

Agenda

Council

Summons

A meeting of the City Council will be held to transact the business set out below on

Date: **Monday 17 July 2023**

Time: **5.00 pm**

Place: **Council Chamber - Oxford Town Hall**



Proper Officer

Members of the public can attend to observe this meeting and:

- may register in advance to speak to the meeting in accordance with the [public speaking rules](#)
- may record all or part of the meeting in accordance with the Council's [protocol](#)

Information about speaking and recording is set out in the agenda and on the [website](#)

Please contact the Committee Services Officer to register to speak; to discuss recording the meeting; or with any other queries.

This meeting can be viewed live or afterwards on the council's [YouTube channel](#).

For further information please contact:

Committee & Member Services,

 01865 529117

 democraticservices@oxford.gov.uk

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All public papers are available from the calendar link to this meeting once published

Membership of Council

Councillors: Membership 48: Quorum 12.

Lord Mayor Councillor Lubna Arshad

Deputy Lord Mayor Councillor James Fry

Sheriff Councillor Mark Lygo

Members	Councillor Mike Rowley	Councillor Dr Amar Latif
	Councillor Mohammed Altaf-Khan	Councillor Sajjad Malik
	Councillor Shaista Aziz	Councillor Katherine Miles
	Councillor Susan Brown	Councillor Alistair Morris
	Councillor Nigel Chapman	Councillor Lois Muddiman
	Councillor Mary Clarkson	Councillor Edward Mundy
	Councillor Tiago Corais	Councillor Chewe Munkonge
	Councillor Barbara Coyne	Councillor Jabu Nala-Hartley
	Councillor Lizzy Diggins	Councillor Lucy Pegg
	Councillor Dr Hosnieh Djafari-Marbini	Councillor Susanna Pressel
	Councillor Dr Sandy Douglas	Councillor Anna Railton
	Councillor Paula Dunne	Councillor Rosie Rawle
	Councillor Laurence Fouweather	Councillor Ajaz Rehman
	Councillor Andrew Gant	Councillor Jo Sandelson
	Councillor Stephen Goddard	Councillor Linda Smith
	Councillor Duncan Hall	Councillor Roz Smith
	Councillor Tom Hayes	Councillor Dr Christopher Smowton
	Councillor Alex Hollingsworth	Councillor Imogen Thomas
	Councillor Rae Humberstone	Councillor Ed Turner
	Councillor Jemima Hunt	Councillor Louise Upton
	Councillor Chris Jarvis	Councillor Naomi Waite
	Councillor Emily Kerr	Councillor Diko Walcott
	Councillor Tom Landell Mills	

Apologies will be reported at the meeting.

Agenda

The business to be transacted is set out below

	Pages
PART 1 - PUBLIC BUSINESS	
1 Apologies for absence	
2 Declarations of interest	
3 Minutes	21 - 42
Minutes of the ordinary meeting of Council held on 20 March 2023 and Annual Council meeting held on 17 May 2023. Council is asked to approve the minutes as a correct record.	
4 Appointment to Committees	
Any proposed changes will be circulated with the briefing note or notified at the meeting.	
5 Announcements	
Announcements by: <ol style="list-style-type: none">1. The Lord Mayor2. The Sheriff3. The Leader of the Council (who may with the permission of the Lord Mayor invite other councillors to make announcements)4. The Chief Executive, Chief Finance Officer, Monitoring Officer	
6 Public addresses and questions that relate to matters for decision at this meeting	
Public addresses and questions to the Leader or other Cabinet member received in accordance with Council Procedure Rules in the Constitution relating to matters for decision in Part 1 of this agenda. Up to five minutes is available for each public address and up to three minutes for each question. Questions must be less than 200 words. The request to speak accompanied by the full text of the address	

or question must be received by the [Head of Law and Governance](#) by 5.00 pm on Tuesday 11 July 2023.

The briefing note will contain the text of addresses and questions submitted by the deadline, and written responses where available.

A total of 45 minutes is available for both public speaking items. Responses are included in this time.

CABINET RECOMMENDATIONS

7 Ice Rink Future Car Parking Provision

43 - 58

The Head of Community Services submitted a report to Cabinet on 14 June 2023 seeking approval for the favoured on-site option for future car parking provision for users of the Oxford Ice Rink when the Oxpens car park is closed permanently for redevelopment.

