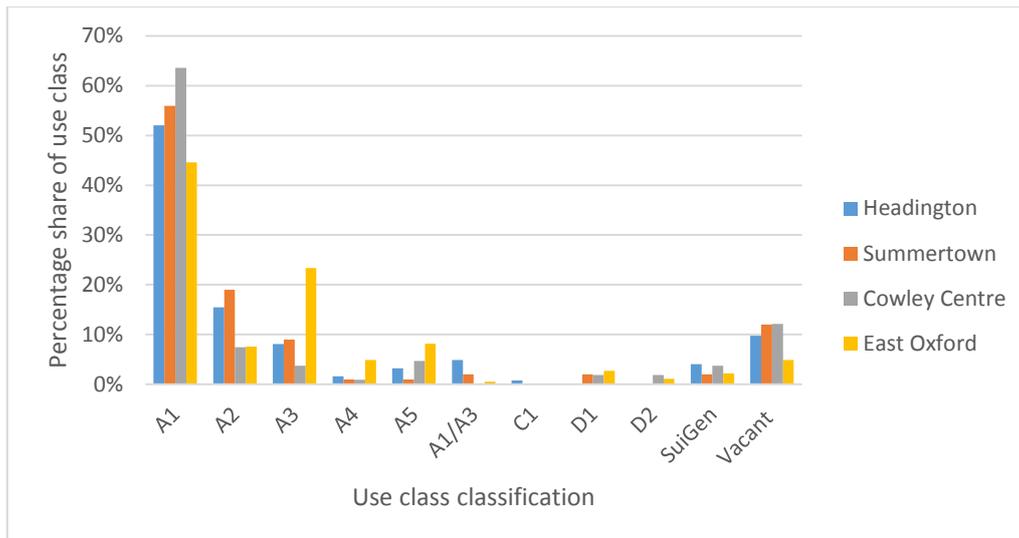
- 3.35 According to this data, A1 use classes in secondary areas have dropped to below 40%, which could be explained by the challenging conditions created by the Covid-19 pandemic, however, it is difficult to determine at this stage whether this will be an ongoing trend, or whether there will be some level of recovery for the following monitoring year – much of this will depend on how the current situation with the pandemic develops. Looking at pre pandemic data, the proportion of A1 use classes in the city secondary areas in both 2018 and 2019 were up towards 45%. This shows a small percentage reduction in the A1 use class in secondary city areas over the last three years.
- 3.36 In all the city's central areas there are also notable percentages of A2, A3 and A4 use classes, especially in A3 where the city's secondary frontage area sees over 20% share of total use class. This reflects the multi-faceted nature of the area and contributes to the vitality of the area through providing various uses, beyond retail, for visitors to utilise and enjoy. It could also help to explain why the secondary frontage's A1 composition is comparatively low to other central areas. Other use classes including C, D and Sui Generis also make up a small part of Oxford's city centre frontage.
- 3.37 Vacancy rates are over 10% in all of the central areas. When primary and secondary vacancy rates in the current monitoring period are combined, they total at just over 15%. This compares to vacancy rates of just under 13% in 2019 and just under 10% in 2018. This data shows a clear upward trend in vacancies over the last few years. Keeping vacancy rates at below 10% is a key target for the City Council especially when trying to create a vibrant city centre. Whether or not these vacancy rates are a direct result of the pressures of the ongoing pandemic is hard to say definitively, but some vacancies are a result of preparation for redevelopment, for example 13-21 Cornmarket Street (18/00258/FUL and 19/03189/VAR) and the Clarendon Centre (21/00110/FUL). This will be something for future AMRs to continue to monitor as the city aims to re-establish itself in a post pandemic era.

### **V3 – Covered Market**

- 3.38 No data was collected on the Covered Market during the pandemic. It will be covered in the next AMR.

### **V4 - District and local shopping centre frontages**

- 3.39 Outside of the city centre area, Oxford's district and local shopping centre frontages also play an important role in providing a wide range of services across the city particularly for meeting daily needs of more peripheral communities. In order to help maintain a balance of uses, Policy V4 sets out for each district centre its own individual targets in terms of A1 use class provision.
- 3.40 Figure 6 highlights that A1 retail provision targets were met across all the district centres where data was collected during the 2020/21 monitoring period. The remainder of the A classes make up a considerable percentage of provision. Notably, A2 use classes are well over 15% in Headington and Summertown, while A3 use classes are well over 20% in East Oxford.



**Figure 6:** The percentage share of use classes and vacancies across Oxford’s district centres

- 3.41 A1 percentage share has decreased in all of the district centres surveyed above. Over a three-year period (not including last year) Headington, Cowley and East Oxford have all seen their percentage share of A1 reduce by over 10%. Summertown has seen a reduction in A1 share too, however the reduction is less (6%).
- 3.42 In the main, when compared to previous years, vacancy rates have increased. East Oxford bucks this trend, with vacancy rates over 2% lower when compared to the 17/18 and 18/19 AMR data. Elsewhere, vacancy rates have more than tripled in Headington, just less than doubled in Cowley and increased by a third in Summertown. These upward trends in vacancy rates need to be carefully monitored and ideally reversed in the years ahead.
- 3.43 As noted earlier, whilst it will be more challenging to draw analysis on the balance of uses within the city/district/local centres going forwards, due to the changes to the Use Classes Order, the City Council is working on how it will report upon the performance of these areas. An updated monitoring process utilising these updated Use Class definitions will be presented in the next AMR.

### Sustainable Tourism

- 3.44 Tourism is an important element of Oxford’s economy and generates a substantial income. The city is world famous and attracts an increasing number of visitors and overnight stays; it is a crucial destination of the national tourism industry. In addition to tourists the short-stay accommodation market is very strong for business travellers in Oxford and provision of more accommodation would additionally help support the economy objectives of this Plan. However, a very large number of tourists make very short visits, often only for part of, or one day. The economic benefits to the city of these short visits are slight, while the impact of these visits is significant. By contrast, longer stays tend to facilitate greater spend in Oxford’s shops and restaurants which will in turn boost their viability and Oxford’s wider economy.
- 3.45 Policy V5: Sustainable Tourism, seeks to encourage development of new tourist accommodation in the most sustainable locations which are not dependent upon the private

car and that do not involve the loss of residential dwellings or affect the amenity of neighbours. The policy seeks to preserve as much of the existing offer of short stay accommodation as possible. Policy V5 encourages new tourist attraction in accessible locations well related to existing facilities and where such uses can contribute to regeneration.

3.46 Over the current monitoring period, permissions were granted for an additional 107 hotel bedrooms. These were derived from two permissions comprising of changes of use and extensions to existing buildings, as follows:

- 6 bedrooms at The Eagle and Child (19/01456/FUL)
- 101 bedrooms at 1-5 Broad Street and 31 Cornmarket Street (20/02480/FUL)

## Chapter 4: Strong, vibrant and healthy communities

### Housing completions

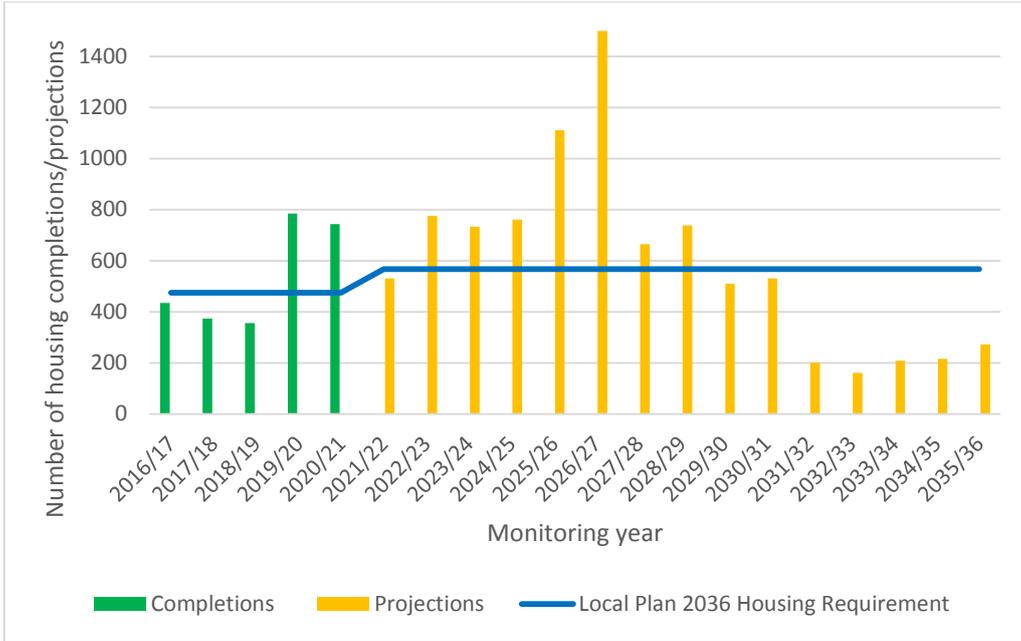
- 4.1 In the 2020/21 monitoring year, 743 (net) dwellings were completed in Oxford. The cumulative number of dwellings completed in the 5 years since the start of the Local Plan period (2016/17 to 2020/21) is 2691 dwellings (net) with the application of ratios for communal accommodation (student and care completions) (Table 7).

<b>Year</b>	<b>Dwellings Completed (net) applying new student and care home ratios from Housing Delivery Test measurement rule book</b>
2016/17	435
2017/18	373
2018/19	356
2019/20	784
<b>2020/21</b>	<b>743</b>
<b>TOTAL:</b>	<b>2691</b>

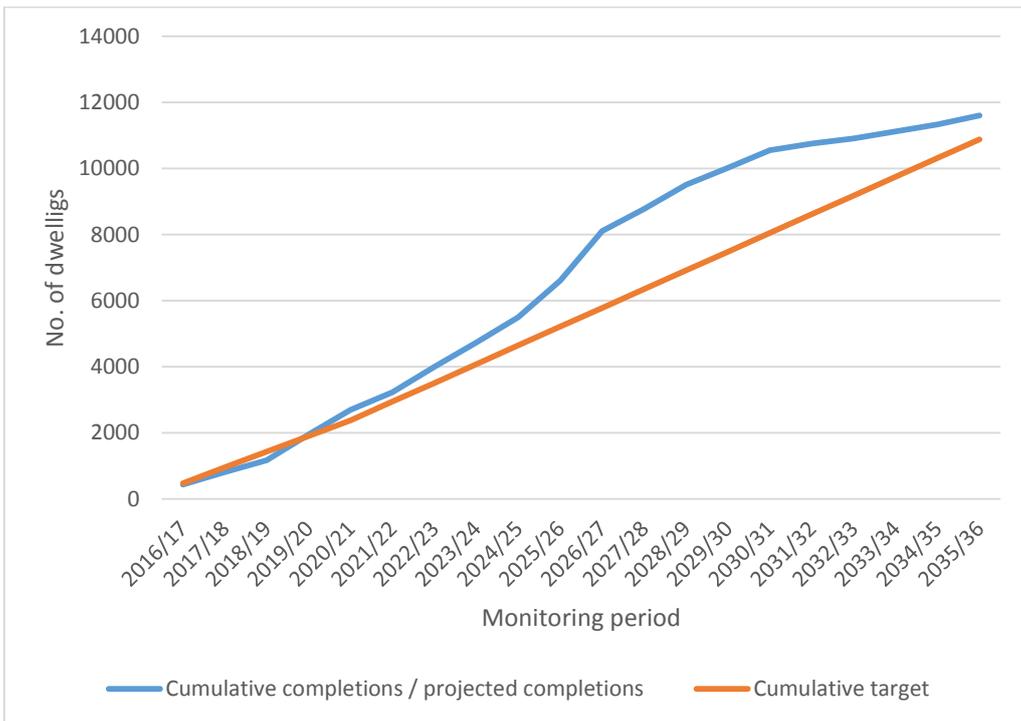
**Table 7:** Net additional dwellings completed since the start of the Local Plan period

\*\*The figures for 2017/18-2019/20 were reported in the 2020 Housing Delivery test measurement available at <https://www.gov.uk/government/publications/housing-delivery-test-2020-measurement> Note the 2018/19 figure above is different to that which is included in the 2020 HDT due to a discrepancy between the housing completions number for 18/19 that the council uses for monitoring and those used by MHCLG (now rebranded as the Department for Levelling Up, Housing and Communities).

- 4.2 The local Plan's housing trajectory had projected by that by 2020/21, 2375 dwellings (net) would have been provided (based on the stepped trajectory of 475 dwellings per annum between 2016/17 to 2020/21 and 567 dwellings per annum between 2021/22 to 2035/36. Figure 7 shows the Local Plan housing requirement compared to completions and projections whilst Figure 8 provides a comparison between cumulative requirement and cumulative supply.



**Figure 7: Local Plan 2036 housing requirement compared to completions and projections**



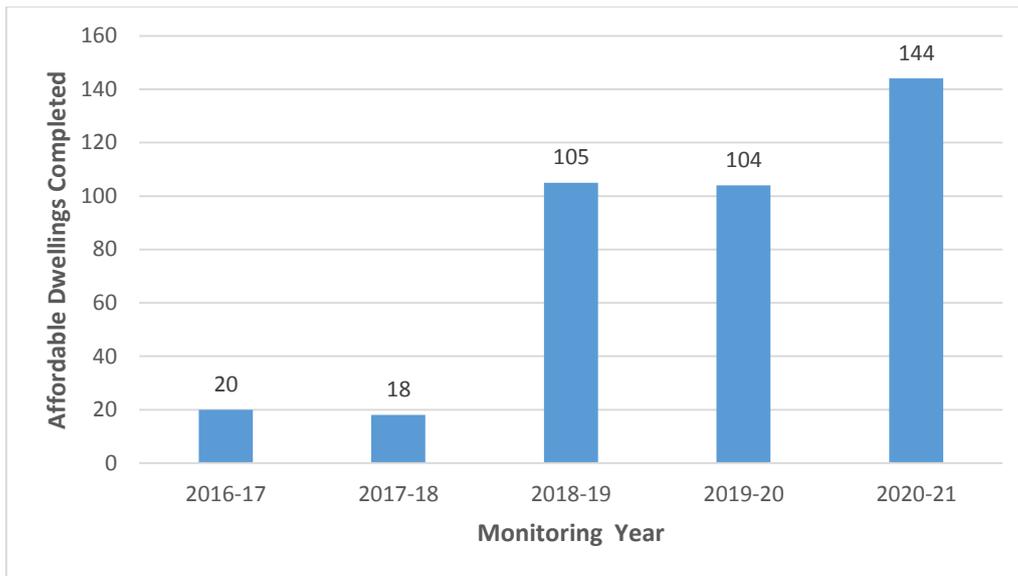
**Figure 8: Cumulative Requirement and Cumulative Supply to 2036**

4.3 The data shows that of the 743 completions in 2020/21, 144 were affordable dwellings. Table 8 shows a breakdown of the sites that delivered affordable housing during the monitoring year including the affordable tenure.

Site Location	Planning application reference	Total no. of homes permitted on site (% of affordable provision).	No. of homes completed in 2020/21.	Affordable Tenure Split
Former Rose Hill Community Centre	18/02817/FUL	25 (100%)	25	25 shared ownership
Former Rose Hill Scout Hut	18/02818/FUL	18 (100%)	18	18 social rent
Ashlar House	19//02557/FUL	9 (100%)	9	9 social rent
Wolvercote Paper Mill	18/00966/RES	190 (50%)	59	50 social rent, 9 shared ownership
Land North Of Littlemore Healthcare Trust	17/03050/FUL	140 (50%)	19	19 social rent
Barton Park Phase 1	15/03642/RES	237 (40%)	14	14 social rent

**Table 8:** Affordable dwellings completed 2020/21 including tenure split

4.4 Since the start of the Local Plan period there have been a total of 391 affordable homes built (Figure 9).



**Figure 9:** Net affordable dwellings completed 2016/17 - 2020/21

4.5 The Council is committed to delivering more affordable housing in Oxford and has been identifying land in its ownership capable of delivering affordable homes and bringing this forward wherever possible. Of the 144 affordable dwellings completed in 2020/21, 57 were delivered on City Council Land as set out in Table 9.

City Council owned site	Planning application reference	No. homes for social rent completed	No. homes for shared ownership completed	Total No. of affordable homes completed
Former Rose Hill Community Centre	18/02817/FUL		25	25
Former Rose Hill Scout Hut	18/02818/FUL	18		18
Barton Park Phase 1	15/03642/RES	14		14

**Table 9:** Affordable homes completed on City land (by tenure) 2020/21

4.6 In addition to the sites identified above there are a number of developments on City owned land that are under construction including on land at Between Towns Road (38 dwellings), Cumberlege Close (9 dwellings) and Elsfeld Hall (26 dwellings).

### Changes of use

4.7 Of the 743 dwellings completed during the 2020/21 monitoring year, 144 additional dwellings were delivered through the change of use of existing buildings from non-residential to C3 residential. 134 dwellings were delivered through a Prior Approval application from B1 (office use) to C3 (former Nielsen House), 4 dwellings were delivered through the change of use from

A2 to A3/C3, 4 dwellings were delivered via a change of use from Sui Gen to C3 (3 of these were Sui Gen Student to C3 and the other was a Sui Gen (Large HMO) to C3), 1 dwelling was delivered through the change of use from retail (A1) to A1/C3, and 1 dwelling was delivered through the change of use of a care home (C2).

4.8 1 existing C3 dwelling was also lost when a farm and outbuildings were the subject of a change of use application to an office, although it should be noted that this application also resulted in the creation of an additional 2 bed house, so the net was 0. These change of use applications are set out in the table below (Table 10).

Type of change of use	No. market dwellings completed (net)	No. affordable dwellings completed (net)
Change of use of Nielsen House and annex from office (Use Class B1(a)) to residential (Use Class C3)  Nielsen House, London Road, Oxford (17/02969/B56) (134 dwellings)	134	0
Change of use of ground floor, basement and mezzanine level from Bank (A2) to restaurant (A3), and use of upper floor as four apartments (C3) 120-122 High Street, Oxford (18/00667/FUL) (4 dwellings)	4	0
Change of use of upper ground, first and second floors from student hostel (Sui Generis) to 3 flats (Use Class C3)  175 Iffley Road, Oxford (15/01830/FUL) (3 dwellings)	3	0
Change of use from large HMO (Sui Generis) to dwelling house (Use Class C3).  204 Woodstock Road, Oxford (20/00607/FUL) (1 dwelling)	1	0
Application to certify that the proposed change of use from Retail (Use Class A1) to mixed use comprising Retail at ground floor level (Use Class A1) and Residential at first floor level (Use Class C3) is lawful development.  111 London Road, Oxford (17/01138/CPU) (1 dwelling)	1	0
Change of use from care home (use class C2) to a dwelling house (use class C3)	1	0

Type of change of use	No. market dwellings completed (net)	No. affordable dwellings completed (net)
27 Islip Road, Oxford (18/00293/FUL) (1 dwelling)		
Change of Use of Farm and Outbuildings to B1(a) office use for a Design Studio, Erection of an additional building to provide further B1(a) office space and a create of a 1 x 2-bed dwelling house (Use Class C3) Brasenose Farm, Eastern By-Pass, Oxford (17/03391/FUL) (loss of 1 dwelling)	-1	0
<b>Total</b>	<b>143</b>	<b>0</b>

**Table 10:** Net additional dwellings completed through non-residential to C3 residential changes of use 2020/21

4.9 All of the dwellings delivered through changes of use from non-residential to residential in 2020/21 were market housing, with no additional affordable dwellings being delivered through this manner. The majority of the change of use applications required full planning permission, with only one exception, former Nielsen House. Local Plan policies requiring affordable housing or financial contributions towards affordable housing cannot be applied in the determination of prior approval applications.

### Student Accommodation and Housing Numbers

4.10 In 2013/14 the Planning Practice Guidance (PPG) introduced that student accommodation can be counted in housing land supply figures. In July 2019, the PPG was updated and it states ‘All student accommodation, whether it consists of communal halls of residence or self-contained dwellings, and whether or not it is on campus, can in principle count towards contributing to an authority’s housing land supply, based on the amount of accommodation that new student housing releases into the wider housing market, and the extent to which it allows general market housing to remain in such use.<sup>6</sup> In Oxford, where there are large numbers of students, provision of purpose-built student accommodation can have a significant impact on the housing market.

4.11 The question of the ‘amount of accommodation it releases in the market’ was not previously defined in the PPG and it was up to local authorities to determine based on local circumstances. Previously, it was assumed that developing five student rooms would release the equivalent of one dwelling in the housing market. For example, a site being proposed for 100 student rooms was assessed as delivering 20 equivalent ‘dwellings’ as those 100 students would have, on average, occupied 20 houses in the open market. Paragraph 10 of the Housing Delivery Test Measurement Rule Book published in July 2018 says that a ratio of 2.5 will now

<sup>6</sup> Planning Practice Guidance: Housing Supply and Delivery: [Counting other forms of accommodation: Paragraph 034 Reference ID: 68-034-20190722: How can authorities count student housing in the housing land supply?](#)

be applied to completions in order to complete the Housing Delivery Test measurement. The 2020 Housing Delivery test measurement<sup>7</sup> has applied this back to 2017/18 and therefore this is also reflected in Table 10 below which demonstrates the number of equivalent dwellings that has been calculated using the ratio applied to the number of student rooms completed since the start of the Local Plan period.

4.12 In the 2020/21 monitoring year 712 (net) units of student accommodation were completed in Oxford. Using the ratio explained in the above paragraph, this equated to 285 C3 equivalent dwellings to Oxford’s housing market (Table 11). This 285 figure is included within the 743 figure shown in Table 7 above.

<b><u>Monitoring Year</u></b>	<b><u>Number of student rooms completed</u></b>	<b><u>Ratio Applied</u></b>	<b><u>Number of equivalent ‘dwellings’</u></b>
2016/17	295	2.5:1	118
2017/18	472	2.5:1	189
2018/19	183	2.5:1	73
2019/2020	1337	2.5:1	535
<b>2020/21</b>	<b>712</b>	<b>2.5:1</b>	<b>285</b>

**Table 11:** Student housing completions and equivalent ‘dwellings’ – 2016/17 – 2020/21

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<sup>7</sup> These figures include a ratio of 2.5:1(student accommodation) and 1.8:1 (care home) applied from 2017/18 in the 2020 Housing Delivery test measurement available at: <https://www.gov.uk/government/publications/housing-delivery-test-2020-measurement>

## Care Homes and Housing Numbers

- 4.13 In 2013/14 the PPG also introduced that care homes can be counted in housing land supply figures. This was reinforced in July 2019 when the guidance was updated to state: “Local planning authorities will need to count housing provided for older people, including residential institutions in Use Class C2, as part of their housing land supply.
- 4.14 The City Council has always counted housing for the elderly in its housing supply if it consists of C3 self-contained dwellings, i.e. a ratio of 1 to 1 has applied. The Guidance widens this to include potentially non self-contained C2 care home rooms as well. The Guidance does not provide any methodology as to how they should be counted.
- 4.15 The ratio of 1.8:1 was introduced following the publication of the Housing Delivery Test Measurement Rule Book in July 2018<sup>8</sup>. Paragraph 11 of this document infers that this ratio should be applied. Therefore where a residential care home is likely to be developed on a site, or where one has been completed, a 1.8:1 ratio of rooms to dwellings delivered will be applied for calculating housing supply.
- 4.16 In 2020/21 the only completed care home development was the loss of an 11 bed care home which was the subject of an approved planning application that permitted a change of use from use class C2 to a single dwelling, use class C3. Using the ratio explained in the above paragraph, this equated to a loss of 6 C3 equivalent dwellings to Oxford’s housing market (Table 12). This figure is included within the 743 figure shown in Table 7 above. The gain of the C3 dwelling is also included in the 743 figure.

<b>Monitoring Year</b>	<b>Number of care rooms completed</b>	<b>Ratio Applied</b>	<b>Number of equivalent ‘dwellings’</b>
2016/17	-6	1.8:1	-3
2017/18	0	1.8:1	0
2018/19	36	1.8:1	20
2019/2020	48	1.8:1	27
<b>2020/21</b>	<b>-11</b>	<b>1.8:1</b>	<b>-6</b>

**Table 12:** Care home completions and equivalent ‘dwellings’ – 2016/17 – 2020/21

## Housing Permissions

- 4.17 Whilst housing completions are important for considering housing supply and delivery, they only show part of the picture. It is also relevant to consider planning permissions to understand the number of dwellings that the City Council is permitting.
- 4.18 Table 13 shows C3 self-contained dwellings permitted (net) since the start of the Local Plan period. This takes into account C3 dwellings gained and lost through new build completions,

<sup>8</sup> <https://www.gov.uk/government/publications/housing-delivery-test-measurement-rule-book>

demolitions, changes of use and conversions. It includes outline permissions but excludes these where reserved matters have subsequently been permitted to avoid double counting.

<b>Year</b>	<b>Dwellings permitted (net)</b>
2016/17	304
2017/18	524
2018/19	504
2019/20	277
<b>2020/21</b>	<b>278</b>
<b>TOTAL</b>	<b>1887</b>

**Table 13:** Net additional C3 dwellings permitted since the start of the Local Plan period

Note: This does not include dwelling equivalent figures for C2 student accommodation and care home rooms.

4.19 Table 13 shows that over the 2020/21 monitoring period, planning permission was granted for 278 C3 residential dwellings. 133 of these were market dwellings and 132 affordable dwellings. The remaining 13 are dwellings permitted following planning applications for Certificates of Existing Use.

4.20 Local Plan policy H2 requires a minimum of 50% affordable provision on qualifying development sites, this includes residential developments with a capacity for 10 or more dwellings or which exceed 0.5 hectares. At least 40% of the overall number of units on the site should be provided as on-site social rented dwellings. The majority of permissions in the 2020/21 monitoring year have been small scale developments that did not meet the threshold for applying Policy H2. There were 5 residential permissions that met the threshold as shown in Table 14.

<b><u>Planning Permission Reference</u></b>	<b><u>Site Address</u></b>	<b><u>No. of new homes (net)</u></b>	<b><u>Affordable Housing Provision</u></b>	<b><u>Affordable Tenure</u></b>
19/03106/FUL	Lucy Faithfull House, 8 Speedwell Street	36	50%	100% Social Rent
18/03369/FUL	Site of Gibbs Crescent	62 (140 gross)	50%	20% Intermediate 80% Social Rent
18/03370/FUL	Simon House, 1-5 Paradise Street	30	50%	

19/01038/FUL	Ivy Lane, Osler Road	34	100%	Key worker
19/01039/FUL	Site adjacent Randolph Court, Churchill Drive	19	100%	Key worker

**Table 14:** Proportion of affordable housing where there is a policy requirement (permissions) 2020/21

- 4.21 In addition to the applications set out in Table 14 above, Policy H2 also requires a financial contribution to be secured towards delivering affordable housing elsewhere in Oxford from new student accommodation of 25 or more student units (or 10 or more self-contained student units). Alternatively, this can be provided onsite where it is agreed that the provision is appropriate. The exception to this is where the proposal is within an existing or proposed student campus site, or the proposal is for the redevelopment of an existing purpose-built student accommodation site owned by a university to meet the accommodation needs of its students. Over the 2020/21 monitoring period there were three applications that met the threshold for applying Policy H2, but all of these were on existing student campus sites and therefore financial contributions for affordable housing were not able to be sought.
- 4.22 Local Plan policy H5 seeks to protect Oxford’s existing housing stock by resisting the net loss of any dwellings. There is however some flexibility within the policy to allow a loss where there are exceptional justifications. Over the 2020/21 monitoring period, there was one permission that resulted in the loss of 23 homes. This was on the site of Gibbs Crescent where permission was granted for the demolition of existing buildings and construction of 30 dwellings (18/03369/FUL). Although this application involved the loss of residential units, the application was considered by planning committee in October 2019 under the previous local plan and at the time limited weight was given to the emerging policies in the Local Plan 2036.

### Employer-linked affordable housing

- 4.23 Policy H3 allows planning permission to be granted on specific sites for employer-linked affordable housing. Over the 2020/21 monitoring year two applications were permitted with provision for employer-linked affordable housing. The first was for the demolition of existing key worker housing and erection of phased development of key worker – employer linked housing at Ivy Lane, Osler Road (19/01038/FUL). The second was for the demolition of existing buildings and construction of key worker housing (19 cluster units) on land adjacent to Randolph Court, Churchill Drive (19/01039/FUL). Both of these applications were originally submitted in 2019 and were considered under the previous development plan documents, namely the Local Plan 2016, the Core Strategy and the Sites and Housing Plan.

### Community-led housing

- 4.24 Community-led housing is a key element of the government’s agenda to increase supply and tackle the housing crisis. Community-led housing projects can include both group self-build and cohousing. Community-led housing requires meaningful community engagement

throughout the process, with the local community group or organisation ultimately owning or managing the homes to benefit the local area or community group. The approach of Policy H7 is to help encourage sufficient self-build and custom housebuilding to come forward to meet demand, to support community-led housing, and to guide applications that come forward for these housing types.

- 4.25 Over the 2020/21 monitoring period, the Council did not receive or approve any applications for community-led housing.

### Self-Build housing

- 4.26 The City Council is required to keep a register of individuals and groups who are seeking to acquire serviced plots of land in Oxford on which to build their own homes. (\*Requirement of the Self-build and custom Housebuilding Act 2015). The Planning Practice Guidance encourages authorities to publish headline information related to their Self-build and Custom Housebuilding Registers in their AMRs.
- 4.27 Over the 2020/21 monitoring year there has been an increase of 25 individuals on the Oxford Self and Custom Build Register. Overall, there has been an increase of just over a third in the total number of plots required.

<b>Number of Individuals on the Oxford Self and Custom Build Register</b>	<b>Number of associations of individuals on the Oxford Self and Custom Build Register</b>	<b>Total number of plots required</b>
109 individuals	1 Association(s) (20 association members)	139 plots (34% increase from previous monitoring year)

**Table 15:** Oxford’s Self and Custom Build Register Headline Information (at 31<sup>st</sup> March 2021)

### Provision of New Student Accommodation

- 4.28 Over the 2020/21 monitoring year, there were 8 planning permissions that involved the provision of student accommodation. Table 16 below sets out whether these were compliant with the requirements of policy H8 which seeks to limit the provision of new student accommodation to designated sites within the city. This replaced and added further restrictions to Policy HP5 of the Sites and Housing Plan 2011-2026.

<b>Application reference</b>	<b>Site location</b>	<b>Development summary</b>	<b>Net increase/decrease of rooms onsite</b>	<b>Compliance with policy H8 criteria</b>
20/02279/FUL	Trinity College Broad Street Oxford OX1 3BH	Conversion of rooms 12 to 18 on level 2 of Staircase 11 from student bedrooms to Fellows offices.	-2	Yes (even though there is a net loss, the existing rooms were not considered to provide high quality accommodation due

Application reference	Site location	Development summary	Net increase/decrease of rooms onsite	Compliance with policy H8 criteria
				to an awkward layout. Substantial new and higher quality accommodation is also provided on this site via another application.)
20/01019/FUL	49-56 High Street Oxford Oxfordshire OX1 4AP	Conversion of the 1st, 2nd & 3rd floor college accommodation to create no. 52 student rooms and academic staff offices and ancillary teaching rooms.	52	Yes
20/00898/FUL	14 King Edward Street Oxford OX1 4HT	Change of use from offices and teaching accommodation to student accommodation with ancillary teaching space.	7	Decided under previous policies. In compliance with HP5
20/00843/FUL	164 Cowley Road Oxford OX4 1UE	Change of use of first floor from office (Use Class B1) to student accommodation (Sui Generis).	7	Yes
20/00822/FUL	Linacre College St Cross Road Oxford OX1 3JA	Conversion of loft to create 4no. student bedrooms with shared bathroom and kitchen facilities and creation of 1no. additional student bedroom on the second floor of the OC Tanner Building.	5	Yes
20/00116/FUL	Fairfield, 115 Banbury Road Oxford Oxfordshire OX2 6LA	Full planning application for the erection of 7 x three storey buildings and internal and	112	Yes

Application reference	Site location	Development summary	Net increase/decrease of rooms onsite	Compliance with policy H8 criteria
		external alterations to old Fairfield House (115 Banbury Road) to form new student bedrooms/flats, with ancillary facilities.		
19/02306/FUL	Castle Hill House 9 New Road Oxford Oxfordshire OX1 1LT	Redevelopment of the former Conservative Club building at Castle Hill House comprising demolition of existing building and erection of a new building providing 54 student study rooms, along with internal and external amenity space, landscaping improvements.	54	Yes
19/02032/FUL	Sir Geoffrey Arthur Building Long Ford Close Oxford OX1 4NJ	Demolition of existing accommodation building and music room block to ground floor level and erection of replacement buildings to create 77 student bedrooms, 8 studio rooms and ancillary provision for Pembroke College on the Geoffrey Arthur Site	77	Decided under previous policies. In compliance with HP5.

**Table 16:** Planning permissions issued in 2020/21 for new student accommodation

4.29 Permission was also granted for a temporary change of use from student accommodation in Canterbury House, to additional housing for people experiencing or at risk of rough sleeping during the COVID-19 pandemic (21/00032/FUL). The temporary use was granted for 5 months

until 16 August 2021, after which the building would be reinstated to its former use and condition. It is therefore not counted as a net loss in this report.

4.30 Local Plan policy H9 seeks to link the delivery of new/ redeveloped and refurbished university academic facilities to the delivery of university provided resident accommodation. This has been considered in the previous Chapter of this AMR (p12) as it is connected to Policy E2.

**Older Persons and Specialist and Supported Living Accommodation**

4.31 Local Plan policy H11 sets out criteria against which applications for older persons and specialist and supported living accommodation will be considered. The Policy also indicates that existing extra-care accommodation should be protected unless it is to be replaced elsewhere or it can be shown that it is surplus to requirements. Over the monitoring period there were no applications submitted for older persons or specialist / supported living accommodation.

**Homes for travelling communities**

4.32 Local Plan policy H12 sets out criteria against which applications for homes for travelling communities will be addressed. There were no applications received for this type of home in the 2020/21 monitoring period.

**Homes for boat dwellers**

4.33 Local Plan policy H13 sets out criteria against which potential new moorings will be considered. Over the 2020/21 monitoring period, one application was received which involved residential moorings. This application was for a Certificate of Lawfulness for a maximum of 5 boats moored on the Eastern bank of Castle Mill Stream as permanent residential moorings (ref. 20/02292/CEU). The application was not determined during the monitoring period and will be reported on in the next AMR.

**Housing Land Supply**

4.34 Paragraph 73 of the NPPF states that local authorities should assess their housing supply against the housing requirement set out in adopted strategic policies, or against their local housing need where these policies are more than 5 years old. The Oxford Local Plan 2036 was adopted in June 2020 and includes a housing requirement of 475 homes per annum from 2016/17 to 2020/21, and 567 homes per annum from 2021/22 to 2035/36 (policy H1). This requirement is therefore being used as the basis for 5-year land supply calculations.

4.35 Against this requirement, the City Council has identified a deliverable supply of 4,313 homes. This includes the forecast supply from large sites, including those which have been allocated in the Local Plan and outstanding permissions from small sites (commitments), plus a windfall allowance. This gives a housing land supply of 7.78 years.

	<b>Local Plan 2036 Housing Requirement</b>	<b>Figure</b>
<b>A</b>	Requirement	567 (2021/22 – 2025/26)

	<b>Local Plan 2036 Housing Requirement</b>	<b>Figure</b>
<b>B</b>	Next 5 years requirement (A (567 x 5))	2835
<b>C</b>	Shortfall/ Surplus	+316
<b>D</b>	Next 5 years requirement with shortfall/surplus included (B +/- C)	2519
<b>E</b>	5 year requirement (with 10% buffer applied) (D x 110%)	2771
<b>F</b>	Supply from large sites - (2021/22 - 2025/26)	3,912
<b>G</b>	Outstanding permissions on small sites of less than 10 dwellings (commitments) (2021/22 – 2023/24)	129
<b>H</b>	Windfall allowance (2024/25 – 2025/26)	272
<b>I</b>	Total supply (F+G+H)	4313
	5 year land supply (I/E) x 5	7.78

**Table 17:** Oxford’s housing land supply 2021/22 – 2025/26

4.36 The housing land supply of 7.78 years is higher than the figure reported in last year’s AMR. There are several reasons for this including the number of completions recorded over the past two years. These figures have been considerably higher than the Local Plan requirement of 475 dwellings per annum and include several large student developments which are included as a C3 equivalent figure (887 rooms, 355 C3 equivalent at former British Telecom Site, James Wolfe Road in 2019/20 (18/03082/VAR); 514 rooms, 206 C3 equivalent at Student Castle in 2020/21 (16/02945/FUL)). This has resulted in a delivery of housing above the requirement level. Over the next 5 year period, it is anticipated that in addition to current commitments (minor sites of less than 10 units that have a planning consent/resolution to grant permission or have commenced development but have yet to complete) some of the Local Plan allocated sites will also begin to deliver housing. These include the Oxford North site which received a hybrid planning permission in March 2021 for up to 480 residential units.

## Health

4.37 The Local Plan sets out that the City Council will seek to promote strong, vibrant and healthy communities and to reduce health inequalities a key element of policy RE5 is the requirement that major development proposals will need to be accompanied by a Health Impact Assessment (HIA). This HIA will assess the potential for maximising the opportunities for promoting healthy lifestyles within new development.

4.38 During the 2020/21 monitoring period, the majority of planning applications for new build development that were decided against the new Local Plan and that would have been required to be accompanied by a HIA included a HIA. There were several applications decided in the initial months after the new plan’s adoption which did not prepare an HIA as they had been submitted to the Council in the months before the plan was finalised and as policies were still emerging. Due to the transitioning year between the former and current Local Plan this was to be expected to some degree. One of the latest of these permissions which

subsequently did not include an HIA was application 19/02306/FUL, which was permitted in January 2021 but had been submitted to the Council in September 2019. The requirement for an HIA is now part of the validation process for new major applications and as such going forwards this should not happen in subsequent monitoring periods.

## Wider Health and wellbeing updates

4.39 The Oxfordshire Joint Strategic Needs Assessment (JSNA) monitors trends in the health and wellbeing of Oxfordshire's population and assesses changing patterns of need and demand for services across the county. During the monitoring period an update to the JSNA was being developed and was subsequently published in June 2021 and is available from the Oxfordshire Insight website<sup>9</sup>. The district summary for Oxford highlights a range of indicators that continue to be worse than the national average including:

- Child development at age 5
- Older people living alone
- Admissions for injuries in under 15s
- Emergency hospital admissions for all causes, all ages
- Hospital stays for self-harm
- Hospital stays for alcohol related harm.

4.40 The summary also identifies that the areas of the city with the most health indicators which are worse than national average fall within the areas of Barton, Blackbird Leys, Churchill, Greater Leys, and Littlemore and Rose Hill.

## Community Benefits

### Venues for Cultural and social activities

4.41 Oxford has a rich infrastructure of cultural and social activities, which can be vulnerable to redevelopment pressures from higher land value uses. The City Council wants to encourage such uses to develop, modernise and adapt for the benefit of the communities they serve. Policy V6: Cultural and Social Activities seeks to encourage proposals for new cultural and social uses in the city centre, district centres and appropriate town centres that can add vibrancy and activity, including development that adds to the city's cultural diversity. The policy also includes provisions to protect existing facilities.

4.42 No permissions for new tourist and visitor attractions were granted over the monitoring period.

### Cultural and community facilities

4.43 It is important that new development in Oxford is supported by the appropriate infrastructure and community facilities. Providing and improving access to educational, health and community facilities greatly improves the quality of life for residents, builds strong communities and helps to address inequalities. The local plan through Policy V7: Infrastructure

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<sup>9</sup> [Oxfordshire Insight – Joint Strategic Needs Assessment](#)

and cultural and community facilities seeks to protect existing facilities and will support improvements and more intensive use of existing sites, as well as protect against the loss of such facilities without the provision of new or improved replacements that are similarly accessible. Community facilities can include community centres, schools, children’s centres, meeting venues for the public or voluntary organisations, public halls and places of worship, leisure and indoor sports centres, pavilions, stadiums, public houses, club premises or arts buildings that serve a local community.

4.44 During the monitoring period the following permissions were granted for new community facilities and spaces, which involved no overall net loss. Much of the additional floorspace was derived from changes of use of existing buildings or the expansion of existing premises.

Type	Application reference	Location	Development summary
Community Centre	20/00319/FUL	1-5 Buckingham Street Oxford Oxfordshire	Change of use of former Conservative Club (sui generis) on the ground floor and Offices on the first floor (use class B1a) to a mixed use Community Hall (Use Class D1) and Offices (Use Class B1a). Alteration to front door and erection of canopy (amended description).
Primary Healthcare	20/00502/FUL	122 The Westgate Queen Street Oxford Oxfordshire OX1 1PB	Change of use from shop (Use Class A1) to mixed use shop (Use Class A1) and health centre (Use class D1)
Community Centre	20/01379/FUL	Florence Park Children’s Centre Florence Park Rymers Lane Oxford Oxfordshire OX4 3JZ	Application for permanent use of the Cafe (Use Class A3) and shared community space (Use Class D1).
Primary Healthcare	20/01468/FUL	13-21 Cornmarket Street Oxford OX1 3HE	Change of use of basement, part ground and part first floor from retail (Use Class A1) to a GP Surgery (Use Class D1).
Community Centre	20/01898/FUL	The Irving Building Hertford Street Oxford Oxfordshire OX4 3AJ	Change of use to a mixed business (Use Class B1) and non-residential institutions (Use Class D1). Erection of a single storey side and rear extension to create a community building (Use Class D1). Erection of 9no. buildings to create 3 x 3 bed 6 x 2 bed apartments (Use Class C3).
Primary Healthcare	20/02399/FUL	116 Abingdon Road Oxford OX1 4PZ	Partial change of use to ground floor from dwelling house (Use Class C3) to an Osteopathy Health Clinic (Sui Generis).
Primary Healthcare	20/02677/FUL	47 Gaisford Road Oxford OX4 3LH	Change of use of a House in Multiple Occupation (Use Class C4) to a mother and baby unit

Type	Application reference	Location	Development summary
Community Centre	20/00319/FUL	1-5 Buckingham Street Oxford Oxfordshire	Change of use of former Conservative Club (sui generis) on the ground floor and Offices on the first floor (use class B1a) to a mixed use Community Hall (Use Class D1) and Offices (Use Class B1a). Alteration to front door and erection of canopy (amended description).
Primary Healthcare	20/00502/FUL	122 The Westgate Queen Street Oxford Oxfordshire OX1 1PB	Change of use from shop (Use Class A1) to mixed use shop (Use Class A1) and health centre (Use class D1)
Community Centre	20/01379/FUL	Florence Park Children's Centre Florence Park Rymers Lane Oxford Oxfordshire OX4 3JZ	Application for permanent use of the Cafe (Use Class A3) and shared community space (Use Class D1).
Primary Healthcare	20/01468/FUL	13-21 Cornmarket Street Oxford OX1 3HE	Change of use of basement, part ground and part first floor from retail (Use Class A1) to a GP Surgery (Use Class D1). (Use Class C2).
Community Centre	20/03089/CPU	St Andrews Bookshop 57C St Clement's Street Oxford Oxfordshire OX4 1AG	Application to certify that the change of use from retail to day-centre (Use Class E) is lawful development.

**Table 18:** Community Facilities permissions 2020/21

### Temporary Changes of Uses

- 4.45 Permission was granted for a temporary change of use of portions of 20-21 Park End Street from restaurant and residential dwelling to local community amenities and a number of co-working and private offices (20/01002/FUL). The proposal entails the loss of a single self-contained dwelling while the front of the shop unit would remain in A3 use. The proposed development is described in submission documents and officer reports as an intended 'meanwhile' use, and accordingly permission was granted for this use until 31 December 2022, after which the affected portions will revert to the previous lawful use as a residential dwelling.
- 4.46 Permission was granted for a temporary change of use of the Oxford Playhouse Theatre to additional teaching and lecture space for the University of Oxford (20/02145/FUL). The premises were forced to close due to the COVID-19 pandemic, and the proposal made use of the space while reopening was unviable. The proposal was deemed to be beneficial as the revenue generated would have secured the future of the cultural facility. As the permission was to expire on 30 April 2021 with the expectation that the former use as a theatre will be

reverted to, this is not considered to be a loss of community facilities contrary to the provisions of policy V7. It is therefore considered that there was not an overall net loss of floorspace due to planning consents for such activities over the monitoring period.

### Assets of Community Value

4.47 The Community Right to Bid allows defined community groups to ask the Council to list certain assets as being of ‘community value’. The Localism Act (2011) and the Assets of Community Value Regulations (2012) set out the opportunities and procedures to follow for communities wishing to identify assets of community value and have them listed. If an asset is listed and then comes up for sale, the right gives communities six months to raise finance and put together a bid to buy it.

4.48 If the proposed asset is properly nominated, is in the Oxford City Council administrative area, meets the definition, and is not excluded, the City Council must list it by placing it on the List of Local Assets of Community Value and inform all specified parties (including a parish council if relevant). The Council must also place the asset on the local land charges register and, if the land is registered, apply for a restriction on the Land Register. Table 19 sets out the current register of successfully nominated assets of community value.

Reference	Date nomination requested	Date of decision	Name of Asset	Address of Asset	End of listing period
16/008	29.09.16	13.02.17	The Hollybush	106 Bridge Street, Osney Island, Oxford, OX2 0BD	13.02.22
18/001	14.04.18	27.06.18	The Kassam Stadium	Grenoble Road, Oxford, OX4 4XP	27.06.23
19/001	10.12.19	05.02.20	East Oxford Community Centre	44B Princes Street, Oxford, OX4 1DD	05.02.25
20/001	13.05.20	16.07.20	The George Inn PH <b>(retained pub land only)</b>	5 Sandford Road, Littlemore, Oxford	16.07.25
20/003	04.11.20	16.12.20	Cowley Workers Social Club	Between Towns Road, Oxford, OX4 3LZ	16.12.25

**Table 19:** Current list of assets of community value

## Chapter 5: Oxford's Natural and Historic Environment

### Sustainable development

- 5.1 Policy RE1 is wide-ranging covering various aspects of design which should contribute to ensuring the sustainability of a development. Carbon reduction measures are required on all new build development and a target of at least a 40% reduction on targets set out in Building Regulations should be achieved on new build residential dwellings and new-build non-residential development of over 1000m<sup>2</sup>. The majority of applicable major proposals during the monitoring period met the requirement of submitting an energy statement that demonstrated at least a 40% reduction in regulated carbon emissions as required by policy RE1.
- 5.2 There were a number of applications, including one major (application 20/01156/FUL for the demolition of existing hotel and erection of a three storey 43 bed hotel), as well as twenty minor applications which were refused with policy RE1 serving as grounds, in part, for the reason that the proposal was not acceptable. Typically in these cases, applications were considered to be deficient with regards to policy RE1 as they did not provide an energy statement (or insufficient detail within the statement) to enable the Local Planning Authority to fully assess whether sustainable design and construction principles have been incorporated into the development.
- 5.3 Policy RE1 also requires that new residential developments meet the higher water efficiency standards within the 2013 Building Regulations (or equivalent future legislation) Part G2 water consumption target of 110 litres per person per day. All applicable major residential developments decided in the 2020/21 monitoring period against the Local Plan 2036 incorporated water efficiency measures intended to reduce the amount of water consumption by residents.
- 5.4 Policy RE2 states that planning permission will only be granted where development proposals make efficient use of land. Development proposals must make the best use of site capacity, when considering the site itself, the surrounding area and within the broader considerations of the needs of Oxford. High-density development (for residential development usually 100dph) is expected in the city centre and district centres. In addition, the following criteria must also be met:
- the density must be appropriate for the use proposed;
  - the scale of development, including building heights and massing should conform to other policies within the plan;
  - opportunities for developing at the maximum appropriate density must be fully explored;
  - the built form and site layout must be appropriate for the capacity of the site.

5.5 To measure the effectiveness of the policy, OCC monitors the number of applications refused on the grounds of non-compliance with policy RE2. During the current monitoring period the following applications were refused on this basis. It is noted that appeals against both decisions were subsequently dismissed:

Reference	Address	Description	Reason for refusal
19/03223/FUL	1 Pullens Lane Oxford OX3 OBX	Demolition of existing dwelling house and garage/annex. Erection of 3x 5-bed dwelling houses.	Efficient use of land as density has not been maximised. Heritage assets and biodiversity issues too.
20/00693/FUL	Land Adjacent 23A Westlands Drive Oxford Oxfordshire OX3 9QR	Erection of two storey building to create 2x 1-bed flats .	Density issues that are not compatible with the site when considering density, scale and form. Other issues including character and appearance.

**Table 20:** Proposals refused citing conflict with the density targets set out in policy RE2 as one of the justifying reasons within the decision

- 5.6 Policy RE3 deals with the issue of flood risk. 26 applications were permitted comprising new structures being built, or extensions that would result in an increase in impermeable surfacing which fell in whole, or partially, within an area designated as flood zone 3. The majority of these (23) were some form of extension to an existing development; two involved demolitions to existing structures and replacement with another; whilst the other was for the installation of an underground 33kV electricity cable from National Grid Cowley substation to Redbridge Park and Ride and Horspath Road and the use of existing park and ride land for EV charging. All of the applications were accompanied by a site-specific Flood Risk Assessment (FRA).
- 5.7 There were two proposals for development within flood zones (both within flood zone 3) which were refused permission with policy RE3 comprising one of the reasons for refusal. One proposal, 19/02578/OUT, was refused because the development comprised of more vulnerable development within an area designated as falling within Flood Zone 3b (functional flood plain). The other application, 20/01156/FUL, was refused because it was situated in a high flood risk area and was again for a more vulnerable use and the application was deficient in its failure to provide a comprehensive flood warning and evacuation plan.
- 5.8 Policy RE3 sets out that, due to the fact that even minor household extensions can have a cumulative impact resulting in increased flood risk, extensions in either flood zones 2 or 3 will require a site-specific FRA. During the monitoring period all of the applicable permissions for extensions which fell within flood zones 2 or 3 completed the necessary FRA.
- 5.9 There were no applications permitted which went against outstanding objections from the EA, according to the EA's monitoring data<sup>10</sup> for the 2020-21 period.
- 5.10 Policy RE4 requires all development proposals to manage surface water through Sustainable Drainage Systems (SuDS) or techniques to limit run-off and reduce the existing rate of run-off on previously developed sites. There were six applications refused with policy RE4 serving, in part, as grounds for refusal, these are set out below along with the reasoning for why they did not meet policy RE4's requirements:

<b>Application</b>	<b>Address</b>	<b>Proposal</b>	<b>Details of conflict with RE4</b>
19/02366/OUT*	472-474 Banbury Road Oxford OX2 7RG	Outline application for the demolition of two existing dwellings and erection of one four storey building and one two storey building for school boarding accommodation.	The application failed to provide a Surface Water Management Strategy to enable the Local Planning Authority to fully assess the drainage proposals for this major development.
19/02578/OUT	Land at 281 Abingdon Road Oxford Oxfordshire OX1 4US	Outline application for the redevelopment of site to provide residential building containing 9 apartments.	Proposal would place future occupiers at an unacceptable risk of flooding and would result in a reduction in flood storage, which would increase the existing risk of flooding.
20/00970/FUL	18 Victoria Road Oxford Oxfordshire OX2 7QD	Erection of 1 x 4-bed dwelling (Use Class C3).	Application was not accompanied by the necessary information on how the site is

<sup>10</sup> [Environment Agency Objections to planning on the basis of flood risk](#)

			to be drained using Sustainable Drainage Systems.
20/01449/FUL	3 The Slade Oxford Oxfordshire OX3 7HL	Conversion of existing outbuilding into a self contained 1 x 1-bed dwelling (Use Class C3). (Retrospective).	Fails to address how surface water drainage would be dealt with to ensure that harm would not be caused to the Lye Valley SSSI
20/02079/FUL	25 Wolsey Road Oxford OX2 7TA	Erection of a two storey building to create a 1 x 1-bed dwelling (Use Class C3).	Application was not accompanied by the necessary information on how the site is to be drained using Sustainable Drainage Systems.
20/02516/FUL	1 Turner Close Oxford OX4 2UA	Demolition of existing single storey side extension. Erection of a two storey building to create a 1 x1-bed dwelling house (Use Class C3).	In the absence of any details of proposed drainage, the proposal fails to demonstrate that it would not result in increased flood risk or harm to the integrity of the Lye Valley SSSI.
<i>*RE4 was an emerging policy at time of decision</i>			

**Table 21:** Applications refused with policy RE4 forming one of the reasons of justification in the decision notice.

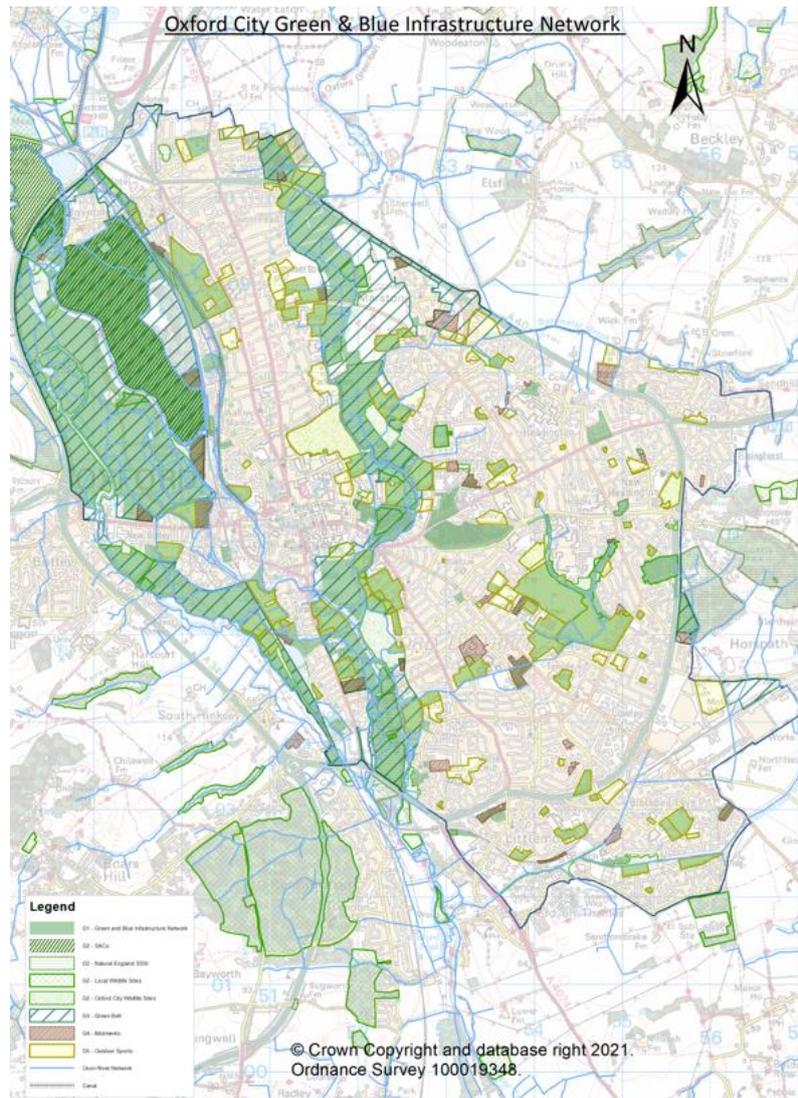
- 5.11 Policy RE6 seeks to ensure that planning permission is only granted where the impact of new development on air quality is mitigated and where exposure to poor air quality is minimised or reduced. Policy RE6 sets out expectations for how issues of air quality ought to be addressed in proposals, this includes the requirement that planning applications for major development must be accompanied by an Air Quality Assessment (AQA).
- 5.12 In the 2020/21 monitoring period, all relevant planning applications were accompanied by an AQA. These would have been reviewed by the relevant air quality specialist as part of the decision-making process before the application was determined. The Council has also published several studies/reports during the 2020/21 monitoring period which monitor and address air quality in more detail<sup>11</sup>.

### Green and Blue Infrastructure Network

- 5.13 The Oxford Local Plan 2036 contains a range of policies that are intended to protect various components of the city's green and blue infrastructure network. This network of protection is presented in Figure 10 and any relevant news regarding their monitoring over the 20-21 period is discussed in turn after.

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<sup>11</sup> [Air Quality Action Plan 2021-2025](#); [Air Quality Annual Status Report 2020](#); [Air Quality Source Apportionment Study 2020](#)



**Figure 10:** Oxford’s green and blue infrastructure network as designated via Local Plan policies G1 – G5

5.14 Policy G2 sets out that sites and species important for biodiversity and geodiversity will be protected and a requirement for biodiversity net gain. There are no notable changes to the extent of designated sites in the city to report upon in this AMR and most recent data can be found in last year’s report. During the 2020/21 monitoring period, there were no permissions for development on the ecological sites protected through policy G2. There were six major applications which were refused at least in part due to failure to comply with policy G2. Typically, this was due to a lack of ecological assessment information being provided to allow for consideration of biodiversity impacts. Two of the six refusals specifically cited a failure to demonstrate that they would not result in harm to the Lye Valley SSSI as a result of changes in quantity/quality of groundwater flows or surface water runoff (applications 20/01449/FUL and 20/02516/FUL). One of the others, application 19/03223/FUL, cited failure to demonstrate that the scheme would not result in harm to known protected species on site, as well as significant net loss of trees and failure to demonstrate net gain.

5.15 Policy G2 also requires that for major developments proposed on greenfield sites or brownfield sites that have become vegetated, a biodiversity net gain of 5% should be

demonstrated through use of a recognised biodiversity calculator. This is a new policy and therefore there are few cases to report on in this monitoring period as such schemes take longer to develop and determine. There are however some good examples of how this policy is starting to result in net gain, for example, application 20/00116/FUL which was for the erection of 7 three storey buildings and alterations to Fairfield House, Banbury Road to form new student bedrooms/flats. The application was accompanied by a biodiversity calculator which ultimately demonstrated a net gain in biodiversity of 16.77% as a result of the mitigating planting proposed, which exceeded the 5% net gain requirement.

- 5.16 Policy G4 addresses the Green Belt. There were two applications permitted within the green belt during the 2020/21 monitoring period, the first was application 19/03341/FUL, although the application was determined against the previous Local Plan policy CS4 due to timing of the decision. The proposal was at the Keble College Boat Club and was for the demolition of an existing timber shed and concrete boat shed and the erection of a new single storey boat shed with toilet and kitchen facilities to the north. The other application was 20/02433/FUL, which was for the installation of a caged cricket practice area at Cutteslowe Park. Both applications were approved as they were determined to be acceptable in terms of their impact on the green belt as they constituted the erection of appropriate facilities in connection with the existing use of land for outdoor sport which falls within *within* one of the exceptions set out in the *NPPF*.
- 5.17 Policy G4 relates to allotments. There was no significant monitoring news to report in relation to allotments which are the subject of policy G4; there were no applications that impacted on these areas of the city during the monitoring period.
- 5.18 Policy G5 deals with open space, outdoor sports and recreation. There were four permissions of relevance which were found to be in accordance with the policy during the 2020/21 monitoring period and these are listed in Table 22.

Application	Address	Proposal	Reason for accordance with policy G5
20/00573/FUL	58-60 Liddell Building Iffley Road Oxford OX4 1EQ	Erection of a single storey building to house plant equipment for the operation of a ground source heat pump, to serve the Liddell Buildings. The development required excavation work and installation of heat pump equipment via a trench and boreholes within the boundary of the Christ Church Sports Ground.	The application was approved with a condition to ensure that the sports ground land was ultimately reinstated to its former condition following the completion of works.
20/03194/FUL	The Cherwell School Marston Ferry Road Oxford OX2 7EE	Formation of an artificial turf football pitch with associated development including floodlights and fencing enclosure on the playing fields to the north of Marston Ferry Road. Resulting in replacement of a full size 11v11 football	The proposal included the re-provision of a cricket wicket and increased community access to these cricket facilities to balance out loss. Proposal was concluded to represent a substantial improvement over the existing facilities and would also increase the usability and accessibility of the

		pitch and the reduction and relocation of a cricket square.	site which would intensify the use of the site for its intended purpose.
20/02433/FUL	Cotteslowe Park Harbord Road Oxford Oxfordshire OX2 8ES	Installation of a caged cricket practice area at Cotteslowe Park	Officers concluded that the proposal would not prevent the use of the cricket pitch or result in the loss of an outdoor sport facility. A condition was included that required an appropriate community use agreement to be submitted to, and agreed by, the local planning authority.
20/00862/FUL	St Gregory The Great Catholic School Cricket Road Oxford OX4 3DR	Refurbishment of an Artificial Grass Pitch and replacement of existing synthetic turf pitch with new artificial turf pitch.	It was determined that the proposals would represent an enhancement to local sports provision in East Oxford in accordance with the requirements of Policy G5.

**Table 22:** Permissions that were granted for proposals on sites protected under policy G5

- 5.19 One application was also refused in the monitoring period citing policy G5 as one of the contributing reasons within the decision notice, this was application 20/02680/FUL, which was for the erection of a 2 bed house at the Junction of Hosker Close and Merewood Avenue. The development proposed to make use of existing open space but both failed to demonstrate, through the submitted open space assessment, that the site could be considered surplus to requirements, and did not propose its replacement with alternative provision.
- 5.20 Policy G6 relates to development of residential garden land. These applications were typically related to infill development, involving extensions or the erection of an additional dwelling on the land. In the 2020/21 monitoring period, there were 17 applications refused which included reference to policy G6 within the reasons for refusal in the decision notice. Six of these applications were subsequently dismissed at appeal, another is currently being considered under appeal. In the majority of refusals citing this policy in the reasons for refusal, this was usually related to an inappropriate massing with respect to the surrounding area, or loss of openness (the first two provisions within the policy), rather than being tied specifically to loss of biodiversity value (the third provision).
- 5.21 Policy G7 is focussed on protecting existing green features in the city from inappropriate development. A great number of applications are likely to involve existing green infrastructure to a degree, however there were four applications refused which included policy G7 within the reasons for refusal. These decisions all related to the impacts of the proposed developments on existing trees, or the failure to submit appropriate studies which would demonstrate that existing trees would not be harmed by the proposal.

### Enhancing Oxford's heritage

- 5.22 Heritage assets have significant protection through legislation, wider government policy and local planning policies. Policy DH3 sets out that proposals are expected to not cause harm to

the character, appearance or significance of the listed building or the setting of the surrounding listed buildings, by reason of their size, siting, form, materials and design.

5.23 To assess how well the council is preserving this aspect of our historic environment, this report monitors approvals of proposals involving the full or partial demolition or significant change in character of listed building noting the reasons.

Application reference	Address	Description	Summary of officer comments
20/01294/LBC	42 Park Town Oxford OX2 6SJ	Demolition of existing garage and erection of a rear garden studio.	The removal of the existing garage was considered acceptable, as it is not of special interest and does not contribute positively to the principal listed building or its setting.
20/00167/LBC	Rhodes House South Parks Road Oxford Oxfordshire OX1 3RG	Demolition of Lodge buildings, garden works buildings. Refurbishment, alteration and extension of existing building. Erection of replacement Lodges and single storey garden room. Creation of underground accommodation and sunken courtyard. Erection of a single storey glazed pavilion building (with new basement). Erection of new gardener's outbuildings.	The less than substantial harm that would be caused to the heritage significance of the listed building was considered sufficiently mitigated by high quality architectural design, and outweighed by the resulting public benefits.
19/02307/LBC	Castle Hill House 9 New Road Oxford Oxfordshire OX1 1LT	Alterations to east wall of Canal House including demolition of adjoining building and construction of new building abutting up to east wall of Canal House.	It was considered that there would be a low level of less than substantial harm to the architectural significance of the listed building, Canal House, caused by the proposed new development. It is considered that the level of harm has been mitigated and reduced to a very low level by the careful architectural response.
20/02652/LBC	Edward Greenes Tutorial Establishment 45 Pembroke Street Oxford OX1 1BP	Demolition and rebuilding of existing boundary wall and partial demolition and rebuilding of existing boiler room wall.	No comments.
20/02146/LBC	16 Beaumont Street Oxford OX1 2NA	Demolition of bin storage and relocation to rear of the garden. Installation of a new air source heat pump and refurbishment.	It was considered that the proposals would not cause harm to the character, appearance or significance of the listed building or the setting of listed buildings.
20/03206/LBC	Oriel College Oriel Square Oxford Oxfordshire OX1 4EW	Removal of existing kitchen and staircase; provision of new kitchen, servery and collaborative spaces to include work to windows and boundary wall and reconfiguration of ground floor service areas beneath Champneys.	The proposed interventions and new buildings were considered to have been justified and that their design has been carefully considered to mitigate the level of resultant harm to significance of identified heritage assets.
20/02526/LBC	164 Kingston Road Oxford Oxfordshire OX2 6RP	Removal of existing shed. Erection of a single storey extension. Internal	It was considered that whilst there would be some loss of original fabric which would be less than

		reconfiguration and alterations.	substantial harm, the special architectural and historic interest of the listed building would be preserved and not harmed.
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**Table 23:** Permissions granted involving the full or partial demolition or significant change in character of listed buildings

5.24 No approvals were granted against the advice of conservation officers. A number of applications have been approved during the monitoring period which involved the removal of specific elements, e.g. internal partitions, specific fixtures etc, but these are not considered here as they were deemed to be acceptable in terms of their impacts and do not entail losses to the building fabric at a scale that would be significant. No appeals were allowed during the monitoring period where conservation or heritage policies were cited as a reason for refusal.

5.25 Historic England’s ‘Heritage at Risk’ programme identifies the heritage assets that are most at risk of being lost as a result of neglect, decay, or inappropriate development across England. In 2020/21 three of Oxford’s heritage assets were identified as being at risk (Table 24).

Heritage Asset	Condition	Priority Category
Rewley Road Railway Swing Bridge	Very bad	F - Repair scheme in progress and (where applicable) end use or user identified; or functionally redundant buildings with new use agreed but not yet implemented.
Church of St Thomas the Martyr, St Thomas Street	Poor	C - Slow decay; no solution agreed.
Church of the Holy Family, Blackbird Leys	Very bad	A - Immediate risk of further rapid deterioration or loss of fabric; no solution agreed.

**Table 24:** Heritage assets at risk in Oxford (August 2021)

5.26 Two of the heritage assets have been identified as being at risk in the previous AMR. There are detailed plans for restoration works on the Rewley Road Railway Swing Bridge. These did not commence during the monitoring period and will be reported in the next AMR. The Church of the Holy Family is Grade II listed and was not included in the heritage assets at risk list in the previous AMR. It is in a very bad condition and no longer in active use by the church or wider community, having been declared a dangerous structure in 2018 and deemed no longer fit for the purpose for which it was originally designed or for community use. The potential for its repair and renewal was considered unfeasible, with this judgement informed by the work and advice of Historic England as a statutory consultee. An application for redevelopment of the existing church to provide a new church building and community facilities was received in March 2020 (20/00688/LBC). This application was not determined during the monitoring period and will be reported in the next AMR.

5.27 Policy DH4 considers archaeological remains. During the monitoring period, no approvals were granted for developments with unresolved objections from relevant agencies or officers. No appeals were upheld where harm to archaeological remains were cited as a reason for refusal. The National Planning Policy Framework requires that local planning authorities should make

information about the significance of the historic impact gathered as part of the development management process publicly accessible. As one of the ways to meet this requirement, the City Council has produced an Annual Monitoring Statement for Archaeological Assets (2020)<sup>12</sup> which provides a short overview of the scope and impact of development led archaeology in Oxford. The annual statement provides an excellent basis for monitoring the ongoing cumulative impact of both development and asset management on the city's archaeological resource.

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<sup>12</sup> [Annual Monitoring Statement for Archaeological Assets - 2020.](#)

## APPENDICES

### Appendix A: Oxford's planning policy documents

Document	Date of Adoption
<b>The Development Plan</b>	
This includes a number of policy documents that have been prepared and adopted separately.	
<a href="#">Oxford Local Plan 2036 &amp; Policies Map</a>	June 2020
<a href="#">Northern Gateway Area Action Plan</a>	July 2015
<a href="#">Barton Area Action Plan</a>	December 2012
<a href="#">Headington Neighbourhood Plan</a>	July 2017
<a href="#">Summertown and St Margaret's Neighbourhood Plan</a>	April 2019
<a href="#">Wolvercote Neighbourhood Plan</a>	May 2021
<b>Supplementary Planning Documents (SPDs)</b>	
<a href="#">Diamond Place SPD</a>	July 2015
<a href="#">Jericho Canalside SPD</a>	December 2013
<a href="#">Oxpens Master Plan SPD</a>	November 2013
<a href="#">Oxford Station SPD</a>	November 2013
<b>Technical Advice Notes (TANs)</b>	
<a href="#">TAN 1: Housing</a>	January 2021
<a href="#">TAN 2: Employment and Skills</a>	May 2021
<a href="#">TAN 3: Waste Storage</a>	January 2021
<a href="#">TAN 4: Community Pubs</a>	December 2020
<a href="#">TAN 5: Health Impact Assessments</a>	May 2021
<a href="#">TAN 6: Residential Basement Development</a>	January 2021
<a href="#">TAN 7: High Buildings</a>	October 2018
<a href="#">TAN 8: Biodiversity</a>	April 2021
<a href="#">TAN 9: Green Spaces</a>	January 2021
<a href="#">TAN 10: Shopfronts and Signage</a>	July 2021
<a href="#">Tan 14: Sustainable Design and Construction</a>	June 2021
<a href="#">TAN 15: Heritage and Sustainability Guidance for Householders</a>	April 2021
<b>Other planning policy documents</b>	
<a href="#">Annual Monitoring Report</a>	Produced annually
<a href="#">Community Infrastructure Levy Charging Schedule</a>	October 2013
<a href="#">Local Development Scheme</a>	May 2021
<a href="#">Statement of Community Involvement</a>	June 2021

## Appendix B: How the AMR complies with statutory requirements

Statutory Requirement	How the AMR meets this requirement
<p><b>Section 35 of the Planning and Compulsory Purchase Act 2004 as amended by Section 113 of the Localism Act 2011</b> states that all local planning authorities in England must produce reports containing information on the implementation of the Local Development Scheme and the extent to which the policies in set out in the Local Development Plan are being achieved. These reports must be available to the public.</p>	<p>The AMR contains information on the implementation of the Local Development Scheme (see Local Development Scheme Monitoring). It also contains information on the implementation of policies in Oxford's Local Plan. The AMR will remain publically available on the City Council's website</p>
<p><b>Regulation 34 of The Town and Country Planning (Local Planning) (England) Regulations 2012</b></p> <p>(1) A local planning authority's monitoring report must contain the following information</p> <p>(a) the title of the local plans or supplementary planning documents specified in the local planning authority's local development scheme;</p> <p>(b) in relation to each of those documents—</p> <p>(i) the timetable specified in the local planning authority's local development scheme for the document's preparation;</p> <p>(ii) the stage the document has reached in its preparation; and</p> <p>(iii) if the document's preparation is behind the timetable mentioned in paragraph (i) the reasons for this; and</p> <p>(c) where any local plan or supplementary planning document specified in the local planning authority's local development scheme has been adopted or approved within the period in respect of which the report is made, a statement of that fact and of the date of adoption or approval.</p> <p>(2) Where a local planning authority are not implementing a policy specified in a local plan, the local planning authority's monitoring report must</p> <p>(a) identify that policy; and</p> <p>(b) include a statement of—</p> <p>(i) the reasons why the local planning authority are not implementing the policy; and</p> <p>(ii) the steps (if any) that the local planning authority intend to take to secure that the policy is implemented</p> <p>(3) Where a policy specified in a local plan specifies an annual number, or a number relating to any other period of net additional dwellings or net additional affordable dwellings in any part of the local planning authority's area, the local planning authority's monitoring report must specify the relevant number for the part of the local planning authority's area concerned</p> <p>(a) in the period in respect of which the report is made, and</p> <p>(b) since the policy was first published, adopted or</p>	<p>This information is included in the Local Development Scheme monitoring section of the AMR</p> <p>The Oxford Local Plan 2036 was adopted during the monitoring period.</p> <p>The changes to the Use Classes Order in September 2020 has meant that some of the Local Plan Retail policies have become out of date, limiting the effectiveness of how these policies could be monitored.</p> <p>This information is included in the Housing section of the AMR.</p>

Statutory Requirement	How the AMR meets this requirement
<p>approved</p> <p>(4) Where a local planning authority have made a neighbourhood development order or a neighbourhood development plan, the local planning authority's monitoring report must contain details of these documents</p> <p>(5) Where a local planning authority have prepared a report pursuant to regulation 121A(1)(b) of the Community Infrastructure Levy Regulations 2010, the local planning authority's monitoring report must contain the information specified in paragraph 1 of Schedule 2 to those Regulations</p> <p>(6) Where a local planning authority have co-operated with another local planning authority, county council, or a body or person prescribed under section 33A of the Act, the local planning authority's monitoring report must give details of what action they have taken during the period covered by the report.</p> <p>(7) A local planning authority must make any up-to-date information, which they have collected for monitoring purposes, available in accordance with regulation 35 as soon as possible after the information becomes available.</p> <p><b>Regulation 35 of The Town and Country Planning (Local Planning) (England) Regulations 2012</b></p> <p>(1) A document is to be taken to be made available by a local planning authority when</p> <p>(a) made available for inspection, at their principal office and at such other places within their area as the local planning authority consider appropriate, during normal office hours, and</p> <p>(b) published on the local planning authority's website</p>	<p>To date, the following neighbourhood plans have been made:</p> <ul style="list-style-type: none"> <li>• Headington Neighbourhood Plan</li> <li>• Summertown and St Margaret's</li> </ul> <p>No neighbourhood development orders have been made. Further information is included in the Neighbourhood Planning section of the AMR</p> <p>This information is included in the Infrastructure Funding Statement.</p> <p>The Annual Monitoring Report is published as soon as possible after the information becomes available.</p> <p>Due to COVID-19 restrictions there is restricted public access to our main offices at St Aldate's Chambers offices. The AMR will remain publically available on the City Council's website.</p>
<p><b>Under Regulation 121A of the Community Infrastructure Levy Regulations (Amendment) (England) (No. 2) Regulations 2019 we are required to publish an annual report on infrastructure delivery through CIL and section 106. This replaces the previous reporting under CIL regulation 62.</b></p>	<p>This information is included in the Infrastructure Funding Statement, this is a separate document to the AMR.</p>

## Glossary

<b>Affordable housing</b>	Homes that are available at a rent or price that can be afforded by people who are in housing need. It includes social rented housing, intermediate affordable housing and shared ownership housing.
<b>Appeal</b>	If a planning application is refused, is not determined on time, or is permitted with conditions that the applicant does not agree with, then applicant has the right to appeal. The case will then be reviewed by the Planning Inspectorate.
<b>Area Action Plan (AAP)</b>	A Development Plan Document that forms part of the Local Development Framework. AAPs are used to provide the planning framework for areas subject to significant change or where conservation is needed. A key feature is a focus on implementation. Once adopted, the AAP forms the planning policy and spatial framework for the development of the area.
<b>Article 4 Direction</b>	An order that can be imposed by the City Council to formally remove permitted development rights of development, meaning that planning permission is required locally for specific types of changes.
<b>Biodiversity</b>	This refers to the variety of plants and animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity. Biodiversity has value in its own right and has social and economic value for human society.
<b>Community Infrastructure Levy (CIL)</b>	CIL is a standard charge on new development which is used to help fund infrastructure provision.
<b>Core Strategy</b>	One of the documents in Oxford's Local Plan. It sets out the long-term spatial vision for the city, with objectives and policies to deliver that vision.
<b>Duty to Cooperate</b>	A legal duty that requires local planning authorities to work with neighbouring authorities and key public bodies to maximise the effectiveness of Local Plan preparation in relation to strategic cross boundary matters.
<b>Dwelling</b>	A self-contained unit of residential accommodation occupied by a single person or by people living together as a family, or by not more than six residents living together as a single household, including where care is provided for residents. A self-contained unit of accommodation. All rooms (including kitchen, bathrooms and toilets) are behind a single door which only occupants of that unit of accommodation can use.
<b>Green Belt</b>	An area of undeveloped land, where the planning policy is to keep it open to (amongst other purposes) prevent urban sprawl and preserve the setting and special character of Oxford and its landscape setting.
<b>Greenfield land</b>	Formerly defined as land which has not been previously developed. There is no formal definition of greenfield land since the revocation of the Town and Country Planning (Residential Development on Greenfield Land) (England)

	Direction 2000 in 2007.
<b>Gross Internal Area (GIA)</b>	The floor area of a building measured to the internal face of the perimeter walls at each level.
<b>Heritage Asset</b>	A building, monument, site, place, area or landscape positively identified as having a degree of significance meriting consideration in planning decisions. Heritage assets are the valued components of the historic environment. They include designated heritage assets and assets identified by Oxford City Council during the process of decision-making or through the plan-making process (including local listing).
<b>Houses in Multiple Occupation (HMOs)</b>	A house, flat or building will be a house in multiple occupation (HMO) if it meets the definition under the Housing Act 2004 s254 or s257. A HMO is usually a house or flat that is shared by 3 or more people, who are unrelated, form more than 1 household and is their only main residence. There are 2 types of HMO: C4 HMO, and sui generis HMO. A C4 HMO is a small house or flat that is occupied by 3-5 unrelated people who share basic amenities such as the bathroom and/or kitchen. A sui Generis HMO is the same as a normal C4 HMO except that it is a large house or flat occupied by 6 or more unrelated people and can be subject to slightly different planning rules.
<b>Housing trajectory</b>	A tool that is used to estimate the number of homes likely to be built in the future, usually shown as a graph.
<b>Infrastructure Funding Statement (IFS)</b>	The Infrastructure Funding Statement (IFS) is a new annual reporting requirement introduced as part of the recently amended CIL regulations in 2019 (CIL Regulations: Schedule 2), with the objective of increasing transparency around how developer contributions are spent on Infrastructure.
<b>Local Development Framework (LDF)</b>	The Local Development Framework (LDF) is a non-statutory term used to describe a folder of documents, which includes all the local planning authority's local development documents. It includes Development Plan Documents (which form part of the statutory development plan) and Supplementary Planning Documents.
<b>Local Development Scheme (LDS)</b>	A three year project plan for preparing planning documents and provides the starting point for the local community 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.
<b>Local Plan</b>	The plan for the future development of Oxford, produced by the City Council in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current core strategies or other planning policies, which under the regulations would be considered to be development plan documents, form part of the Local Plan. The term includes old policies which have been saved under the 2004 Act. The documents that make up Oxford's Local Plan are listed in

	Appendix A.
<b>National Planning Policy Framework (NPPF)</b>	A document setting out the Government’s planning policies for England and how they are expected to be implemented. It was published by the Department for Communities and Local Government (now the Ministry of Housing, Communities and Local Government (MHCLG)) consolidating several previously issued Planning Policy statements and Planning policy guidance notes.
<b>Neighbourhood Plan</b>	Plans created by communities that establish a shared vision for their neighbourhood. Neighbourhood Plans can set out where new development should go, what it should look like and the infrastructure that should be provided.
<b>Natural Resources Impact Analysis (NRIA)</b>	A NRIA should evaluate the use of natural resources and the environmental impacts and benefits arising from a proposed development, both at the construction phase and through the subsequent day-to-day running of the buildings. Where an NRIA is required, it must demonstrate how the building is designed to minimise the use of natural resources over its lifetime.
<b>Planning Practice Guidance (PPG)</b>	A web-based resource that brings together national planning practice guidance for England.
<b>Previously Developed Land (PDL)</b>	Land which is or was occupied by a permanent structure (excluding agricultural or forestry buildings). The definition covers the curtilage of the developed land. Private residential gardens are not defined as previously developed land.
<b>Sites of Local Importance for Nature Conservation (SLINC)</b>	A site containing important habitats, plants and animals in the context of Oxford.
<b>Sites of Special Scientific Interest (SSSI)</b>	Areas identified by Natural England as being of special interest for their ecological or geological features. Natural England is the government’s advisor on the natural environment.
<b>Special Areas of Conservation (SACs)</b>	Special Areas of Conservation are areas that have been designated at a European level as important for nature conservation.
<b>Supplementary Planning Documents (SPD)</b>	Part of the LDF that supplements and elaborates on policies and proposals in Development Plan Documents. Supplementary Planning Documents do not form part of the statutory development plan
<b>Sustainability Appraisal (SA)</b>	A social, economic and environmental appraisal of strategy, policies and proposals - required for development plan documents and sometimes Supplementary Planning Documents.
<b>Tree Preservation Order (TPO)</b>	A legal order made by the local planning authority, that prohibits the cutting down, uprooting, topping, lopping, willful damage or willful destruction of a tree or group of trees without the express permission of that authority.

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# Infrastructure Funding Statement

1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021



Published December 2021

Planning Policy  
Planning, Sustainable Development and Regulatory Services

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## Introduction

The Infrastructure Funding Statement (IFS) is a report which sets out the amount of developer contributions from the Community Infrastructure Levy (CIL) and Section 106 Agreements (S106) have been **received, allocated and spent** on the infrastructure priorities of Oxford City Council for the previous financial year (**April 2020 - March 2021**). In accordance with the Community Infrastructure Levy Regulations, any authority that receives a contribution from development through the Levy or Section 106 planning obligations must prepare an Infrastructure Funding Statement. (CIL PPG paragraph 173 Reference ID: 25-173-20190901).<sup>1</sup>

This IFS is prepared in accordance with Schedule 2 of the CIL regulations<sup>2</sup> and CIL regulation 121A. Developer contributions were previously monitored on the AMR, but now are recorded separately in the IFS.

### **This Infrastructure Funding Statement Includes:**

(CIL PPG Paragraph: 176 Reference ID: 25-176-20190901)

1. A report relating to the previous financial year on the Community Infrastructure Levy;
2. A report relating to the previous financial year on Section 106 planning obligations;
3. A report on the infrastructure projects or types of infrastructure that the authority intends to fund wholly or partly by the levy (excluding the neighbourhood portion).

Funding for infrastructure on the IFS has been considered and updated alongside the Infrastructure Delivery Plan (Infrastructure Assessment). This is a live document which is currently being updated on an ongoing basis to inform future funding priorities.<sup>3</sup> (CIL PPG paragraph 17, Reference ID: 25-017-20190901).

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<sup>1</sup> <https://www.gov.uk/guidance/community-infrastructure-levy>

<sup>2</sup> <https://www.legislation.gov.uk/ukxi/2019/1103/schedule/2/made>

<sup>3</sup> [https://www.oxford.gov.uk/downloads/file/5104/infrastructure\\_delivery\\_plan](https://www.oxford.gov.uk/downloads/file/5104/infrastructure_delivery_plan)

## 1: Report relating to financial year 2020/2021 on the Community Infrastructure Levy

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<b>Community Infrastructure Levy (CIL)</b>				
<b>Requirement</b>		<b>Amount</b>	<b>Comment</b>	
<b>1.</b>	<b>(CIL Regulations: Schedule 2) The matters to be included in the CIL report are—</b>			
a	the total value of CIL set out in all demand notices issued in the reported year;	£1,166,135.21		
b	the total amount of CIL receipts for the reported year;	£1,417,574.22		
c	the total amount of CIL receipts, collected by the authority, or by another person on its behalf, before the reported year but which have not been allocated;	£0		
d	the total amount of CIL receipts, collected by the authority, or by another person on its behalf, before the reported year and which have been allocated in the reported year;	£12,932,205.00		
e	the total amount of CIL expenditure for the reported year;	£2,351,650.08		
f	the total amount of CIL receipts, whenever collected, which were allocated but not spent during the reported year;	£8,525,677	CIL is allocated for spend during the Budget setting process for Capital Programme schemes - See part 3: <i>Infrastructure projects to be funded wholly or partly by CIL</i>	
	in relation to CIL expenditure for the reported year, summary details of—			
g	i	the items of infrastructure on which CIL (including land payments) has been spent, and the amount of CIL spent on each item;		
			<b>Project</b>	<b>Amount</b>
			<b>City-wide cycling infrastructure contribution</b>	£24,544.00
		<b>Seacourt Park and Ride Extension</b>	£1,426,933.00	

Community Infrastructure Levy (CIL)					
				Oxford Station feasibility study	£61,428.52
				Controlled Parking Zones: Phase 1 contribution to County	£200,00.00
				City centre cycle stands	£8,803.98
				Swan School cycle/pedestrian Infrastructure improvements	£245,000.00
	ii	the amount of CIL spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part);	£0		
	iii	the amount of CIL spent on administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation;	£70,878.72	5%	
	h	in relation to CIL receipts, whenever collected, which were allocated but not spent during the reported year, summary details of the items of infrastructure on which CIL (including land payments) has been allocated, and the amount of CIL allocated to each item;	See Section 3		
		the amount of CIL passed to—			
	i	any parish council under regulation 59A or 59B; and	£164,893.88		
				<b>Parish</b>	<b>Amount</b>
				Littlemore Parish Council	£129,004.38
				Marston Parish Council	£29,283.50
				Risinghurst & Sandhills Parish Council	£6,605.91

## Community Infrastructure Levy (CIL)

	ii	any person under regulation 59(4)	N/A		
j	summary details of the receipt and expenditure of CIL to which regulation 59E or 59F applied during the reported year including—				
	i	the total CIL receipts that regulations 59E and 59F applied to;	£183,185.27		
	ii	the items of infrastructure to which the CIL receipts to which regulations 59E and 59F applied have been allocated or spent, and the amount of expenditure allocated or spent on each item;	£149,167.98	Item	Amount
	CIL payments to ward Councillor budgets			£95,000.00	
	Headington Neighbourhood Forum: Festive lighting			£3,610.23	
	Headington Neighbourhood Forum: Barton Underpass mural			£2,342.00	
	Headington Neighbourhood Forum: Hanging baskets			2,518.75	
	Summertown and St. Margaret's Neighbourhood Forum: Cutteslowe Community Association – Refurbishment of Men's Toilets			£9,847.00	
	Summertown and St. Margaret's Neighbourhood Forum - SHARE Oxford - Powered Delivery Bikes			£2,500.00	
	Summertown and St. Margaret's Neighbourhood Forum - Alexandra Park Surface Infrastructure Improvements			£9,570.00	
Summertown and St. Margaret's Neighbourhood Forum - SS Phillip & James				£7,180.00	

<b>Community Infrastructure Levy (CIL)</b>					
				<b>School Solar Panels</b> <b>Summertown and St. Margaret's Neighbourhood Forum - Habitat Improvement along Oxford Canal</b> <b>Godstow Road Traffic Calming</b>	 £2,000.00  £14,600.00
		summary details of any notices served in accordance with regulation 59E, including—			
	k	i the total value of CIL receipts requested from each parish council;	£0		
		ii any funds not yet recovered from each parish council at the end of the reported year;	£0		
		the total amount of—			
		i CIL receipts for the reported year retained at the end of the reported year other than those to which regulation 59E or 59F applied;	£1,105,769		
		ii CIL receipts from previous years retained at the end of the reported year other than those to which regulation 59E or 59F applied;	9,984,130		
		iii CIL receipts for the reported year to which regulation 59E or 59F applied retained at the end of the reported year;	£73,135.41		
		iv CIL receipts from previous years to which regulation 59E or 59F applied retained at the end of the reported year.	1,761,905		
	<b>2</b>	<b>For the purposes of paragraph 1—</b>			
	a	CIL collected by an authority includes land payments made in respect of CIL charged by that authority;	N/A		
	b	CIL collected by way of a land payment has not been spent if at the end of the reported year—	N/A		
		i development (within the meaning in TCPA 1990) consistent with a relevant purpose has not	N/A		

Community Infrastructure Levy (CIL)				
		commenced on the acquired land; or		
	ii	the acquired land (in whole or in part) has been used or disposed of for a purpose other than a relevant purpose; and the amount deemed to be CIL by virtue of regulation 73(9) has not been spent;	N/A	
c		CIL collected by an authority includes infrastructure payments made in respect of CIL charged by that authority;	N/A	
d		CIL collected by way of an infrastructure payment has not been spent if at the end of the reported year the infrastructure to be provided has not been provided;	N/A	
e		the value of acquired land is the value stated in the agreement made with the charging authority in respect of that land in accordance with regulation 73(6)(d);	N/A	
f		the value of a part of acquired land must be determined by applying the formula in regulation 73(10) as if references to N in that provision were references to the area of the part of the acquired land whose value is being determined;	N/A	
g		the value of an infrastructure payment is the CIL cash amount stated in the agreement made with the charging authority in respect of the infrastructure in accordance with regulation 73A(7)(e).	N/A	

## 2: Report relating to financial year 2020/2021 on S106 Planning Obligations

S106 Obligations								
Requirement		Amount	Comment					
3 a	<p><b>(CIL Regulations: Schedule 2)The matters to be included in the section 106 report for each reported year are—</b></p> <p>the total amount of money to be provided under any planning obligations which were <b>entered into during the reported year;</b></p>	£2,939,559.00	<b>Site name</b> <b>Planning Reference</b> <b>Date of Agreement</b> <b>Trigger</b> <b>Amount</b> <b>Contribution Use</b>					
			Sir Geoffrey Arthur Building, Long Ford Close, OX1 4NJ	19/02032/FUL	24/04/2020	Prior to occupation	£80,000.00	Provision and construction of steps access to the Grandpont Bridge and for avoidance of doubt this contribution shall not be used towards the general maintenance of the bridge
			1 to 5 Broad Street and 31 Cornmarket Street, OX1 3AG	20/02480/FUL	17/03/21	Prior to implementation of the planning permission	£25,000.00	Towards Public Realm Improvements within Oxford City Centre
			Jack Russell, 21 Salford Road, OX3 0RX	15/02282/OUT (16/03108/RES)	24/04/2020	Prior to the occupation or sale of fifth dwelling	£300,000.00 plus indexation	Provision of off-site affordable housing
			Simon House, 1 – 5 Paradise Street, OX1 1LD and Gibbs Crescent, OX2 0NX	18/03370/FUL and 18/03369/FUL	02/07/2020	Not to occupy any dwelling forming part of development 2 on the second land	£1240.00 to be paid over to County	To monitor and review travel plan
			Ivy Lane, Osler Road, OX3 9DT	19/01038/FUL	07/08/2020	Prior to occupation	£1240.00 to be paid over to County	To monitor and review travel plan

S106 Obligations							
Requirement	Amount	Comment					
		<b>The Eagle And Child, 49-51 St Giles, OX1 3LU</b>	19/01456/ FUL	24/04/2020	Completion of agreement	£835.00	To cover cost of bicycle rack (£385) plus labour and fitting (£450)
		<b>The Eagle And Child, 49-51 St Giles, OX1 3LU</b>	19/01456/ FUL	24/04/2020	Completion of agreement	£3120.00	To cover cost of County making a traffic regulation order which is required in order to be able to install the bicycle racks in the public highway
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	Early-stage review date (Date of Substantial Commencement)	Early Stage review contribution	Provision of on-site affordable housing
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	Mid-stage review date (All conditions satisfied: Sale of 40 Market dwellings; Approval of reserved matters for no less than 200 dwellings and disposal of at least one commercial unit)	Mid stage review contribution	Provision of on-site affordable housing
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	Upon Occupation of 443 Dwellings	Late stage review contribution	Provision of off-site affordable housing

S106 Obligations							
Requirement	Amount	Comment					
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	£360k (index linked) before 1st Occupation £360k on 1st anniversary of first instalment due £360k on 2nd anniversary £360k on 3rd anniversary £360k on 4th anniversary £360k on 5th anniversary £360k on sixth anniversary £360k on 7th anniversary	£360k (index linked) before 1st Occupation £360k on 1st anniversary of first instalment due £360k on 2nd anniversary £360k on 3rd anniversary £360k on 4th anniversary £360k on 5th anniversary £360k on sixth anniversary £360k on 7th anniversary	Bus service enhancements
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	No later than 20 working days of any notice from the City Council In connection with the delivery of the A40 works provided such notice will be validly given before practical completion of the A40 works and the A40 Bell Mouth Works	£574,176.00	Maintenance for A40 works as costed by County Council as part of detailed design for such works which amount to £570,176 indexed linked less any sum paid to the County towards the same pursuant to the infrastructure agreement

S106 Obligations							
Requirement	Amount	Comment					
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	No later than 20 working days of any notice from the City Council In connection with the delivery of the A44 Full works provided that such notice shall not to be validly given before the Practical Completion of the A44 Full Works	£882,408.00	Maintenance costs for the A44 full works as costed by County Council as part of detailed design for such works which amount to £882,408 indexed linked less any sum paid to the County towards the same pursuant to the infrastructure agreement
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	a)Pay to City Council no later than 20 working days of any notice from the City Council requesting payment provided such notice shall not validly given before the occupation of more than 40,000sqm Employment GIA b)not occupy or cause or permit occupation of more than 40,000sqm Employment GIA until the CPZ contribution has been paid to the City Council	£189,000.00	Towards the promotion, consultation and if appropriate the making of the CPZ less any sum paid to the County towards the same pursuant to the Infrastructure Agreement