The Cabinet minutes are available at item 11b.

Councillor Chewe Munkonge, Cabinet Member for Leisure and Parks will present the report and present Cabinet's recommendations.

Recommendation: Cabinet recommends that Council resolves to:

1. Establish a budget of £580,000 within the Council's capital programme, profiled across 2024/25 and 2025/26, to fund the provision of new car parking at the front of the ice rink, subject to OXWED's programme for closing the Oxpens car park, and approve the payback of previously spent feasibility funding of £46,000 into the feasibility budget.

8 Oxford City Council Safeguarding Report 2022/23 and Policy 2023-26

59 - 106

The Executive Director (Communities and People) has submitted a report to Cabinet on 12 July 2023 reporting on progress made on Oxford City Council's Safeguarding Action Plan for 2022/23 and to present an updated Safeguarding Policy for 2023-26.

The Cabinet decision will be reported in the Briefing Note. The draft minutes of the meeting will be available on the [Cabinet meetings webpage](#).

Councillor Shaista Aziz, Cabinet Member for Safer Communities will present the report and present Cabinet's recommendations.

Recommendations: Cabinet recommends that, subject to the decision of Cabinet on 12 July 2023, Council resolves to:

1. **Note** the key achievements of the Safeguarding work delivered

- through Oxford City Council during 2022/23;
2. **Approve** the Safeguarding Policy 2023-2026;
 3. **Note** the Safeguarding Action Plan 2023/24; and
 4. **Delegate authority** to the Executive Director (Communities and People), in consultation with the Cabinet Member for Safer Communities, to make minor changes to the approved policy in order to continue its alignment with the Oxfordshire Multi-Agency Safeguarding Arrangements.

OFFICER REPORTS

9 Decisions taken under Part 17.9 of the Constitution 107 - 110

The Head of Law and Governance has submitted a report to Council that asks Council to note the decision taken by the Executive Director (Development) under the provisions in Part 17.9 of the Constitution.

Recommendation: That Council resolves to:

1. **Note** the decision taken as set out in the report.

10 Urgent key decisions taken since October 2022 111 - 114

The Head of Law and Governance has submitted a report which updates Council on key decisions taken in cases of special urgency since October 2022.

Recommendation: Council is recommended to:

1. **Note** the urgent key decisions taken in cases of special urgency as set out in the report.

QUESTIONS

11 Questions on Cabinet minutes

This item has a time limit of 15 minutes.

Councillors may ask the Cabinet Members questions about matters in these minutes:

11a Minutes of the Cabinet meeting held on 19 April 2023 115 - 118

11b **Draft Minutes of the Cabinet meeting held on 14 June 2023**

119 -
126

11c **Draft Minutes of the Cabinet meeting held on 12 July 2023**

To follow in the briefing note.

12 **Questions on Notice from Members of Council**

Questions on notice from councillors received in accordance with Council Procedure Rule 11.11(b).

Questions on notice may be asked of the Lord Mayor, a Member of the Cabinet or a Chair of a Committee. One supplementary question may be asked at the meeting.

The full text of questions must have been received by the Head of Law and Governance by no later than 1.00pm on Wednesday 5 July 2023.

These, and written responses where available, will be published in the briefing note.

PART 2 - PUBLIC INVOLVEMENT AND SCRUTINY

13 **Public addresses and questions that do not relate to matters for decision at this Council meeting**

This item will be taken at or shortly after 7.00pm

Public addresses and questions to the Leader or other Cabinet member received in accordance with Council Procedure Rules in the Constitution and not relating to matters for decision in Part 1 of this agenda.

Up to five minutes is available for each public address and up to three minutes for each question. Questions must be less than 200 words.

The request to speak accompanied by the full text of the address or question must be received by the [Head of Law and Governance](#) by 5.00 pm on Tuesday 11 July 2023.

The briefing note will contain the text of addresses and questions submitted by the deadline, and written responses where available.

A total of 45 minutes is available for both public speaking items. Responses are included within this limit.