S106 Obligations							
Requirement	Amount	Comment					
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	No later than 20 working days of any notice from the City council requesting payment in connection with the delivery of the Peartree interchange Improvements provided such notice not to be validly given before the occupation of more than 366 dwellings b) not to occupy or cause of permit occupation of more than 366 dwellings until Peartree interchange contribution has been paid to the city council	£428,640.00	i) £428,640 Baxter index linked towards the County costs of delivering the scheme for the Peartree Interchange Improvements and ii) in the event the owner carries out the Peartree Interchange Improvements based on the County reasonable estimate of the actual savings made on the Peartree Interchange Improvements as a result as works carried out as part of the Peartree Interim Scheme which reduced sum shall be as agreed or determined as provided for in sch. 13 pt. 2 para 5.1 Baxter index in either case less any sums paid to the County towards the same pursuant to the Infrastructure agreement
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	a)50% to City council prior to Occupation of ant commercial unit b)50% prior to occupation of any dwelling	£6,000.00	Travel Plan Monitoring Contribution - Towards county council monitoring of approved Travel Plan

## S106 Obligations

Requirement		Amount	Comment					
111			<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	<20 working days of notice from City council requesting payment in regarding consultation, promotion and delivery of the TRO	£5,000.00	Promotion, consultation and if appropriate the making of any amendments to the relevant TRO in connection with the delivery of the Safer Routes to School
			<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	a) 20% on completion of deed (£16,020) b) 50% on implementation (£40,050) c) 30% on first occupation (£24,030)	£80,100.00	Towards administration
			<b>Rhodes House South Parks Road, OX1 3RG</b>	20/00166/ FUL	22/10/2020	Date of agreement	£1,400.00	Towards administration
			<b>1 to 5 Broad Street and 31 Cornmarket Street, OX1 3AG</b>	20/02480/ FUL	17/03/2021	Completion of agreement	£1400.00	Towards administration and management of agreement
<b>b</b>	the total amount of money under any	<b>£3,274,218.29</b>	<b>Site name</b>	<b>Planning Reference</b>	<b>Date Payment</b>	<b>Category</b>	<b>Available Balance</b>	<b>Contribution Use</b>

S106 Obligations							
Requirement	Amount	Comment					
planning obligations which was <b>received during the reported year;</b>		<b>Received</b>					
		<b>The Lord Nuffield Club, William Morris Close, OX4 2SF</b>	18/03330/OUT	15/10/2020	Open Space and Leisure	£600,000.00	Towards leisure facilities (sports provision)
		<b>Oxford Business Park, Osney Lane, OX1 1TB</b>	18/01206/VAR	21/12/2020	Affordable Housing	£2,455,343.62	Towards affordable housing
		<b>159-161 Cowley Road, OX4 1UT</b>	19/01821/FUL	02/02/2021	Affordable Housing	£214,919.67	Towards affordable housing
		<b>The Eagle And Child, 49-51 St Giles, OX1 3LU</b>	19/01456/FUL	24/04/2020	Transport and travel	£835.00	To cover cost of bicycle rack (£385) plus labour and fitting (£450)
		<b>The Eagle And Child, 49-51 St Giles, OX1 3LU</b>	19/01456/FUL	24/04/2020	Transport and travel	£3120.00	To cover cost of County making a traffic regulation order which is required in order to be able to install the bicycle racks in the public highway
c	the total amount of money under any planning obligations which was received before the reported year which has not been allocated by the authority;	£0					
d	summary details of any non-monetary contributions to be provided under planning	N/A	<b>Site name</b>	<b>Planning Reference</b>	<b>Date of Agreement</b>	<b>Trigger</b>	<b>Contribution Use</b>
			Oxford	18/02065/	23/03/2021	Prior to 1st	Work of Art - For the owner to

S106 Obligations						
Requirement	Amount	Comment				
obligations which were entered into during the reported year, including details of—		North (Northern Gateway), OX2 8JR	OUTFUL		occupation	submit a scheme for the on-site provision and maintenance of Public Art to the value of the Public Art contribution to the Council for approval b)not occupy or permit occupation until public art scheme (as set out in para 1.2) has been approved in writing by the City and c)implement and procure compliance with the approved public art scheme for the duration of the beneficial use of the development
		Oxford North (Northern Gateway), OX2 8JR	18/02065/ OUTFUL	23/03/2021	Approved public art scheme	<b>a) To include an overall strategy to integrate Public Art into each phase of the development</b> to contribute to local distinctiveness, placemaking, enhance the public realm and quality of the development b) Require engagement with Public Art Local Residents and Occupiers as part of the development of or meaningful interaction with the Public Art c) Include the types of Public Art that shall be commissioned ensuring there is a broad range such as events and temporary works d) Ensure continuity between the phases and a fair allocation of the Public Art Contribution amongst the phases e) Include a standard form artist brief and selection criteria for commissioning artists to create any public art and f) Prescribe a curation and selection process and panel for deciding on any artists or works of Public Art which shall include a representative from the City

## S106 Obligations

Requirement	Amount	Comment				
		Oxford North (Northern Gateway), OX2 8JR	18/02065/OUTFUL	23/03/2021		<b>Affordable Housing</b> A minimum of 35% affordable units overall (168 equivalent)
		Oxford North (Northern Gateway), OX2 8JR	18/02065/OUTFUL	23/03/2021	Public Open Space - a) Submit a programme for the delivery of the Public Open Space within that phase to the city council for approval prior to implementation on the relevant phase b) Not to occupy or permit occupation of any part of the development on the relevant phase until the programme submitted under a) has been approved in writing by the council for that phase c) Implement and procure compliance with the approved public open space programme on the relevant phase d) Unless otherwise specified in the approved public open space programme or otherwise agreed with the City not to	<b>Public Open Space:</b> The Public Open Space shall be available for public access and use each day between dawn and dusk subject only to any restrictions agreed within the approved Estate management Plan or the approved public open spaces programme for that phase

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S106 Obligations						
Requirement	Amount	Comment				
						<p>occupy or permit occupation of more dwellings and/or more GIA for the commercial units in the relevant phase than shall be approved in the Public Open Space in that phase has been practically completed in accordance with the relevant approved public open space programme and written notice of the same has been given to the City</p> <p>e) Within 4 weeks of receiving a written request from the City, if any, complete outstanding works which the City deems to be incomplete or unsatisfactory following an inspection of the Public Open Space within that phase</p>
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/ OUTFUL	23/03/2021	<p>a) Prior to Implementation of development on the relevant phase</p> <p>b) not to occupy or permit occupation</p>	<p><b>Children's Play Areas</b></p> <p>a)submit a programme for delivery of any Children's Play Area on the relevant phase</p> <p>b)programme submitted under a) has been approved in writing by the City</p>

**S106 Obligations**

Requirement	Amount	Comment				
						for that phase c)implement and procure compliance with the Approved Children's Play Area Programme d)unless otherwise specified in the approved children's play area programme not occupy or permit occupation of more dwellings in the relevant phase than shall be approved in the approved children's play area programme unless and until all children's play areas in that phase have been practically completed in accordance with the relevant approved children's play area programme and written notice of the same has been given to the City e)within 4 weeks of receiving written request from the City complete any outstanding works which the City deems to be incomplete or unsatisfactory following an inspection of the children's play areas within that phase

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## S106 Obligations

Requirement	Amount	Comment				
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/OUTFUL	23/03/2021	<b>Training and Other measures -</b> Unless a different time is agreed with the City in writing no later than 3 months prior to implementation of the development the owner shall meet with representatives from the City Economic Development Team having consulted with the local enterprise partnership to discuss the basis and methodology for how the owner shall bring forward any employment, training and enterprise initiatives	Training and other measures - General. Employment. Local Goods and Services. Local Apprenticeships. Monitoring.
		<b>Oxford North (Northern Gateway), OX2 8JR</b>	18/02065/OUTFUL	23/03/2021	<b>Estate Management</b> a)Prior to first occupation b)not to occupy or permit occupation	a)Submit Estate Management Plan to the City for approval prior to first occupation of the development b)until Estate Management Plan approved by City in writing c)implement and procure compliance with the approved estate management plan for the duration of the beneficial use of the development
		<b>Oxford</b>	18/02065/	23/03/2021		<b>Energy and Sustainability</b>

S106 Obligations						
Requirement	Amount	Comment				
		North (Northern Gateway), OX2 8JR	OUTFUL			Towards reduction of carbon emissions; improving energy efficiency and consideration of renewable energy
		Land at Ivy Lane, Headington , OX3 9DT	19/01038/ FUL	07/08/2020		<b>Affordable Housing</b> 56 cluster units (comprising of 47 five bed clusters and 9 four bed), 21 x 1 bed studio apartments, 48 flats (17x1 bed, 31 x 2 beds), management office and associated works including parking and landscaping – Employee Housing
		Randolph Court, Churchill Drive, OX3 7NR	19/01039/ FUL	07/08/2020		<b>Affordable Housing</b> Construction of key worker housing (19 cluster units – comprising 17 five bed and 2 three bed) and associated works – Employee Housing
		Sir Geoffrey Arthur Building, Long Ford Close, OX1 4NJ	19/02032/ FUL	24/04/2020	Prior to occupation	To cease development on the land pursuant to the planning permission and to cause or suffer the carrying out of the development on the land pursuant to the planning permission from the date onwards.
		80 White Road, OX4 2JL	18/02336/ FUL and 20/01243/ FUL	18/09/2020	Upon implementation	Not to implement 2nd permission if 1st permission is implemented and vice versa
		Rhodes House, South Parks Road, OX1 3RG	20/00166/ FUL	22/10/2020	Scheme to be submitted to the council for approval within 6 months from the date of the decision. Not to occupy the Final phase until the schemes have been approved in writing by the council	<b>Public Access Scheme</b> - .A minimum of 12 public managed open days or organised public events shall be held on part of the land per calendar year which shall include tours of the public access areas of Rhodes House and the gardens providing a narrative on history of the building, its architecture and the works of the Rhodes Trust to those attending 2. A minimum of 6 public open garden events shall be held on the land per calendar year which shall include guided tours of the garden April-August providing information on the landscape architecture,

S106 Obligations						
Requirement		Amount	Comment			
						<p>biodiversity and planting scheme of the gardens to those attending</p> <p>3. A minimum of 1 annual public event to celebrate the history of the land in particular Civil War period and</p> <p>4. Details of how and when the public events shall be publicised on the owners website etc.</p> <p>Public Art Scheme - .Public arts programme shall be prepared each calendar year which shall include a minimum of 1 temporary exhibition and installation to be held on the land which shall be open to the public and which shall detail the number of intended days (which shall be a minimum of 6 per year) each exhibition and installation shall continue for to allow engagement with the public and to profile the works of the Rhodes Trust</p> <p>2.Art which is housed on the land and available in the public access areas during the time when the public access event is held shall be made accessible to the public during such event and if on the land whilst the aforesaid exhibitions and installations referred to in paragraph 1 are running shall also be made available during such exhibition or installation</p> <p>3,Details of a supporting outreach programme shall be prepared each year comprising not less than 6 days per year of art tours and talks to be held on the land which invite curators, artists and business leaders to give talks on topics which will be free for the public to attend</p> <p>4 Details of how and when the public events shall be publicised on the owners website</p>
i	in relation to affordable housing, the	243 (Up to 315,	Site name	Planning reference	Date of agreement	Affordable units

<b>S106 Obligations</b>						
<b>Requirement</b>		<b>Amount</b>	<b>Comment</b>			
	total number of units which will be provided;	See Oxford North)	Ivy Lane, Osler Road, Headington, OX3 9DT	19/01038/FUL	07/08/2020	56
			Randolph Court, Churchill Drive, OX3 7NR	19/01039/FUL	07/08/2020	19
			Oxford North (Northern Gateway), OX2 8JR	18/02065/OUTFUL	23/03/2021	168 Minimum (35% affordable), up to 240 (50% affordable, based on annual review)
ii	in relation to educational facilities, the number of school places for pupils which will be provided, and the category of school at which they will be provided;	N/A	Responsibility of Oxfordshire County Council			
e	the total amount of money (received under any planning obligations) which was allocated but not spent during the reported year for funding infrastructure;	£12,149,725.61				
f	the total amount of money (received under any planning obligations) which was spent by the authority in the reported year (including transferring it to another person to spend);	£ 172,033.63	See full breakdown in 3(h)(i)			
g	in relation to money (received under	£12,149,725.61	<b>S106 Contribution Category</b>		<b>Amount</b>	

S106 Obligations								
Requirement		Amount	Comment					
	planning obligations) which was allocated by the authority but not spent during the reported year, summary details of the infrastructure on which the money has been allocated, and the amount of money allocated to each item;		Affordable Housing		£10,824,028.14			
			Open Space and Leisure/ Green Infrastructure		£927,070.75			
			Highways/ Transport and Travel		£230,149.75			
			Community Facilities		£116,283.60			
			Other (E.g. works of art)		£28,481.37			
			Economic Development		£23,712.00			
in relation to money (received under planning obligations) which was spent by the authority during the reported year (including transferring it to another person to spend), summary details of—								
h i	the items of infrastructure on which that money (received under planning obligations) was spent in this year, and the amount spent on each item;	£172,033.63	<b>Site name</b>	<b>Planning Reference</b>	<b>Date Payment Received</b>	<b>Category</b>	<b>Amount</b>	<b>Contribution Use</b>
			Oxford Brookes University, Gipsy Lane, OX3 0BP	09/2764/F UL	13/01/2011	Green Infrastructure	£27,273.00	Environmental Improvements
			Oxford Brookes University, Gipsy Lane, OX3 0BP	09/2764/F UL	13/01/2011	Economic Development	£60,000.00	Towards CCTV
			Barton Park, OX3 9SD	13/01383/ OUT	08/09/2017	Economic Development	£59,500.00	Towards a local employment and training scheme.
			Lambourn Road, OX4 4SB	09/01499/ CT3	09/02/2010	Open Space and Leisure	£3,050.00	Towards play area - used towards new play equipment at Rose hill park
			Lambourn Road, OX4 4SB	09/01499/ CT3	09/02/2010	Open Space and Leisure	£3,300.00	Towards sports ground - used towards new play equipment at Rose hill park

S106 Obligations								
Requirement		Amount	Comment					
			<b>Bury Knowle Park, OX3 9HZ</b>	13/01814/CT3	31/08/2014	Open Space and Leisure	£4,431.00	Open Space/ Ecology Improvements
			<b>Bury Knowle Park, OX3 9HZ</b>	13/01814/CT3	31/08/2014	Open Space and Leisure	£1,069.00	Sports Ground
			<b>Barton Park, OX3 9SD</b>	13/01383/OUT	03/12/2018	Open Space and Leisure	£9,807.63	To secure the provision of the Linear Park Connection – provision of linkage between adjacent neighbourhood of Barton and the Linear Park providing a continuous footpath link along the Bayswater Brook corridor from the development through Barton
			<b>Windmill School, Margaret Road, OX3 8NG</b>	02/00462/OUT	22/04/2010	Community Facilities	£3,603.00	Towards improvement of facilities at Wood Farm Community Centre &/or Headington Community Centre
ii	the amount of money (received under planning obligations) spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part);	£0						
iii	the amount of money (received under planning obligations) spent in respect of monitoring (including reporting under regulation 121A) in relation to the delivery of planning obligations;	£0						

S106 Obligations			
Requirement	Amount	Comment	
1	the total amount of money (received under <b>any planning obligations</b> ) during any year <b>which was retained at the end of the reported year</b> , and where any of the retained money has been allocated for the purposes of longer-term maintenance (“commuted sums”), also identify separately the total amount of commuted sums held.	£0	
4	The matters which may be included in the section 106 report for each reported year are—		
a	summary details of any funding or provision of infrastructure which is to be provided through a highway agreement under section 278 of the Highways Act 1980 which was entered into during the reported year,	N/A	Responsibility of Oxfordshire County Council
b	Summary details of any funding or provision of infrastructure under a highway agreement which was provided during the reported year.	N/A	Responsibility of Oxfordshire County Council
5	For the purposes of paragraph 3—		
a	where the amount of money to be provided under any planning obligations is not known, an authority must provide an estimate;		
b	a non-monetary contribution includes any land or item of infrastructure provided pursuant to a planning obligation;		
c	Where the amount of money spent in respect of monitoring in relation to delivery of planning obligations is not known, an authority must provide an estimate.		

### 3: Infrastructure projects to be funded wholly or partly by CIL

The current CIL held has been committed in full to projects/schemes within the Council's Capital Programme as part of the Budget setting process. CIL is used alongside other funding sources to deliver projects and schemes across the city as part of the Capital Programme.

The funding of projects and schemes from CIL is set annually as part of the wider budget setting process for the Capital Programme with minor budget adjustments being made throughout the year, if and when necessary. The programme below sets out how funding from CIL is to be allocated to different infrastructure projects for the reported year and upcoming 5 years - however, this is currently under review. As part of the budget setting process, which at the time of reporting has not yet completed (completion expected Feb/Mar 2022), projects and allocations may change. The following table in this section only shows the funding from CIL and does not show full scheme costs or other funding sources.

Table 3.1 – CIL Capital Programme (December 2021)

Strategic Infrastructure Item	Links to wider strategies and Infrastructure Delivery Plan (IDP)	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £
<b>CIL Balance Brought Forward</b>			(10,408,130)	(8,120,409)	(79,422)	(19,422)
Oxford and Abingdon Flood Alleviation Scheme	IDP; Oxfordshire Infrastructure Strategy (OxIS)			250,000		
Bullingdon Community Centre	IDP		1,261,151			
B0086 Extension to Seacourt Park & Ride	IDP	1,426,933	262,499			
Controlled Parking Zones	IDP, Local Plan, Local Transport Plan (LTP), OxIS	200,000	250,000	250,000		
Coach Parking Improvements (feasibility)	IDP, Local Plan, LTP			20,000		
City-Wide Cycling Improvements, including cycle lanes and parking	IDP, Local Plan, LTP	33,348	12,500	107,500	60,000	60,000
East Oxford Community Centre	IDP		150,000	5,280,487		
Blackbird Leys Regeneration	Local Plan			2,000,000		
Cycling and Pedestrian Improvements in and around the Swan School	IDP	245,000				
City Centre Restart	COVID-19 City Restart Measures		40,000	60,000		
Infrastructure Feasibility Budget (E.g. West End Masterplan and Oxford Station Masterplan)	IDP, Local Plan, OxIS	61,429	288,571	50,000		
Development of Zero Emissions Zones (Implementation of pilot project)	IDP, LTP, Local Plan		23,000	23,000		
<b>Total Projected Funding</b>		<b>1,966,710</b>	<b>2,287,721</b>	<b>8,040,987</b>	<b>60,000</b>	<b>60,000</b>
<b>CIL Balance Carried Forward</b>		<b>(10,408,130)</b>	<b>(8,120,409)</b>	<b>(79,422)</b>	<b>(19,422)</b>	<b>40,578</b>

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# Appendix 3

## Appendix 3 – Risk Assessment

Risk ID	Risk						Corporate Objective 1 to 5	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/Contracts)
	Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence		Date raised	I	P	I	P	I			
CEB-001-PS	Reputational risk (Authority Monitoring Report)	T	Failure to achieve planning policy targets	There could be a range of causes, some of which may be external (e.g. the state of the economy) and some internal (failure to properly implement policies)	Reputation of the City Council could be adversely affected in the eyes of the community and stakeholders	1 November 2021	1, 2, 3, 4, 5	2	1	2	1	2	1	Head of Planning Services		
CEB-001-PS	Reputational risk (Infrastructure Funding Statement)	T	Funding of infrastructure via developer contributions could be perceived as inadequate	There could be a range of causes, some of which may be external (e.g. the state of the economy) and some internal (failure to appropriately assign funding)	Reputation of the City Council could be adversely affected in the eyes of the community and stakeholders	1 November 2021	1, 2, 3, 4, 5	2	1	2	1	1	1	Head of Planning Services		

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## Initial Equalities Impact Assessment screening form

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

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

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

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

*The Council will also ask that officers specifically consider whether:*

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

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

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

# Appendix 4

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

The Oxford Local Plan 2036 is a statutory document that sets the policy framework for development across the city. It sets out policies for the economy, housing, social and the environment. Any development proposal needs to be considered within the light of these adopted policies and a careful balance struck to ensure that no groups are disadvantaged by policies and that the environment is safeguarded and opportunities for environmental enhancement are achieved.

The Infrastructure Funding Statement reports on how developer contributions are spent on Infrastructure items, both at a strategic level and for local communities. Any developer contributions allocated have been considered to deliver infrastructure provision for the benefit of the City, to sustainably mitigate the impacts of development, and to ensure that no groups are disadvantaged by the allocation of funds.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

This authority monitoring report, provides information as to the effectiveness of the policies in the Plan it is not within its scope to make any changes to adopted policies however it does provide useful information as to the effectiveness of policies which can be fed into the review of the Plan to 2040.

The Infrastructure Funding statement, likewise, reports on how funds have been allocated to deliver infrastructure needs of the City (summarised on the Infrastructure Delivery Plan). It is not within the scope of the IFS to determine spending priorities, although it does help identify the current position and review progress in terms of delivering the infrastructure needs of the City.

# Appendix 4

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

N/A

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

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

N/A

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

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

N/A

Lead officer responsible for signing off the EqIA: Rachel Nixon

Role: Principal Planner and report author

Date: 1 November 2021

Note, please consider & include the following areas:

- Summary of the impacts of any individual policies

# Appendix 4

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

**To:** Cabinet  
**Date:** 15th December 2021  
**Report of:** Head of Business Improvement  
**Title of Report:** Equalities Update

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	<p>To present and seek approval for the publication of the annual Workforce Equality Report 2021, which includes the Gender Pay Gap Report, Ethnicity Pay Gap Report and Disability Pay Gap Report;</p> <p>To share current progress on the Workforce Equalities Report and Action Plan;</p>
<b>Key decision:</b>	Yes
<b>Cabinet Member:</b>	Councillor Mike Rowley, Portfolio Holder for Customer Focused Services
<b>Corporate Priority:</b>	All
<b>Policy Framework:</b>	Corporate plan 2020-24
<b>Recommendations:</b> That Cabinet resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Approve</b> the contents of the Workforce Equality Report 2021;</li> <li>2. <b>Delegate</b> authority to the Head of Business Improvement to publish the Workforce Equality Report and to make any changes as may be required before publication following Cabinet discussion;</li> <li>3. <b>Approve</b> the contents of the Gender Pay Gap, Ethnicity Pay Gap and Disability Pay Gap reports for this year; and</li> <li>4. <b>Delegate</b> authority to the Head of Business Improvement to publish the Gender Pay Gap table at paragraph 19 before 30 March 2022, the Ethnicity Pay Gap table at paragraph 34 and the Disability Pay Gap table at paragraph 41 on the Council website.</li> </ol>	

<b>Appendices</b>	
Appendix 1	Workforce Equality Report (2021)
Appendix 2	Distribution of Council staff by gender, grade, age and employment type
Appendix 3	Distribution of Council staff by Grade and Ethnicity
Appendix 4	Distribution of Council staff by Grade and Disability

## **INTRODUCTION**

1. In 2020/21, the new People Strategy was launched, defining the Council’s ambition for its workforce to have the right people, with the right skills, highly motivated, high performing and business-efficient delivering the best outcomes to the people of Oxford. The strategy articulates the respectful, inclusive and supportive culture that will nurture a more representative workforce – taking a more authentic approach that focuses beyond key performance indicators.
2. The People Strategy is divided into six key themes to address the external context the Council faces and enable our business goals. These link every aspect of a person’s career cycle, ensuring the highest standards of leadership and fostering a culture which is truly inclusive. These themes are:
  - High Performing and flexible workforce
  - Attract, reward and retain talent
  - Support Development
  - Create a culture of wellbeing, diversity and engagement
  - Promote, champion and support inspirational leaders
  - People Team transformation
3. In the last twelve months, the Council has focussed on four of the themes identified above, namely high performing and flexible workforce, inspirational leaders, people team transformation and creating a culture of wellbeing, diversity and engagement,. The goals set out in the Workforce Equalities Action Plan last year are embedded in this latter workstream.
4. Each workstream is sponsored by a member of the Corporate Management Team and reports progress to a People Strategy Programme Board chaired by the Chief Executive, thereby reflecting the organisational ownership of the strategy. It is through this approach that change will be driven throughout the organisation, with the People Team as an enabler by setting the framework.

The Council has invested significant resources, and continued to prioritise its response to the Covid-19 pandemic crisis. Given the disproportionate impact of Covid on communities of colour the Council understood that its operational response needed to be rooted in meeting the needs of Oxford’s diverse populations. It is widely reported by Public Health England that “*people of Bangladeshi ethnicity*

*had around twice the risk of death from Covid-19 when compared to people of white British ethnicity. People of Chinese, Indian, Pakistani, other Asian, Caribbean and other black ethnicity had between 10 and 50% higher risk of death when compared to white British.”* The Council built an operational response to the pandemic that reflected and met the diverse needs of all our communities. Covid-19 has highlighted, and further exposed the health and economic inequalities that pre-existed the pandemic across the City. In particular, the Black Lives Matter movement continues to strive for racial equality, social and criminal justice.

5. As a result of this, there are now much stronger relationships and insights with community groups than before; and the Council has been able to ensure its services are designed and delivered in the context of local diversities.
6. In the longer term, this learning will benefit the Council in further improving the internal culture of the Council. Because of the relationships formed, this will help the Council to utilise these opportunities to attract the best local talent, and build a more inclusive and diverse workforce.
7. It should be noted that figures used for comparison of the local population are those considered ‘economically active’ – in other words those who are in employment and those unemployed. The local population figures do not include those who are not looking for work or who are not available for work (for example students, those who have retired or those who are too ill to work).

## **WORKFORCE EQUALITIES REPORT**

8. The Council is an employer committed to increasing the diversity of its workforce and providing an inclusive environment with equality of opportunity for all employees. The Council is committed to making sure its workforce is representative of the diverse population it serves.
9. Presentation of the Workforce Equalities Report (WER), at Appendix 1, is an annual report that the Council is obliged to publish every year under the Equality Act 2010 (the Act). The WER provides an update on human resources and equalities related activities of the Council. It is a ‘snap shot’ of how diverse the workforce is, what recruitment has taken place and contains data trend analysis for a three year period (1 April 2019 to 31 March 2021) for the key protected characteristics in the Act. The WER also provides comparative population data and a breakdown of the Council’s staffing in relation to key equalities reporting areas.
10. This year, the format of the report has changed with the aim of being more reader friendly for the public. New sections have been incorporated to summarise trends and to identify the key achievements and priority actions for the coming year.
11. The WER covers aspects of the employment lifecycle and highlights what the Council has done in terms of recruitment and retention to increase the diversity of its workforce, in addition to embedding the Public Sector Equality Duty and Equality Act 2010 best practice.
12. The main items to note are as follows:

- Recruitment activity was markedly reduced, with 60 new starters joining the Council compared to 99 in the previous year and 64 leavers in the same period meaning slightly more people were leaving than joining.
  - Over half of the workforce are women (58.2%), which is above that of the population of Oxford at 47%. This year, the proportion of women in senior roles has increased by 6%, now making up 41% of roles at grade 11.
  - There was a slight reduction in the workforce of black and minority ethnic employees over the reporting period to 12.4% from 13.0% in 2019. This is presently reporting at 13.07% as at 30.09.2021. This is lower than those economically active in the local population of Oxford (18%) and below the Council's target of 13.5% by 2022. Recruitment data suggests a drop in the proportion of black and minority ethnic candidates applying for and appointed to roles with the Council.
  - 10.8% of workforce have declared a disability, relatively stable compared to last year and compares favourably with the local population at 6.7%. Data suggests an increase in the number of disabled candidates applying for and appointed to roles and with the Council.
  - The average age of the Council's workforce is 45. The proportion of staff under 30 years of age has decreased across the 3 year reporting period from 16.4% to 13.3%. The proportion between staff aged over 50 has increased marginally during this period.
  - The Annual Population Survey (2016) suggests that 2.0% of the population identifies as bisexual, lesbian or gay. 3.6% of the Council workforce identify as bisexual, lesbian or gay. Currently data on recruitment is limited and this is an area requiring improvement.
  - 34.6% of the workforce have declared as Christian compared with 48% in Oxford, with 28.4% atheist/humanist/no belief compared to 33.1% in Oxford and 28.8% unknown. 3.6% of the workforce is 'other', 2.1% is Muslim (Oxford 6.8%) and 0.3% Sikh.
13. The economic impact of the Covid-19 pandemic on the Council is well documented and the impact on the Council's work to support the workforce was significant, from ensuring people were set up to work remotely from home and diverting people to take on new demands as a result of the pandemic, to helping our employees with their wellbeing and balancing their work and home life.
14. A unique set of circumstances were faced during 2020/21 in terms of employment data – recruitment activity was at an all-time low, the number of leavers during the year was markedly fewer. For example, staff turnover for 2020/21 was severely reduced from an average of 11% pre pandemic to just over 4% in February 2021. This is evidenced by the fact that new starters to the organisation dropped significantly from 99 in 2019/20 to 60 in 2020/21. This has challenged the ability to address BAME/Gender under-representation through recruitment in the current financial year.

15. The WER presents the progress achieved so far against the action plan, some highlights include:

- The Council's new People Strategy was launched, embodying our ambition to put inclusion and respect at the heart of the Council's culture
- Resources were invested in a Equality, Diversity and Wellbeing workstream, including appointing an Equality and Diversity Project Manager to deliver the work needed
- A quarterly engagement survey was introduced across the Council, with questions aimed at understanding people's feelings of belonging and to raise visibility of issues affecting different groups.
- An apprenticeship programme was introduced across a number of service areas including Community Services, Financial Services and Housing, targeting local communities through different means including outreach to local schools and colleges, liaising with locality hubs and other partners. The objective was to improve representation of younger people, BAME communities and females into the Council. This programme has successfully attracted apprentices from the local communities in Oxford City. A breakdown of applicants shows that 74% were under 30 compared with 22.3% over 30, 36% were BAME compared with 53.2% that were white and 54% were female compared with 42.4% male. Of those appointed, 55% were BAME and 91% were under the age of 30 and 55% were female.
- To improve representation of females and BAME employees at management level, we contracted with our external search and recruitment partners to ensure a diverse talent pool.
- Our Domestic Abuse Policy has been revised and re-launched to support our staff and raise awareness – this has been accompanied with improved intranet resources for staff and promotion of Domestic Abuse Champions.
- The Council were awarded Disability Confident Employer status (at Level 2) on 23 March 2021 and this will be in place up to the 19 March 2024.
- Wellbeing activities have been undertaken to support our employees across a number of areas, such as mental health, women's and men's health, sleep and initiatives to support wellbeing while working from home. We hosted a workplace mental health and wellbeing network to share insights with other Oxfordshire organisations.
- Employee networks have begun to be established, facilitated using different methods, such as a channel for people to discuss a wide variety of wellbeing issues via Teams, and an LGBTQ+ network.
- A programme of activities to encourage our services to build an inclusive culture have been implemented, including awareness sessions discussing lived experiences, articles written by members of staff about their lived experiences in Council communications.
- Specific sessions on equalities were run with our leadership community and in all Council Let's Talk sessions, encouraging participation and engagement from the audience

16. The WER sets out our priority aims and specific actions for 2021/2022. A summary of these include:

- Improving diversity and inclusion capability for our people and create robust and transparent processes, policies and systems across the Council.
- Encouraging Council services to build an inclusive culture. The main activities will include:
  - Implementing an Equalities Steering Group to support services to integrate Equality, Diversity, Inclusion and Belonging in policy, service designs and the operational delivery infrastructure, and to monitor performance.
  - Each service area will develop their own workforce development plan, to show in more granular detail the specific actions they will take to improve diversity through the employment lifecycle including recruitment, development, performance and retention.
- Becoming an inclusive employer – creating an exceptional end to end experience for all of our current and future colleagues. This will involve a review of recruitment and on-boarding to include how we use best practice at different stages of the recruitment process, learning from the success of other recruitment campaigns such as the apprenticeship programme.
- Improve our data collection so we can use evidenced based insights, data and experience to progress our diversity and inclusion commitments. This will enable us to report on ethnic groups and to analyse and report on the data through an intersectional lens. It should also be noted that the outputs from the latest Census will provide an updated analysis of the City Council's population, which will further inform what the development areas are in the City Council's workforce profile and shape the interventions required. This is presently expected mid-2022.

## **GENDER PAY GAP**

17. The Council is required under the Equality Act 2010 to publish an annual report that provides details of the Council's gender pay gap using a number of key measures: basic pay; bonus; the proportion of male and females receiving a bonus; and pay quartile data (basic pay) for male and female staff. Due to the government's gender pay reporting cycle, the pay data that the Council must publish by 30 March 2022 relates to Council pay data at the 'snapshot date' of 31 March 2021.

18. Gender pay gap reporting is based on two calculation methodologies. The first uses the hourly rate paid to male and female staff to compile the following reporting indices: -

- Mean gender pay gap (basic pay);
- Median gender pay gap (basic pay); and
- Pay quartiles by gender.

In practical terms the use of an hourly rate as the basis for calculation of the mean and median gender pay gap, and pay quartiles by gender, means that the

*distribution* of female and male staff in the workforce has a significant impact, especially when coupled with a largely female workforce. The second methodology relates to reporting on the bonus pay gap. However, the Council does not currently make any bonus payments so has no data to report for this element.

19. The Council's gender pay gap details for the snapshot date of 31st March 2021 is as follows:

<b>31 March 2021</b>	
Mean gender pay gap (basic pay)	11.4%
Median gender pay gap (basic pay)	9.4%
Mean gender bonus gap	0%
Median gender bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

#### **Pay quartiles by gender**

<b>Quartile</b>	<b>Males %</b>	<b>Females %</b>
Top	52.27	47.73
Upper Middle	46.02	53.98
Lower Middle	35.23	64.77
Lower	33.71	66.29

20. Comparisons between the Gender Pay Gap as at 31<sup>st</sup> March 2019 and 31<sup>st</sup> March 2021 are shown in Table 1 of Appendix 2. This data shows that:

- The mean gender pay gap has decreased from 12.3% in 2020 to 11.4% in 2021, but remains in favour of males.
- The median gender pay gap has decreased from 11.9% in 2020 to 9.4% in 2021.
- The gender composition has remained static from the previous report at 58% females and 42% males.
- The representation of males in the top pay quartile has reduced by 2% from 54.44% in 2020 to 52.27%.

21. The tables 2, 3, 4 and 5 of Appendix 2 report the distribution of staff by grade, gender, employment type and age and show that:

- 58% of the Council's work force is female. 35% of them work on a part-time basis, compared to 12% of male staff who work on a part-time basis. The high number of part time females is the most significant contributing factor impacting on the Council's gender pay gap. The graphs show that the females working

part time are predominantly younger and on lower grades compared to the small number of males working part time who are older and on higher pay.

- There is a decrease in the mean pay gap from 12.3% in 2020 to 11.4% in 2021. The quartile data shows an increase in the proportion of females in the top pay quartile. The number of male employees in the senior management grades (Business Lead and above) has remained static since last year at 17 and the number of females has increased by 2 from 8 in 2020 to 10 in 2021. These changes will be one of the contributory factors causing the reduction in the mean gender pay gap.

22. The Office for National Statistics (ONS) reports annually on the national gender pay gap. The report is from data in the Annual Survey of Hours and Earnings (ASHE) which is based on a 1% sample of jobs from HM Revenue and Customs Pay as You Earn records. The ONS has summarised the main points from the statistics as follows:

- In 2020 the overall gender pay gap was 14.9%, falling from 17.4% in 2019.
- The gender pay gap is lower nationally for full time employment at 7.0%.
- The gender pay gap for those in part time employment nationally is -3.5% (in favour of females)
- Whilst for full time employment the pay gap is close to zero for age groups under 40, it is still over 10.7% for 40 to 49 year olds and is over 11% for those aged 50 and over. This is a decline since last year.
- The ONS have highlighted that data for 2020 and 2021 is subject to more uncertainty than usual, due to the challenges faced collecting the data under public health restrictions and a fall in response rates since the start of the pandemic.
- The number of people furloughed during this time may have had an impact on the gender pay gap, as almost half of those furloughed were receiving reduced pay. In April 2020, the majority of those furloughed nationally were men, potentially reducing the pay gap in the short term.

23. The national positive pay gap for part time workers is due to the higher number and low level of pay for part time females. According to a Local Government Employer Survey, the median annual salary for part time staff was £20164 (£10.48 per hour) and the ONS data indicates a median hourly rate of £11.35 for Local Government Administrative Occupations in 2019.

24. The table below shows the Council's mean hourly rate of pay for part time female staff is £17.09 and the median rate is £16.23 which are significantly higher than the average pay nationally (as per paragraph 23).

<b>Employment</b>	<b>Average</b>	<b>Pay Gap</b>	<b>Average Female Salary (per hour)</b>	<b>Average Male Salary (per hour)</b>
Full Time	Mean	8.42%	£18.95	£20.70

Part Time	Mean	15.35%	£17.09	£20.19
Full Time	Median	0%	£18.54	£18.54
Part Time	Median	12.03%	£16.23	18.45

25. In summary, whilst there remains a gender pay gap in favour of males the rates of pay at the lower range of the pay scale are favourable when compared with national rates. This reflects the Council's initiatives to improve low pay through the Oxford Living Wage and a pay deal for staff which was weighted towards the lower pay points by providing a set lump sum increase.
26. The Council's People Strategy will continue to provide opportunities for staff development with the aim of continuing the positive change in the gender pay gap seen this year. A review will also be undertaken to understand whether there are any challenges for part-time staff progressing to more senior roles within the Council.

### **ETHNICITY PAY GAP**

27. This is the second year that the Council has reviewed its ethnicity pay gap and therefore the first time any trends in data can be analysed.
28. Ethnicity pay gap reporting remains voluntary and consequently there is not a national prescribed methodology for calculating the ethnicity pay gap. The same methodology that is used for calculating the gender pay gap has therefore been used to calculate the Council's ethnicity pay gap.
29. The provision of ethnicity information is voluntary and for the Council's workforce 9.7% of the data is not known. For the purpose of this report the categories above have been grouped into three classifications:
- Black and Minority Ethnic (BAME)
  - White
  - Not known
30. It is important to note that whilst the classifications have been grouped to provide a useful overview, this does not inhibit the Council from undertaking a deep-dive to better understand impact at specific ethnicity level. However, it is worth noting that given the size of the smaller cohorts when assessing specific ethnicities, it is important to be careful in how the information is interpreted and compared.
31. The current number of employees in the BAME category is relatively small, representing 12.4% of the workforce.
32. It should be noted that an ethnicity pay gap is not an equal pay issue. The Council has a job evaluation scheme to determine job grades which is based on the duties and responsibilities of the job, with no reference to any job holders.

33. Appendix 3 provides details of the Council’s ethnicity pay gap using the same methodology as for the calculation of the gender pay gap, comparing the pay differential between employees in the BAME group with employees in the White group.

34. The Council’s ethnicity pay gap details for the snapshot date of 31st March 2021 are below:-

<b>31 March 2021</b>	
Mean ethnicity pay gap (basic pay)	11.4%
Median ethnicity pay gap (basic pay)	11.8%
Mean ethnicity bonus gap	0%
Median ethnicity bonus gap	0%
Proportion White receiving a bonus	0%
Proportion BAME receiving a bonus	0%

#### **Pay quartiles by Ethnicity**

<b>Quartile*</b>	<b>BAME %</b>	<b>White %</b>
Top Quartile	7.55	92.45
Upper Middle Quartile	10.69	89.65
Lower Middle Quartile	16.35	83.65
Lower Quartile	20.25	79.75

35. Comparisons between the Ethnicity Pay as at 31<sup>st</sup> March 2020 and 31<sup>st</sup> March 2021 are shown in Table 1 of Appendix 3. This data shows that:

- The mean ethnicity pay gap has increased from 10.3% in March 2020 to 11.4% in March 2021
- The median ethnicity pay gap has increased from 9.4% in 2020 to 11.8% in 2021
- The representation of BAME in the top pay quartile has remained relatively static at 7.23% in March 2020, increasing slightly to 7.55% in 2021.

36. The pay gap figures above exclude the 68 (amounts to 9.7%) employees for whom ethnicity is not known.

37. The table below shows that at 11.8% the Council’s ethnicity pay gap is higher than both the national and regional pay gaps. The median hourly pay rates are, however, higher at £18.54 in the White group and £16.36 for the BAME group. The respective mean hourly rates are £19.33 and £17.13.

Population	White Median Hourly Rate	BAME Median Hourly Rate	Ethnicity Pay Gap
England and Wales	£12.40	£12.11	2.3%
South East Region	£13.45	£12.38	5.9%
Oxford City Council	£18.54	£16.36	11.8%

## DISABILITY PAY GAP

38. For the first time, the Council has reviewed its disability pay gap. The methodology used is the same as that already used for the gender and ethnicity pay gap reporting.

39. The provision of disability information is voluntary and for the Council's workforce 11.2% of the data is not known. For the purpose of this report the categories have been grouped into three classifications:

- Disabled
- Non Disabled
- Not known

40. The current proportion of the workforce at the Council declaring a disability is relatively small at 10.8%.

41. The Council's disability pay gap details for the snapshot date of 31st March 2021 are below:-

31 March 2021	
Mean disability pay gap (basic pay)	7.7%
Median disability pay gap (basic pay)	1.5%
Mean disability bonus gap	0%
Median disability bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

## Pay Quartiles by Disability

Quartile	Disabled%	Non Disabled %
Top	8.33	91.67
Upper Middle	14.10	85.90
Lower Middle	12.82	87.18

Lower	13.46	86.54
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42. The data shows the disability pay gap is 7.7% and the mean disability pay gap is 1.5%. The representation of BAME in the top pay quartile is 8.33% March 2021.

43. The table below shows that at 1.5%, the Council’s disability pay gap is lower than the national pay gap. The median hourly pay rates are higher at £18.27 for the disabled group and £18.54 for non disabled group. The mean hourly pay rates are £17.69 and £19.17 respectively.

Population	Disabled Median Hourly Rate	Non Disabled Median Hourly Rate	Disability Pay Gap
England and Wales	£10.63	£12.11	12.2%
Oxford City Council	£18.27	£18.54	1.5%

44. Appendix 4 provides a table and graphic representation of disability by grade. There is a notably higher level of disabled employees in grades 5-7. From grades 8 onwards the % of disabled employees is significantly lower compared to the rest of the workforce.

## MEASURING PROGRESS / OUTCOMES

45. This WER is useful in providing a set of indicators to measure the performance of the organisation from a pay gap perspective as part of the Council’s equity aspirations. To define outcomes from the People Strategy, a number of engagement sessions have been undertaken in 2020/21 and the Council launched the first staff survey. All this will go to setting outcomes that can be used to measure progress – the focus being on qualitative related outcomes such as trust and belonging, career progression, inclusive governance etc.

46. In taking this approach, the Council would be able to provide a whole cycle view, rather than just statistical representations that on their own provide limited value. By focusing on outcomes, as an organisation the Council would begin to embed EDI into its business philosophy aligned to the commitment to being an “inclusive and diverse organisation that values our people”.

## FINANCIAL IMPLICATIONS

47. A base budget of £60,000 is in place to support the Council’s on-going commitment to positive action as a key strand of our approach to EDI.

48. In 2020/21, the Council invested in resource to support the implementation of the People Strategy, this included appointing a fixed term ED&I Project Manager who has now left the organisation. To continue the work for ED&I and implementing the People Strategy further, it has been identified that more long term investment is

needed and an invest to save business case has been submitted to seek budget approval for the required resource in the People Team.

49. The pandemic has had a significant impact on the finances of the authority with many income streams being severely reduced as a result for this financial year and for a number of years to come. In setting its budget and balancing the deficits in its General Fund for next year and for the Medium Term Financial Plan, the authority is planning to take a number of measures as part of the Change Programme.

## **LEGAL IMPLICATIONS**

50. The Equality Act 2010 (the Act), section 149 introduced the Public Sector Equality Duty. It requires that in everything the Council does, it 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 persons who do not share it.

52. 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.

53. 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; and
- (b) Other persons affected by its policies and practices.

54. 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.

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

56. 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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## Oxford City Workforce Equalities Report

2019 - 2021

Published XXXXXXXXXXXXX

# Appendix 1

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## INTRODUCTION – Message from Chief Executive

In the year that this report focuses on, 1 April 2020 to 31<sup>st</sup> March 2021, the country spent much of the time in lockdown as a result of the COVID pandemic. Our local communities needed us more than ever, and we responded by providing food support, bringing the homeless off the streets and protecting livelihoods through a programme of business grants and payment holidays.

Oxford is an ethnically and culturally diverse city, with the third largest ethnic minority population in south east England, and 10 out of 83 neighbourhoods amongst the 20% most deprived in England. Data showed that Black and Asian communities were disproportionately impacted by the virus, and so we strengthened our partnership working with these communities, working closely with Oxford Central Mosque, community groups and the NHS to address specific issues. This has fundamentally changed the way we work with and understand our communities, making it more important than ever to ensure we have a workforce reflective of the people we service.

The impact on our own workforce was significant, from ensuring people were set up to work remotely from home and diverting people to take on new demands as a result of the pandemic, to helping our employees with their wellbeing and balancing their work and home life. We also faced a unique set of circumstances during 2020/21 in terms of employment data – recruitment activity was at an all-time low, the number of leavers during the year was markedly fewer and the number of new starters was almost 40% less than previous years.

Last year, in our Workforce Equalities Report, we outlined our commitment to increase the diversity of our workforce and provide an inclusive environment to help people be their best selves and reflect the communities they serve. We set out our ambition to increase our Black and Minority Ethnic (BAME) to 13.5% by 2022, and recognised the need to increase the representation of women and BAME candidates at management level. The challenging circumstances during 2020/21 have impacted the extent to which we have been able to achieve our aims, but we have made some good progress:

- We continued our commitment to transparency around our pay in relation to ethnicity by publishing an ethnicity pay gap report for the first time, alongside the gender pay gap report. This year we will go a step further by publishing a disability pay gap report. These can be found [<insert link once set>](#).
- We set out our goals in our Equality Action plan and subsequently launched our ambitious People Strategy, which incorporates these goals and goes further by articulating the respectful, inclusive and supportive culture we are striving for that by definition will nurture a more representative workforce – taking a more authentic approach that focuses beyond key

# Appendix 1

performance indicators. This recognises the multifaceted approach required to achieve this from how we attract a diverse workforce and how our leaders motivate and recognise the contribution of their teams to how we listen and engage with our employees.

- We recognised that to achieve what needed to be done required investment as well as resources and an Equality, Diversity and Inclusion (EDI) workstream of Human Resources and Organisational Development (HR&OD) people was created, with engagement from employees across the Council. We have also increased our governance approach to monitor and drive progress by setting up a People Strategy Board and shortly we will be launching an Equality Steering Group with representation across the Council and from our newly formed employee networks.

This report focuses on the City Council as an employer, and provides an update of our achievements and the people and equalities related activities of the City Council. This report provides a 'snap shot' of what we look like as a council, data trend analysis for a three year period (1 April 2018 to 31 March 2021) for the key protected characteristics, comparative population data and a breakdown of the City Council's staffing for key equalities reporting areas. We have also provided data in relation to aspects of the employment lifecycle, namely attraction, recruitment, on-boarding and retention/leavers. We intend to increase this in future to incorporate analysis on performance and development.

We recognise from the data, that equality information is not often declared and this means we are unable to get a full picture of our workforce. We have taken steps this year to build trust and increase engagement with our people by establishing staff networks and running focus groups to gain better insight, thereby enabling people to feel confident in disclosing their equality information.

***Insert signature***

## ABOUT THE DATA

### Sources of Data:

- An examination of the 2011 Census Data, provides a greater understanding of the demography of Oxford's population. The Office for National Statistics Annual Population Survey 2018 has been used where data is not available in the 2011 Census.
- The Council is analysing data collected from applicants and employees 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.

### Who the report includes:

- The report includes all directly employed Council staff, including Oxford City Homes Ltd. Agency staff and contractors are not included, nor are Oxford Direct Services (ODS). ODS is a wholly owned company, a separate entity from Oxford City Council and not a public body. Therefore the Public Sector Equality Duty (PSED) to report on equalities information does not apply to them.

### Provision of equality data:

- The Council asks job applicants and employees to provide data on certain characteristics for statistical monitoring purposes. They are informed that the data provided will only be used in an anonymised way for these purposes. The data is provided on a voluntary basis using our Human Resources Information Management System (iTrent). Employees can amend or remove their information at any time.
- All employees are required to provide data in relation to sex (as assigned at birth) for HMRC purposes and this is used for monitoring purposes in relation to gender.

### Non-reporting

- We strongly encourage completion of non-mandatory equality data (all data except sex) and provide assurances in relation to confidentiality and use of the data, however, as provision of the data is entirely voluntary there are varying levels of non-provision of data which has an influence on the integrity of the data analysis

### Presentation of data

- For the majority of information presented in the report, percentages have been used. When information has been broke down further, data has been presented in number format due to the small numbers involved.

## DEFINITIONS

### **BAME**

Black, Asian and minority ethnic (BAME) is an umbrella term covering people with Black, Asian and minority ethnic backgrounds. For the purposes of this report BAME includes people declaring Asian, Black and Mixed backgrounds.

This term is used in this report purely for statistical purposes to enable the monitoring, discussion and addressing of discrimination and inequalities.

### **Sex**

The UK Government defines sex as the biological aspects of an individual as determined by their anatomy, which is produced by their chromosomes, hormones and their interactions; something that is assigned to an individual at birth and is generally female or male.

For HMRC purposes all staff are recorded as either male or female. Where this report refers to gender in respect of employees it usually categorises according to this.

### **Gender**

The UK Government defines gender as a social construction relating to behaviours and attributes based on labels of masculinity and femininity: gender identity is a personal, internal perception of oneself and so the gender category someone identifies with may not match the sex they were assigned at birth. Individuals may see themselves as a man, woman, as having no gender, or as having a non-binary gender – where they identify as somewhere on a spectrum between a man and a woman.

Our job application allows applicants to self-identify as male or female or not declare this information.

### **Disability**

People who consider themselves to have a disability/long term impairment.

### **Sexual Orientation**

Sexual orientation is an enduring pattern of romantic or sexual attraction which may be to the opposite sex or gender, same sex or gender or to both sexes and more than one gender.

### **LGB**

Lesbian, gay and bisexual (LGB). People declaring attraction to the same sex.

## EQUALITY, DIVERSITY AND INCLUSION ACHIEVEMENTS – 2020/2021

2020/21 has seen a big shift in the way that employers are involved in their employees lives. The pandemic has changed the way we work completely not only in how we support our employees to meet their financial, physical and mental needs but also in how we changed our services to support our local communities – bringing us closer. During 2020/21, we have undertaken a number of activities to proactively support our employees and to meet the goals we set out in our Equalities Action Plan.

- We launched our new People Strategy which embodies our ambition to put inclusion and respect at the heart of our culture; to reduce the extent of inequality, to tackle unfairness and disadvantage and to support our communities to be strong, inclusive and successful. In order to make this change we have established a workstream focussed on proactive activities that will enable all our employees to take part in decision making, and give them the ability to step up, ensuring those with lived experience are able to influence how we deliver services.
- A quarterly engagement survey was introduced across the Council, with questions aimed at understanding people's feelings of belonging and to raise visibility of issues affecting different groups.
- We launched our apprenticeship programme across a number of our service areas including Community Services, Financial Services and Housing, targeting our local communities through different means including outreach to local schools and colleges, liaising with locality hubs and other partners. Apprenticeship applicants received support with applications through locality hubs. Although not within the timeframe of this report, we have seen success in our apprenticeship programme with 53% of candidates appointed black and minority ethnic.
- Member awareness programme was developed with Inclusive Employers and members were actively involved in promoting our apprenticeship programme.
- To improve representation of females and BAME employees at management level, we contracted with our external search and recruitment partners to ensure a diverse talent pool.
- We undertook a review of our employee data across the protected groups to understand where the gaps are, and the impact of this. Recommendations have been made to improve these areas.

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- Our Domestic Abuse Policy has been revised and re-launched to support our staff and raise awareness – this has been accompanied with improved intranet resources for staff and promotion of Domestic Abuse Champions.
- The Council were awarded Disability Confident Employer status (at Level 2) on 23 March 2021 and this will be in place up to the 19 March 2024.
- Wellbeing activities have been undertaken to support our employees across a number of areas, such as mental health, women's and men's health, sleep and initiatives to support wellbeing while working from home. We hosted a workplace mental health and wellbeing network to share insights with other Oxfordshire organisations.
- Employee networks have begun to be established, facilitated using different methods, such as a channel for people to discuss a wide variety of wellbeing issues via Teams, and an LGBTQ+ network.
- A programme of activities to encourage our services to build an inclusive culture have been implemented. This included:
  - Awareness sessions run by different people across the Council discussing lived experiences
  - Articles written by members of staff about their lived experiences in Council communications.
  - Specific sessions on equalities with our leadership community and in all Council Let's Talk sessions, encouraging participation and engagement from the audience
- We published pay gap reports for gender and, for the first time, ethnicity with an ambition to publish a disability pay gap report in the coming year.

## HEADLINES

**Total Workforce:** The number of people employed by the Council has decreased from 720 on the 31<sup>st</sup> March 2020 to 703 on the 31<sup>st</sup> March 2021. During 2020/21, turnover was significantly lower than pre-pandemic years (2019 and before) at 8% on average, and 4.8% at its lowest. Recruitment activity was lower, with 60 new starters joining the Council compared to 99 in the previous year and 64 leavers in the same period meaning slightly more people were leaving than joining.

**Gender:** Over half of the workforce are women (58.2%), which is above that of the population of Oxford at 47%. This is also reflected in an increase in the number of women applying for roles and being appointed. This year, the proportion of women in senior roles has increased, now making up 41.7% of roles at grade 11 plus compared to 35% last year.

**Ethnicity:** Data indicates a slight reduction in the workforce of black and minority ethnic employees over the reporting period to 12.4% from 13.0 in 2019. This is lower than the local population of Oxford (18%) and below the Council's target of 13.5% by 2022. Furthermore, black and minority ethnic employees are under-represented in management roles making up 6% of managers (33% of managers have not declared their ethnicity). Recruitment data suggests a drop in the proportion of black and minority ethnic candidates applying for and appointed to roles with the Council.

**Disability:** 10.8% of workforce have declared a disability, relatively stable when compared to last year and compares favourably with the local population at 6.7%. Data suggests an increase in the proportion of disabled candidates applying for and appointed to roles and with the Council. Disabled employees are fairly well represented at lower grades but make up just 6% of senior roles (grade 11+).

**Age:** The average age of the Council's workforce is 45. The proportion of staff under 30 years of age has decreased across the 3 year reporting period from 16.4% to 13.3%. The proportion between staff aged over 50 has increased marginally during this period. When compared to the local population, the largest proportion of the workforce is between 20-29 years of age, potentially reflecting the large student population in Oxford.

**Sexual Orientation:** The Annual Population Survey (2018) suggests that 2.2% of the population identifies as bisexual, lesbian or gay. 3.6% of the Council workforce identify as bisexual, lesbian or gay. Currently data on recruitment is limited and this is an area requiring improvement.

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**Religious Belief and Non-belief:** 34.6% of the workforce have declared as Christian compared with 48% in Oxford, with 28.4% atheist/humanist/no belief compared to 33.1% in Oxford and 28.8% unknown. 3.6% of the workforce is 'other', 2.1% is Muslim (Oxford 6.8%) and 0.3% Sikh. The picture in the local population is slightly different according to the 2011 Census, with 48% of the population Christian, 33.1% no religion, 8.3% unknown, 6.8% Muslim and 0.3% Sikh.

**Staff living within Oxford:** the proportion of staff living in Oxford City is 33.71%, which is a slight reduction over the period of reporting (2019 – 2021).

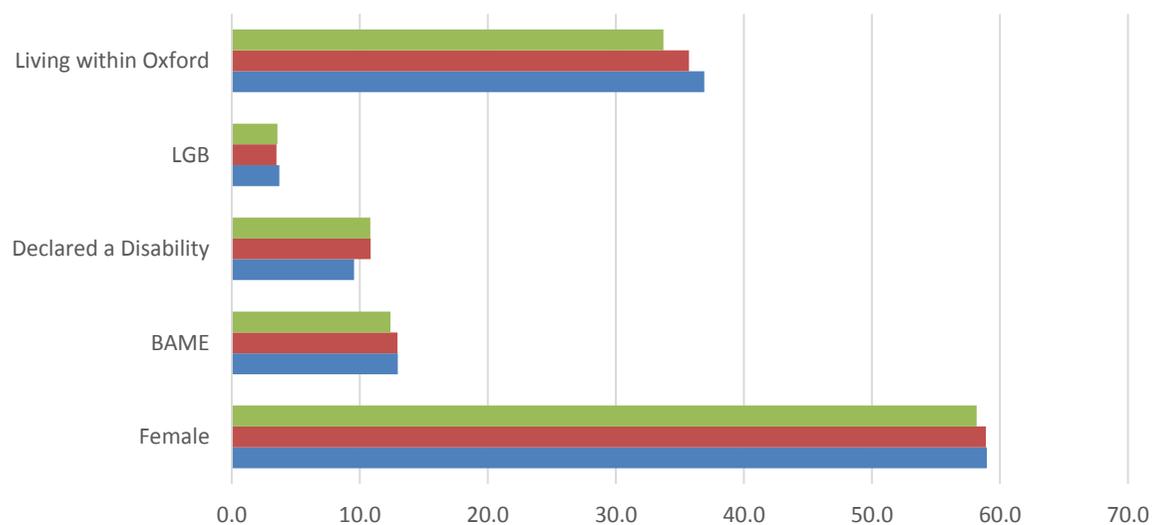
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## OXFORD CITY COUNCIL WORKFORCE PROFILE: TRENDS

Overall, the workforce profile remains similar to previous years.

All dates as at 31 <sup>st</sup> March	2019	2020	2021
<b>Total Workforce</b>	702	720	703
<b>New Starters</b>	122	99	60
<b>Leavers</b>	125	83	64
<b>Average Age</b>	43	43	45

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	Female	BAME	Declared a Disability	LGB	Living within Oxford
2021	58.2	12.4	10.8	3.6	33.7
2020	58.9	12.9	10.8	3.5	35.7
2019	59.0	13.0	9.5	3.7	36.9

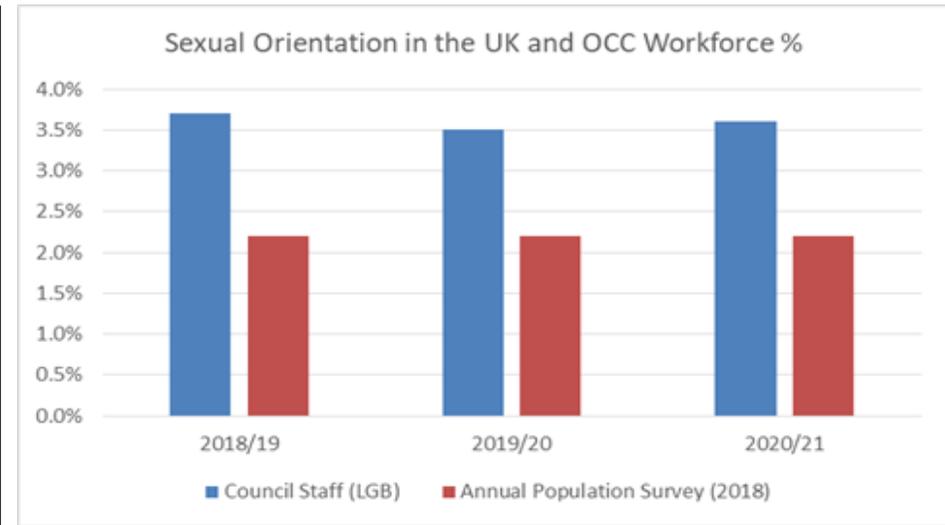
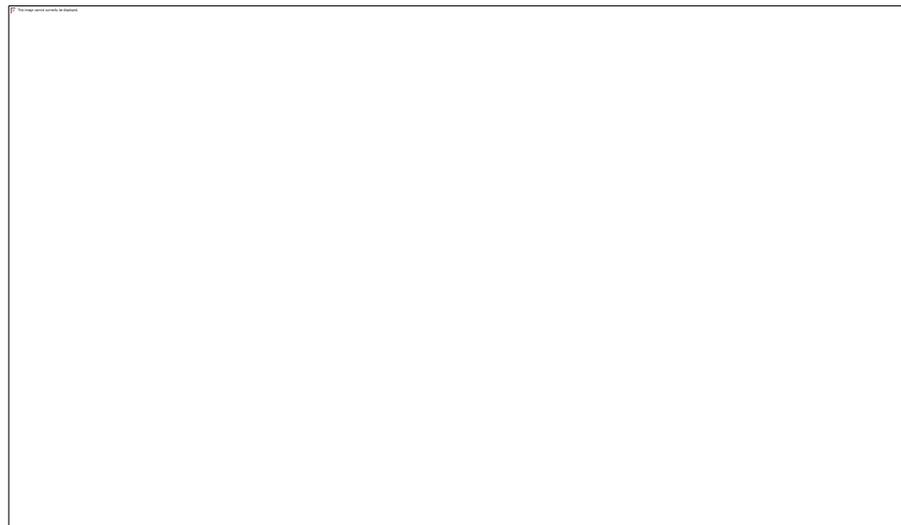
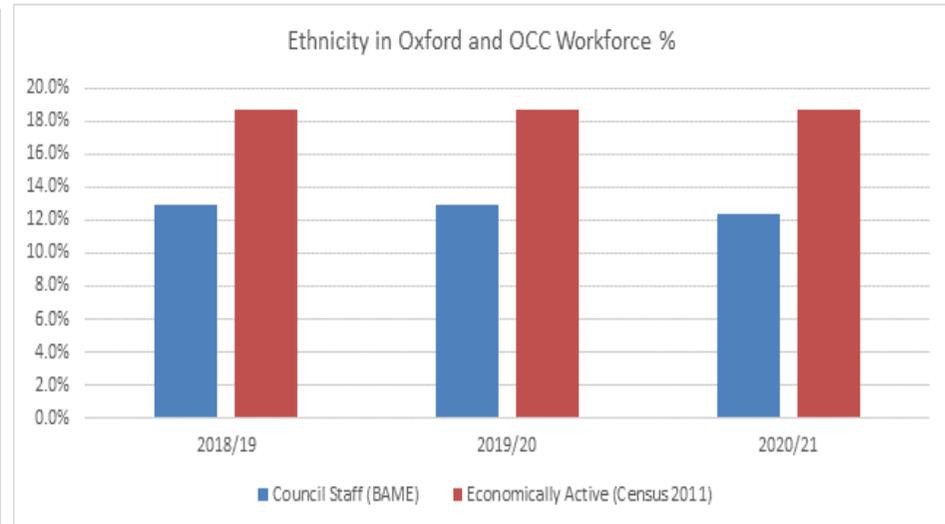
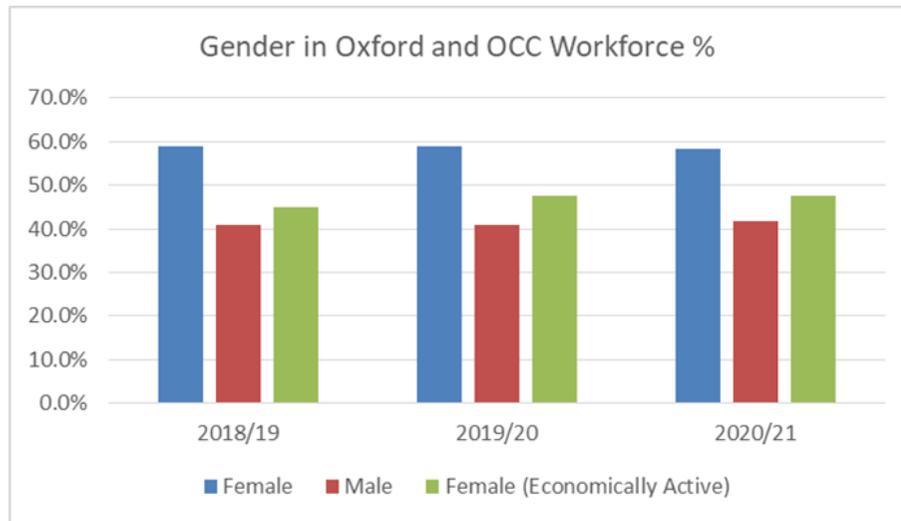
### Comments

- As at March 2021, the total workforce profile was 703, down by 17 on last year. New starter and leaver numbers fell compared to last year. There were slightly more leavers than joiners in 2020/21
- Average age went up by a year to 45
- Over half the workforce are female, similar to last year
- 12.4% of the workforce are BAME, down 0.5% on last year
- 10.8% of employees declared a disability or a health condition, the same as last year
- 3.6% of employees identified as LGB – similar to last year
- 2% fewer people are living within Oxford than last year, continuing the downward trend over the reporting period

# Appendix 1

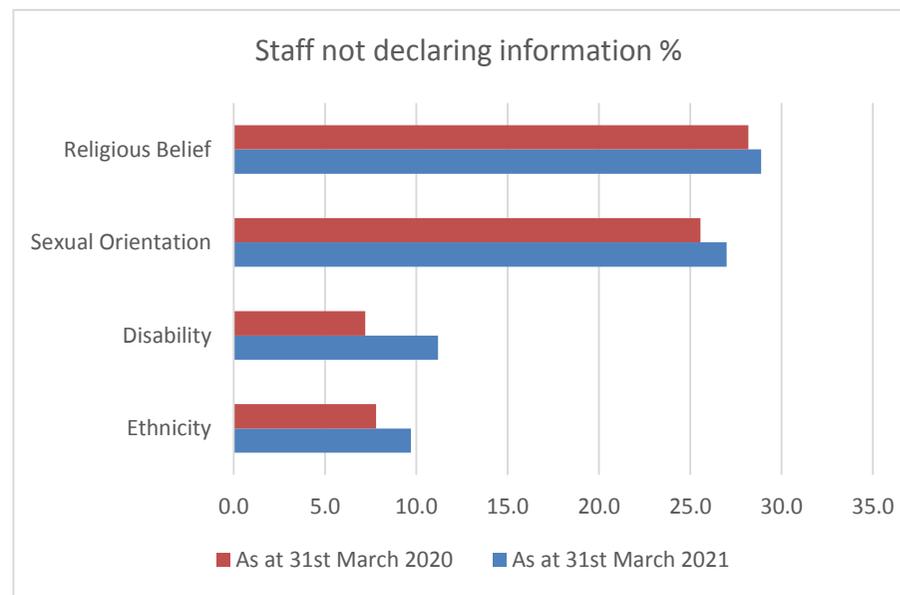
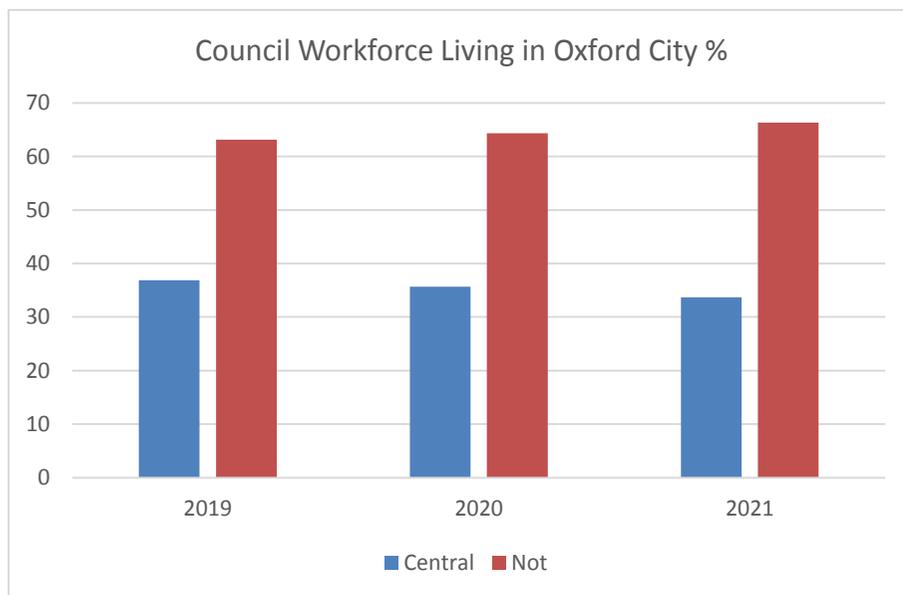
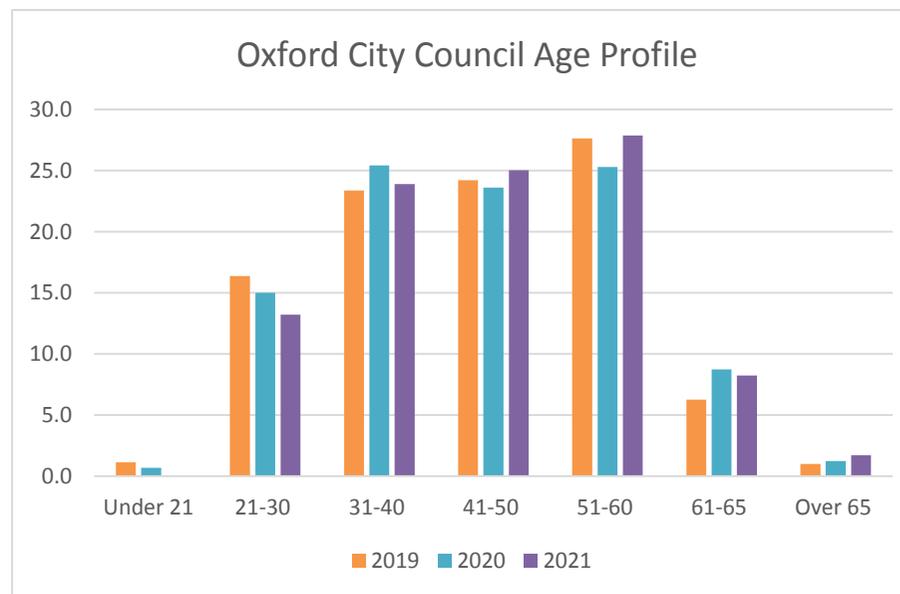
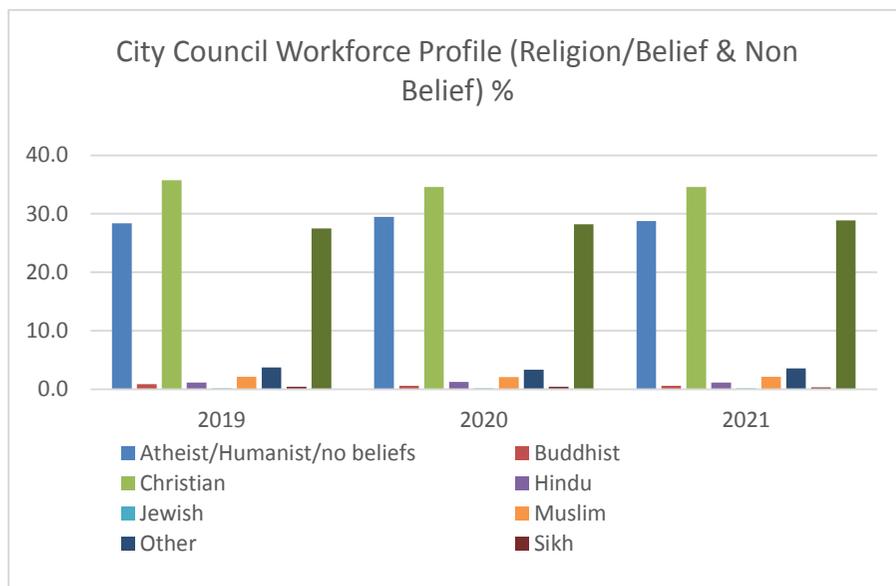
## OXFORD CITY WORKFORCE PROFILE

The following data charts indicate the composition of the City Council's workforce compared to the demographic profile of Oxford:



# Appendix 1

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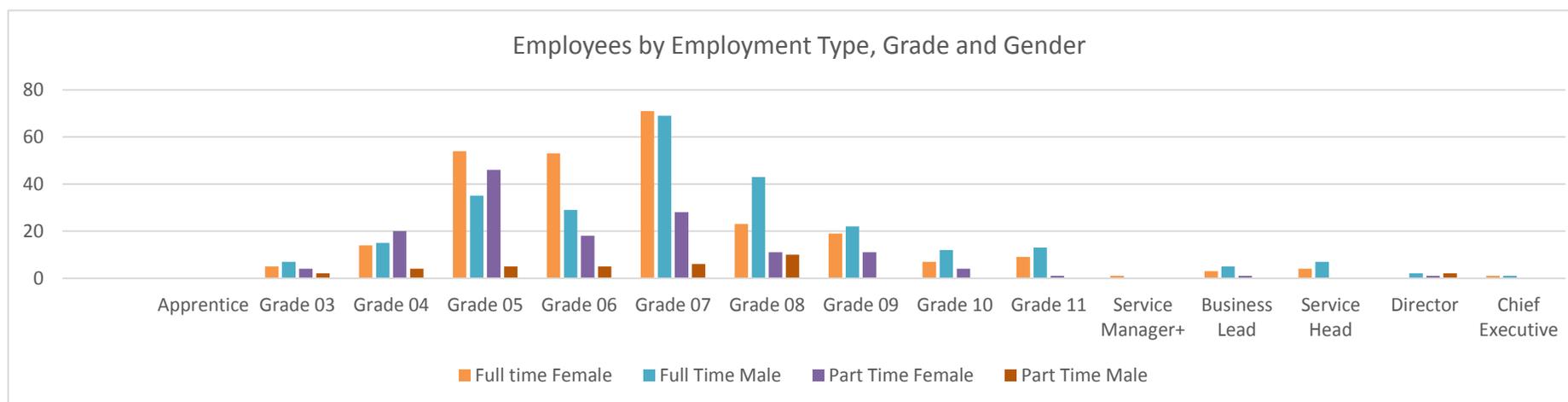


# Appendix 1

## Workforce Profile by Grade and Employment Type

Grade	Female		Female Total	Male		Male Total	Grand Total
	Full time	Part Time		Full Time	Part Time		
Apprentice	0	0	0	0	0	0	0
Grade 03	5	4	9	7	2	9	18
Grade 04	14	20	34	15	4	19	53
Grade 05	54	46	100	35	5	40	140
Grade 06	53	18	71	29	5	34	105
Grade 07	71	28	99	69	6	75	174
Grade 08	23	11	34	43	10	53	87
Grade 09	19	11	30	22		22	52
Grade 10	7	4	11	12		12	23
Grade 11	9	1	10	13		13	23
Service Manager+	1		1				1
Business Lead	3	1	4	5		5	9
Service Head	4		4	7		7	11
Director		1	1	2	2	4	5
Chief Executive	1		1	1		1	2
<b>Grand Total</b>	<b>264</b>	<b>145</b>	<b>409</b>	<b>260</b>	<b>34</b>	<b>294</b>	<b>703</b>

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## Workforce Profile Summary

- The total workforce number has reduced slightly since March 2020 from 720 to 703. The proportion of women employed by Oxford City Council has remained relatively static at 58.2% and compares favourably with Oxford demographic data of 47%.
- The number who have not declared their ethnicity has steadily increased over the period from 6.7% to 9.7% in 2021 - clearly this needs to be addressed to help provide a more comprehensive and accurate picture of our workforce.
- Black, Minority and Ethnic groups represented 12.4% of the Council's workforce at 31<sup>st</sup> March 2021, remaining relatively stable since last year. Based on the 2011 Census the economically active BAME population of Oxford is 18.7% and, as part of the equalities action plan, it was agreed to strive to achieve BAME representation of 13.5% by 31<sup>st</sup> March 2022.
- 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 9.5% to 10.8%, remaining the same as last year. This is greater than the proportion of economically active individuals.
- The average age of the workforce is 45. As at 31 March 2021, no people under 21 were employed by the Council. Furthermore, the proportion of staff under 30 years of age has decreased across the 3 year reporting period from 17.5% to 13.2%. Whilst the proportion of staff aged over 50 has increased from 34.9% to 37.9%. The largest proportion of the workforce is between 51 and 60, but this is by a very small margin. The Oxford population has a greater proportion of people in the younger age groups, with 26.1% making up the 20-29 category. Comparing this to the local population, potentially due to the student population.
- The number of staff who identify as lesbian, gay or bisexual has increased slightly since 31<sup>st</sup> March 2020 from 3.5% to 3.6%, this compares favourably to the 2016 annual population survey which stands at 2%.
- The proportion of members of staff who consider themselves to be atheist or have no religion has remained relatively stable at around 28.9% since March 2019, which compares to 33.1% of the population in Oxford. The numbers of staff who consider themselves to be Christian dropped by just over 1% over the reporting period. The number not declaring their religion is relatively high at 28.9%, compared to the Oxford population where 8.3% of religious belief is unknown. 3.6% of the workforce is 'other', 2.1% is Muslim (Oxford 6.8%) and 0.3% Sikh, compared with 6.8% Muslim and 0.3% Sikh in Oxford.

# Appendix 1

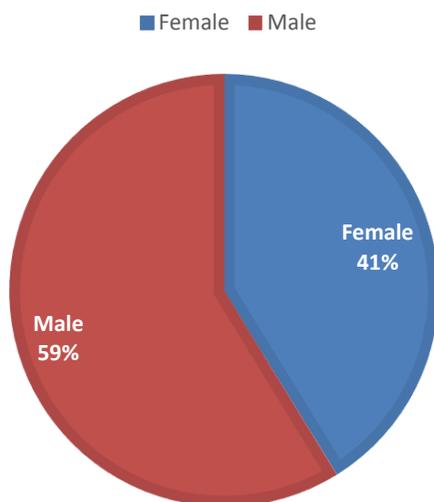
- The proportion of the workforce who have not declared whether they have a disability, their sexual orientation, ethnicity and religion/ belief or non-belief has increased since last year. The biggest drop in declaration has been for disability by 4%.
- The proportion of staff living outside the city centre has risen from 63.1% to 66.3% - this 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. A further contributory factor is that people have been appointed further afield due to the remote working facilities which have been embedded during the pandemic. This provides an opportunity to have a much more diverse workforce.
- There is a fairly good representation of women in roles up to Grade 9, however there are more women than men in lower grades, in particular grade 5 positions.
- A quarter of the Council's workforce work part time – the majority working part time are women with only 34 men working less than full time hours. There is a fairly proportionate spread of part time workers across all grades up to grade 10, but fewer in management roles above grade 11. In the current context of a more remote working economy it may be useful to understand the lower figure for men and make sure they have the same opportunities for working different patterns as women. These figures also do not currently include any other flexible working patterns that people may be working so only provides a partial picture.

## OXFORD CITY COUNCIL MANAGEMENT PROFILE

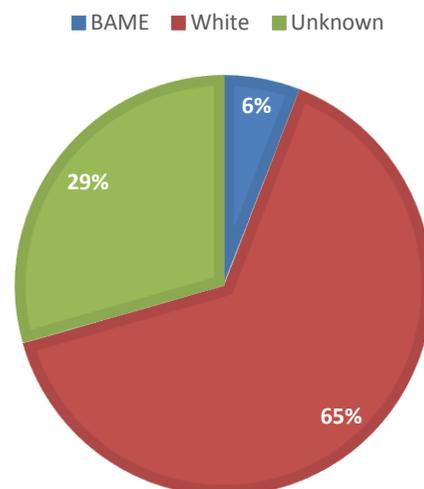
For the purposes of this report, senior managers are defined as those in the following positions:

- Chief Executive
- Executive Directors
- Heads of Service
- Business Leads
- Service Lead
- Grade 11+

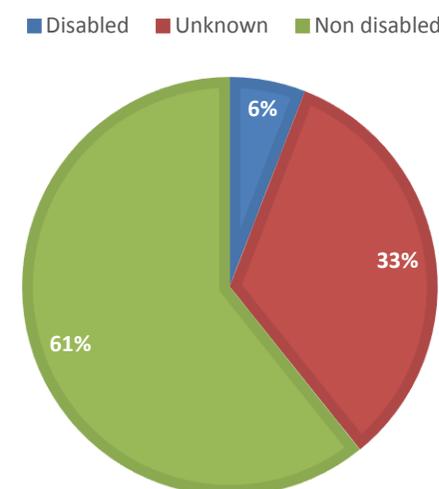
MANAGERS SPLIT BY GENDER %



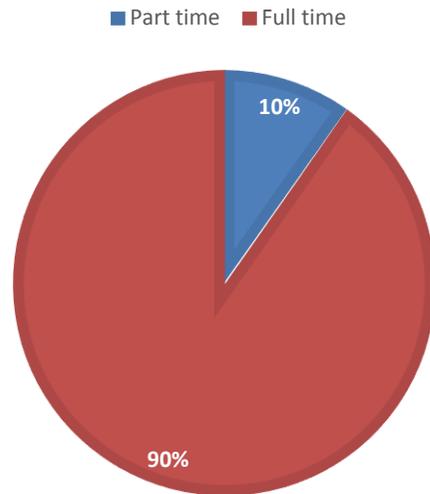
MANAGERS SPLIT BY ETHNICITY %



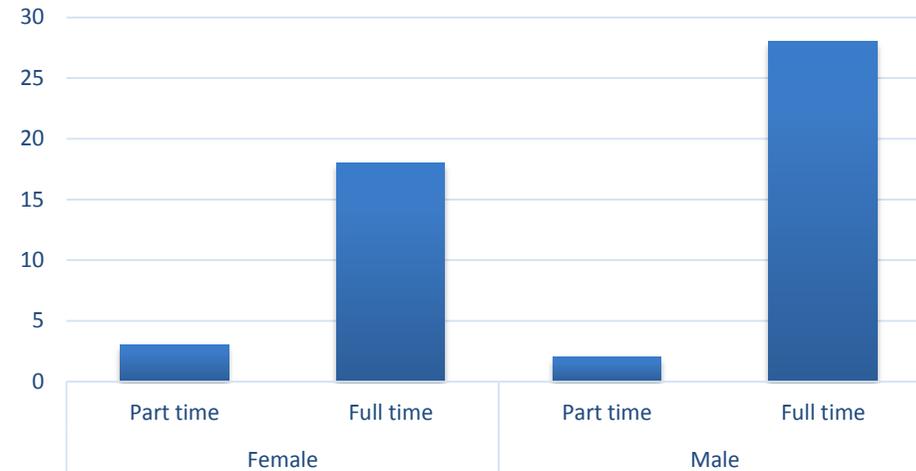
MANAGERS SPLIT BY DISABILITY %



**MANAGERS SPLIT BY WORKING PATTERN %**



**MANAGERS SPLIT BY GENDER AND WORKING PATTERN (Count)**

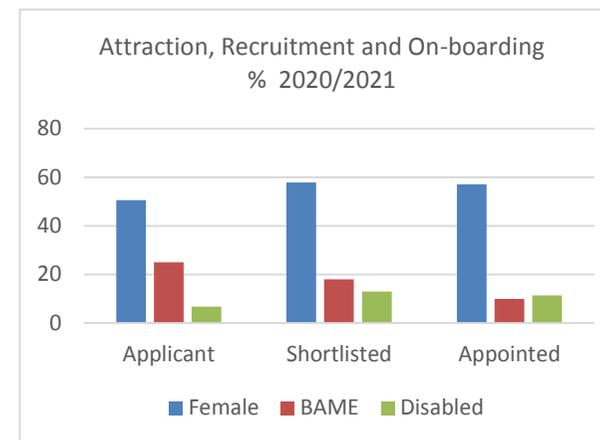
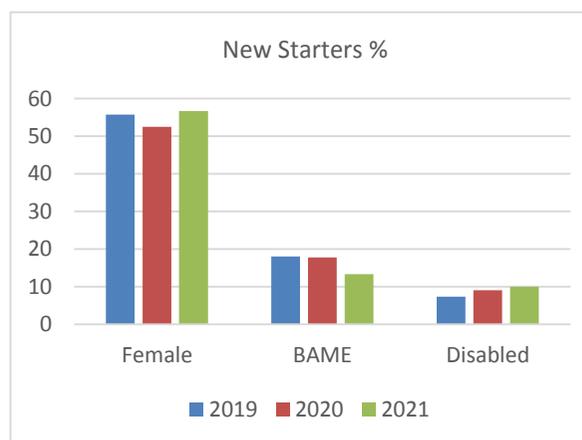
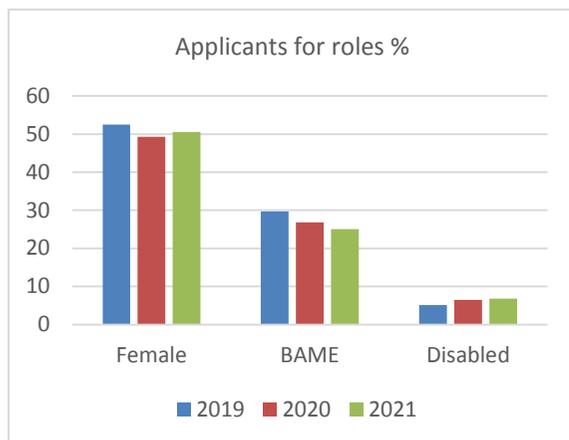


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## Summary of Management Profile

- Since the last report, the number of women in management roles has increased by 6%, although they remain less well represented, comprising less than half (41.2%) of the workforce at that grade compared to over half (58.2%) of the workforce overall.
- The proportion of the Black and Minority Ethnic workforce in managers roles is 6%, although it should be noted that a large proportion (29%) have chosen not to declare their ethnicity which does not provide a true picture.
- 61% of people in management roles do not have a disability, with 6% declaring they do. Again, the number of people who have chosen not to declare is significant at 33%.
- The proportion of managers who are in part time roles is very low, at only 10%. However, it should be noted that this data does not include all flexible working patterns. The number of part time workers in management roles by gender is similar.

## ATTRACTION, RECRUITMENT AND ON-BOARDING



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### Summary of Attraction, Recruitment and On-boarding

- Over the reporting period, the total number of new starters joining Oxford City Council reduced from 122 in 2018/19 to 60 in 2020/21. This significant reduction in recruitment activity can be fully attributed to the challenging circumstances facing the country during the pandemic. This fact will have an impact on the subsequent breakdown of the profile of applicants for roles and new starters. See further break down in Data Tables 1&2 in the Appendix.
- The data shows that the proportion of male and female applicants for roles is fairly equitable, with just over 50% of applicants female. The proportion of female new starters has increased by 1% to 56.7% since March 2020. The proportion of female candidates relative to male candidates increases slightly during the recruitment process, with more women appointed than men.
- The proportion of disabled applicants for roles at the Council has increased by just over 1% over the reporting period to 6.8%, with a similar picture for new starters – an increase of 3% in the proportion of new starters declaring a disability.
- Since 2019, the proportion of BAME candidates applying for roles with the Council has decreased by just under 5% to 25.1% in 2021. This is the same picture for new starters, with a reduction from 18.0% in 2019 to 13.3% in 2021, marginally more

# Appendix 1

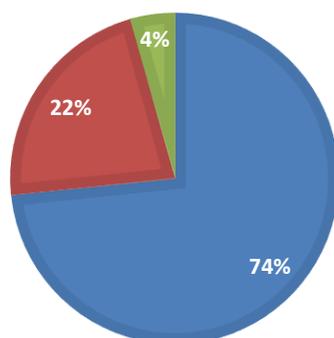
than the representation in the Council's workforce (12.9%). From application to appointment, the drop off in ethnic minority candidates is marked, at almost a 60% reduction.

- The data for new starters in 2020/21 indicates that the proportion of new starters broadly reflects the current workforce in terms of gender and staff with a disability. The proportion of applicants from a BAME group is higher than the current workforce, which is a positive however this drops off across the recruitment process, indicating further work is needed to support our ambition to increase the representation of ethnic minority staff in our workforce.
- In 2020/21, the Council launched its apprenticeship programme and we maximised our work with local schools and partners to raise awareness. This has been successful in attracting apprentices from the local communities in Oxford City. A breakdown of this shows that 73.4 applicants were under 30 compared with 22.3% over 30, 36% were BAME compared with 53.2% White and 54% were female compared with 42.4% male.

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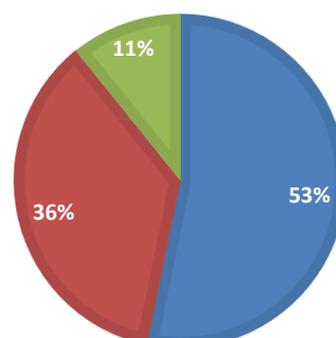
### APPRENTICESHIP PROGRAMME CANDIDATES BY AGE %

■ Under 30 ■ Over 30 ■ Unknown



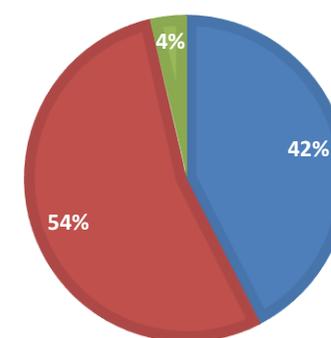
### APPRENTICESHIP PROGRAMME CANDIDATES BY ETHNICITY %

■ White ■ Black and Minority Ethnic groups ■ Unknown

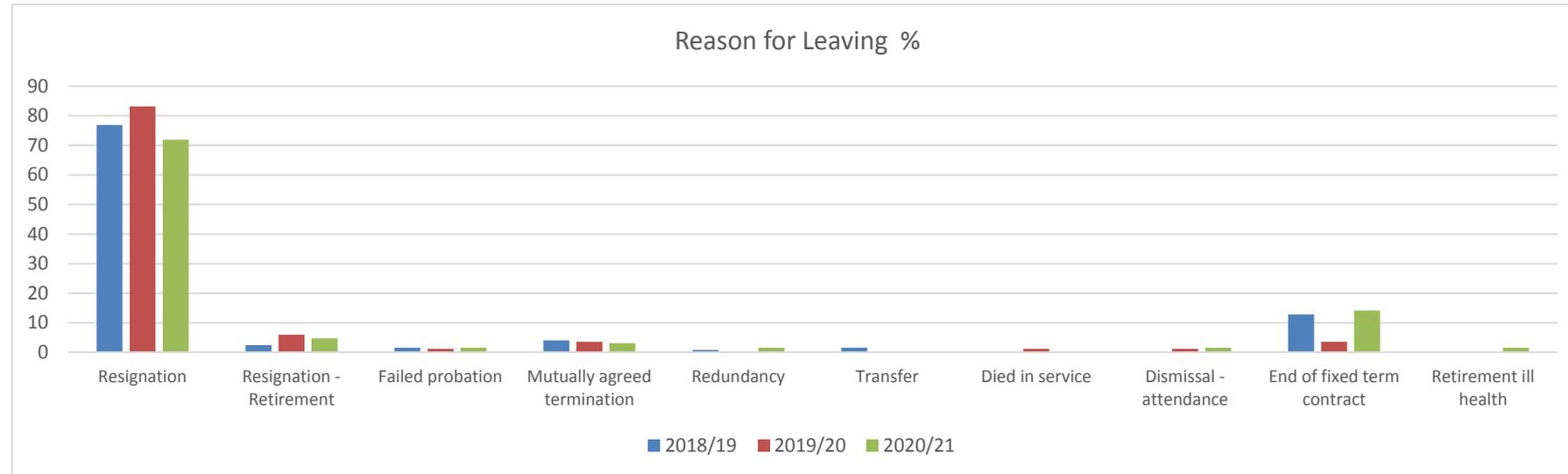
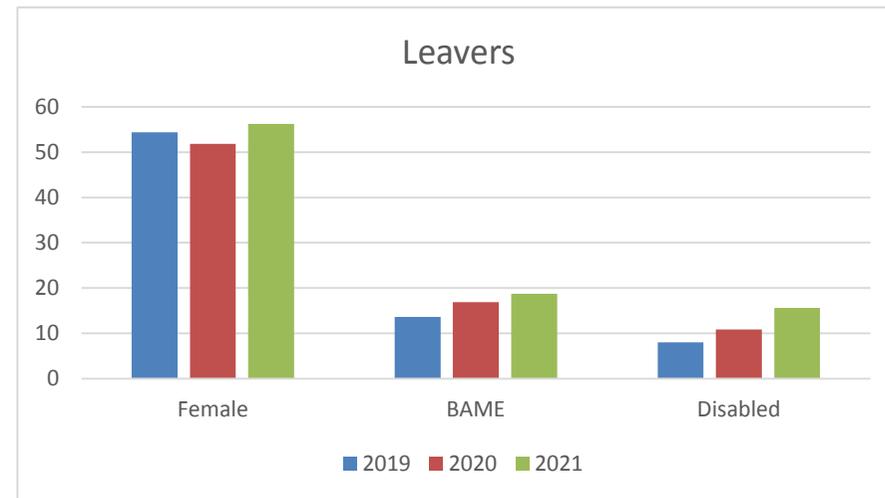


### APPRENTICESHIP PROGRAMME CANDIDATES BY GENDER %

■ Male ■ Female ■ Unknown



## LEAVERS



# Appendix 1

## Leavers Summary

- The average turnover as at the 31<sup>st</sup> March 2021 was 8.0% but reached its lowest in February 2021 dropping to 4.8%. The overall number of leavers from the Council has reduced consistently from 125 leavers in 2018/19 to 64 leavers in 2020/21. This pattern is attributed to the uncertainty and a slow labour market during the pandemic. Please see Data Table 3 in the Appendix for further breakdown.
- Overall the proportion of leavers across gender, BAME and disability has increased over the reporting period (2019-2021). The data for leavers in 2020/21 indicates that the proportion of leavers is broadly representative of the current workforce in terms of gender. The number of leavers from a BAME background and with a disability was, however, higher than the representation in the Council's workforce.
- The data indicates that the number of leavers from a BAME background or who have declared a disability is more than the number joining. This suggests that there will be a net decrease for the Council across these groups.
- Data for reasons for leaving is not detailed, however leavers data across the reporting period shows that there have been fewer people voluntarily resigning.
- The top 3 reasons for leaving as Voluntary Resignation, End of Fixed Term Contract, Resignation – Retirement. This has remained consistent across the reporting period. Dismissal for attendance reasons, although low, has increased over the reporting period.

## PRIORITY ACTIONS FOR 2021/2022

- **Improve our diversity and inclusion capability for our people, creating robust and transparent processes, policies and systems across the Council. This will include:**
  - Improving our guidance and training for staff on completing and implementing meaningful Equality Impact Assessments in order to build the needs of protected groups into all policy changes that affect people
  - Improving training for managers on supporting staff experiencing domestic abuse
- **Encourage services to build an inclusive culture. We will:**
  - Put inclusion and respect at the heart of our new leadership development framework and programme, ensuring that our leaders celebrate diversity and create a working environment that is based on trust, honesty and integrity
  - Share knowledge and good practice through regular communications, information-sharing sessions and discussions
  - Establish an Equalities Steering Group to support services to integrate Equality, Diversity, Inclusion and Belonging throughout policy, service designs and operational delivery infrastructure, and to monitor performance
  - Services will develop workforce development plans, including specific actions to improve diversity through the employment lifecycle including recruitment, development, performance and retention.
- **Becoming an inclusive employer – creating an exceptional end to end experience for all of our current and future colleagues. This will include:**
  - A review of recruitment and on-boarding to include how we use best practice at different stages of the recruitment process, learning from the success of other recruitment campaigns such as the apprenticeship programme.
  - Continuing to develop staff networks or forums, with a specific focus on people of colour, minorities and those people who share protected characteristics, to ensure their voices inform policy decisions.
- **Improve our data collection so we can use evidenced based insights, data and experience to progress our diversity and inclusion commitments. This will include:**
  - Review and improve our data capture of personal sensitive information and amending our systems to allow this
  - Improving data around training and development, employee relations, staff engagement and exit interviews

**APPENDIX**

# Appendix 1

**DATA TABLE 1: RECRUITMENT ACTIVITY BETWEEN 2019 AND 2021**

**Recruitment activity in 2018/19**

Sex	Percentage	Number
Female	52.5	3472
Male	43.02	2845
Unknown	4.48	296
<b>Total</b>	<b>100%</b>	<b>6613</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	82.38	5448
Yes	5.08	336
Unknown	12.54	829
<b>Total</b>	<b>100%</b>	<b>6613</b>

**Recruitment activity in 2019/20**

Sex	Percentage	Number
Female	49.34	783
Male	45.37	720
Unknown	5.29	84
<b>Total</b>	<b>100%</b>	<b>1587</b>

Ethnicity	Percentage	Number
BAME	26.84	426
White	64.84	1029
Not Specified	8.32	132
<b>Total</b>	<b>100%</b>	<b>1587</b>

Disabled	Percentage	Number
No	82.23	1305
Yes	6.43	102
Unknown	11.34	180
<b>Total</b>	<b>100%</b>	<b>1587</b>

**Recruitment activity in 2020/21**

Sex	Percentage	Number
Female	50.57	529
Male	42.93	449
Unknown	6.50	68
<b>Total</b>	<b>100</b>	<b>1046</b>

Ethnicity	Percentage	Number
BAME	25.05	262
White	65.58	686
Not Specified	9.37	98
<b>Total</b>	<b>100</b>	<b>1046</b>

Disabled	Percentage	Number
No	80.21	839
Yes	6.79	71
Unknown	13.00	136
<b>Total</b>	<b>100%</b>	<b>1046</b>

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# Appendix 1

**DATA TABLE 2: STARTERS BETWEEN 2019 AND 2021**

**New starters during 2018/19**

**New starters during 2019/20**

**New starters during 2020/21**

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

Sex	Percentage	Number
Female	52.53	52
Male	47.47	47
<b>Total</b>	<b>100%</b>	<b>99</b>

Sex	Percentage	Number
Female	56.67	34
Male	43.33	26
<b>Total</b>	<b>100%</b>	<b>60</b>

Ethnicity	Percentage	Number
BAME	18.03	22
White	67.22	82
Unknown	14.75	18
<b>Total</b>	<b>100%</b>	<b>122</b>

Ethnicity	Percentage	Number
BAME	17.17	17
White	62.63	62
Unknown	20.2	20
<b>Total</b>	<b>100%</b>	<b>99</b>

Ethnicity	Percentage	Number
BAME	13.33	8
White	43.33	26
Unknown	43.33	26
<b>Total</b>	<b>100%</b>	<b>60</b>

Disabled	Percentage	Number
No	72.13	88
Yes	7.38	9
Unknown	20.49	25
<b>Total</b>	<b>100%</b>	<b>122</b>

Disabled	Percentage	Number
No	66.67	66
Yes	9.09	9
Unknown	24.24	24
<b>Total</b>	<b>100%</b>	<b>99</b>

Disabled	Percentage	Number
No	46.67	28
Yes	10.00	6
Unknown	43.33	26
<b>Total</b>	<b>100%</b>	<b>60</b>

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# Appendix 1

**DATA TABLE 3: LEAVERS BETWEEN 2019 AND 2021**

**Leavers during 2018/19**

Sex	Percentage	Number
Female	54.4	68
Male	45.6	57
<b>Total</b>	<b>100%</b>	<b>125</b>

**Leavers during 2019/20**

Sex	Percentage	Number
Female	51.81	43
Male	48.19	40
<b>Total</b>	<b>100%</b>	<b>83</b>

**Leavers during 2020/21**

Sex	Percentage	Number
Female	56.25	36
Male	43.75	28
<b>Total</b>	<b>100%</b>	<b>64</b>

Ethnicity	Percentage	Number
BAME	13.6	17
White	78.4	98
Unknown	8	10
<b>Total</b>	<b>100%</b>	<b>125</b>

Ethnicity	Percentage	Number
BAME	16.87	14
White	71.08	59
Unknown	12.05	10
<b>Total</b>	<b>100%</b>	<b>83</b>

Ethnicity	Percentage	Number
BAME	18.75	12
White	65.62	42
Unknown	15.63	10
<b>Total</b>	<b>100%</b>	<b>64</b>

Disabled	Percentage	Number
No	91.2	114
Yes	8	10
Unknown	0.8	1
<b>Total</b>	<b>100%</b>	<b>125</b>

Disabled	Percentage	Number
No	85.54	71
Yes	10.84	9
Unknown	3.61	3
<b>Total</b>	<b>100%</b>	<b>83</b>

Disabled	Percentage	Number
No	60.93	39
Yes	15.63	10
Unknown	23.44	15
<b>Total</b>	<b>100%</b>	<b>64</b>

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# Appendix 2

## Gender Pay Reports as at 31 March 2020 and 31 March 2021

1. Table 1 – Gender Pay Gap Comparisons between 31<sup>st</sup> March 2020 and 31<sup>st</sup> March 2021

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31 March 2021	
Mean gender pay gap (basic pay)	11.4%
Median gender pay gap (basic pay)	9.4%
Mean gender bonus gap	0%
Median gender bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

31 March 2020	
Mean gender pay gap (basic pay)	12.3%
Median gender pay gap (basic pay)	11.9%
Mean gender bonus gap	0%
Median gender bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

Quartile	Males %	Females %
Top	52.27	47.73
Upper Middle	46.02	53.98
Lower Middle	35.23	64.77
Lower	33.71	66.29

Quartile	Males %	Females %
Top	54.44	45.56
Upper Middle	42.22	57.78
Lower Middle	34.44	65.56
Lower	33.33	66.67

“At the time of this report there were two Chief Executives in post due to a handover period

## Appendix 2

2. Table 2 – Distribution of Council staff by grade and gender (31 March 2021)

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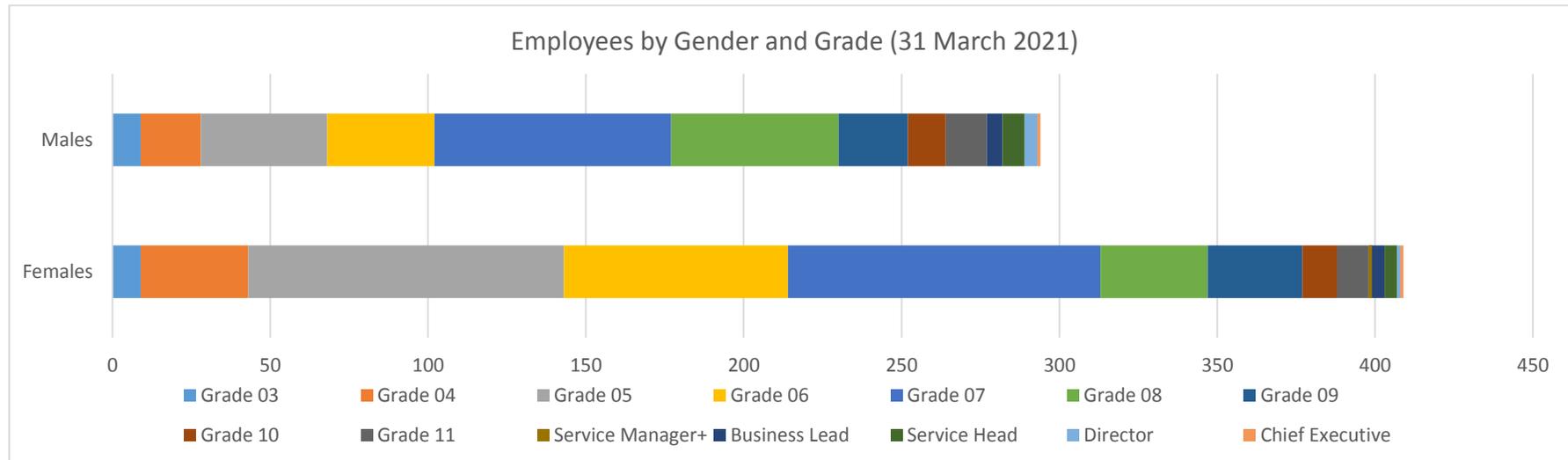
Grade	All Employees	% All Employees	Female	%All Females	Male	% All Males
Apprentice	0	0.00%	0	0.00%	0	0.00%
Grade 03	18	2.56%	9	1.28%	9	1.28%
Grade 04	53	7.54%	34	4.84%	19	2.70%
Grade 05	140	19.91%	100	14.22%	40	5.69%
Grade 06	105	14.94%	71	10.10%	34	4.84%
Grade 07	174	24.75%	99	14.08%	75	10.67%
Grade 08	87	12.38%	34	4.84%	53	7.54%
Grade 09	52	7.40%	30	4.27%	22	3.13%
Grade 10	23	3.27%	11	1.56%	12	1.71%
Grade 11	23	3.27%	10	1.42%	13	1.85%
Service Manager+	1	0.14%	1	0.14%	0	0.00%
Business Lead	9	1.28%	4	0.57%	5	0.71%
Service Head	11	1.56%	4	0.57%	7	1.00%
Director	5	0.71%	1	0.14%	4	0.57%
Chief Executive*	2	0.28%	1	0.14%	1	0.14%
<b>Totals</b>	<b>703</b>	<b>100.00%</b>	<b>409</b>	<b>58.18%</b>	<b>294</b>	<b>41.82%</b>

\*At the time of this report there were two Chief Executives in post due to a handover period

# Appendix 2

## 3. Table 3 –Distribution of Council staff by gender and grade (stacked diagram)

In the stacked diagram below all Council staff (males and females) are shown by grade (expressed as an hourly rate) from Apprentice through to Senior Manager (left to right):



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\*At the time of this report there were two Chief Executives in post due to a handover period

4. Table 4 – Distribution of Council staff by employment type and gender (31 March 2021)

Grade	Female		Female Total	Male		Male Total	Grand Total
	Full time	Part Time		Full Time	Part Time		
Apprentice	0	0	0	0	0	0	0
Grade 03	5	4	9	7	2	9	18
Grade 04	14	20	34	15	4	19	53
Grade 05	54	46	100	35	5	40	140
Grade 06	53	18	71	29	5	34	105
Grade 07	71	28	99	69	6	75	174
Grade 08	23	11	34	43	10	53	87
Grade 09	19	11	30	22		22	52
Grade 10	7	4	11	12		12	23
Grade 11	9	1	10	13		13	23
Service Manager+	1		1				1
Business Lead	3	1	4	5		5	9
Service Head	4		4	7		7	11
Director		1	1	2	2	4	5
Chief Executive	1		1	1		1	2
<b>Grand Total</b>	<b>264</b>	<b>145</b>	<b>409</b>	<b>260</b>	<b>34</b>	<b>294</b>	<b>703</b>

5. Table 5 – Analysis of workforce profile by employment type and age

179

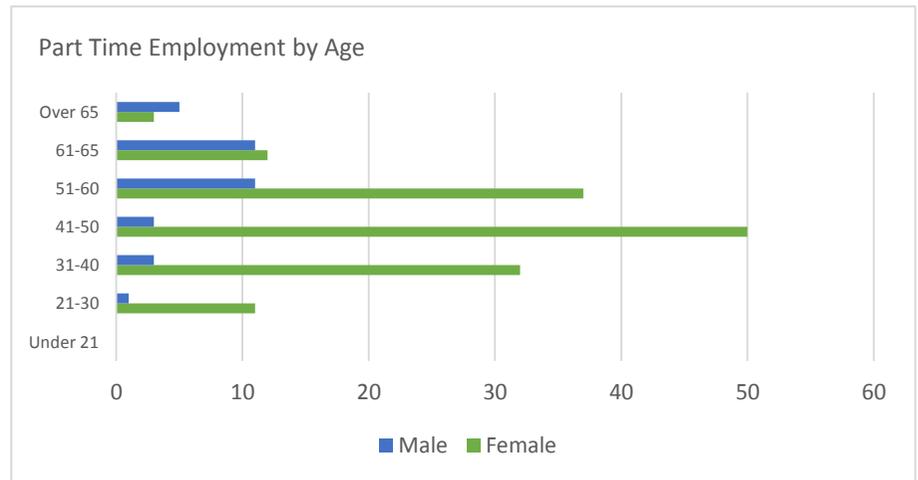
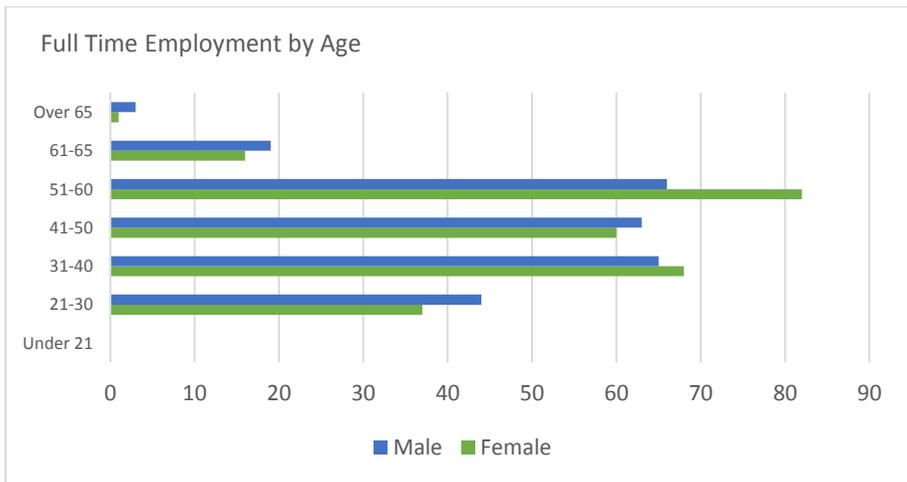
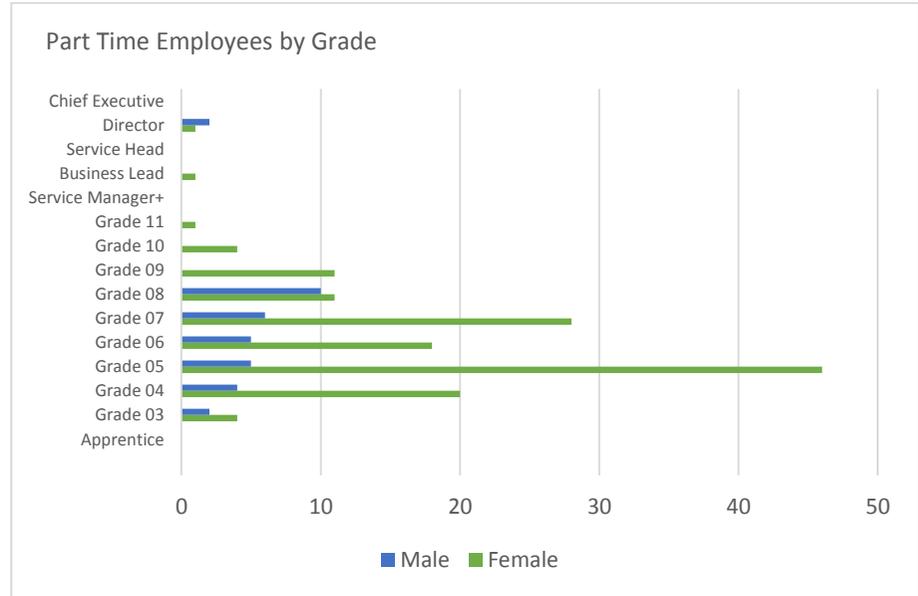
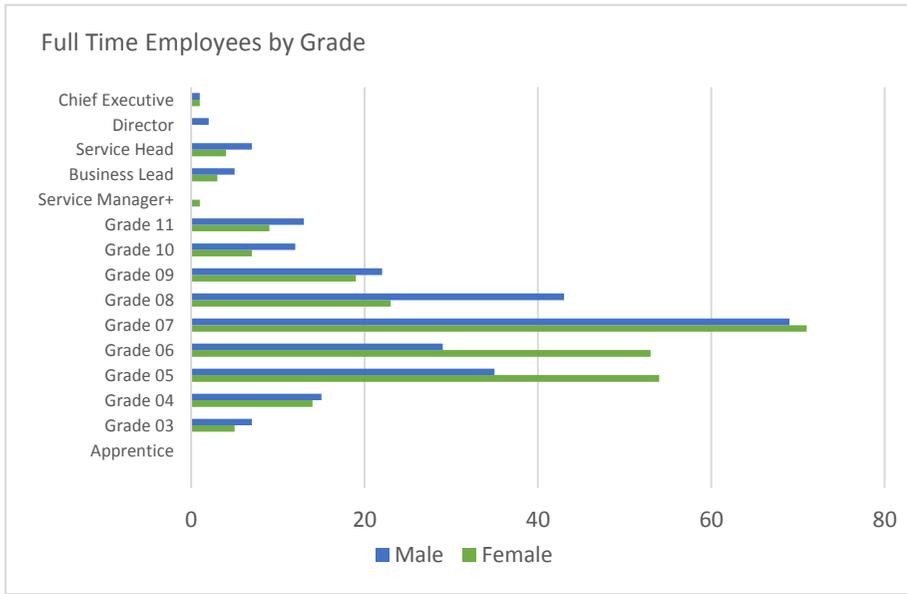


Table 6 – Comparison of gender pay gap reports (as at 31 March 2020)

<b>REPORTING INDICES</b>	<b>OCC</b>	<b>Cambridge CC</b>	<b>Reading BC</b>
Mean gender pay gap (basic pay)	12.3%	0.3%	4.7%
Median gender pay gap (basic pay)	11.9%	4.8%	2.5%

**Pay Quartiles by Gender**

<b>Quartile</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Top	54.4	45.6	53	47	43	57
Upper Middle	42.2	57.8	57	43	40	60
Lower Middle	34.4	65.6	48	52	40	60
Lower	33.3	66.7	51	49	35	65
Workforce composition	41.8	58.2	51.51	48.49	46.1	52.5

<b>REPORTING INDICES</b>	<b>Oxford Brookes</b>	<b>Oxfordshire CC</b>	<b>Cherwell DC</b>
Mean gender pay gap (basic pay)	10.9%	3.2%	0.8%
Median gender pay gap (basic pay)	5.7%	1.1%	1.1%

**Pay Quartiles by Gender**

<b>Quartile</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>	<b>Male</b>	<b>Female</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Top	49.2	50.8	34.1	65.9	56.2	43.8
Upper Middle	43.3	56.7	35.8	64.2	47.1	52.9
Lower Middle	32.3	67.7	34.8	65.2	54.1	45.9
Lower	32.6	67.4	30.3	69.7	47.9	52.1
Workforce composition	39.8	60.3	33.7	66.3	51.3	48.7



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# Appendix 3

1. **NEW** Table 1 – Ethnicity Pay Gap Comparisons between 31<sup>st</sup> March 2020 and 31<sup>st</sup> March 2021

31 March 2021	
Mean ethnicity pay gap (basic pay)	11.4%
Median ethnicity pay gap (basic pay)	11.8%
Mean ethnicity bonus gap	0%
Median ethnicity bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

31 March 2020	
Mean ethnicity pay gap (basic pay)	10.3%
Median ethnicity pay gap (basic pay)	9.4%
Mean ethnicity bonus gap	0%
Median ethnicity bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

Quartile	BAME %	White %
Top	7.55	92.45
Upper Middle	10.69	89.65
Lower Middle	16.35	83.65
Lower	20.25	79.75

Quartile	BAME %	White %
Top	7.23	92.77
Upper Middle	12.05	87.95
Lower Middle	16.27	83.73
Lower	20.48	79.52

\*At the time of this report, there were two Chief Executives in place during a handover period

# Appendix 3

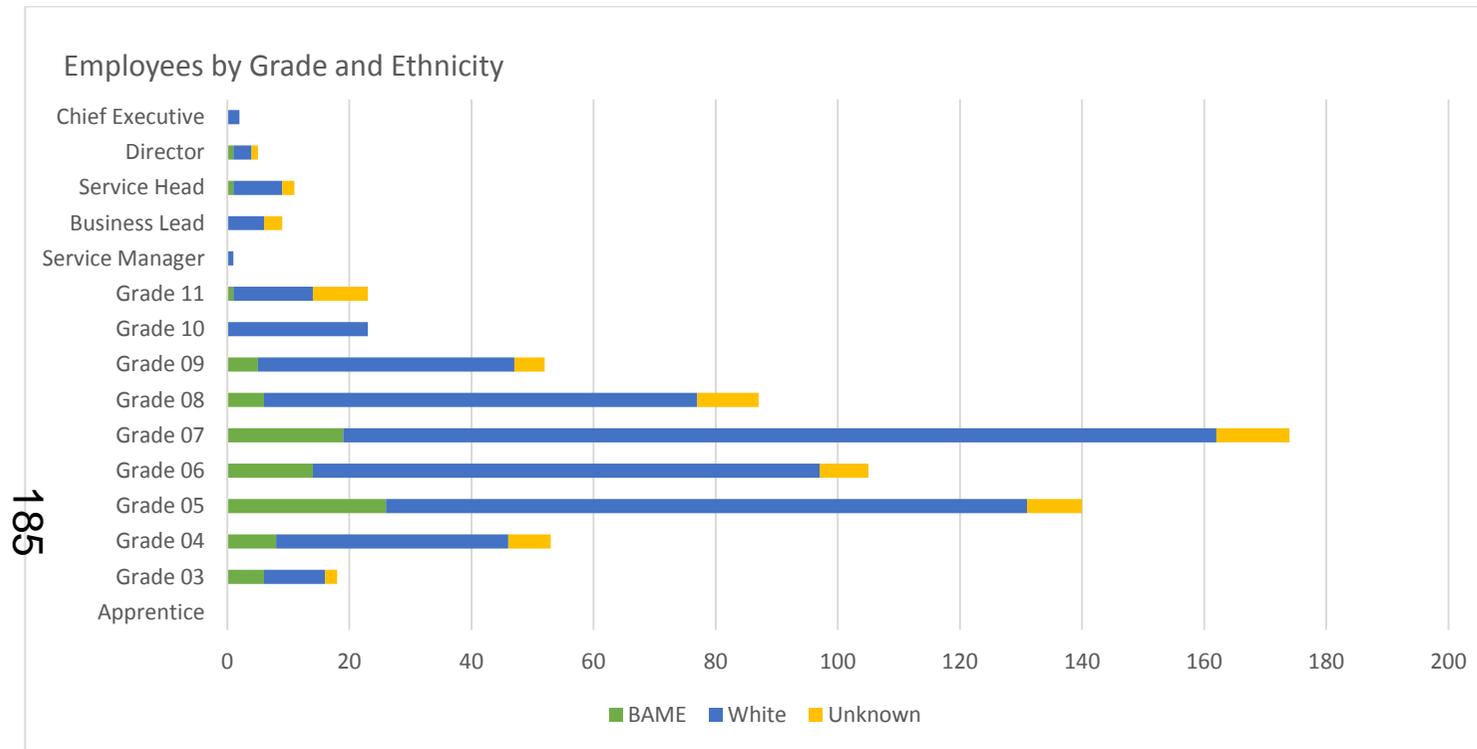
Table 2 – Distribution of Council staff by grade and ethnicity (31 March 2021)

Grade	All Employees	% All Employees	BAME	% BAME	Unknown	% Unknown	White	% White
Apprentice	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Grade 03	18	2.6%	6	0.9%	2	0.3%	10	1.4%
Grade 04	53	7.5%	8	1.1%	7	1.0%	38	5.4%
Grade 05	140	19.9%	26	3.7%	9	1.3%	105	14.9%
Grade 06	105	14.9%	14	2.0%	8	1.1%	83	11.8%
Grade 07	174	24.8%	19	2.7%	12	1.7%	143	20.3%
Grade 08	87	12.4%	6	0.9%	10	1.4%	71	10.1%
Grade 09	52	7.4%	5	0.7%	5	0.7%	42	6.0%
Grade 10	23	3.3%	0	0.0%	0	0.0%	23	3.3%
Grade 11	23	3.3%	1	0.1%	9	1.3%	13	1.8%
Business Lead	9	1.3%	0	0.0%	3	0.4%	6	0.9%
Service Manager	1	0.1%	0	0.0%	0	0.0%	1	0.1%
Service Head	11	1.6%	1	0.1%	2	0.3%	8	1.1%
Director	5	0.7%	1	0.1%	1	0.1%	3	0.4%
Chief Executive	2	0.3%	0	0.0%	0	0.0%	2	0.3%
<b>Totals</b>	<b>703</b>	<b>100.0%</b>	<b>87</b>	<b>12.4%</b>	<b>68</b>	<b>9.7%</b>	<b>548</b>	<b>78.0%</b>

\*At the time of this report, there were two Chief Executives in place during a handover period

# Appendix 3

Graph: Distribution of Council staff by Grade and Ethnicity (31 March 2021) **Was in report last year but not in gender report**



\*At the time of this report, there were two Chief Executives in place during a handover period

# Appendix 3

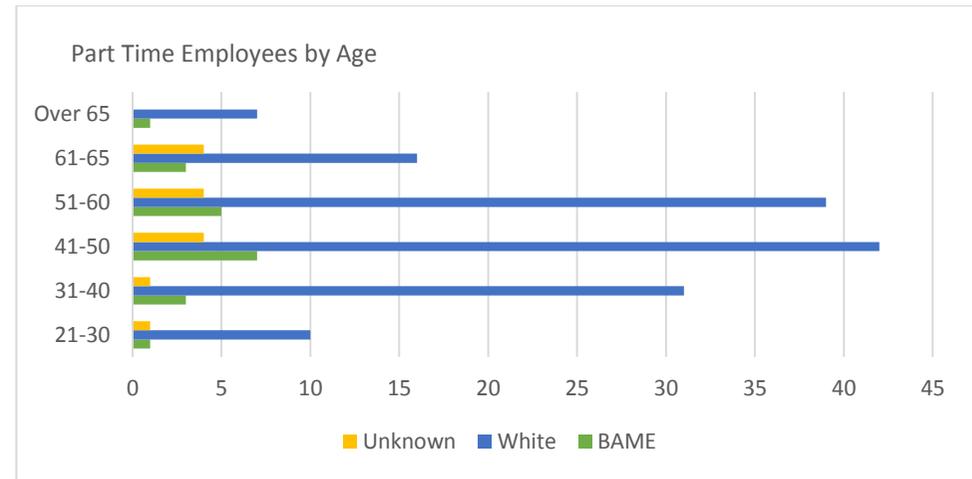
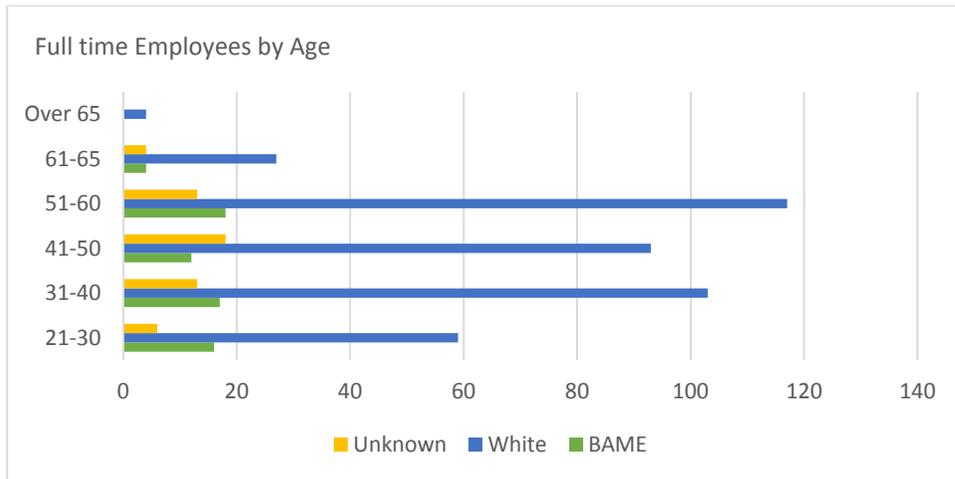
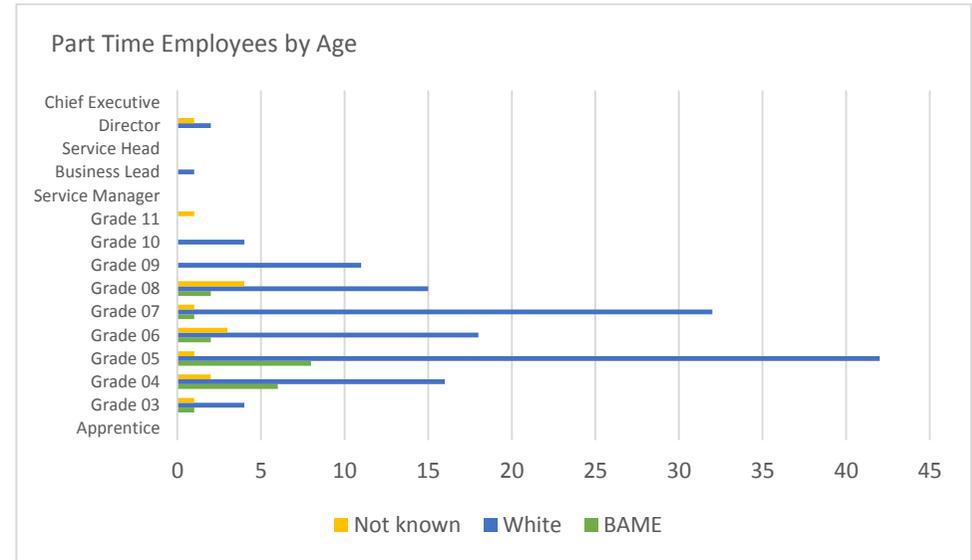
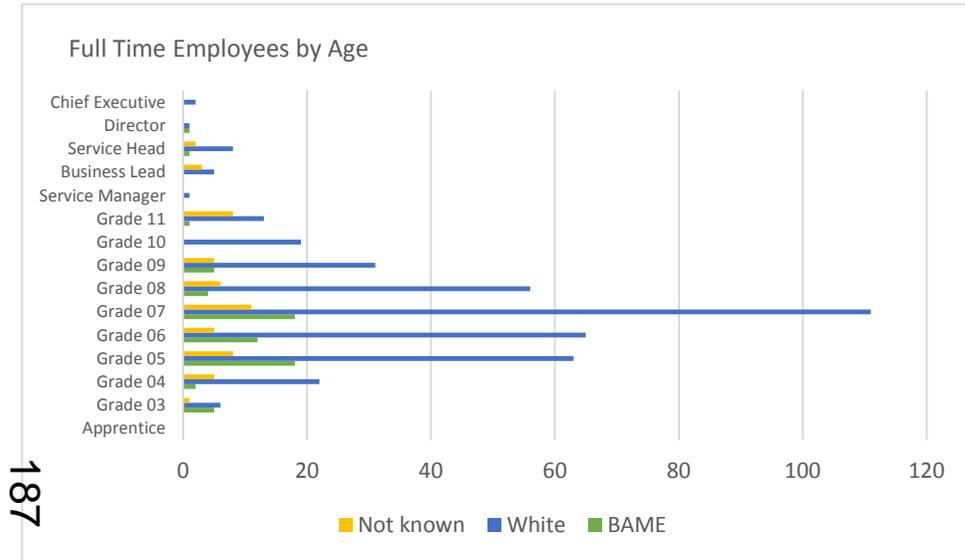
4. **NEW** Table 4 – Distribution of Council staff by employment type and ethnicity (31 March 2021)

Grade	BAME		BAME Total	White		White Total	Unknown		Unknown Total	Grand Total
	Full Time	Part Time		Full Time	Part Time		Full Time	Part Time		
Apprentice	0	0	0	0	0	0	0	0	0	0
Grade 03	5	1	6	6	4	10	1	1	2	18
Grade 04	2	6	8	22	16	38	5	2	7	53
Grade 05	18	8	26	63	42	105	8	1	9	140
Grade 06	12	2	14	65	18	83	5	3	8	105
Grade 07	18	1	19	111	32	143	11	1	12	174
Grade 08	4	2	6	56	15	71	6	4	10	87
Grade 09	5	0	5	31	11	42	5	0	5	52
Grade 10	0	0	0	19	4	23	0	0	0	23
Grade 11	1	0	1	13	0	13	8	1	9	23
Service Manager+	0	0	0	1	0	1	0	0	0	1
Business Lead	0	0	0	5	1	6	3	0	3	9
Service Head	1	0	1	8	0	8	2	0	2	11
Director	1	0	1	1	2	3	0	1	1	5
Chief Executive*	0	0	0	2	0	2	0	0	0	2
<b>Grand Total</b>	<b>67</b>	<b>20</b>	<b>87</b>	<b>403</b>	<b>145</b>	<b>548</b>	<b>54</b>	<b>14</b>	<b>68</b>	<b>703</b>

\*At the time of this report, there were two Chief Executives in place during a handover period

# Appendix 3

## 5. **NEW** Table 5 – Analysis of workforce profile by employment type and age



\*At the time of this report, there were two Chief Executives in place during a handover period

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## Disability Pay Report as at 31 March 2021

1. **NEW** Table 1 – Ethnicity Pay Gap Comparisons between 31<sup>st</sup> March 2020 and 31<sup>st</sup> March 2021

31 March 2021	
Mean disability pay gap (basic pay)	7.7%
Median disability pay gap (basic pay)	1.5%
Mean disability bonus gap	0%
Median disability bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

Quartile	Disabled%	Non Disabled %
Top	8.33	91.67
Upper Middle	14.10	85.90
Lower Middle	12.82	87.18
Lower	13.46	86.54

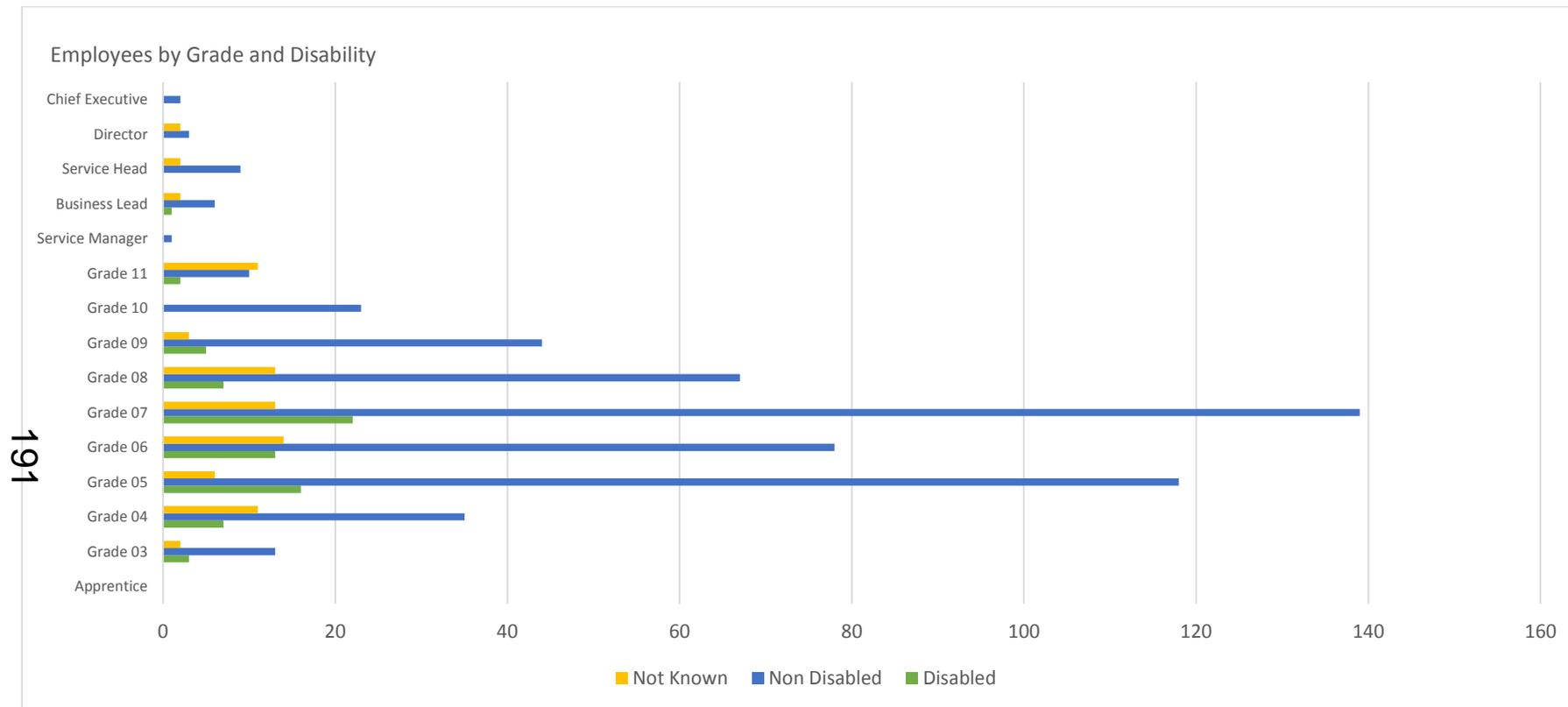
# Appendix 4

Table 2 – Distribution of Council staff by grade and disability (31 March 2021)

Grade	All Employees	% All Employees	Disabled	% Disabled	Unknown	% Unknown	Non Disabled	% Non Disabled
Apprentice	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Grade 03	18	2.56%	3	0.43%	2	0.28%	13	1.85%
Grade 04	53	7.54%	7	1.00%	11	1.56%	35	4.98%
Grade 05	140	19.91%	16	2.28%	6	0.85%	118	16.79%
Grade 06	105	14.94%	13	1.85%	14	1.99%	78	11.10%
Grade 07	174	24.75%	22	3.13%	13	1.85%	139	19.77%
Grade 08	87	12.38%	7	1.00%	13	1.85%	67	9.53%
Grade 09	52	7.40%	5	0.71%	3	0.43%	44	6.26%
Grade 10	23	3.27%	0	0.00%	0	0.00%	23	3.27%
Grade 11	23	3.27%	2	0.28%	11	1.56%	10	1.42%
Service Manager	1	0.14%	0	0.00%	0	0.00%	1	0.14%
Business Lead	9	1.28%	1	0.14%	2	0.28%	6	0.85%
Service Head	11	1.56%	0	0.00%	2	0.28%	9	1.28%
Director	5	0.71%	0	0.00%	2	0.28%	3	0.43%
Chief Executive	2	0.28%	0	0.00%	0	0.00%	2	0.28%
<b>Totals</b>	<b>703</b>	<b>100.00%</b>	<b>76</b>	<b>10.81%</b>	<b>79</b>	<b>11.24%</b>	<b>548</b>	<b>77.95%</b>

\*At the time of this report there were two Chief Executives in post due to handover period

Table 3 - Distribution of Council staff by Grade and Disability (31 March 2021)



191

\*At the time of this report there were two Chief Executives in post due to handover period

# Appendix 4

4. **NEW** Table 4 – Distribution of Council staff by employment type and disability (31 March 2021)

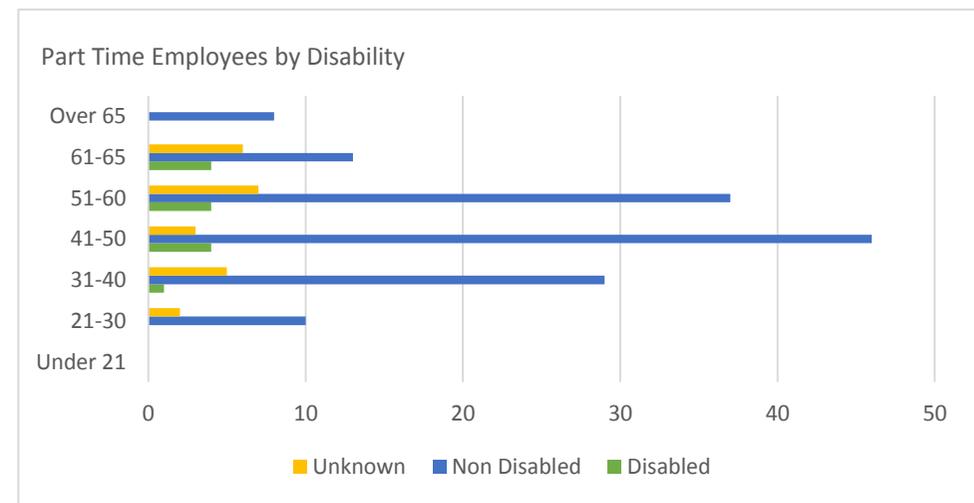
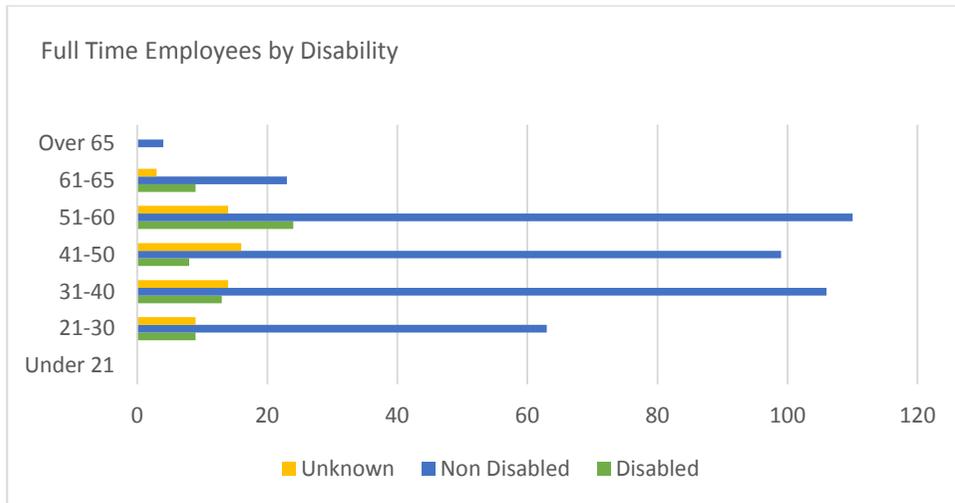
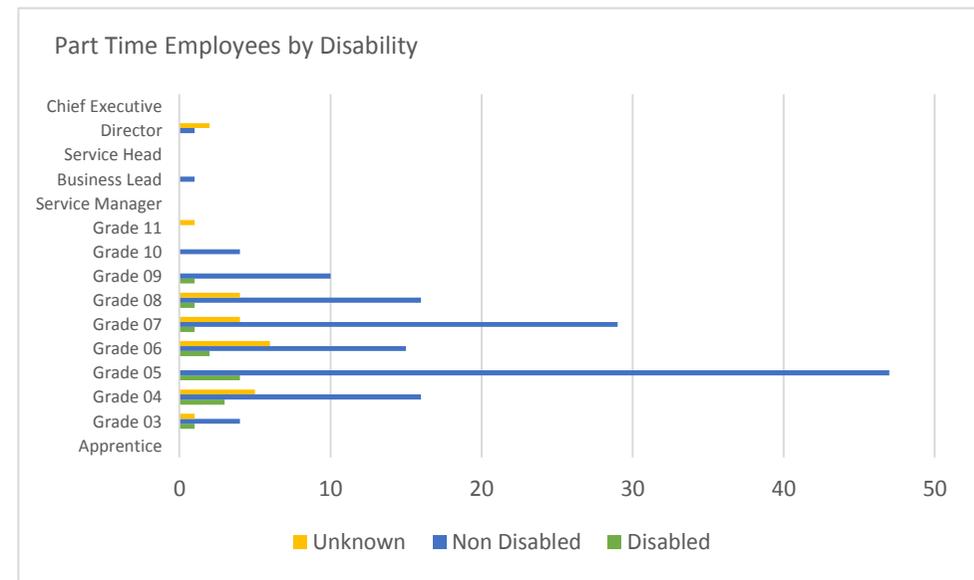
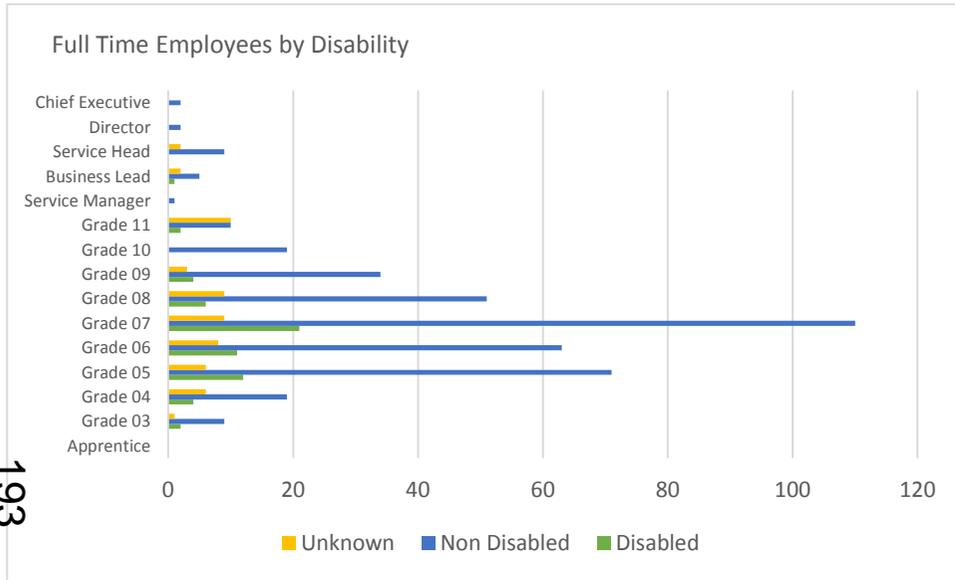
Grade	Disabled		Disabled Total	Non Disabled		Non Disabled Total	Unknown		Unknown Total	Grand Total
	Full Time	Part Time		Full Time	Part Time		Full Time	Part Time		
Apprentice	0	0	0	0	0	0	0	0	0	0
Grade 03	2	1	3	9	4	13	1	1	2	18
Grade 04	4	3	7	19	16	35	6	5	11	53
Grade 05	12	4	16	71	47	118	6	0	6	140
Grade 06	11	2	13	63	15	78	8	6	14	105
Grade 07	21	1	22	110	29	139	9	4	13	174
Grade 08	6	1	7	51	16	67	9	4	13	87
Grade 09	4	1	5	34	10	44	3	0	3	52
Grade 10	0	0	0	19	4	23	0	0	0	23
Grade 11	2	0	2	10	0	10	10	1	11	23
Service Manager	0	0	0	1	0	1	0	0	0	1
Business Lead	1	0	1	5	1	6	2	0	2	9
Service Head	0	0	0	9	0	9	2	0	2	11
Director	0	0	0	2	1	3	0	2	2	5
Chief Executive*	0	0	0	2	0	2	0	0	0	2
<b>Grand Total</b>	<b>63</b>	<b>13</b>	<b>76</b>	<b>405</b>	<b>143</b>	<b>548</b>	<b>56</b>	<b>23</b>	<b>79</b>	<b>703</b>

\*At the time of this report there were two Chief Executives in post due to handover period

# Appendix 4

## 5. **NEW** Table 5 – Analysis of workforce profile by employment type and age

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\*At the time of this report there were two Chief Executives in post due to handover period

# Appendix 4

\*At the time of this report there were two Chief Executives in post due to handover period

**Cabinet response to recommendations of the Scrutiny Committee made on 01/12/2020 concerning the Workplace Equalities and Action Plan report**

**Response provided by Cabinet Member for Customer Focused Services, Nigel Chapman**

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<b>Recommendation</b>	<b>Agree?</b>	<b>Comment</b>
<b>1) That the Council continues its work to foster an environment in which staff members feel confident to participate in exit interviews as a matter of course</b>	Agreed	Progress to date has already increased the percentage of leavers taking up exit interviews from less than 30% to circa 55% by the end of March 2020. We wish to see this percentage increase. The more accurate information we can gather from departing employees as to their reasons the better we can tailor our policies and working practices to encourage talented individuals to stay with us.
<b>2) That the Council adopts practices for recording sexual and gender insight in line with Stonewall's guidance</b>	Agreed	Stonewall uses anonymous surveys and recommends taking a snapshot of employees at different parts of the employee life cycle. Hence this approach is not all about getting staff to declare, it is also about using other insight channels to understand issues.
<b>3) That the Council investigates the barriers to individuals disclosing their ethnicity, sexuality and faith-based identities</b>	Agreed	
<b>4) That the Council continues to increase the promotion of itself as an employer to those within the City</b>	Agreed	This will build on existing good practice that was in operation pre Covid where the Council was using 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. The next cohort of apprentices will be introduced into the organisation in the coming year and will naturally provide an opportunity to

		promote the Council as a relevant and viable employer.
<b>5) That the Council further develops communications and recruitment approaches to target women from minoritised backgrounds</b>	Agreed	Each recruitment campaign is currently reviewed to ensure that the vacancy attracts as diverse a group of applicants as possible. Further improvements are planned to improve the skills of under-represented staff; to use local community pathways to advertise and promote opportunities and to ensure diversity at each stage in the recruitment process.

**To:** Cabinet  
**Date:** 15 December 2021  
**Report of:** The Head of Community Services  
**Title of Report:** Communities Grants Strategic Review

## Summary and recommendations

**Purpose of report:** This report lays out the findings, recommendations and implementation plan following the Grants Strategic Review. The report reflects what we have learnt during the Review and proposes changes to ensure the grants remain fit for purpose, with particular reference to processes, equalities and equity, partnerships, transparency and leveraging in external funding for Oxford.

**Key decision:** Yes

**Cabinet Member:** Councillor Shaista Aziz, Cabinet Member for Inclusive Communities

**Corporate Priority:** Thriving Communities, Inclusive Economy and Zero Carbon Oxford

**Policy Framework:** Corporate plan 2020-24: the Communities Grants Strategic Review is a corporate Change Project, and the grants programme is linked to most of the Council's strategic framework.

**Recommendations:** That Cabinet resolves to:

1. **Endorse** the recommendations and approach to implementation contained in the Communities Grants Strategic Review;
2. **Recommend** the Council to approve the establishment of a Community Impact Fund totalling £558,000;
3. **Recommend** the Council establishes a commissioning fund totalling £475,000 for domestic abuse, and advice services;
4. **Recommend** that the Council continues to use the £442,000 homelessness monies alongside the Government grant (section 22);
5. **Recommend** the Council agrees the savings shown in table one;
6. **Agree** the criteria and weightings (shown in table three) for assessment of Applications;
7. **Agree** that there should be an annual report to the Cabinet to confirm the criteria and weighting for assessing the following year's grants to ensure the programme remains fully transparent, inclusive and aligned with the Council's strategic priorities. This report will also update on the impact of the previous year's grants and commissioning programme; and
8. **Agree** that officers should engage directly with the groups impacted and

people who responded to the consultation to explain the changes before they are implemented.

## Appendices

Appendix 1	Equalities Impact Assessment
Appendix 2	Risk Register
Appendix 3	Consultation and Best Practice
Appendix 4	Impact and support for organisations currently funded

## Executive summary

This Review of the Council's community grant programme is set against the backdrop of profound changes and challenges, but also at a time when we have seen innovation, new ways of working and a genuine desire to tackle the structural inequalities that Covid has exposed and exploited. For any city, this would be worrying, but for Oxford - already identified as the second most unequal city in the UK pre-pandemic - this must incite a collective effort to challenge systems that have perpetuated such disparities. New voices and grassroots organisations with lived experiences require support, mentoring and backing to challenge and change the status quo.

An extensive review of emerging trends and good practice has been backed by targeted in-depth consultation with a broad base of stakeholders, including existing grant recipients, unsuccessful grant applicants and other local authorities. This work identifies and supports the following principles:

- equalities are at the heart of the programme
- recovering from Covid
- tackling deprivation, and
- delivering a route to zero carbon

Achieving £200k in savings from the Council grant budget requires partners to collaborate, coordinate and target in order that those most in need are least impacted. In order to improve access to other sources of funding and strengthen the voluntary and community sector, the Council will continue to play a leadership role encouraging better coordination and understanding of need across funders; through community hub teams, we will provide regular funding surgeries to share information, encourage partnerships and grow skills to support local community groups.

The Council will launch a new **Community Impact Fund**. Simple to understand with shared criteria, a straightforward application process and transparent timelines, three bands of funding will be made available:

- small (up to £1,000)
- medium (£1,001 to £5,000) and
- big ideas (£5,001 to £35,000)

Cabinet will agree the criteria and weighting each year to ensure the grants are targeted where they can have the greatest impact and the investment remains aligned to the Council's ambitions.

1. The Council very much recognises the valuable contribution third sector organisations make to the city and has chosen to continue to invest significantly into its grants and commissioning programme.
2. These funds support some of Oxford's most vulnerable residents, help to lever in national funding and have helped create a strong community infrastructure that has made such a positive difference in Oxford's response to the pandemic. The Council also works with community groups to support them in areas such as creating business plans and signposting alternative sources of funding to support their sustainability.
3. Local authorities have faced significant budget pressures, trying to support increasing needs with a continued reduction in financial support from the government. Over recent years, Oxford has created a new delivery model. Its trading companies create income streams, provide local employment and a robust change programme to ensure the Council operates as efficiently as possible. Even with these measures, the Council is facing difficult decisions to balance its budget.
4. The Strategic Communities Grants Review ("the Review") objectives included reviewing: the alignment of grant funding to support the Council's priorities, equalities, emerging best practice, rentals of council premises by grantees, grant-funded advisory service options, and the impact of the Covid-19 pandemic on the third sector. The Review was a corporate Change Project under the Corporate Plan 2020-24 with a savings target of £200k per year.
5. The Review has been undertaken over a period where we have seen short term policy changes ending, such as the removal of the universal credit top-up, the eviction ban ending and household costs increasing pushing families across the country further into hardship. The government have provided some welfare support grants and, while welcomed, these must be spent by the 1<sup>st</sup> April 2022 and their criteria makes it difficult to weave the funding into a holistic blanket of local support.
6. The feedback from the consultation was that, while groups are concerned about the immediate impact that national policy changes will have over winter, the greater concern is the new financial year when these short term support grants will dry up.
7. This Review has been developed after several months of in-depth consultation. This included data analysis, conversations with fifty city council employees, outreach to groups the Council currently funds (as well as unsuccessful grant applicants) and a cross-party member advisory group who gave views on the objectives and focus of the grants and review findings. In addition, ten workshops were held that focused on protected characteristics<sup>1</sup> and homelessness, alongside one to one interviews with 50 community groups and ten open workshops (attendees are listed on p.15 of appendix three). The Review also included a public consultation survey that was widely distributed.
8. Roundtable discussions were held with national funder partners, including the National Lottery, and local funders, including the local enterprise partnership (OxLEP). Representatives from other Councils also attended and shared good practice.
9. The detailed findings from the consultation and best practice form the basis for the Review and are shown in Appendix Three. The Equalities Impacts have been considered at every stage of the Review, the Equalities Impact Assessment is included as Appendix one. This Review presents back these findings and has used them to propose how we can improve the accessibility of the grants programme, especially for smaller grassroots groups, alongside making the £200k saving.

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<sup>1</sup> Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, as set out in the Equality Act 2010 as well as homelessness.

## Context

10. The Review is set in a context of 19 months of response to the Covid-19 pandemic, with significant poverty and inequality impacts. It has increased demand for services delivered by third sector organisations. Many funders have run emergency programmes to support the community response to Covid-related challenges.
11. The Review intersects with the increased visibility of the 'Black Lives Matter' movement emphasising institutional discrimination challenges and equalities issues. In parallel, the Review comes as the UK hosts COP26.<sup>2</sup>
12. From the start of the pandemic, the Council has supported communities through 'Community Hubs' bringing together Council staff and partners to support residents, respond to local needs and build resilient communities. The Council has also supported communities by distributing grant funding from internal budgets as well as via national Covid support grants. The combined support figure currently totals £3,543,000.
13. The June 2021 Joint Strategic Needs Assessment for Oxford City<sup>3</sup> confirmed the longevity of poverty in community areas predominantly in south-east Oxford and in specific groups. Oxford has 10 out of 83 neighbourhoods amongst the 20% most deprived in England and one in the most deprived 10%. Oxford is one of the most diverse cities in the UK with 28% of the population were born outside the UK. 22% of adults have no or low educational qualifications, and 2018 schools census data indicates 32% of children did not have English as a first language. One in six residents has a main language other than English<sup>4</sup>.
14. Based on Indices of Deprivation 2019<sup>5</sup> (after adjusting for housing costs), 29% of children in Oxford live below the poverty line. According to the Indices of Deprivation, child poverty rates have reduced in the most deprived neighbourhoods, but six Oxford neighbourhoods still have child poverty rates over 30%.
15. Men in the most deprived areas live 15 years less on average than those who live in the least deprived areas. The Centre for Cities 2020<sup>6</sup> data cites Oxford as the 2nd most unequal city in the UK, while the Demos-PwC Good Growth for Cities report consistently places Oxford as the number one city in the UK.<sup>7</sup>
16. Participants at the Climate Citizens Assembly requested the Council to use its grants to better support positive climate action. The Council undertook to review its grants programme due to the pandemic and suggested that a portion of grants may be used to this purpose. However, this Review proposes that environmental impact is a key criterion by which we assess every grant. With the UK hosting the UN Climate Change Conference (COP26) there are a host of other grants on offer which are aimed at small community groups such as the National Lottery £2.5m programme 'Together for the Planet', which is currently open and offering grants up to £10,000. The Council also has a green neighbourhood grants scheme, available to individuals as well as any new or existing resident and community groups who are looking to 'green' their communities
17. Charities Commission data shows Oxford has 1,430 registered third sector organisations headquartered across the city. The National Council for Voluntary Organisations, NCVO, states that the third sector in England and Wales has grown during the pandemic, bearing out indications the third sector in Oxford has grown.

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<sup>2</sup> <https://publications.ncvo.org.uk/road-ahead-2021/road-ahead-hopes-and-fears-voluntary-sector-and-volunteering/>

<sup>3</sup> <https://insight.oxfordshire.gov.uk/cms/joint-strategic-needs-assessment#:~:text=The%20Joint%20Strategic%20Needs%20Assessment,meeting%20on%2018th%20March%202021>. And <https://insight.oxfordshire.gov.uk/cms/places>

<sup>4</sup> [https://www.oxford.gov.uk/info/20131/population/463/first\\_or\\_preferred\\_language](https://www.oxford.gov.uk/info/20131/population/463/first_or_preferred_language)

<sup>5</sup> [Indices\\_of\\_Deprivation\\_2019\\_Oxford\\_Report\\_word\\_revision\\_v3.pdf](https://www.oxford.gov.uk/info/20131/population/463/first_or_preferred_language) at [oxford.gov.uk](https://www.oxford.gov.uk)

<sup>6</sup> <https://www.centreforcities.org/city/oxford/>

<sup>7</sup> <https://www.pwc.co.uk/industries/government-public-sector/good-growth.html>

The [demand for services](#) provided by the third sector grew hugely over this period. 39% of the charities surveyed reported that increased demand had been driven by both new and existing clients needing help. 19% said it was due to existing clients needing more help, and 11% said it was due to new clients.

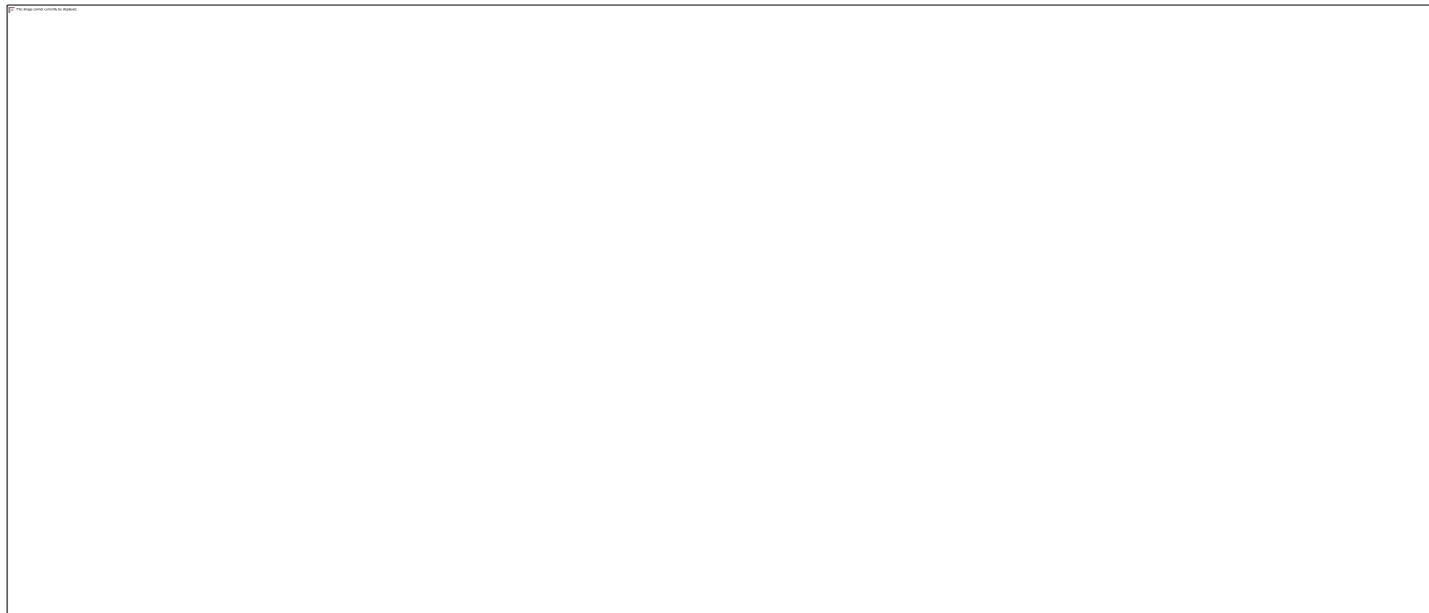
18. The [Charity Commission suggests](#) that individual donations might have increased at the start of the pandemic by as much as £800 million. However, estimates from the sector itself suggest that the overall loss of income could range from £4.3 billion to £6.7 billion. The [#nevermoreneeded briefing](#) provides further examples of the ways in which incomes have been affected. There has been a 'professionalisation' of the income generation of charities, including diversifying into charity retail, renting office/conference space, delivering training or selling products.

## Current Position

19. In 2020/21 the Council's annual grants budget was £1.72m. This included: Commissioning, Advice Development Fund, Culture Fund, Leisure for all, Green Neighbourhood Grants, Holiday Activities, Open Bidding, Youth Ambition and other funds. The separate Ward Member Budget scheme (micro-grants) totalled £72k in 2021/22. A Community Infrastructure Levy (CIL) Neighbourhood allowance of £5k is also available for councillors in 19 wards. CIL may be spent by Ward Members in their ward to fund infrastructure either through purchase, renewal, replacement, or maintenance to support the development of its area. In addition, Ward Members can fund anything else that addresses the demands development places on the local area.
20. The Council's largest grant funding budget is the Commissioning Programme at £895k (55%), including advice services (c.£473k or c.£518k including the Advice Development Fund). The other themes for which there is commissioning are: homelessness, community safety, community/voluntary sector infrastructure, arts and culture, play and leisure for disabled children and young people.
21. A £45k Advice Development Fund aims to support advice centre reforms. In September, the Oxford branch of Citizens Advice Bureau began a pilot providing services from St Aldate's Chambers, saving rental and building maintenance costs. This is initially a three-month trial.
22. The second largest commissioned area is homelessness (£442k). A separate report goes to cabinet each February that shows how these funds are allocated. For example, this includes commissioned services such as Gatehouse Café, The Porch Day Centre and Aspire and direct funding for the Single Homelessness Team and tenancy sustainment. These funds are managed alongside government monies that the housing teams distribute as a single pot, and allocated in accordance with the homelessness strategy. Of the £442, £136k is used to commission services (alongside over a million pounds of government funding) the remaining £306k is used to support delivery by the direct funding to teams.
23. The Council also uses its premises to support communities. Some community groups occupying council buildings, such as Fusion Arts, Modern Art Oxford, and Arts at the Old Fire Station, pay rent and receive a grant to pay, or contribute towards the rent. The grant award they receive from the Council is used to lever in external funds. Funding support from the local authority is vital in proving the organisation delivers to meet local needs, which is a prerequisite to access most larger funds. The timing of the Council's grant awards needs to be in line with conversations with national funders; it is important to announce our awards before the end of the year to increase the likelihood of leveraging in significant external funds. Other community groups, e.g. the Community Associations that manage Community Centres, have peppercorn leases in exchange for the social value they deliver.

## Summary of grants and commissioning

24. The section below shows how the Council allocates its funds.
25. *Open Bidding* - £96k for small to medium sized community groups. Many of the groups have been in receipt of funding for more than ten years.
26. The *Small Grants* programme - £30k for local activities, often funded for several years. Currently, this is via *The Good Exchange*<sup>8</sup>, a fund matching platform. Since 2018 an additional £98,683 in additional grants, match funding, donations, and Gift Aid has been generated by adding Council grants to this platform.
27. *Holiday Activities Fund* - £138k. Providing positive activities for young people during school holidays and a £50k *Youth Ambition Fund*, to address these same needs during school terms.
28. *The Culture Fund* - £30k. Offers grants of £500-£1,000 to cultural agencies, which often helps applicants leverage income from other funders.
29. *Leisure for All* - £10k. A pilot (match-funded by Fusion Lifestyle) up to £1k for disadvantaged groups such as refugees and LGBTQIA+ to access leisure facilities.
30. *Green Neighbourhood Grants* - £4k. £50 to £500 for individuals or community groups to get you started on your journey to create a more vibrant, active, welcoming Green Neighbourhood.
31. Over the last year, the Council has also issued Covid support grants using in year funding from the government; it is not expected these grants will continue beyond April 2022.
32. The below chart shows a breakdown of our grants in 2021/22.



33. In January 2021 a £35k #WeAreOxford grant was re-launched to build community cohesion (this was a one-off grant, created by pooling three separate budgets, and is not shown above).
34. *Ward Member Budget*. Budgets of £1.5k per ward per annum, totalling £72k overall. There has been a persistent annual underspend (particularly pre-Covid). There is a carry forward underspend of c.£78k (October 2021). From 2017/18 the average year-end underspend has been £85k. A £5k Community Infrastructure Levy is also available in unparished wards.

<sup>8</sup> 'The Good Exchange' [thegoodexchange.com/](http://thegoodexchange.com/) is a not-for-profit online 'match funding' platform, owned by a charity, the Greenham Trust. It aims to help funders grant efficiently and enable crowdfunding.

35. *Innovation*. The *Oxford Lottery* was established in 2017<sup>9</sup>, which generates c.£12k a year to good support good causes.

### Headline findings from the Review

36. The Council's grant programme is very well regarded and enables a range of impactful interventions. Recent changes and the Council's flexibility in approach have mitigated some of the impact of the Covid-19 pandemic on the third sector and on the poorest individuals.
37. Covid-19 has impacted funding, flexibility, sustainability and demand for the third sector. While the third sector appears to have grown in scale, it has lost some sources of income, but other, generally short-term pots have been available. Many groups have moved to a hybrid business model with work underpinned by web and IT-based service delivery. This approach allowed for some efficiencies but reduced contact for those without digital access.
38. Engagement by the Council on equalities issues were highlighted across all areas of the Review. It was though felt more focus could be placed on BAME<sup>10</sup>, youth, disabled and LGBTQIA+ groups. Geographically concentrated inequality affecting south and east Oxford was repeatedly emphasised.
39. Commissioned advice services play a clear and important role. The advice services are working more collaboratively with the locality hubs providing support funded by the locality support grants.
40. Best practice emerging across national funders includes more community participation, localisation and improved coordination across partners. This includes working together on intractable issues, combining funds and bidding, distilling and simplifying requirements, trust-based approaches with reduced monitoring, and a shared learning approach replacing formal monitoring formats. Web and IT systems are increasingly used for customer relationship management (CRM) and are improving efficiency and targeting.

The Council has already implemented a range of best practices - for example:

- The [Community Impact Zone](#) (CIZ), which is a partnership with Oxfordshire County Council's children's social care team, Thames Valley Police and Oxford Hub and which has drawn in £308,000 of additional funding since 2018 to support disadvantaged children and families in south Oxford;
  - The Museum of Oxford Development Trust enabling structure<sup>11</sup>;
  - The 'Cultural Partnership' and 'Cultural Education Partnership' driving better coordination, peer to peer support and leadership development;
  - A granular understanding of local issues and supporting people to build on local strengths through the Locality Hubs; and
  - A lighter-touch approach to reporting on performance, enabling groups to focus on delivery.
41. Respondents to the consultation said that the Council should continue to champion equalities, provide coordination by bringing community groups and funders together, improving grants' accessibility (simplifying its processes, using clear and accessible language) and adopt a learning approach that encourages innovation.
42. All the good practice local authorities we spoke to during the Review used independent council officer panels to review grant applications; most then made recommendations to the Executive Member. These independent panels were used

<sup>9</sup> Gatherwell, the operator, provides similar services to over 80 Councils.

<sup>10</sup> BAME (Black, Asian and Minority Ethnic) refers to people who are Black, Asian, Brown, dual-heritage, indigenous to the global south, and have been racialised as 'ethnic minorities'. The 2011 Census shows that 22% of Oxford's residents are characterised in this way.

<sup>11</sup> Details at <https://register-of-charities.charitycommission.gov.uk/charity-search/-/charity-details/5100038/accounts-and-annual-returns>

to [ensure objectivity](#) and mitigate risks to the equity of the process. The Executive Member will be briefed after initial Expression on Interest rounds as well as after the full application panel meetings.

43. For community wide funds, good practice is that Members are involved in policy, setting the wider framework for applications, including transparent criteria, but are not involved in the grant making panels. The Member Steering Group will continue to meet to monitor the impact of the funding and support the criteria review.

## Options Analysis and Changes

44. The section below summarises the three main options we explored -

### Stay as We Are – Option One

45. This would involve making no more than marginal changes. The current grant process is competitive, and perceptions from consultations are that funds are regularly awarded to the same organisations. Based on data from 2019/20, 79% of grants reached groups who have previously received Council grant-funding, with many of these having been funded for more than five years.
46. There is a risk that making changes at this point in the pandemic cycle could endanger the health of many stretched and pressured existing partners, who have either directly contributed to addressing the emergency or themselves are suffering because of it. Keeping the grant process as it is could protect existing relationships.
47. Without change it is unlikely new, small and emerging community groups would obtain funding.
48. This option would *not* facilitate the savings in the 2021/22 Council Budget to be achieved without an across the board 'cut' and would not reflect findings of the Review.

### A new approach – Option Two

49. This would see a shift in approach, criteria and weighting. Across the grants fund there would be greater outreach and visibility to maintain the new ways of working gained in the pandemic, reducing the paperwork in applications, monitoring, reporting, and maintaining the focus on accessibility.
50. Inconsistency and lack of clarity arising from the range of calls, at different times, using different criteria would be streamlined by combining funds into one single pot that all community groups can apply for. The critical importance of climate change would be embedded as a universal key criterion.
51. The locality hubs teams would provide funding surgeries to support local groups, with a focus on collaboration and supporting grassroots organisations to apply. A minimum of 20% of the Community Impact Fund would be used to support small and medium-sized projects.
52. This process would involve open partner workshops, replicating the good practice sector leadership shown through #WeAreOxford (#WAO) and the Culture Partners (aimed at a 'one city' collaboration approach). These will act as 'consultation' events, enabling greater understanding of needs, participation and feedback.
53. On the Council's website, a single grants landing page (including both commissioned<sup>12</sup> and other) will set-out, 'must haves' (criteria/weighting), approach, and banding; clear language will lay out purpose and weighting criteria under a new brand – "Community (or Oxford) Impact Fund." Partners from diverse communities

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<sup>12</sup> Commissioned service criteria/weighting as noted. Priorities: essential/necessary services include: homeless, domestic abuse/rape crisis, refugee support, and advice services.

would be asked to test accessibility, clarity and appeal; monitoring will be through learning events hosted by locality hubs<sup>13</sup>.

54. *Equalities*. Positive action for equalities related bids, with targeted social media and physical outreach to equalities groups, individuals and events; a reduced emphasis placed on the quality of written applications and more on promoting diverse leadership and upskilling; targeting those most in need with applications being accepted in different media and/or face to face. Language support would be delivered to reach non-EFL speakers, and early initial drafts would be accepted in other languages (with later support). These changes would be promoted openly in advance of application deadlines.
55. *Match Funding*. It is good practice to seek match funds, and this would be proactively supported via regular funding surgeries and form part of the assessment process. Appendix three provides some good practice examples. A target of an additional £50k is being set for the Council's grants programme.
56. A single IT/CRM<sup>14</sup> system would allow all grantees/applicants to use IT and web-based systems to register, join EOI's, apply and participate in #WAO style learning processes, and to receive updates. A scoping exercise which makes use of existing software is underway.<sup>15</sup>
57. *Strategic Coordination*. The 'Cultural Partnership' group coordinate, share information, offer coaching and advice to new entrants, and meet regularly. This should be replicated by establishing a group of partners, including local foundations which can mobilise funding or other resources for communities. A coordination group would meet regularly to share information on need, promote the benefits of the funding, share best practice and consider how to lever national funding.
58. This option requires refocusing of staff time, allocating resources to establish and manage specific tasks, e.g. upgrades to website content, enhanced use of new software such as Windows365, Smartsheets and PowerBI to improve efficiency, focus and customer relationship management. Additional support around community languages may also be required.
59. This option will enable the Corporate Change Savings to be met - and will potentially generate new funds for investment.
60. The combination of a reduction in available funding, a change in funding priorities and an increase in expected applications may mean that some previous regularly funded grant recipients receive less or no grant funding from 1 April 2022 with a month's notice of the change. The nature of the competitive process means that we can not pre-judge which organisations will be affected, and no doubt those used to receiving core funding over many years will feel vulnerable. However, the application process will include a question relating to how the organisation will mitigate any possible loss of grant income and the impact will be taken into consideration as part of the decision making process. Consultation revealed that Covid has driven organisations to adapt their business models, taking advantage of digital opportunities and reducing overhead costs. Many grantees had not previously maximised opportunities to seek funding from other sources, including from other funders, and the new bi-monthly grant surgeries will help support them to do so.

## Radical Change – Option Three

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<sup>13</sup> For example if four hubs held a meeting once a year, streamed online like #WAO, these would be quarterly.

<sup>14</sup> Some Councils use in house developed systems e.g. based on 'Google Forms', others use third party commercial IT.

<sup>15</sup> Best case MS Office 365 Dynamic (linked to outlook), or well-developed use of Google Apps - Forms/Sheet/Gmail, is recommended. Both cases involve expert implementation support.

61. A further option, but with higher costs and a range of trade-offs, is to lead radical change, making a significant shift, addressing some of the above points and aiming to address more fundamental emerging issues.
62. Among these are wholesale joint funding and co-commissioning with the Council's strategic partners. Under this option, the single pot would be used as a highly targeted partnership leverage fund, supplemented by the Community Infrastructure Levy and used to lever other funders, to make a concerted effort to tackle strategic and systemic disadvantage experienced in some communities.
63. It would use new methodologies such as 'Social Impact Bonds' and target emerging resources such as central government 'Partnership Funds'. It would wholesale pilot participatory budgeting, would enable community-led partnership forums in localities to select priorities and commission community groups and projects working to localised priorities, identified through the forums.
64. This option would require further resources and take longer to implement. There may be benefit in piloting aspects of this. Notably, a low-risk option of asking funding partners and other local key institutions to enter a longer term compact focusing on one area, for example, Blackbird Leys, as it applies to a single issue, or single funding/bidding approach (such as on child poverty or literacy). It is important to be realistic about the resourcing implications of this even as a pilot.
65. Option One does not respond to the Review findings or Corporate Transformation objectives on costs and improved service cohesion.
66. Option Two meets review requirements, responds to the evidence and enables Corporate Transformation targets.
67. Option Three involves development costs and new staffing roles. It fails to meet Corporate Transformation needs but offers an ambitious set of choices.
68. Option Two is the recommended option, as it delivers the £200k of corporate transformation savings and offers flexibility to decide how to best deliver this.

### **Option Two - Implementation**

69. **Coordination:** The intention is to work more strategically with other local funders. Bring foundations/others together to discuss funding opportunities, needs and learning, and to lever in additional investment.
70. **Marketing:** The grant programme budget would be rebranded as a 'Community Impact Fund' with flexible funds and longer-term awards (up to 3 years).
71. **Communications:** Increase outreach and visibility particularly using social media, Locality Hubs and events targeting priority equalities groups.
72. **Process:** Separate out 'commissioned' service grants and 'other' grants in the budget. Limit commissioned grants to advice centres, domestic abuse and homelessness. Move all remaining funds into a single pot with three cycles a year. Hold advance meetings for advice, expressions of interest and partners' forward planning; focus on learning and case-based monitoring; offer jargon-busting, simple, appealing web-based information, reducing confusion.
73. **Criteria** - Introduce visible criteria to ensure the grants are strategically aligned with the Council's ambitions, these are –

**Priority 1: Enable an inclusive economy**

**Priority 2: Deliver more, affordable housing**

**Priority 3: Support thriving communities**

**Priority 4: Pursue a zero carbon Oxford**

74. The Council can then flex the criteria and weighting to target its investment (these are shown in table three below).
75. **Innovation and Funding:** There is a plan to build on the small grant pilot with fund-matchers, promote the 'good causes' fund/Oxford Lottery, adopt successful practices to generate income; work with crowd funders and implement other creative approaches. It is important to emphasise that grant funding from these sources are usually time-limited rather than ongoing grants.
76. **ICT:** Implement a CRM solution. Develop a simple web/IT system used across the grant cycle with in-house software/tools (e.g. Smartsheets) to make the application process easier, increase efficiency and reduce administration for all.
77. **Advisory services:** Encourage reforms and coordinated approaches for improved service levels and reduced costs; support alternative delivery models and explore co-location and use of community 'pop up' shops, and the savings that flow from this.
78. **Governance** – The criteria for awards would be agreed by Cabinet, enabling members to set the strategic direction for the years ahead.
79. Independent officer panels would review the applications after each of the three annual bidding rounds and make recommendations to the Executive Member. The cross-party reference group would continue and be used as a sounding board for the grant awards.

## Proposed Savings (table one)

The below table shows the savings.

Element	Saving £000s	Implications	Mitigations
Advice Centres/CAO	£25	A reduction from the advice centre pot (£473,461) delivered through alternative provision and location options.	The Council would support advice centres to secure additional funding and work more closely with them through our locality hubs and continue to explore co-location building on the work done with the Covid support grants.
Advice Development Fund	£45	Since the fund was set up three years ago, c.£85k has been awarded in total.	The Council would support advice centres to find other funding and access support through our Impact grants on specific projects.
Rental Contributions	£20	Agreements and annual reports and accounts will be assessed to deliver this without impacting the ongoing viability of the organisations affected.	Further conversations with the groups we support before making the reduction.
Ward Member Budget	£24	Due to underspends and annual carry forwards, the £72k ward member pot had grown to £164,264 at the start of the year. Pre-Covid average annual spend per ward member was c£500, this has grown over the past year to £1,100. The reduction would mean members would receive £1,000 (WMB) plus the £5,000 CIL for non-parished areas (the member allocation is higher for parished areas).  *This would need to be taken through the budget process.	The small grants pot will be easy to access, with members playing a key role in promoting to residents.  The hubs teams will also hold open door meetings every two months to help people unfamiliar with the grants process, helping them access the funds and also signpost other opportunities for support and match funding/crowdfunding. Alternatively, the Council could have a smaller ward member pot for members to bid into to reflect the variable spend patterns.
Across the Board Reduction	£86	The assessment criteria will mean that corporate priorities are supported and grants can be refocussed as priorities change. If other options are not progressed, the Council would need to increase this saving.	The Council will continue to work with partners to bring in external fudging, e.g. the CIZ has brought in £308k into south Oxford since it was set up in 2018.
TOTAL Yr1	<b>£200</b>	While there are no easy options, these proposals are intended to find savings with the least impact and for which there is mitigation.	Consultation, research, partner conversations, a members' reference group.

## Implementation plan (table two)

The below table shows the implementation plan for the Community Impact Fund and commissioned services.

	Community Impact Fund	Commissioning
Total amount	£558,000 (of which up to £170,000 will be used for grants towards building rental costs) so £388,000 is available	£917,000
Strands	<p><b>Small grants</b> – up to £1k (easy access)</p> <p><b>Medium</b> – up to £5k</p> <p>At least 20% available for small and medium grants</p> <p><b>Big ideas</b> – up to £35k. Strategic partners, a condition would be they support emerging groups. This £35k cap excludes grants to groups that are used towards rental payments. This means that no groups we currently fund will be negatively impacted from the cap.</p>	<p>Domestic abuse</p> <p>Advice Centres</p> <p>Homelessness grant (see paragraph 22).</p>
Mechanics	<p>Grants over £5k available for up to three years.</p> <p>Three open bidding promotion 'rounds' a year.</p>	Three year cycle
Development & partnership	<p>Coaching and mentoring of: new applicants, small and/or equalities focused organisations. Open attendance at bi-monthly update meetings.</p> <p>Increased outreach and targeting on equalities and new/small applicants.</p>	Move from traditional monitoring to learning model with trust based funds flexibility. Encouraged to bid for longer term funds, to bid for development funds into other grants funds.
Timescales	<p>20 Dec: Public Information campaign starts/Big Ideas EOI call opens/dates given for other grant rounds and surgeries</p> <p>5 Jan: Deadline for Big Idea EOI applications</p> <p>12 Jan: Full applications open for Big Ideas</p> <p>31 Jan: Deadline for Big Ideas full applications</p> <p>21 Feb: Small and Medium grant call published</p> <p>28 Feb: Big Ideas In-principle decisions communicated</p> <p>1 April: Big Ideas contracts start</p> <p>8 April: Deadline for Small and Medium grant applications – first round</p> <p>2 May: Small and Medium grant application decisions communicated</p>	<p>15 Dec: Cabinet approval and sign off for amounts and approach</p> <p>28 Feb: Deadline for 2022/25 SLA conversations</p>

## Grant criteria and weighting (table three)

Criteria	Explanation (see paragraph 73: OCC Priorities 1 – 4)	Weighting
Eligibility	All applicants must demonstrate that they are financially viable; operate on a not-for-profit basis; have a track record of delivery, and that the funded activity will take place in Oxford	Pass/Fail
Equalities, diversity and inclusion (mandatory)	Demonstrating how the funded activity will help to reduce inequalities and increase diversity, inclusion, and access is mandatory for all applications. Proportionality will apply for applicants to small and medium grants – with consideration given to the evolution of the organisation and the extent of core documentation in place. (OCC Priorities 1 & 3).	15% Pass/Fail
Environmental Sustainability and Zero Carbon Oxford (mandatory)	Demonstrating how the funded activity will be managed to minimise its impact on the environment is mandatory for all applications (5% maximum weighting). Higher scores will be awarded to applications that will reduce carbon emissions in the city (up to an additional 10% maximum weighting). Proportionality will apply for applicants to small and medium grants – with consideration given to the evolution of the organisation and the extent of core documentation in place. (OCC Priority 4).	15% Pass/Fail
Partnership working and cross/sector support	In order to maximise the impact of funding and deliver value-for-money, we expect applicants to work together with relevant partners both within and, where relevant, across different sectors, placing the needs of beneficiaries at the forefront. Higher scores will be awarded to those who mentor and support new voices and grassroots organisations that reach into excluded and disadvantaged communities. (OCC Priorities 1 & 3).	10%
Inclusive economy	This criterion is designed to ensure that, in awarding grants, due weight is given to initiatives that encourage the distribution of wealth across our communities and where all residents can share the benefits of growth. (OCC Priority 1).	10%
Health and wellbeing	All sectors and communities are recovering from the impact of the pandemic, which has exacerbated health inequalities in the city. We welcome applications that deliver activities to increase positive mental and physical health and wellbeing. (OCC Priorities 1 & 3).	10%
Leverage and match funding	Given pressures on public funding, applications that can demonstrate the ability to generate additional income and/or lever in additional funding using OCC grants as a catalyst to unlock further investment in the city will score more highly. (OCC Priorities 3).	10%
Innovation	Undoubtedly these are challenging times for those in the third sector and therefore additional weighting will be given to those able to demonstrate innovation in – the use of technology, processes, service delivery or any other aspect that can result in better quality, value-for-money or reach. (Innovation may support any or all of the 4 OCC Priorities).	10%
Balancing	To ensure that a fair and balanced programme of grant awards is made that supports the needs of different localities, and communities of interest and identity, it is proposed to retain a fifth of the weighting for this purpose.	20%

### Financial Implications

80. The recommended approach will achieve the £200k reduction as per the summary shown in table one.

81. The savings covers all aspects of the £1.72 million grants pot.

82. The breakdown of the £1.72 million is shown in the graph in section 32 (the additional £5k shown in the graph is due to Fusion Lifestyles match funding allocation to the Leisure for All grant)

### **Legal Implications**

83. There are no legal implications arising directly from the report.

### **Level of Risk**

84. A full review of risk has been undertaken, which is reflected in Appendix two.

### **Equalities Impact**

85. Equalities considerations are at the centre of the Review and have been undertaken continually. The equalities impact assessment is included as Appendix three.

86. Appendix four shows the support we will provide to organisations currently commissioned.

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# Appendix 1



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

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<b>Service Area:</b> Community Services		<b>Section:</b> Grant Review	<b>Date of Initial assessment:</b> 11 June 2021	<b>Key Person responsible for assessment:</b> Paula Redway	<b>Date assessment commenced:</b> 11 June 2021		
<b>Name of Policy to be assessed:</b>			Communities Grants Strategic review				
<b>1. In what area are there concerns that the policy could have a differential impact</b>			<b>Race</b> ✓		<b>Disability</b> ✓		<b>Age</b> ✓
			<b>Gender reassignment</b> ✓		<b>Religion or Belief</b> ✓		<b>Sexual Orientation</b> ✓
			<b>Sex</b> ✓		<b>Pregnancy and Maternity</b> ✓		<b>Marriage &amp; Civil Partnership</b>
<b>Other strategic/ equalities considerations</b>			<b>Safeguarding/Welfare of Children and vulnerable adults</b> ✓ <b>Housing and Homelessness Strategy</b>		<b>Anti-Racism Charter Oxford City Council Strategy</b> ✓		<b>Mental Wellbeing/Community Resilience</b> ✓
<b>2. Background:</b>  Give the background information to the review and the perceived problems with the review which are the reason for the Impact			The purpose of the Communities Grants Strategic Review 2021 is to establish objectives to improve the efficiency, effectiveness, reach and impact of grants, while making savings of £200k. Given the impacts of the pandemic which are exacerbating inequalities in the city and the opportunity for grants to make a positive difference, there is a strong equalities focus within the review. In essence, the review itself was an in depth Equalities Impact Assessment of the current grant management system. This equalities impact assessment was therefore undertaken in two stages – firstly to inform				

# Appendix 1

Assessment.	the design of the review and secondly to provide an EIA on the recommendations in the final draft report.
<p><b>3. Methodology and Sources of Data:</b></p> <p>The methods used to collect data and what sources of data</p>	<p>The initial impact assessment was undertaken by officers with lived experience of intersectional protected characteristics (in bold in the list below). This informed the consultation plan including the consultation questions and the initial draft list of consultees and scoped a range of available data and the methodology used to analyse it including live case studies as well as statistical information:</p> <ul style="list-style-type: none"> <li>• Analysis of Oxford’s demographic statistics including relating to protected characteristics, where available</li> <li>• Analysis of Information coming into the Business Intelligence Unit, the Customer Services team and Asana system including referrals and case studies for support throughout the pandemic as well as information from the Office for National Statistics, Public Health England, Joint Strategic Needs Assessment etc.</li> <li>• Internal individual consultations with over 50 diverse staff members across the Council and a cross party Member advisory group of 7 Members (listed below)</li> <li>• Outreach to over 50 third sector organisations including equalities-focused organisations, Oxford City Council grantees and unsuccessful grant applicants</li> <li>• 10 group discussions attended by people with lived experience of different protected characteristics, homelessness and intersectionality as well as 10 open group sessions</li> <li>• Evaluation of best practice in other councils including Bath and North Somerset, Bristol, Preston, Wigan, Plymouth and York</li> <li>• Public consultation via OCC public consultation portal with 35 responses</li> <li>• Discussions with local and national funders with a focus on funding equalities related work</li> </ul> <p>Staff consultations took account of other cross-Council work including the City Council Strategy, Anti-Racism Charter, Housing and Homelessness Strategy, Wealth Creation project, Community Impact Zone (CIZ), the development of the Locality Hubs as key service integration delivery points and work toward the Thriving Communities and Equalities Strategies.</p>
<p><b>4. Consultation</b></p> <p>This section should outline all the</p>	<p>The consultations were carried out to inform the Communities Grants Strategic Review report recommendations but consultees also inputted into the consultation plan itself. As a result, more consultations were held than were initially planned as consultees made suggestions for additional</p>

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consultation that has taken place on the EIA. It should include the following.

- Why you carried out the consultation.
- Details about how you went about it.
- A summary of the replies you received from people you consulted.
- An assessment of your proposed policy (or policy options) in the light of the responses you received.
- A statement of what you plan to do next

people and organisations for the Project Manager to meet with.

Details of how each element of the consultation was delivered are as follows:

- **Analysis of data**

Undertaken as a desk top exercise linking in with Sally Hicks, Data Analyst and Mark Chandler, Performance and Resources Manager, to access information held by/accessible to OCC (e.g. referrals to Customer and Community Services) as well as publicly available census demographic information, Office for National Statistics data, data from Local Insight and referral case studies etc.

- **Internal individual consultations with over 50 staff and a cross party Member advisory group of 7 Members**

Adrian Green, Project Manager, held 121 meetings with each staff member. Two group meetings were held with the Cross-party Member advisory group led by Ian Brooke, Head of Community Services, Adrian Green Project Manager and Paula Redway, Culture and Community Development Manager. Members were selected by each of the party leaders – see the list below.

- **Outreach to over 50 third sector organisations including equalities-focused organisations, Oxford City Council grantees and unsuccessful grant applicants**

Consultations were held with over 50 organisations. Consultations were led by Adrian Green, Project Manager supported by a relevant officer with knowledge of the organisation and their work. Notes were taken of the key points raised and are included in Annex 3 of the Cabinet report.

- **9 group consultations focussing on lived experience of different protected characteristics, 1 focussed on homelessness and a further 10 open group consultations**

Consultations were led by Adrian Green, Project Manager supported by an officer with relevant lived experience. Notes were taken of the key points raised and are included in

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Annex 3 of the Cabinet report.

- **Evaluation of best practice in other councils including Bath and North Somerset, Bristol, Preston, Wigan, Plymouth and York**

Consultations were held by Project Manager, Adrian Green, with local authorities where good practice is recognised. The list of consultees and consolidated Best Practice learning summaries are included in Annex 3 of the Cabinet report.

- **Public consultation**

A public consultation was run via Oxford City Council public consultation portal with 35 responses. Feedback given is listed in Annex 3 of the Cabinet report.

- **Discussions with local and national funders**

A virtual roundtable discussion was held by the Chief Cultural and Leisure Officers Association (CLOA) with a selected group of National Funders (Lankelly Chase, Lloyds Bank Foundation, Salix Finance, Sport England, The Good Exchange and ArtsWork) and CLOA Local Authority members. Notes of the meeting are included in Annex 3 of the Cabinet report.

The consultations led to the report recommending the following criteria for assessing grant applications for delivery from April 2022-March 2025:

- Reducing Inequalities
- Meeting the needs of those most affected by COVID-19
- Activity with people living in regeneration areas
- Accessibility
- Activity for underrepresented/excluded groups including BAME, Disabled, LGBTQIA+, young people living in challenging circumstances
- Activity leveraging in additional funding
- Job creation/protection
- Partnership bids e.g. to share resources, reduce duplication and increase reach
- Coaching (particularly for emerging organisations and organisations targeting excluded

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	<p>groups)</p> <p>Those award grants over £5K would need to participate in sessions to share learning with others.</p> <p><b>Here is the summary table of the key equalities related points raised during consultation responses/inputs and the suggested mitigations:</b></p> <table border="1"> <thead> <tr> <th data-bbox="750 459 1460 496">Equalities Impact</th> <th data-bbox="1460 459 2177 496">Mitigation</th> </tr> </thead> <tbody> <tr> <td data-bbox="750 496 1460 1359">Less grant money available for project delivery</td> <td data-bbox="1460 496 2177 1359"> <ul style="list-style-type: none"> <li>• Continue commissioning services contracts with organisations who work directly with those most in need (advice centres etc.) updating SLAs to meet the review criteria including focus on inequalities</li> <li>• Grant criteria prioritise work to reduce inequalities</li> <li>• Grant criteria add weight to applications that lever in additional funding</li> <li>• Grant criteria and expression of interest stage in the process encourage partnership bids to share resources, reduce duplication and increase reach</li> <li>• Applications to be run through the Good Exchange and other platforms to attract additional funding</li> <li>• Change the policy on subsidising rentals of commercial premises</li> <li>• Review fees and charges for using OCC owned outdoor spaces</li> <li>• Participation in sessions to share learning for those awarded over £5K</li> <li>• Application process to take reserves into</li> </ul> </td> </tr> </tbody> </table>	Equalities Impact	Mitigation	Less grant money available for project delivery	<ul style="list-style-type: none"> <li>• Continue commissioning services contracts with organisations who work directly with those most in need (advice centres etc.) updating SLAs to meet the review criteria including focus on inequalities</li> <li>• Grant criteria prioritise work to reduce inequalities</li> <li>• Grant criteria add weight to applications that lever in additional funding</li> <li>• Grant criteria and expression of interest stage in the process encourage partnership bids to share resources, reduce duplication and increase reach</li> <li>• Applications to be run through the Good Exchange and other platforms to attract additional funding</li> <li>• Change the policy on subsidising rentals of commercial premises</li> <li>• Review fees and charges for using OCC owned outdoor spaces</li> <li>• Participation in sessions to share learning for those awarded over £5K</li> <li>• Application process to take reserves into</li> </ul>
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		<p>consideration</p> <ul style="list-style-type: none"> <li>• Work with other funders to match/combine funds</li> </ul>
	<p>Application and monitoring processes have been a barrier to access for some groups including those for whom English isn't their first language</p>	<ul style="list-style-type: none"> <li>• Streamline paperwork for application and monitoring</li> <li>• Use plain English and avoid jargon</li> <li>• Allow applications and monitoring information to be made in different ways including different languages and different formats e.g. video submissions</li> <li>• Develop online grant application and management system with support prompts</li> <li>• Provide more coaching and support for CVS including equalities led groups to build capacity/skills via funding surgeries and learning sessions</li> </ul>
	<p>Some groups are unaware of the funding available</p>	<ul style="list-style-type: none"> <li>• Promote funding calls more widely targeting underrepresented groups</li> <li>• Run regular funding surgeries – moving around the locality areas – to help promote and support</li> <li>• Actively promote the grants programme and its benefits at diverse events in the city e.g. Cowley Road Carnival, Pride etc.</li> <li>• Identify community based equalities champions to help promote</li> </ul>
	<p>Some groups and individuals deliver excellent work but are not officially constituted</p>	<ul style="list-style-type: none"> <li>• Accept applications for small grants from groups without an official constitution as long as they have a bank account with 2 signatories</li> <li>• Continue to accept small grant applications</li> </ul>

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		<p>from individual artists from diverse backgrounds to enable them to lever in funding from Arts Council England to support their creative development</p> <ul style="list-style-type: none"><li>• Run regular funding surgeries to support groups to become constituted where this will increase their ability to raise funding etc.</li></ul>
<p>Having been considered by CMT on 11 October 2021, and the Leaders' Meeting on 13 October 2021, further work is being done on the report before the recommendations are shared with consultees for their response as per the report milestone plan.</p>		

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<p><b>5. Assessment of Impact:</b> Provide details of the assessment of the policy on the six primary equality strands. There may have been other groups or individuals that you considered. Please also consider whether the policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults</p>			
	<b>Race</b> Positive impact	<b>Disability</b> Positive impact	<b>Age</b> Positive impact
	<b>Gender reassignment</b> Positive impact	<b>Religion or Belief</b> Positive impact	<b>Sexual Orientation</b> Positive impact
	<b>Sex</b> Positive impact	<b>Pregnancy and Maternity</b> Positive impact	<b>Marriage &amp; Civil Partnership</b> Neutral
	<p>The actions and mitigations detailed above have been designed to have a positive aspect those most in need including those with protected characteristics who have been most impacted by the pandemic.</p>		
<p><b>6. Consideration of Measures:</b></p>	<p>The recommendations seek to address all the key equalities related issues picked up in the report with two exceptions. These were a request by a number of diverse community groups to provide</p>		

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<p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>additional venue space for their use subsidised by Oxford City Council and some consultees suggesting that no cuts should be made to the overall funding available. These options could not be afforded within the budget. However, the groups will be supported to look at alternative solutions via external funding, signposting and partnership working.</p>				
<p><b>6a. Monitoring Arrangements:</b></p> <p>Outline systems which will be put in place to monitor for adverse impact in the future and this should include all relevant timetables. In addition it could include a summary and assessment of your monitoring, making clear whether you found any evidence of discrimination.</p>	<p>The impact of the grants will be monitored via qualitative and quantitative monitoring including:</p> <ul style="list-style-type: none"> <li>• Statistical information relating to beneficiaries</li> <li>• Learning sessions to share best practice, identify and mitigate gaps</li> <li>• Impact monitoring over a longer period of time including case studies, photos, videos etc.</li> <li>• Criteria and weighting will be reviewed annually to ensure the programme remains fully transparent, inclusive and aligned with the Council's strategic priorities. An annual report will come to cabinet reviewing the previous year and proposing any changes to the criteria.</li> </ul>				
<p><b>7. Date reported and signed off by Corporate Management Team:</b></p>	<p># October 2021</p>				
<p><b>8. Conclusions:</b></p> <p>What are your conclusions drawn from the results in terms of the policy impact</p>	<p>The conclusion is to adopt the report recommendations in order to mitigate the impact of Covid on Oxford's diverse communities.</p>				
<p><b>9. Are there implications for the Service Plans?</b></p>	<p>NO – the actions above are embedded within service plans</p>	<p><b>10. Date the Service Plans will be updated</b></p>	<p>NA</p>	<p><b>11. Date copy sent to Equalities Lead Officer</b></p>	<p>NA</p>

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.13. Date reported to Scrutiny and Executive Board:	NA	14. Date reported to CMT:	11 October 2021	12. The date the report on EqIA will be published	NA
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Signed (completing officer)



Signed (Lead Officer)

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

Assessing equalities impacts was done at every stage of the grant review process including at review board meetings and in consultation meetings externally and internally with the officers listed below. The officers in bold were specifically involved in inputting into the Equalities Impact Assessment paperwork but everyone contributed throughout:

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Nadeem Murtuja – Interim Director of Communities and Customers  
 Ian Brooke – Head of Community Services  
 Claire Freeman – Transformation Lead  
**Paula Redway – Culture and Community Development Manager**  
**Adrian Green – Grant Review Project Manager**  
 James Pickering Communities Manager (Advice centres)  
**Jubeen Ashraf – Locality Coordinator**  
 Joseph Barrett Youth – Ambition Manager  
 Paul Backman – Sports Development Officer  
 James Baughan – Communities Service Development Officer  
 Helen Bishop – Head of Business Improvement  
 Emma Burson – Finance Manager  
 Chris Cameron – Data Analyst  
 Maddy Cameron – Equalities officer  
 Jasmin Carne – Communities Support Officer  
 Julia Castle – Property Manager

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Mark Chandler – Performance and Resource officer  
Caroline Chanides – Green Space Development Officer  
Val Churchill – Locality Support Officer  
Alan Foulkes – Localities Officer  
Lorraine Freeman – Development Funding Officer  
Vicki Galvin – Sport and Physical Activity Manager  
Dani Granito – Policy and Partnerships Team Manager  
Larissa Griffin – Senior Estates Surveyor  
Simon Grove-White – Principal Economic Development Officer  
Emma Gubbins – Asset Manager  
Sally Hicks – Data Analyst  
**Wendy Hind – Tenant Involvement officer**  
Elizabeth Hunston – Digital Communications Officer  
Rocco Labellarte – Chief Technology and Information  
Sarah Levete – Museum Engagement officer  
Hagan Lewisman – Active Communities Manager  
Liz Jones – ASBIT Manager & DA Lead  
Clare Keen – Communications officer  
Tim Martin – Transformation Manager  
David Morrell – Locality Coordinator  
**Calum Murdoch – Fundraising Officer**  
Steph Nichols – HR Business Partner  
Iona O’Carroll – Community Health Development Officer  
Nerys Parry – Housing Strategy and Needs Manager  
Matt Peachey – Economic Development Officer  
Carolyn Ploszynski – Head of Regeneration and Economy  
Hamera Plume – Consultation and Engagement Officer  
Carly Roalf – Hub Coordinator  
Will Side – Programme Coordinator for Refugees, Asylum Seekers and Migrant workers  
Barbara Smolonska – Business Partner  
Kate Toomey – Museum and Community Heritage Learning Manager  
Claire Thompson – Arts Development Officer

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Hollie Tuckwell – Hub Coordinator

**Leonard Sackey – Deputy Hub Coordinator**

Azul Strong-Corcoran – Hub Coordinator

Michael Woods – Green Space Development Officer

Several OCC Staff were in addition consulted in two group meetings

## **Member Consultation (in advisory meetings)**

Councillor Shaista AZIZ

Councillor Diko BLACKINGS

Councillor Paula DUNNE

Councillor Chris JARVIS

Councillor Katherine MILES

Councillor Ajaz REHMAN

Councillor Christopher SMOWTON

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**Annex 2: Risk Register**

					Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
Title	Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Abortive costs	If cabinet does not approve the recommendations then there will be abortive costs and Corporate Transformation targets will not be met.		Costs have been incurred through the necessary reviews, surveys, feasibility work and staff time. Corporate Transformation targets will not be met.	Abortive costs	11/10/2021	IB	3	3	3	3	2	3		Timely approvals so can pass through planning and budget on time	30/03/2022	Open	10	IB/CG
228 Management of implementation process	Ensuring that Project Management resource available	T	People resource stretched	Delayed actions pending resourcing	11/10/2021	IB	3	4	3	3	3	3		Adjust staff objectives to reflect curent prioritisation of implementattion Additional resource for capacity/training	14/10/2021	Open	50	IB/PR
Community and stakeholder engagement	There is a risk that some community and stakeholder groups will not be satisfied with the recommendations	T	There are competing budget grant expectations amongst some community stakeholders, particularly on equalities	Reduction in community cohesion. Reputational risks. Increase in time and costs on communications.	11/10/2021	IB	3	4	3	3	3	3		Early communications to community about review findings needed See Equalities Impact Assessment	30/10/2021	Open	5	IB/PR/CG

Funding leverage	Applicants unable to lever national and other funding if OCC funding reduces	T	Budget reduction Application timescale	Impacting wider economy, jobs etc.	11/10/2021	IB	3	4	3	3	3	3		Funding leverage part of weighted criteria Application timescale planned to meet deadlines of key national funders	30/10/2021	Open	20	IB/PR
Fiduciary risks	Risk of post-covid failure of prioritised newer and smaller 3 <sup>rd</sup> sector bodies	T	3rd sector partners have seen reduced incomes in pandemic	Staff and other resources stretched	11/10/2021	IB	3	4	3	2	2	2		Fuller engagement of The Good Exchange on smaller grants to maximise leverage/match fund opportunities	30/10/2022	Open	65	IB/PR
Environmental risks	Oxford Carbon footprint rises through grant allocation related activity		Environmental costs and mitigations, and opportunity to reduce these not prioritised	Reputational risk post COP26 and in light of Extinction rebellion	11/10/2021	IB	3	3	3	3	2	3		Timely approvals with environmental impact part of weighted criteria Mitigating environmental impact discussed via funding surgeries	30/03/2022	Open	30	IB/CG

# Appendix 3

## Annex 3 Best Practice and Consultation feedback

### Contents:

#### Scoping Best Practice

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#### Consultations

Notes from meetings with Third Sector Organisations	p. 14
Equalities Groups discussion summaries	p. 29

### 1. Notes from CLOA (Chief Cultural and Leisure Officers Association) National Funders virtual roundtable hosted by Oxford City Council 22 June 2021



Exploring the new funding landscape Virtual round table, 22 June 2021

#### Background

To inform members about emerging trends in the rapidly changing external funding environment and the impact that Covid is continuing to exert on the sector, CLOA held a virtual roundtable discussion with a selected group of National Funders (Lankelly Chase, Lloyds Bank Foundation, Salix Finance, Sport England, The Good Exchange and ArtsWork) and CLOA Local Authority members. We wanted to understand the new funding landscape and to see how we could work better with national funders.

This short paper provides a summary of the key points covered by the discussion.

#### Learning keynotes/themes

##### **Strengthen relationships between funders and grantees**

The natural reaction of funders, seeing the impact of Covid on frontline, community-focused delivery organisations, was to enable and empower them. Many funders halted ongoing funding programmes to concentrate on supporting emergency response work – through trusted grant-supported 3<sup>rd</sup> sector partners ([Association of Charitable Foundation Survey Results, April 2021](#)).

Most relaxed grant conditions such as monitoring. Lankelly Chase have done away paper monitoring as far as possible; a natural progression for them, though an audit trail is still a legal requirement. Some fund Staff have been tasked with completing monitoring reports rather than asking hard-pressed grantees to do this. Another option to consider is requiring monitoring information to be included in annual reports and accounts e.g. as part of Public Benefit reporting.

Most Funders became more flexible about how money could be used. Some awarded those they had relationships with additional funds and support to cope with the emergency – for example [Lloyds Bank Foundation enhanced support grantees](#).

This lighter touch, more relational way of working demanded by the pandemic seems to have speeded up a trend across the sector; **away from competitive funding and towards longer-term and more learning-oriented engagement** (for examples: see [Lankelly Chase Covid 19 Crisis Response](#) and [Lloyds Bank Foundation – Community Responses](#) posted on their You Tube Channel).

### **New respect and collaboration**

Rapid mobilisation in response to the emergency was impressive and all sections of society played their part. Communities and 3rd sector partners were effective at reaching and identifying needs that more remote agencies were not able to. National and local government, together with the full range of strategic partners, have found **new ways to collaborate, cooperate and support each other in creative ways that has significantly improved trust and respect** and the third sector been a crucial part of that emergency response. (See: [Small Charities Responding to Covid-19, Lloyds Bank Foundation, Dec. 2020](#))

### **Tackling structural inequalities – what role for funders?**

As Covid funds begin to run out, partners and funders alike are still responding to growing demands for their services (more information on the sectors under particular strain are included in the same Lloyds Bank Foundation, Dec. 2020 report). **The pandemic has shone a light on entrenched structural inequalities**. For many there is a recognition that those most impacted by this inequality need to be part of more holistic understanding of ‘place’ but also to help create locally-rooted solutions (For example see: [Good Practice Recommendations for Funders in a Covid-19 Context. ACF, August 2020](#); and [Inclusive and sustainable economies: leaving no one behind, Public Health England, March 2021](#)).

To be successful, this requires **participatory grant giving which: listens, supports and empowers disadvantaged communities**. The National Lottery Community Fund succinctly explain [participatory grant making or PGM](#) is an approach to funding decisions and strategies that emphasises a ‘nothing about us without us’ approach. Practice is emerging across the sector – for example see [Practical Guide for Participatory Grant making](#). **Longer-term investment and joined-up partnership relationships at the local level are required** rather than a centrally planned ‘issuing of calls’. It requires trust based giving that encourages a frank dialogue about what has and has not worked, rather than a KPI driven approach. [Approach – Lankelly Chase](#) is driven by a conviction that those living and working closest to social problems are best placed to direct change. **This requires a culture change**

**in national funders and a more open, less control based, less power based relationship and calls for participation as equals, rather than as funder and grantee.**

### **Investing in leadership and community capital**

For some funders the scale of emergency Covid funds, channelled through them, has allowed access to new audiences and this is likely to lead to ever more competition for open funding calls. Sport England estimate that around 80% of their emergency grants have gone to organisations that they have never funded before. [Initial evaluation work conducted by the National Lottery](#), which distributed £188 million through the Coronavirus Community Support Fund (CCSF), found that 75% of charities said that the funds enabled them to reach people that they had not worked with previously. Covid has exposed inequalities across society and ensuring ongoing equity, diversity and access to funding remain crucial to Funders. **Building the capacity and supporting leadership development within under-represented communities affected by Covid will be an ongoing issue** and this a role that some funders may find more difficult than others. This is recognised as key to ensuring that Sport England can deliver on the ambitious targets set out in [uniting the Movement](#) their new 10-year strategy; the [Tackling Inequalities Fund](#) is one approach being piloted.

### **A sector which played a crucial role during the pandemic facing an uncertain future**

Funders have growing concerns: unsustainable levels of emergency funding, together with core funding (often commissioned) from Local Authorities, has also by-and-large been extended to cover the emergency period. This has to some extent allowed 3<sup>rd</sup> sector organisations to extend essential services and just about take the hit from loss of income from fundraising. Estimates from the sector itself suggest that the overall loss of income could range from £4.3 billion to £6.7 billion ([Hansard, 9 June 2021](#)).

**The funding sector is exhausted** by the impact of service innovation, the toll of the pandemic on staff and volunteers, and for some a continuing increase in demand coupled with continual competitive bidding calls from central government. Funders remarked on a lower level of applications that they are receiving on some of their annual funding programmes this year which seems to reflect anecdotal evidence of a sector exhausted by emergency initiatives. This is true not only for the 3<sup>rd</sup> sector but reflected across local authorities. The worry is 2022 when on-the-ground partners who have depleted resources, both financially and from their staff (and volunteers), will face **an uncertain post-Covid funding environment**. [Charity sector reactions to Budget 2021](#) suggest that whilst the sector welcomed some measures, they were generally disappointed at a 'missed opportunity'.

Thoughts for the future

### **Conclusion: better practice reinforced by emergency delivery**

Covid has also forced a digital revolution – not only in terms of work-practices and the ubiquitous zoom meetings; there is also a collective awakening of the power of algorithms to help match funders and donors to projects and innovators. The Good

Exchange showcased the work of [Sovereign Housing which levered in additional funding](#). Collaboration between [Crowdfunder and Sports England](#) is driving a new way of establishing community engagement and raising match funding at the same time.

It is been a tough time for the sector, as it has for everyone, but again in common with others it is driving forward trends that have been emerging over the past few years. To address health and deprivation inequalities in an effective and equitable fashion we need to build long term local and community leadership capacity through learning led approaches, with certainty about medium to long term funding commitments, driven by community choices. Funders can act as a resource bridge between community, learning and capacity development. This focus on community and participation is also driving the importance of place as a lens through which to view funding (for example see: [Working in Place: Collaborative funding in practice](#) which reinforces many of the points already raised in this paper).

Just last week at Local Government Association’s virtual conference [Robert Jenrick, the communities secretary said there would be fewer competitions in the future](#), giving councils ‘more consolidated opportunities to access government funding’. That would be an achievement we would all enjoy.

#### Attendees

Lankelly Chase
Sport England
Lloyds Bank Foundation
Salix Finance
The Good Exchange*
Artsworks
Oxford South and Vale DC*
Barnsley DC*
Cambridge City Council
Oxfordshire County Council*
Oxford City Council

- Also interviewed individually

## Best Practice

### 2. Local Funders

#### Oxford's Funding Landscape: What Have We Learned?

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26 July 2021

#### Agenda

1. Welcome and introductions
2. The changing environment, challenges for funding and partnerships
3. New models and ways of working
4. Open discussion – ways to work together more effectively
5. Taking the agenda forward

AOB

(Attendees list at end)

#### Key Conclusions

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There is shared interest in working together to maximise our understanding and share our learning about:

- Analysis of Need including equality gaps
- Improving grant processes (throughout from application to monitoring and evaluation) including using digital technologies and participatory methods
- Collaboration, particularly around joint bids

We agreed to set up a Google Poll to schedule meetings to consider these further and:

- Confirm who is interested in which topics;
- Enable partners to come ready with ideas and contributions;
- Consider involving others with a particular interest or specialism in the subject:

#### Detailed Notes

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##### **Working through the pandemic: all tried new approaches**

- Reducing bureaucracy and process to 'get stuff done'
- The pandemic fostered innovation, in the way we worked and collaborated. It also embedded a digital revolution and has driven new ways of using online technologies.

## Interaction with beneficiaries?

- Covid drove us to shorten application forms, and reduce additional documentation required (with known organisations). Trustees were happy to pay out grants on this basis.
- OCF were supporting relief grants to keep organisations going; now there has been a shift towards sustainability and recovery. Need to maintain an eye on core funds.
- [Catalyst](#) operated an [Emergency Relief Fund](#) – supporting organisations that played a key role in neighbourhoods, and this has led to a better understanding of the issues they face.
- Catalyst [delivered community well-being telephone calls](#). This could mean sign posting to local services or making emergency payments. Led to a better grasp of customer needs.

## Participation

- Covid really exposed the extent of inequalities in Oxford. Do we need to change our approach to achieve meaningful changes – some partners are exploring new methodologies.
- Participation means sharing power and decision making, not just money.
- Questions approach on trust and control.

## Measurement

- Discussion about what was meaningful and who for.
- Oxford Hub has been testing [storytelling as an opportunity for learning](#). Looking at how to measure impact led by communities rather than by the audit requirements of funding organisations.
- The new [Marmalade recipe book](#) hot off the press covers these themes (see also – [How we can focus on relationships?](#))
- Oxford City Council moved to a locality based way of working engaging closely with communities including knocking on doors. A learning point was what mattered most to each person was different.
- Across the University there has been a noticeable openness - University staff are used to always being the expert, now valuing community knowledge and expertise.
- [Science Together](#) - pilot programme testing new approaches to Public Engagement with Research (PER) by connecting researchers with [community partners across Oxfordshire](#).

## Emergency funding has been a cushion. Challenges in the next 1 -3 years?

- OCVA supporting many small organisations with core costs.
- Income from e.g. room hire and events has been lost. Will these income streams be viable in an increasingly digital world? Recognition that in the short term there is a core funding gap.
- Discussion around 3<sup>rd</sup> sector collaborations e.g. premises sharing, role sharing, sharing admin and back office services.

- Adversity can drive innovation: Newbury Cricket Club starting premises sharing with [Loose Ends homeless support charity](#) increasing the use of a public asset. Collaboration helped raise funding for their two causes.
- Many organisations have exhausted reserves and need to look at how they will achieve core cost recovery – we need to ensure that organisations can be sustainable into the future.

## **Post-Meeting Break: focused on next steps**

### **Needs assessment approaches**

- Many approaches to needs assessment from statistics to participatory monitoring, budgeting and giving, were discussed.
- OCVA run sessions around protected characteristics e.g.: lived experience and evidence from support groups - visual impairment and hearing loss. Open to all ([register for an invitation](#)).
- [Oxfordshire Equality Framework](#) produced by Oxfordshire-All-In can help reflect on EDI as a journey.
- OCC – referrals monitored via customer contact centre – complex cases requiring more than one method of support.
- Partners are interested in further action on **EDI Needs and Monitoring**.
- **Sustainability**: Grant applications usually require some info but funding core activities is a real gap which funders need to consider covering.
- Environmental sustainability – needs to remain high on the agenda.

### **Our Processes**

- Discussion around processes: streamline to help those applying but also to improve efficiencies in terms of management? Is there any learning to share with others?
- Collaboration: Where and how might we work more closely together? Of particular interest was collaboration to secure more external funding for Oxford

### **Participatory Budget Making (PBM) and Participatory Grant Making (PGM)?**

- Sovereign have taken a [blended approach to service delivery](#); learning to change language as a business which didn't connect with the community on the ground. They have now invested in a digital platform to achieve a better customer experience ([Your Community Your Choice](#)). Budget doubled from £100k to £200k per year - participatory budget making but not grant making.
- Oxford Hub tested participatory grant making in different communities. Designed by residents in a deliberately ad hoc way (see: [blog by Emma – one of the local PGM Team](#)). With a budget of £40k now, and covering the [Community Infrastructure Zone](#) (CIZ). Oxford Hub are working with OCVA to record the process. Plan to develop a story-telling approach to illustrate impact, i.e. not conventional monitoring.
- Sovereign has moved everything online; equity issues emerge in achieving for all, when some have particular interests. Follow a weighted model with preference for people living locally.

- Traditional grant making hasn't always addressed fundamental disadvantage and this is an opportunity to try another more empowering way to reach into a community.
- Consultation on [Oxford City Council's Community Grant programme](#) open until 14 August 2021.

**In Conclusion partners expressed interest in the following strands for further focussed discussion:**

- Analysis of Need including inequalities
- Grant processes, and participation in decision making
- Collaboration, particularly around bids

**Action: OCC to set up meetings - Google Polls and further information will be circulated shortly.**

**Attendees**

(National Lottery) Heritage Fund
Stanton Ballard Charitable Trust
Catalyst Housing Ltd*
Catalyst Housing Ltd
Catalyst Housing Ltd
Sovereign Housing Association
Oxfordshire Local Enterprise Partnership (OxLEP)*
MPLS (Mathematical, Physical, Engineering and Life Sciences), Oxford University
Oxfordshire Community Foundation*
Oxfordshire Community Foundation (OCF)*
The Good Exchange*
Oxfordshire County Council*
Oxford Hub*
Oxfordshire Community & Voluntary Action (OCVA)*
Oxford City Council

\* Also interviewed individually

### 3. Local Government

#### Preston

##### Community led Wealth Building

- Preston has established a number of participatory community forums and processes – some specifically for minority groups – and hosts an annual community forum discussing solutions on social issues; it operates a Mayor's Community Hero Award, an annual award to community group/community organisation and/or individuals.
- In 2013, Preston Council conducted spend analysis that found of £750 million spent, only five per cent was spent in Preston. The Council set up **wealth building initiatives** including local purchasing policy, a community bank, investing pensions in local developments, development of the 3<sup>rd</sup> and cooperative sector to enable bidding for services and supplies contracts. In 2018, Preston was named “most-improved city” in the UK. Preston has been deliberately vesting property assets in some of the community initiatives it supports and has established a community right to use land and buildings, with associated guidance/process.
- Grant Funding and support is available to help local people take control of land and buildings, local services, neighbourhood planning and the local economy.
- Salford has replicated Wealth Creation model with success. LGA indicate that 20 councils are now testing/piloting community Wealth building approaches.
- <https://www.local.gov.uk/case-studies/inclusive-economies-preston-city-councils-approach-community-wealth-building>
- <https://www.preston.gov.uk/article/1339/What-is-Preston-Mod>

#### Wigan

##### Community Investment Fund.

- Wigan faced substantial budget cuts and as a result Wigan Council created The Deal, an informal agreement between public sector, citizens, community groups and businesses to create a better borough.  
<https://www.wigan.gov.uk/Council/Strategies-Plans-and-Policies/Deal-2030.aspx>  
The Deal is composed of several smaller deals on healthcare, children, social services and community funding. <https://www.wigan.gov.uk/Council/The-Deal/Deal-Communities/index.aspx>
- The Deal includes what the CEO calls a '**values led**' set of attitudes - a cultural in the way staff work. Every staff member has objectives to demonstrate relationships with people in hard to reach communities, community wealth building support and individual community engagement activities. These and other values carried into practice are '**Deal Behaviours**'.
- Wigan grants programme – Communities Investment Fund – comprises three simple streams: A match-fund of up to £1,000 for crowd-funded projects. Small investments, an annual grant for up to £2,000 aimed at community groups and tenants and residents associations; Big Idea investments, for up to three years funding of over £2,000 to £10,000, for innovative projects that demonstrate high levels of collaboration. Larger initiatives are possible but under stricter procedures.

- Funds processes involve attending pre-investment participatory seminars with funders, partners, Rotaract/businesses (seminars are characterised as marketplaces), and collaboration with partners and other funders. Learning meetings are held with all partners. All fund applications are visible to all council staff who are asked to comment and feed in ideas/connections and anything else that can help to make investments successful.
- Trust is essential – monitoring is via case studies or stories on an annual IT return with a random sample audited. ‘We gave up process administration for a focus on outcomes’.
- Some Community staff are ‘community capacity officers’ with a duty to focus on building PC/equalities groups at grassroots, in most deprived areas.
- Components: all IT led, participatory, one pot approach, includes asset transfer. Provision of advice, coaching, CRM system.  
<https://www.wigan.gov.uk/Business/Finance-and-Grants/Community-funding/index.aspx>
- In 2019 The Centre for Public Impact published a case study on this work and found The Deal has achieved some positive results; the social return on investments is 1:1.58.

## **Bath and North-East Somerset**

### Local Community forums

- The Connecting Communities programme is designed to help public services and local residents to work better together. Five Area Forums streamline and simplify local engagement, made up of local community groups and residents, elected members, parish councils, local businesses.
- Forums advise on issues and priorities; projects and grants. (Engagement with grant applicants/coaching and **decisions** are for officers.) Forums share good grant applications. [www.bathnes.gov.uk/services/neighbourhoods-and-community-safety/localism-and-community-planning](http://www.bathnes.gov.uk/services/neighbourhoods-and-community-safety/localism-and-community-planning)
- BathNES are developing an **online portal** with simple forms this summer.
- They have developed a ‘giving’ system to draw in new money. This enables local people and businesses to donate to good causes.  
<https://beta.bathnes.gov.uk/donate-community-contribution-fund>. £23,000 has been raised to date.
- Westminster Community Contribution Fund model  
[www.westminster.gov.uk/westminster-trust](http://www.westminster.gov.uk/westminster-trust)
- BathNES approved a Community Asset Transfer Policy in 2019 aimed at enhancing voluntary sector productivity and social value outcomes through transfer of premises. Wider community interests are safeguarded
- <https://www.bathnes.gov.uk/services/neighbourhoods-and-community-safety/community-asset-transfers>

## **Bristol City**

### Bristol Impact Fund

In 2017 Bristol City Council brought together grant funds into the Bristol Impact Fund (BIF), bringing in key strategic partners and leveraging external funds.

For communities

- It has four-year grant funding with smaller grants for 18 months to encourage new ideas and involvement from more diverse communities.
- The second round (just started) aims to ‘**grow the power**’ of **local communities** (with a budget level similar to OCC), and specifically **targeting equalities-led groups**, and **people experiencing the greatest inequality** to: self-organise and pursue collective priorities, access empowering support, build strong organisations to take forward community priorities, collaborate to bring about meaningful changes
- It has a web based/IT based system. They provide face to face and online workshops over a month to provide advice and guidance to intended applicants, videoing and posting guidance online; signposting support on governance, bid-writing, surgeries, learning, and collaboration.

### **Plymouth City**

Crowdfunder

- The City ‘Change Fund’ was launched in 2015. Its purpose is to support local projects for local people.
- City Council has chosen to distribute the ‘neighbourhood portion’ of the Community Infrastructure Levy (CIL) to support local projects through a partnership with Crowdfunder UK.
- Individuals, groups and even businesses can set up campaigns that they would like to deliver and raise money from ‘the crowd’ before delivering the idea.
- Once an eligible project has reached 25 per cent of its total costs the Council can pledge up to 50 per cent of the project cost (to a maximum of £30,000). Crowdfund Plymouth a Plymouth-only platform of the Crowdfunder UK website.
- <https://www.crowdfunder.co.uk/crowdfund-plymouth>

### **Other Good Practice**

South Oxford and Vale of White Horse DC, Cambridge City and Oxfordshire County attended a CLOA good practice meeting with national funders hosted by OCC.

- At the meeting **Barnsley DC** identified new policy opening up all public premises and council facilities for hot desk access, for a digitally enabled community. This is in early process, is intended to make offices more accessible and comfortable for staff collaboration and networking, and apply to community groups initially, then individuals and business.
- Oxfordshire use in-house developed IT to help manage grants
- South Oxford and Vale are in the early stage of developing a simple database
- Other local authority models were investigated including Portsmouth, and information sought from the Local Government Association

**York City** was unable to be interviewed during the review<sup>1</sup>, but provided documentation about their localisation process. York has a history of community

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<sup>1</sup> Key departments undergoing reorganisation, and a maternity leave over the summer period, preventing this.

development, neighbourhood grants for social action and promoting active citizenship.

It recently adopted asset based approaches, recognising communities, people, connections, as assets and seeking to develop participatory 'co-production' for development. This is based on a Local Area Coordinator model that supports people, local groups and organisations to achieve their own goals, improve local service delivery, and build/broker community connections.

The way local authorities are approaching Grant Fund management/CRM software systems was reviewed.<sup>2</sup> Many of those interviewed were developing/building on relatively simple in-house software/systems rather than purchasing external systems. All were moving to improve digital platforms.

## Learning Summary

Localisation, models for local participation in decision making, proactive approaches to equalities, increased coordination across agencies, enhanced use of IT and the internet, facilitating 3<sup>rd</sup> sector productivity and innovative approaches to fundraising are all considered good practice.

Good practice weighting / criteria emphasise/prioritise

- action on inequality/poverty
- equalities led groups or equalities led activity
- specific geographic community focus
- collaborative approaches
- coaching/partnering
- promotion of sector entrants/capacity building
- shared learning and case studies, over traditional monitoring
- IT/web based CRM development.

Interviewed councils: Oxfordshire, South Oxfordshire and Vale, Bath and North East Somerset, Bristol City, Wigan, Barnsley, Plymouth, Preston, Test Valley.

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<sup>2</sup> For example see capterra.com or cipfa.org.uk (who have co-developed a grant management system) - or for social impact grant programme management <https://sourceforge.net/software/grant-management/uk/> (NB references are for information only, not indicative of recommendations).

## Public Survey Short List Comments

We are very grateful for the support of Oxford City Council historically and especially during the challenging past 18 months. Efforts to support organisations through advanced payment, business rate relief and emergency funding have been an absolute lifeline - don't forget all the things you are doing brilliantly!

Huge thanks to Oxford City Council for its overall dynamic, proactive and supportive approach.

Please don't use umbrella bodies to do the community developed/grant support as this has not been helpful (at least it has proved the contrary to us) and takes money away from direct support to the community. There are lots of locally rooted capable voluntary organisations working directly in and with the communities they serve that could be supporting others to start up and deliver too.

Please put as much resource directly into the hands of locally based voluntary sector organisations who are proving themselves to be delivering successfully.

We really appreciate your support for Asylum Welcome and we find you great to work with! Your application and reporting processes are really good, and you are very friendly, supportive and helpful

Thank you so much

Thanks for support you have given us to date. It's enabled us to make a real difference to older people's lives and leverage in additional funding

Food for Charities is VERY grateful for all the support it received over the past 15 months. The city responded very quickly to the challenge, and we really enjoyed working more closely with city staff (e.g. Spike delivering food for us, Azul and Michael organising boots and socks, Carly exchanging food and nappies with us). I feel that the city's approach to covid has been really good

Thank you for getting us through Covid, otherwise we would have been a sinking ship

Thank you for your grant. You've been a life saver

Sometimes a new member of staff (like me) or someone new to the granting process isn't au fait with the usual terminology used on the website. It would be useful to take that into account when producing guidelines.

We appreciate you making the effort to consult.

Timing is really important

Make everything as jargon free as possible. Prioritise access over sophistication

I appreciate the flexibility granted to us during the COVID pandemic, and the continuity of funding, enabling us to spend time and energy totally focussed on service delivery at a time when resources were stretched (and still are) and the environment we were working in was very challenging (and still is!).

Thank you so much for your support it is very much appreciated and valued by Dovecote Children & Families Project

Mainstream registered organisations fare better? Unregistered groups with no premises are not favourably considered

Reasons for failure to receive funding not explained. No follow up or response back

There is a need to fund intergenerational community projects

We hereby express our appreciation to the Youth Ambition team for strengthening the hands of BAME communities.

Because of the impact of years of cut backs and the impact of COVID 19 many community groups are struggling or even closing. This makes the support available from the Council even more vital - Oxford has a good record in providing support compared with a number of other local authorities.

Thank you for the support over many years.

The Emergency Grants during 2020 were a great example of what can be done. The OCC process was straightforward, quick, supportive and light touch. Allowed us to focus on beneficiaries rather than pointless paper work.

While I consider the system is working it must not stop looking for other ways of improving. Look for up and coming projects.

### **Notes from Interviews with Third Sector Organisations**

These took between 40 to 45 minutes typically, although several respondents had views that required interviews to last up to 90 minutes and in some cases a further meeting was also scheduled.

Interviewees were asked to be frank and were invited to say what they felt we should hear. Anonymity was promised where requested. A short list of sensitive issues raised where anonymity was requested is provided at the end, separated from the interviewees.

Interview structure focused on probing around four points/questions. These were:

- the respondent's overall experience of working with us in this area
- their views on what the grant model/process and the wider - linked - communities support should ideally offer, what we could do more, less or differently
- how respondents' business model was changing and likely to change over the period ahead, including approach to income and sustainability
- looking at exclusion and at specific groups, views on whether they, the communities grant model specifically, or the sector could do more or differently to address EDI.

As appropriate a comment was requested on for example, use of public premises, grant systems, or other specific issues, where required through review objectives.

The following organisations took part in the consultation meetings:

ACKCI	National Lottery Community Fund
Acorn Housing	OCCAC
AFI UK	OCVA
AgnesSmith	Oxeyes
Archway	Oxford Civic Society
Ark – T	Oxford Community Foundation
Arts at the Old Fire Station	Oxford Hub
Asian Cultural Centre	Oxford International Links
Asylum Welcome	Oxford Playhouse
Catalyst Housing	Oxfordshire County Council
Citizens Advice Bureau Oxford	Oxfordshire NHS
Cowley Road Works	Oxford Against Cutting
CUTTESLOW Community Association	PARASOL
Dominion (A2Dominion)	Pegasus
EMBS Community College	Pink Times/LBTQIA+/Oxford Friends
Experience Oxfordshire	Restore
Festival of the Arts (Magdalen College)	Sanctuary Hosting
Fusion Arts	SOFEA
Gatherwell	Story Museum
GLAM	SYRCOX
Justice in Motion	Syrian Sisters
KEEN	TANDEM
Makespace	Test Valley DC
MAO	The Gatehouse
Mandala	The Good Foundation
Museum of Oxford	Young Women’s Music Project

Meetings were also held with:

Group of Advice Centres, Oxford Inter-faith group, Stronger Communities group; Oxfordshire All In (on analysis and on 3<sup>rd</sup> sector mapping); Oxford Local Enterprise Company (on their own grants and 3<sup>rd</sup> sector strategy).

Feedback (in no particular order) was as follows:

1.

Overall pleased with relatively simple, open partnership process with OCC, and the named contact that has helped with continuity. The advice centres forum worked well and the attendance and support of OCC was important and should continue. Ideally they would want to see a long term funding agreement. Joint work was essential and we are looking at how to offer better services including e.g. working on ways to implement new shared IT systems. The support with development funding was very helpful. They have seen a significant shift in debt and housing support needs over the pandemic and the vast majority of worst-case clients will continue to need face to

face support. They were looking at pop up centres in deprived areas; would always need 'places' to operate from. Telephone and IT based support has increased.

Their impression was that communications and accessibility of services and of grants needed improvements to reach into the worst-off client group and raise awareness into EDI groups. That new or smaller social/3<sup>rd</sup> sector bodies needed specific support to stand up/get up.

2.

Rollover funds had been important during the pandemic as had mutual support in the cultural partnership. Important to maintain the cohesion and sharing approach offered through the Cultural partnership. This could be replicated in other sectors.

Young people and creatives' were constrained by traditional approaches. Better use of the web/IT and promotion of creativity would enable grants to reach further.

3.

Value support to date. Think that the written applications for support should be moved to IT systems. Over the pandemic they have been able to do more with web/IT and productivity has increased significantly. Multi annual core funding and flexibility would work best for the period ahead.

Foreign language accessibility and alternative ways to apply such as video or face to face are needed if community's grants are going to meet excluded groups. The OCA model was worth taking a look at (participatory decision making).

4.

Ideally would like to see longer term core funding certainty, and reduced administrative work in the grant. Important to target grant funds at smaller organisations and 'take new and small partners on', one way is through a buddying system with established partners, or support through the new Hubs.

5.

Feedback that there was confusion and uncertainty around multiple calls, unclear criteria, lack of clarity about fund availability, and language. That must be fixed. There is an ethical question about small bodies and excluded group led bodies that must feel bound in to the system including through grants. Telephone, video and face to face applications monitoring must be encouraged with languages support across the whole process. Individual or small group meetings should be used for the excluded groups who often do not feel comfortable with large forum environments. Suggest OCC use specific events to propel engagement with EDI groups such as visibility at Oxford Pride or in international disabled week/Asian week.

We have access to gardens, museums and halls and are very willing to offer space access to help facilitate any of these or other steps that can help the Communities department or 3<sup>rd</sup> sector.

6.

Grant visibility, clarity, website, languages were all constraints to accessibility and needed improvements. Better use of social media and youth ambassadors, particularly disabled/BAME/other EDI groups would improve inclusion.

7.

Advance notice, opportunity to express interest, uncertainty about funds were needed to improve the current grant system. Ideally long term core funding would provide certainty at a difficult time.

The anti-racism manifesto appeared to be fine words from white, middle class people. There needed to be visible action with the poor, excluded minorities in the lead for this to be meaningful.

8.

Grant funds very helpful. It would be useful to discuss tapping in to the youth cohort in a more structured way rather than reacting to a grant call.

The Good Exchange can feel like and it is not yet clear what the benefit is.

9.

Difficult to demonstrate change with human beings particularly children on the basis of short term funding. Monitoring and reporting should recognise that this is a long-term process. Face to face learning forum would help to share lessons, ideas and successes. Ideally long term funding certainty based on a published annual calendar would make the community's grants more accessible.

There is a gap in provision for youth aged 11 to 18, and it is vital that a systematic approach is adopted to engaging this group. Could grants be opened up for emerging youth groups? The pandemic has left them lonely with mental health issues and there are family challenges. Our clients are 25% on benefits and 25% without English. We have linked disabled young people with garden centres in order to promote outdoor social interaction. Needs creativity to reach young people.

A Foundation we work with spends time in communities, talks directly to people. Council staff should do the same.

10.

Well done on changing the reporting format. Keep this in place. But all grant calls and schemes are different, different criteria, different applications, different monitoring and reporting requirements. Ideally you should change to the three questions model – three questions for applications, three for reporting etc. Consistency and certainty around an annual timetable for funds would have been very helpful. Please adopt.

Languages support and networking outreach are needed to reach in to specific EDI groups. For most excluded it would be helpful to build travel costs in to project funds. Please be flexible.

11.

Current system has simplified and better targeted need over the last five years, but has some way to go to be clear, simple and better targeted. Purpose often unclear – are the grants for deprivation and disadvantage or some other purpose? Ideally more visibility is needed in a wider set of groups, and more funds should go into the grant post so that a greater reach is responded to with funds. Process admin should be absolutely minimal, including on the Councillor funds so that cash gets out as fast as possible.

Many community self-help and emerging 3<sup>rd</sup> sector groups that have come along in response to Covid needs have no visibility over the grants – have to question if these are really ‘community’ grants or ‘Oxford’ grants – must reach everybody. Most people seem to be continually funded – should aim to fund for a period and then enable others to apply – limit funds to no more than 3 or 4 years in 6?

12.

# WeAreOxford was a good idea but failed. Please keep the networking, EOI, Advanced Time to Plan, Partnership, Buddying model. But provide clarity and certainty around funds in advance. We did not find it value for money. It was too requirement-heavy.

For EDI groups, visibility and accessibility is low. Languages support, face to face, video, mobile phone based applications and outreach are needed.

13.

Support throughout the pandemic has enabled us to reach people who struggled for a host of reasons. We think Trust based working and one-to-one contacts with the council have been helpful. Looking forward we would like to see more opportunities to participate with you in decisions around what is needed and ways to work together.

Languages support are crucial to reach the worst off groups and individuals.

14.

The current grant model is competitive. We do not think asking local social partners to compete is a good way to operate. Do more to bring partners together, act as a broker for local social partners and partnerships. #WAO model was moving in the right direction on providing a networking / brokering approach. We do not plan on any moves. (NB are occupying public space but have no agreement in place.)

15.

The council can do more to help build networks which are crucial for self-help particularly for excluded groups. A big shift is needed to focus on new and smaller organisations and bring them in to a more participatory and partnership based decision making system. Promoting diversity with EDI groups should involve mentoring and coaching their leaders and helping establish buddying partnerships between more capable and newer social partners.

16.

The existing grant system is great. Could be more effective if it was based on more networking and connections being built at the same time between social partners. Competitive grant giving and complex processes for application monitoring and reporting do not work for volunteer based bodies, particularly from EDI backgrounds. Please look at the OCF clear simple and effective engagement model for smaller bodies.

Vital to have EDI ambassadors visible in promoting grants, other support, anti-racism and similar progressive ideas. 'WASP' people from outside these groups are too visible.

17.

Grants need to be set in context of greater networking opportunities for Oxford's diverse communities to come together. Where this has taken place it has been immensely valuable in helping marginalised groups. Asian minority groups, particularly elderly and women, can be very shy.

Oxford has many excluded groups of women from different countries often without English, or with restrictive social conventions. It is important to have a women's development worker dedicated to engaging with these groups one to one and enabling them to access social venues/events and wider networks. An activist outreach approach is needed to reach these groups. Can you open up places as social venues 'safe spaces' on an ongoing basis for networking?

18.

Would like to see an alternative approach with grant funding and resource focussed on what we are learning, what works, and social exchange. Consider stopping doing 'small stuff' and focus on longer term, flexible and bigger picture issues only. Can smaller grants be outsourced? Then you can focus on fewer, bigger, longer term issues in communities?

You should fund and make visible black, LGBTQIA+, and disabled youth champions and groups, to promote engagement. All aspects of council work, including the grants should have modern people pronouns attached. The Cultural Anti-Racism Alliance for example could be led by the Global Majority – or could it potentially risk being irrelevant?

19.

There seems to be constant pressure to report, to change, to demonstrate improved working practices as a quid pro quo for a grant. What would be best is a continuation of the assistance we get from the OCC lead contact, but without these administrative challenges that seem to appear month to month.

With partners, working on a plan to better manage the increasingly more complex caseloads. These processes have to take place alongside actual work and most of us are not well-paid or in many cases paid at all to focus on vision and strategy – time spent away from cases is premium.

Long term core costs essential and risk-free premises where face to face work can be undertaken with the most challenged clients continues to be essential.

In making communities grants we should note that half of their clients don't have access to the internet, and that digital illiteracy is the new exclusion.

In the sector 121 outreach is vital even as Covid has propelled work onto the web and computers. The future is digital but we will have to work at enabling those without resources to engage.

20.

The recent change to light touch reporting applauded. We could not operate without support so any ways to reduce admin helpful. Would propose a new approach aligned more with national funders.

Drop the competitive funding, KPI based model, with focus on process management. Reallocate energy to fostering vision, partnerships, trust based collaboration, addressing common constraints. This requires a culture shift from seeing the funds as 'ours' 'public funds' and partners as 'to be watched/audited' (grantor/grantee) to a trust based partnership with mutual buy-in to the things 'we' are doing.

On exclusion, this has one risk – elitist capture. This is already a risk – many smaller bodies feel they cannot compete. How do we address this?

21.

OCC grants are a great asset to the city and the sector. Current model feels a bit reactive and thinking can feel driven by power relationships – 'we have the funds' you are an applicant/ 'supplicant' (– not for us but rather for the 3<sup>rd</sup> sector as a whole). Preference to see long term funding certainty based on buy-in to a common vision/objectives and mutual respect. All of us work on bettering the community.

We want to step up providing the platform for 3<sup>rd</sup> sector – advocacy, support services and development, and so on. We'd like to have a discussion with OCC about how we collaborate. This isn't about funds, but about how we come out of Covid with a thriving sector. That would also look at ways to enhance EDI groups' visibility, presence and leadership.

22.

Would prefer to see multi-annual funding, and fitting with the remit, a learning process about how we can improve life in worst communities, built in.

One of the major challenges Oxford faces is the positive engagement of those impacted by inequality, living in poorer areas of the city, facing access challenges, and non-traditional-English ethnicity (particularly youth and recent immigrants). Participation is essential – voting in local elections is lowest in these groups – communications is vital – reach into these groups is very limited. Need to positively discriminate (action?) for a period.

23.

Please be transparent about how much is available – volunteers and people driven by purpose - low paid service delivery ‘agents of change’ bring passion, but often find they are asked to ‘help others achieve their work objectives’ rather than offered transparency about funds available to deliver essential services to the target group. This is vital at a time that 3<sup>rd</sup> sector is increasingly delivering Government responses to social issues, including on Covid. #WAO was a good idea, but where were the funds?

Often the ‘usual suspects’ end up capturing the bulk of funds and support, and being the most visible. Some local foundations are trying to make it easier for small, and EDI groups, to access support, and funds, please look at how they are working.

‘Positive action’ for minorities, disabled and others should be visible policy, transparently put in place for 5-10 years, and alongside that an effort to enhance visibility, communicate with and engage these groups specifically, including if necessary a ‘special fund’ ring-fenced. Use the Oxford Mail/City News/targeted social media for outreach.

Digital exclusion/access is increasingly important. The City should promote and fund workshops and training for excluded groups in this area.

24.

Funds and other support, including the contact at the council, very valuable. Longer term funding certainty with flexibility would be most helpful, and please maintain the reduced monitoring/reporting administration. Is it possible to use our annual report round to collect data?

The #WAO networking approach was valuable – critical to have ways to share, learn and mutually support cross the sector. Please promote shared learning.

Languages are probably the most critical issues for our clients and for Oxford EDI. Digital literacy important too.

25.

Long term core funding certainty is most important. Opportunity to improve use of targeted social media, and to improve inter agency coordination, collaboration and support for the most intractable cases.

Promote shared learning based around case studies and the lives and steps in the ‘journey’ that people are on – let’s get away from ‘monitoring’.

26.

An ‘incubation’ model is needed for smaller and newer sector bodies. Use the brokering power we have a council to promote partnerships, mentoring support. Adopt a lead contact model so that key partners have a named person to work with.

27.

Feel that the competitive calls and applications, and the other aspects of the system are quite time-consuming and that longer term funding certainty with lighter touch

process management would be beneficial to the council, to staff, and to the sector. It would enable a focus on outcomes rather than process.

There appears to be a lack of criteria and focus on 'East Oxford', deprivation (the south and the east). To address EDI the funds should be aligned with very specific *identified people in particular locations* and the mediation of sector partnerships linked to the grant.

27 / 28 (interviews from the same person representing two separate bodies).

Helpful if the grant system could be based around proactive networking. Expression of Interest meetings could be held to facilitate networks and joint applications – and encourage consortia to form. Ways to encourage joint working also help newer, smaller and less mainstream groups to build confidence. Regular meetings would also enable learning.

For specific groups it is important to have targeted social media raising the profile of available funds and other support. For LBTQIA+ it would be helpful to have the availability of grants more visible at targeted events and activities like Pride week.

Use of the web/IT – could OCC please set up the grant process via google forms?

Drop in centre. There used to be a drop-in centre. Could a place for one be found? With limited funds to refresh the space and a café it could be helpful for several EDI groups.

29.

Suggest criteria for funding should include partnership working and council could hold webinars or call for face to face pitching to bring people together.

Mentoring for new and emerging leaders in EDI groups should be linked to grants and communities' work.

30.

The current funding rounds could be improved if there was an annual year in advance plan laying out what is available and key milestones. Then longer term core funding would make planning easier. There is a perception of some elite capture.

Women in Poverty, children in poverty, race in poverty are key areas that community work and grants should focus on but do not. A common vision values based and trust based should be the starting point for both communities and grants.

31.

Grateful for grant support.

New and emerging sector partners need help. One way is to make more public property available - even for short term occupancy e.g. if development/ redevelopment is planned. For example we asked to use premises that lay empty for three years – and were turned down. Actively promoting property to EDI groups would alleviate perceptions of exclusion.

We are open to work with the council and willing to share our very detailed database of needs, and of available property - of course this changes week by week. We are expanding to outside Oxford (in the shire) but keen to know more about OCC plans.

Our 'for purpose' status and governance system with a board of 3<sup>rd</sup> sector leaders means we are fully integrated into the 3<sup>rd</sup> sector.

32.

Like the relationships and would like to see certainty about long term core funding for the social value sector. Web and computer-based working poses a risk to difficult cases in the sector. Face to face working will continue to be required.

33.

The support to date has been extremely helpful in enabling us to generate additional funds and we have invested £1M in capital expenditure. Recognise we have received favourable support in developing the brand.

Communications with partners could be much better at a corporate level. We often do not know what is going on in the Council. Would a named contact regularly meeting us be an option? Monitoring and Reporting – frequently changes – not helpful. Can we keep it simple?

We are continually adapting. We lost incomes this year to 18 months and have been able to make it up recently by redoubling efforts around rich-individual giving in particular but also grants applications.

We are continually asking what more we can do in local communities and with specific groups, e.g. for disabled looking at ways to bring our products to these groups.

It is likely that the grant system is systematically biased but unconsciously. Ways to tackle this would include different languages and effort at deliberate outreach.

34.

Grant important for us e.g. we took a group of children from a low income neighbourhood to play sport internationally a year or so ago.

The system could be improved with clear communications in advance about how the grants and specific grants work each year. Alternatively, a named contact could be regularly in touch. Well done in changing the monitoring to the bare essentials. Thanks.

35.

The reality for the worst off is harsh. In our case violence against women and girls is present in one in three of our cases. Long term core funding would be particularly helpful and a longer-term relationship with the Council to be developed on the basis of our existing helpful contacts.

36.

Thanks for rolling over the grants and reducing the burden on monitoring. We should adopt some of the National Lottery model and focus on what we have learned and sharing that with others.

Voluntary bodies fulfilling statutory tasks with lots of complex social needs require longer term commitments and flexibility.

37.

We cater to people with very specific challenges and risks. VAWG in ethnic groups for example.

We always feel that we get less than we request which makes it difficult for us to plan and you do not have a decent online platform which needs to be addressed. There is confusion around the Good Exchange. Please be clear about what the offer is and what we should expect.

Use Google translate! – so that information reaches those that are most excluded by ethnicity.

38.

Thanks for focussing on the basics. Please keep that in place to minimise admin.

Please implement a CRM system that stores details so that you have a single database of information about our work reducing duplication. We would like to be a longer term partner but our size means this is difficult.

Can you publish an annual or multi annual plan so that we can think ahead how to address requirements and access additional support?

We are a public performance arts body and find that compared to other councils Oxford has onerous requirements for public performance and festivals, including costs, e.g. Banbury has a much smaller percentage of administration and cash costs. We would like to apply for councillor funds for some of our work but this is just too complex (there seem to be 12 steps which is too much for a councillor to be asked to help on for a small amount).

We focus on excluded groups and are finding that schools outreach gives us access to a wide range of minorities. You should try it. City council must use google translate/ESOL methods, braille and audio transcription if it wishes to reach wider audiences.

39.

Oxford Hub is keen to maintain the good relationship it has and develop a wider and deeper partnership based on mutual trust and respect. There is a gap in sector coordination and cohesion and OH is willing to help OCC fill this, to partner on specific issues and on general strategy for communities, the 3<sup>rd</sup> sector, and on funding.

There is a perception that OCC generally is quite remote, and that the Communities department is unable to reach out to grassroots and individuals. OH is a relatively

new player that has rapidly responded with others, including OCC, in the pandemic, reaching out to individuals, small groups, locales, and grassroots in a way that OCC cannot. We work with a volunteering model to do that.

We are often dealing with support on basic necessities for families in crisis. OH is also developing a wider funding base and partnerships and has some degree of sustainability. The funding stream has enabled community grants and advisory and capacity support to be offered and this offer will continue to develop.

OH seeks to join a shared/joint working approach across the key overarching partners, looking more closely together at gaps, communities, issues, funds.

40.

We work with the City and others in joint working on targeting VAWG and participates in a coordination and joint commissioning approach on health. It also has a grant scheme. (From this it currently part funds OCVA, who also have a grant scheme.)

Very happy to continue to explore ways to partner on issues like health, but there is also a need for engagement at senior and political level to provide to more proactively collaborate.

41.

Very helpful to have the grant to enable work in some of the least accessible parts of the community – typically inward looking ethnic groups with strong cultural connections elsewhere. We work in and with schools, community groups and individuals and authorities. Support is individually tailored to the need.

Awareness of this issue has started to rise as has prevalence as the size/diversity of the community has grown. Ideally we would want (small but) long term support. We reach into schools and ethnic groups but our model has changed from just crisis interventions to provide education and learning as well. Often it helps.

Help from the council has been great. Please keep the process as simple as possible so that we can focus on case work.

42.

Support has been helpful – not just the funds but the good contacts and support from Councillors and staff. Looking forward we're working a lot with young people so funding that links to younger people and enables us to support them useful.

The grant process could be easier if online.

Particularly in this crisis lots of young people have been excluded and unable to progress. Keep support, advice and grants available for those that support the young and recognise there are a lot! Looking ahead covid impacts are going to be here for some time. Please keep support in place.

Youth, and intersectionality around youth and disabled and ethnicity for example are critical issues – schools links are one way to get outreach.

43.

Our housing association foundation funds community schemes in the areas we provide housing. This includes Oxford and they have received grants. It is policy to seek to work with others, and to apply for other available funds to support communities.

We established a community helpline managed full-time by staff, and then went beyond this to second staff into teams to individually call every 'customer' to understand how they were affected by the pandemic and what they could do. Families in distress and in debt spiked in the last 18 months.

We plan a network of community hubs where advice, information, support and a 'helping hand' is available in each area they work in. Currently these are in London but will be coming to Oxford.

Loneliness and digital exclusion have been other common factor. We want to build a network of digital champions in each community to help people get online and navigate the complexities of digital.

Happy to share more/have a dialogue about any of these areas.

44.

Have had community grant but also business grants.

Visibility, communications and outreach not as well organised as could be.

- visibility through wider social and local media (Oxford Mail, JackFM, etc) needed (get beyond the website). Often just a matter of a press release about future opportunities with someone to talk to the release on the phone
- utter clarity about conditions/who can apply needed
- more systematic approach to forward planning, advance notice of opportunities needed; takes planning to assemble a decent project and the more credible project proposals OCC gets the better the outcomes from funds will be
- CRM is a must have. We use MS 365 dynamic, enables us to retain info, use it for really targeted outreach and marketing, plus bring together other MS product info. Can now personalise, select audience, target, reach further and get better responses
- Two years ago, just did not know how to reach the right people; now have a better picture of the wider landscape., through the CRM
- Business model changing really quickly - digital marketing, social media campaigns, & remarketing using CRM data
- Where there is a fund/grant opportunity we should be asking: who is the (specific) audience for this, where are they and how can I reach them, what language should I use.
- Oxford labour market changing rapidly. 23000 on furlough now, and 14000 unemployed.
- Massive shifts taking place toward transferable and/or digital skills, market unstable, workers also discouraged. Messages unclear
- most businesses they deal with have desperate need for staff; 'Kickstart' really helpful over the next few months, but once furlough ends there will be

huge shifts; across local economy and in hospitality, retail, and other low income, high labour demand sectors

- Third sector bodies and communities will be overwhelmed with need for advice and support to those coming off furlough, and those needing to shift sectors of work, skills sets, and those needing re-motivation
- doesn't feel that local governments have a plan for this yet; forward planning/opening dialogue with the 3<sup>rd</sup> sector on how to handle and facilitate these big changes needed right now
- impacts will be most felt on people in low-income communities, again; communities service, wider council should be aware and thinking ahead, and communicating about it
- grants could have a role in helping transition
- Relationship with OCC improved over Covid period, now know who is who, can lift the phone to people; 'we are all on the same side'. Want to retain this sense of accessibility, and the closer working relationship with the Council just now.

45.

Based on a philanthropic model, members among the leading community sector bodies, and has mapped out a number of the 3<sup>rd</sup> sector bodies. Has own grant scheme and seeks to make that as accessible to grassroots bodies as possible. Sees homelessness, digital, age among key issues to manage. Covid an extraordinary period, with over £1m in Covid linked grants going out (normal year grants were c£1.25m total in 19/20).

Think OCC communities' grants an asset to Oxford. Helpful to be more closely coordinated on giving into the communities – some other grant makers and community focused bodies could be linked up with the OCC communities team, for communities but also to help third sector do more and better. Covid may have constrained some of this but has helped us all to see that we are doing the same things. OCVA or another body should be encouraged to offer to coordinate.

Covid has highlighted the basic needs agenda for children and low income households, which we must find ways to tackle more effectively.

50.

Declined to be interviewed – indicated they were far too busy. Made a commitment to respond to the public survey but were unable to do that before it closed.

51.

Willing to participate in coordinated approaches where it helps us to deliver benefits to our communities and look at shared funding on a project by project basis.

52.

Have an investment and giving strategy (gave c£20k to Blackbird Leys based bodies last year) and invest in the communities their housing is located in. Interested in the communities grants and in engaging further to see how best to work together.

53.

Already partner some bodies in Oxford including OCC communities grant team. Offer a way to join in crowdsource and crowdfund approaches for projects where the core tool is to register with them. Underpinned/backed as guarantor by a large Trust. They aim/suggest it should be possible to double available funds, through the links they have established with larger funders. Keen to explore ways to further collaborate.

54.

Focused on partnership model for prevention of and community treatment of and mitigation of health issues. Participate in a joint public health approach with other partners (Oxfordshire/OCC and others) to agree actions, projects and approaches, coordinate and maintain information flows. Keen to promote joint action on for example exercise, play, open spaces, and similar initiatives that are outside NHS powers, but can impact mental and physical wellbeing.

55.

Provide 'good causes' lottery services to over 80 local authorities, often aimed at specific themes like health. Work with Oxford City since 2018 but the performance of OCC 'good causes' has been less than expected. Comparative review of other similar local authorities suggests well over £100k would be achievable.

56.

Have removed administration to enable grassroots groups to work more easily with us, and used more web based online system with simplified process. Are looking at every possible way to reduce or eliminate unnecessary administrative requirements to enable the full range of possible partnerships from very local grassroots groups that may not have a formal structure to the larger bodies in the community - 'we are undergoing lots of changes looking at organisational structures including banking controls at the moment'. They do most work via web/online portal.

Have been asked to change model and engage stakeholders directly including coaching and helping individuals with applications by phone or web where merited and calling up applicants in PC categories where they are unsuccessful to offer advice. Very willing to continue discussions with us on our communities grants.

### **Sensitive Issues Raised**

Some respondents noted

- a specific minority group spending appeared to be for individuals' rather than community benefit. Periodic sample 'for-purpose' audits were suggested.
- 'Elite capture' of funds was commented on by a small number of respondents. Publication of awards, purpose and progress stories/cases, and/or shared learning forums would mitigate this perception
- Cultural Partners can come across as an exclusive and daunting group 'in the know'. Informal channels and informal networking intended to bring in smaller or less confident partners may work if handled transparently.

- Councillor - Frustration at apparent lack of ability to access these funds.
- Council seen as remote. 'I didn't realise there were any normal people working at the council' 'we don't see much of them'.

## **Equalities Group Discussion Summaries**

### **Equalities Group Meetings**

Group meetings were structured around three key questions – experience of working with us, what we could do to improve engagement with the group or sector represented, and more broadly if beyond the grants and communities there were other partnership actions that would improve inclusion in Oxford. In most meetings this structure was not followed since partners had clear views.

### **Faith and Beliefs**

Felt more effort to reach grassroots bodies and build engagement would fill a gap. Equally, minimal bureaucracy and maximised outreach would achieve more. Can the council build on what it's done in the last year – less papers and more local contact?

Young people - and different faith groups - deserve more focus. Faith groups reach in to all communities and tend to know who are most excluded. A good example of a mosque was provided showing how they reach into all sectors of the community, and offered door to door and in all sectors in the community in Covid response (irrespective of faith). Strongly feel Younger people have been challenged during Covid and a strong engagement is now needed – it has been 'worse than the war' - even then we could get out and be with each other.

### **Differently Aged**

Core funding is extremely important particularly at this time when the impact of Covid has reduced alternative income sources.

Particularly for old people face to face contact is essential at a time of loneliness and isolation. Supporting activities that help people to meet on a regular basis in community settings is vital – anything that can encourage engagement.

In our view learning forums would be much more sensible - 'sincere' - than using a traditional monitoring and reporting model. The one casts an extra burden while the other provides a way to get people constructively engaged with each other.

A better online platform could minimise administrative costs for our largely volunteer led support.

There are a number of small foreign language only groups particularly in the older age group, promoting foreign language would be helpful. Please consider if the council can translate or at least signpost for support into the major languages groups. Example cited was older female Bangladeshis.

## **Health**

Covid has seen an increase in the number of support groups and bodies. These newcomers need coaching and often languages support to enable them to access funds and networks.

Holding workshops in communities would be one way to get the interactions started between different groups and get mentoring started. Another way would be to commission council officers in their performance objectives, or council or grant partners to proactively network into different groups.

At a broader level, across the city as a whole, would the council consider getting a partner like 'Oxford Hub', for example, or OCVA, to facilitate this kind of networking based mentoring and / or languages support?

There are widespread health disparities between rich and poor in Oxford. Supporting activities that bring well-coordinated health interventions in to the worst off communities is essential.

## **Disabled**

Rolling over funding has been really successful. Thanks.

Longer term funding and an improved IT platform would be very helpful for future funding rounds. But there is a digital divide and face to face or paper applications should be maintained.

Particularly for the disabled, both mentally and physically, the digital divide is already here. Disabled access is the single biggest constraint and unacceptable in Oxford. Finding resources and ways to tackle that is probably one of the single most important things the council can do to enable the disabled.

If the costs of physical access can only be found in the long term, at least champion digital access for the disabled.

## **Maternity/Pregnancy**

The challenges in this group mainly affect women and can often be overlooked in the provision of support.

These challenges are particularly acute in the case of poorer women and women in poor neighbourhoods, and women in some excluded groups but these do not receive attention.

Ensuring support is available for a diverse third sector particularly for new, small groups that support women is critical. One way to do this is to help create partnerships in which stronger established agencies can be asked to help newer or smaller partners.

## **LGBTQI+**

To make grants more visible and to engage more sector partners the grants team must do more to reach in to vulnerable groups and increase the visibility of and access to grants.

For this to work we should identify specific individuals in each community to reach out to, invite specific individuals by name and individual groups to attend meetings, events or apply for funds.

Use specific events to reach excluded groups e.g. Pride, Asian Week, Disabled Week, etc. Be visible as a grant fund, at these events. Bring together groups from different EDI communities, e.g. LGBTQI+ and Youth.

Finally there used to be a city centre open space with a café for the LGBTQI+ community. Can we identify a public space which can be accessible and promoted to all minority groups as a drop in centre/café/advice point?

The previous centre – a success - was closed for years. Surely we can be more creative?

## **Black, Asian and Minoritised Ethnic Communities**

Groups in our sector are usually small, emerging and lack resources. Long term flexible funding would help. Languages are also important. Each group prefers not to be lumped into one mass.

We recommend outreach into schools for all minority groups and ethnicities and targeted social media to reach particularly young people in these groups.

## **Homeless**

The client group can be the worst off in society. The simplest clearest and most accessible systems are difficult for them to access. Homelessness in its characteristic is a journey from street to shelter, shelter to assisted living, assisted living to temporary accommodation, and temporary accommodation to long term accommodation. Each step requires lots of resources brought in.

For us to do our job we need funding based on trust and flexibility so that no matter what stage people are at including the multiple other problems they have, we can support them. Most homeless people or groups cannot access grants. They do not have functioning bank accounts or places to do business.

Linked to the grants please promote 3<sup>rd</sup> sector and other organisational 'twinning' or partnering and please put some effort in to making the website slick.

## **Families**

Thanks for the changes already made in reducing paperwork and rolling over funds. In the future please consider payment up front, face to face pitching for applicants, languages support, as these three things often constrain particularly families from minority communities and groups.

Take a look at the way *the funding network* 'operates' <sup>3</sup> and see if the Council can work with them; in Oxford it's raised c£300k through giving appeals, with OCF. It has minimal paperwork, a focus on social change, and considers how it can enable the partner to deliver its priorities best rather than requiring evidence on conditions set outside the community.

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<sup>3</sup> <https://www.thefundingnetwork.org.uk/about-us>

# Appendix 4

## Appendix 4 – Supporting organisations currently commissioned

Organisation	Impact	Rating L/M/H	Mitigation
Oxford CAB	Reduced grant reflects reduced premises costs. Timeline for next commissioning round may be difficult. No Advice Development Fund.	L	Eligible for Impact grant funds. Is also being supported by dedicated advice centre facing OCC staff  Communicate intentions now so plans can adapt.  Open the first round of the big ideas fund in December
Donnington Doorstep FC	No commissioning. Timeline for Impact Grants round may be difficult.	L	Eligible for Impact grant fund. PC youth, disabled, BAME clients reflective of new criteria.
Ark T Centre	No commissioning. Timeline for Impact Grants round may be difficult.	M	Eligible for Impact grant fund. Some focus on PC clients reflective of new criteria.
Experience Oxfordshire	No commissioning. Timeline for Impact Grants round may be difficult.	M	Eligible for Impact grant fund
OVADA	No commissioning. Timeline for Impact Grants round may be difficult.	H	Eligible for Impact grant fund
Oxford Friend	No commissioning. Timeline for Impact Grants round may be difficult.	L	Eligible for Impact grant fund. Some focus on PC clients reflective of new criteria.
Arts at the Old Fire Station	No commissioning. Rental subsidy agreement remains in place currently.	L	Eligible for Impact grant fund.
Oxford Philharmonic	No commissioning.	M/H	Eligible for Impact grant fund.
Parasol Project	No commissioning. Timeline for Impact Grants round may be difficult.	L	Eligible for Impact grant fund. Some focus on PC clients reflective of new criteria.
Agnes Smith advice centre	Reduced grant reflects reduced overall Advice budget. Timeline for next commissioning round may be difficult. No Advice Development Fund.	L	Eligible for Impact grant funds. Is also being supported by dedicated advice centre facing OCC staff.
Rose Hill & Donnington advice centre	Reduced grant reflects reduced overall Advice budget. Timeline for next commissioning round may be difficult. No Advice Development Fund.	L	Eligible for Impact grant funds. Is also being supported by dedicated advice centre facing OCC staff.
Oxford Community Work Agency	No commissioning.	M	Eligible for Impact grant fund.
Fusion Arts	No commissioning. Culture Fund not in place	M	Eligible for Impact grant fund.
Oxford Contemporary Music	No commissioning. Culture Fund not in place	M	Eligible for Impact grant fund.
Pegasus Theatre	No commissioning. Culture Fund not in place	M	Eligible for Impact grant fund. Some focus on PC clients reflective of new criteria.
Oxford Playhouse	No commissioning. Culture Fund not in place	M	Eligible for Impact grant fund.
Film Oxford	No commissioning. Culture Fund not in place	L	Eligible for Impact grant fund.
OCVA	No commissioning. CV Infrastructure support no longer in place. Timeline for Impact Grants round may be difficult.	M	Eligible for Impact grant fund.
Modern Art Oxford	No commissioning. Rental reduction, but retain £50k of rent. Minimal impact on leverage.		Eligible for Impact grant fund.
County Council / Domestic Abuse	Funding not ring-fenced or 'commissioned'. Small domestic abuse line stays in commissioning.	L	County engagement/discussion to determine basis for ongoing partnership on County Grant fund; and on Impact Grant funds
OSARCC (domestic abuse/rape crisis)	Funding retained in commissioning. Timeline for Impact Grants round may be difficult.	L	Eligible for Impact grant fund. Some focus on PC clients reflective of new criteria.



<p><b>30)That the Council, as part of its upcoming grant funding review, increases the funding available to domestic abuse services, particularly around BAME access to support.</b></p>	<p>In part</p>	<p>The Grant Funding review will include an Equalities assessment and the effect on groups with Protected characteristics will be reviewed in line with Equalities legislation. Grant funding provided to bodies tackling domestic and other forms of abuse will be part of the review and review recommendations will specifically refer to these issues.</p>
<p><b>31)That the Council is proactive in providing support to those organisations which provide domestic-abuse related activities but struggle to attract external funding to identify and successfully apply for external grant funding.</b></p>	<p>Agree</p>	
<p><b>32)That the Council continues to support grant funding to ‘by and for’ organisations, but that for domestic abuse-related applications it is mindful of the need to situate ‘by and for’ support within the wider overall framework for supporting domestic abuse victims.</b></p>	<p>In part</p>	<p>The Council promotes and supports a wide ranging community partnership effort across all categories of support, including grants and other funding for services within Oxford’s communities. It is mindful of the need to situate support within a wider framework that includes efforts on health, safety, housing, wider advice and justice, for example.</p>
<p><b>33)That the Council includes within its grant funding application forms a question along the lines of “Does this funding intend to support positive family relationships? If so, how?”</b></p>	<p>Agree</p>	
<p><b>34)That the Council identifies and requires levels of organisational awareness and capacity around domestic abuse prevention and support which is reasonable relative to the size of organisation, size of grant sought and the purpose of the grant.</b></p>	<p>In part</p>	<p>The Council Safeguarding Children and Vulnerable Adults policy mandates training for all staff. The Council reviews all safeguarding policies of commissioned services to check they meet local and national standards. Voluntary organisations must comply with standards set</p>

		by Oxfordshire Safeguarding Children’s Board and Oxfordshire Safeguarding Adults Board and this is stated in our funding agreements. Safeguarding guidance is included throughout our grant process within all service areas and through our formal procurement portal process. When groups apply for grant funding from Oxford City Council, the organisation must provide its safeguarding policies.
<b>35)That the Council includes in its guidance for grant applicants links to appropriate resources through which organisations may support positive family relationships.</b>	Agree	

## Scrutiny Budget Review 2022/23 – Scoping Document

<b>Review Topic</b>	Budget Review 2022/23 and Medium Term Financial Plan to 2025/26
<b>Lead Member Review Group</b>	Councillor James Fry
<b>Other Review Group Members</b>	<p>Councillor Duncan Hall  Councillor Amar Latif  Councillor Andrew Gant  Councillor Tom Landell Mills  Councillor Chris Jarvis</p> <p>Members of the Housing Panel will be invited to scrutinise Housing-related budgetary items:</p> <p>Councillor Linda Smith  Councillor Nadine Bely-Summers  Councillor Lizzy Diggins  Councillor Laurence Fouweather  Councillor Elizabeth Wade</p> <p>Tenant Ambassadors:  Invite up to 2 of the tenant ambassadors who are involved with assessing Housing tenders. Individuals TBC.</p>
<b>Officer Support and allocate hours</b>	Scrutiny Officer support – approx. 2-3 days per week from mid-December 2021 to mid-February 2022. Additional support from the Head of Financial Services, Management Accountancy Manager and other Senior Officers.
<b>Background</b>	<p>The Finance and Performance Panel is responsible for scrutinising finance and budgetary issues and decisions, including the Budget 2022/23 decision.</p> <p>The Budget 2022/23 paperwork will be published for consultation on 07 December 2021 ahead of a final decision by full Council on 16 February 2022. Scrutiny has formed a Budget Review Group to scrutinise the budget proposals in detail before reporting to Cabinet in February.</p>
<b>Rationale</b>	To scrutinise the Council’s draft budget for 2022/23 and medium term financial plan for the following three years, and provide public assurance of the Council’s budget setting processes and decisions.
<b>Key lines of inquiry</b>	<p>Areas of focus for the Budget Review Group this year to include:</p> <ul style="list-style-type: none"> <li>• The progress of financial mitigation strategies arising from Covid and the Council’s overall expectation of what the ‘new normal’ looks like financially</li> <li>• Specific consideration of the Council’s planning regarding macroeconomic factors such as inflation and the growing</li> </ul>

	<p>scarcity of workers</p> <ul style="list-style-type: none"> <li>• The robustness of plans and risks to the Council’s anticipated income streams, particularly relating to parking, commercial property and the Council’s companies</li> <li>• The effects of upcoming legislative and regulatory changes such as the Social Housing White Paper and changes to the Minimum Income Provision and Corporate Interest Reduction</li> <li>• Assessment of overall strategy and individual proposals to mitigate lost income and to reduce costs</li> <li>• Planned borrowing levels, contingencies and earmarked reserves</li> <li>• Deliverability of the Capital Programme and its relation to previous iterations of the Medium Term Financial Plan</li> </ul>
<p><b>Indicators of Success</b></p>	<ul style="list-style-type: none"> <li>• Robust independent scrutiny of budget proposals;</li> <li>• Detailed consideration of key lines of inquiry;</li> <li>• The production of an evidenced based report with recommendations;</li> <li>• Broad agreement on conclusions and recommendations amongst Review Group members;</li> <li>• The majority of recommendations are agreed by the Cabinet.</li> </ul>
<p><b>Methodology/ Approach</b></p>	<p>Evidence gathering to include:</p> <ul style="list-style-type: none"> <li>• A budget briefing by the Chief Executive and Head of Financial Services;</li> <li>• Reviewing Budget 2022/23 paperwork, including options or bids presented to members;</li> <li>• Submitting written questions to Senior Officers and reviewing their responses;</li> <li>• Meetings with Executive Directors, Assistant Chief Executive and Heads of Service.</li> </ul>
<p><b>Specify Witnesses/ Experts</b></p>	<ul style="list-style-type: none"> <li>• Cabinet Member for Finance and Asset Management</li> <li>• Chief Executive</li> <li>• Executive Director – Development;</li> <li>• Executive Director – Housing and Communities</li> <li>• Head of Financial Services;</li> <li>• Head of Housing Services;</li> <li>• Head of Planning Services;</li> <li>• Head of Community Services;</li> <li>• Head of Business Improvement;</li> <li>• Head of Law and Governance</li> <li>• Head of Regulatory Services and Community Safety</li> <li>• Head of Corporate Strategy</li> <li>• Head of Regeneration and Economy</li> <li>• Head of Corporate Property</li> <li>• Management Accountancy Manager.</li> </ul>

<b>Out of scope</b>			
<b>Projected start date</b>	07 December 2021	<b>Draft Report Deadline</b>	21 January 2022 for Finance and Performance Panel on 24 January 2022
<b>Meeting Frequency</b>	4 meetings in January 2022	<b>Projected completion date</b>	By 10 February 2021 Cabinet

### Draft outline of meetings

<b>Meeting one – 4 January 2022, 6:00 – 8:00pm</b>	
Introduction to the budget and its context ( <b>Cllr Ed Turner, Caroline Green and Nigel Kennedy</b> )	
Introductions to service area budget proposals and questions from Review Group:	
<ul style="list-style-type: none"> <li>• Law and Governance (<b>Susan Sale</b>)</li> <li>• Financial Services (<b>Nigel Kennedy</b>)</li> <li>• Business Improvement (<b>Helen Bishop</b>)</li> <li>• Corporate Strategy (<b>Mish Tullar</b>)</li> </ul>	
<b>Meeting two - 6 January 2022, 6:00pm - 8.00pm</b>	
Introduction to budget proposals and answering Review Group questions from:	
<ul style="list-style-type: none"> <li>• Development (<b>Tom Bridgman</b>)</li> <li>• Planning Services (<b>Adrian Arnold</b>)</li> <li>• Regeneration and Economy (<b>Carolyn Plosynski</b>)</li> <li>• Corporate Property (<b>Jane Winfield</b>)</li> </ul>	
<b>Meeting three – 10 January 2022, 6:00pm - 8.00pm</b>	
To consider draft recommendations from previous meetings, to consider budget proposals and form draft recommendations for:	
<ul style="list-style-type: none"> <li>• Housing and Communities (<b>Stephen Gabriel, Stephen Clarke and Ian Brooke</b>)</li> <li>• Regulatory Services and Community Safety (<b>Ian Wright</b>)</li> </ul>	
Members of the Housing Panel will be invited to participate in the Scrutiny of the Housing element of this meeting, with tenant ambassadors also invited.	
<b>Meeting Four – To be agreed, but prior to Finance and Performance Panel on 24 January 2022</b>	
To consider the draft review group report.	

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**Cabinet response to recommendations of the Scrutiny Committee made on 02/11/2021 concerning the Cabinet Anti-Social Behaviour Policy 2022-25 report**

**Provided by the Cabinet Member for a Safer, Healthier Oxford, Councillor Louise Upton**

<b>Recommendation</b>	<b>Agree?</b>	<b>Comment</b>
<p><b>1) That the Council amends the Anti-Social Behaviour Policy 2022-25 as follows:</b></p> <p><b>i) Principle three to read “Anti-social behaviour will be addressed firmly, fairly, proportionately and holistically”</b></p> <p><b>ii) That reference throughout the document to ‘customers’ is reworded around ‘citizens’</b></p>	<p>Yes</p> <p>Yes</p>	
<p><b>2) That the Council amends its Anti-Social Behaviour Procedure 2022-25 as follows:</b></p> <p><b>i) to include a paragraph on the diversionary activities the Council itself provides or in partnership to prevent anti-social behaviour</b></p> <p><b>ii) to address issues around invasive evidence gathering, and link to best practice guidance</b></p> <p><b>iii) to note negative impacts associated with anti-social behaviour-related evictions, and reference the Council’s commitment to using this power as a last resort</b></p> <p><b>iv) to alter s. 7.4 so it reads “All complex cases that involve homeless or vulnerably housed people”</b></p> <p><b>v) to reference the Council’s commitment to removing racist graffiti within 24 hours</b></p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	

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**Cabinet response to recommendations of the Scrutiny Committee made on 02/11/2021 concerning the Cabinet East Oxford Community Centre and Housing Development report**

**Provided by the Cabinet Member for Inclusive Communities, Councillor Shaista Aziz**

<b>Recommendation</b>	<b>Agree?</b>	<b>Comment</b>
<b>1) That the Council sets down plans for measuring and assessing the effectiveness of carbon-saving measures delivered on the East Oxford Community Centre development, and their cost efficiency in reducing carbon emissions.</b>	Yes	
<b>2) That the Council, where possible, recycles materials recovered from the demolition of the East Oxford Community Centre site, particularly steel and wood.</b>	Partially	We would recommend an action for us to develop a waste and recycling plan for demolition and look to recycle in line with this. However we also need to be careful to balance this recognising how recyclable some materials are and that we need to avoid high costs that are unaffordable within the approved budget
<b>3) That the Council implements within three years of the new community centre being opened the preferred option for its management and operation</b>	Yes	
<b>4) That the Council includes within the risk register for this project those external risks to land values referenced in paragraph 52 of the Cabinet report</b>	Yes	

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**Cabinet response to recommendations of the Housing and Homelessness Panel made on 04/11/2021 concerning the Cabinet report on Discretionary Housing Payment Policy**

**Provided by the Cabinet Member for Inclusive Communities, Councillor Shaista Aziz**

<b><i>Recommendation</i></b>	<b><i>Agree?</i></b>	<b><i>Comment</i></b>
<b>1) That the Council includes a line within the HRA section of its proposed 2022/23 budget for DHP expenditure beyond the government grant.</b>	Yes	There is a relevant budget line within the proposed HRA budget.

**Cabinet response to recommendations of the Scrutiny Committee made on 14/07/2021 concerning the Council EV Strategy**  
**Response provided by Deputy Leader and Cabinet Member for Green Transport and Zero Carbon Oxford, Tom Hayes**

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<b>Recommendation</b>	<b>Agree?</b>	<b>Comment</b>
<b>1) That the Council amends paragraph 16 of the report to remove reference to the Council already being committed to Connecting Oxford, and states instead that the council has agreed to further scheme and business case development.</b>	No	This Council supports the introduction of Connecting Oxford and on 9 September 2020, Scrutiny requested: <i>That the Council continues to employ its best endeavours in working with its partners to realise the plans for the Zero Emissions Zone and Connecting Oxford.</i>
<b>2) That the Council, in its planning for the adequacy of future EV charging infrastructure, ensures that the incentivising impact of other policies on demand for electric vehicles, such as the ZEZ, is taken into account</b>	Yes	The EV Strategy and Implementation Plan is being commissioned to help inform the Council on how rising demand for EV charging in Oxford could best cover the years up to 2030 by which point, Oxfordshire County Council's modelling suggests the clear majority of private vehicles in the city will be EV. Demand for EVs is being driven by a variety of factors including an increased focus by vehicle manufacturers, technology improvement, environmental awareness, and the looming deadline of 2030 after which no new petrol or diesel cars can be sold in the UK. Locally, the ZEZ may also be a factor, and this will be taken into account in the EV Strategy.
<b>3) That the Council investigates the practicability of not partnering with or commissioning organisations relating to the EV strategy in which it would be unable to invest because of its ethical investment policy</b>	No	4a) Electric vehicle charging is a rapidly growing market with different operators including both relatively small businesses and global corporations. The purpose of the EV strategy is to enable Oxford City Council to do more itself, in particular in the areas of the city which would typically be last in the queue to receive charging infrastructure—ours is an approach grounded in fairness and social justice.  We also believe that engagement is key to shape partners' approaches because dialogue and the airing of differences can get us to a better place. It also ensures that citizens

<p><b><i>3b) That the Council amends its ethical investment policy to make explicit reference to exploitative mining practices and arms trading as proscribed activities.</i></b></p>	<p>No</p>	<p>and communities do not lose out on the EV infrastructure that they are requesting in order to be part of a greener and fairer future. We all believe as local councillors that the City Council to which we are elected has an important voice to raise and we will continue to raise it to advance our values.</p> <p>4b) This is not linked to the commissioning of an EV Strategy.</p>
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**To:** Cabinet  
**Date:** 15 December 2021  
**Report of:** Scrutiny Committee  
**Title of Report:** Tourism Review Recommendations Update

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To present Scrutiny Committee recommendations concerning the Scrutiny-commissioned Tourism Review Recommendations Update
<b>Key decision:</b>	No
<b>Scrutiny Lead Member:</b>	Councillor Liz Wade, Chair of the Scrutiny Committee
<b>Cabinet Member:</b>	Councillor Mary Clarkson, Cabinet Member for Culture, Leisure and Tourism
<b>Corporate Priority:</b>	Support Thriving Communities, Enable and Inclusive Economy, Pursue Zero Carbon Oxford
<b>Policy Framework:</b>	Council Strategy 2020-24
<b>Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendation in the body of this report.</b>	

<b>Appendices</b>
None

## **Introduction and overview**

1. At its meeting on 08 September 2021, the Scrutiny Committee considered a report to Cabinet concerning the Scrutiny-commissioned Tourism Review Recommendations Update. This report is delayed in being presented to Cabinet owing to an officer oversight.
2. The Panel would like to thank Councillor Mary Clarkson, Cabinet Member for Culture, Leisure and Tourism for presenting the report and answering questions,

Iain Nicholson, City Centre Manager, for supporting the meeting and Matt Peachey, Economic Development Manager, for authoring the report.

### **Summary and recommendation**

3. Councillor Andrew Gant addressed the Committee concerning this item at the start of the meeting in his capacity as the Chair of the Tourism Management Review Group. The review had been a good piece of work with which he was proud to have been involved. Covid-19 had, inevitably, had a profound impact on tourism, as recognised by the update report. This was a matter which warranted more active engagement and the update provided an opportunity to ask that Cabinet revisit the report and recommendations and he urged the Committee to make a recommendation to that effect.
4. Councillor Mary Clarkson, Cabinet Member for Culture, Leisure & Tourism, introduced the report. Inevitably much of the work in this area had come to a halt as result of Covid-19. The Council had continued to work with Experience Oxfordshire and provided £50,000 to help support the visitor economy until March 2023. It was unlikely that the Council would be in a position to provide further funding to Experience Oxfordshire which was, now, moving towards operating on a more commercial basis. The emerging Oxford Economic Strategy and City Centre Action Plan would include recovering and rebuilding the visitor economy as a priority. Visitor numbers had plummeted as a result of the pandemic and were currently estimated to be just 15% of the number in 2019 and were anticipated to reach 50% of the number in 2022. Work on identifying alternative arrangements for the delivery of visitors by coach was continuing with the County Council, with a site near the Westgate being considered as an additional drop off location to help ease pressure on St Giles. It would not, however, be meaningful to conduct a consultation (for which funding was available) on options given the atypically low number of coach arrivals at the present time. Officers were working to find a suitable premises for a visitor centre in the hope of finding someone willing to run it on a private and commercial basis. A fundamental challenge was to persuade visitors to spend more time and money in the city. The majority of visitors were estimated to spend no more than 90 minutes in the city. The recent opening of hotels in and close to the city should be help with that.
5. In response, issues that were considered in detail by the Committee included:
  - Parking arrangements for coaches
  - Recent developments in the idea of a cable car running from Redbridge Park and Ride to the City Centre
  - The expected timing of the City Centre Action Plan
  - The future of Experience Oxfordshire
  - Toilet provision in the City Centre
  - Activities relating to the Waterways
6. The Committee makes two recommendations relating to i) the environmental impact of tourist traffic to Oxford, and ii) the availability of public toilets in the City Centre.

## **Environmentally Sustainable Tourist Transport**

7. A significant proportion of the discussion held by Scrutiny, evidencing a widespread concern, was over issues relating to making tourist transport to Oxford more environmentally sustainable. With the majority of visitors spending not more than 90 minutes in Oxford, the environmental cost of coming to Oxford has a short period in which to be amortised by other corresponding benefits. This makes it incredibly important, particularly in light of the high ratio of visitors to residents, that the environmental impact of tourist transport is managed as much as possible. The Committee were particularly interested in the new plans for coach parking away from St Giles, the future impacts of the Zero Emissions Zone on coach traffic, and issues of accessibility from the train station to the City Centre. The Committee was also given an update on the previously-mooted idea around a cable car, running from Redbridge Park and Ride to the City Centre, which had recently had a developer come forward with a proposal alongside the world's primary cable car manufacturer. Multiple other meetings with civic, business and environmental groups had also taken place.
8. The Committee recognises that there is a wide matrix of stakeholders responsible for the environmental sustainability of visitor transport to Oxford, with the County Council, bus and coach providers being key. The City Council does not fall within this group who hold primary responsibility, making it more difficult to make direct interventions. However, the Council is not without the ability to influence –its planning policies, the OxWED development, and its joint-working with those key partners on other environmentally-focused traffic initiatives are all opportunities for the Council to press for policies which will promote more environmentally sustainable visitor transport. The Committee asks that the Council give full thought as to how this influence can be maximised.

***Recommendation 1: That the Council plans how it will work with those responsible for tourist travel to Oxford more environmentally sustainable***

## **Public Toilets in the City Centre**

9. The second issue raised by the Committee is one which Scrutiny has previously made recommendations concerning. A recommendation made by the Companies Scrutiny Panel meeting of 13 March 2020 requested that “the Council tasks the City Centre Manager to reinvigorate and republicise its previous scheme for allowing members of the public to use shop toilets in the City Centre and the Shareholder and Joint Venture Group requires ODS to coordinate with these efforts and capitalise on any benefits accordingly.”
10. This recommendation was made just days before the country went into its first Covid-19 lockdown, meaning the response by the executive was not provided until June 2020, supporting it. Clearly, however, the disruption of Covid has lasted far longer than almost all people anticipated, making it impractical to implement this recommendation. However, the paucity of public toilet provision in the City Centre remains. Although tourist numbers are currently low relative to pre-pandemic levels, this remains an urgent issue for a proportion of those visitors. It is the view of the Committee that with the country beginning to open up once again, but with tourists having not returned in the same numbers now is an

apposite time to start doig the groundwork for a scheme, in readiness for an increase in tourist numbers next summer.

11. The Committee does recognise that Covid does pose additional challenges to such a scheme. However, it also recognises that decreased footfall is problematic for City Centre businesses, and that similar schemes elsewhere have reported business arising from participating. In light of the need for access to toilets, the fact that toilet use (and therefore risk) would mainly be displaced rather than reduced if the scheme were not offered, and the positive impact on business for those participating, on balance the Committee supports the revival of the partnership with City Centre shops to provide a toilet scheme.

***Recommendation 2: That the Council revives its partnership with City Centre shops to provide a toilet scheme.***

### **Further Consideration**

12. Whilst Scrutiny is unlikely to consider a further update report this civic year on the Tourism Review, it will be considering an update on the Waterways in November, an important element of which relates to their contribution to culture, heritage and tourism.

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**Cabinet response to recommendations of the Scrutiny Committee made on 08/09/2021 concerning the Scrutiny-commissioned Tourism Review Recommendations Update**

**Response provided by Cabinet Member for Culture, Leisure and Tourism, Mary Clarkson**

<b><i>Recommendation</i></b>	<b><i>Agree?</i></b>	<b><i>Comment</i></b>
<b>1) That the Council plans how it will work with those responsible for tourist travel to Oxford more environmentally sustainable</b>		
<b>2) That the Council revives its partnership with City Centre shops to provide a toilet scheme.</b>		

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