14 **Outside organisation/Committee Chair reports and questions**

As set out in the Constitution at procedure rule 11.16, Members who are Council representatives on external bodies or Chairs of Council Committees who consider that a significant decision or event has taken place, may give notice to the Head of Law and Governance by 1.00 pm Thursday 13 July 2023 that they will present a written or oral report on the event or the significant decision and how it may influence future events. Written reports will be circulated with the briefing note.

14a The Oxfordshire Resources and Waste Partnership 127 - 136

The Head of Corporate Strategy has submitted a report that notes the annual update on the Oxfordshire Resources & Waste Partnership.

Recommendation: That Council resolves to:

1. **Note** the annual update report on the work of the Oxfordshire Resources and Waste Partnership.

14b Scrutiny Committee Annual Report 2022/23 137 - 144

The Chair of the Scrutiny Committee has submitted a report which provides Council with a summary of Scrutiny activity during the 2022/23 municipal year.

Recommendation: That Council resolves to note the update report.

14c Scrutiny Committee update report 145 - 148

The Chair of the Scrutiny Committee has submitted a report which updates Council on the activities of scrutiny and the implementation of recommendations since the last meeting of Council.

Council is invited to comment on and note the report.

PART 3 - MOTIONS REPRESENTING THE CITY

15 Motions on notice 17 July 2023

This item has a time limit of 60 minutes.

Motions received by the Head of Law and Governance in accordance with the rules in Section 11 of the Constitution by the deadline of 1.00pm on Wednesday 5 July 2023 are listed below.

Cross party motions are taken first. Motions will then be taken in turn from the *Labour Group, Liberal Democrat Group, Green Group*, in that order.

Substantive amendments to these motions must be sent by councillors to the Head of Law and Governance by no later than 10.00am on Friday 14 July 2023 so that they may be circulated with the briefing note.

Minor technical or limited wording amendments may be submitted during the meeting but must be written down and circulated.

Council is asked to consider the following motions:

- a) Support Oxford's Sudanese community – create safe pathways for Sudanese families with ties to Britain and Oxford to be granted the right to join their loved ones here. (proposed by Cllr Shaista Aziz, seconded by Councillor Hosnieh Djafari Marbini)
- b) Use car parking sites for Solar Farms (proposed by Cllr Laurence Fouweather, seconded by Cllr Katherine Miles)
- c) Extending the Smoke Control Area (proposed by Cllr Emily Kerr, seconded by Cllr Lucy Pegg)
- d) Supporting a Community Right to Grow (proposed by Cllr Alex Hollingsworth, seconded by Councillor Mark Lygo)
- e) Housing Management System problems and resultant accounts issues at Oxford City Council and ODS (proposed by Cllr Christopher Snowton, seconded by Cllr Laurence Fouweather)

15a Support Oxford's Sudanese community - create safe pathways for Sudanese families with ties to Britain and Oxford to be granted the right to join their loved ones here. (proposed by Cllr Shaista Aziz, seconded by Councillor Hosnieh Djafari Marbini)

Labour member motion

The war in Sudan is leading to the loss of life, displacement of hundreds and thousands of people inside and outside the country's borders, a hunger and health crisis, and reports of rape and sexual violence against women and girls.

This Council stands in solidarity with Oxford's Sudanese communities and calls for an immediate end to the conflict and violence, urging all parties to engage in negotiations to find a peaceful and lasting solution to the crisis.

Sudanese families in our city have witnessed family members turned away from British Government run evacuation schemes, separating families and further traumatising desperate and vulnerable people.

We call on the government to urgently create safe pathways for all Sudanese families with ties to Britain and Oxford to be granted the

right to join their loved ones here.

This Council pledges to:

- Work with Oxford's Sudanese community and asylum support organisations to identify and support new arrivals;
- Advocate for support for those arriving with physical and psychological trauma;
- Ensure frontline Council staff can sign post people to appropriate services.

This Council therefore resolves to ask the Leader:

1. As a Council seeking to become a City of Sanctuary, we resolve to work with partner organisations across the city and our MPs to lobby the government to:
 - Expand safe, legal routes for extended family of British citizens and Sudanese asylum seekers;
 - Waive existing barriers to support
 - Establish a formal programme mirroring the Ukrainian settlement scheme to provide clarity and security for Sudanese nationals seeking sanctuary.

15b Use car parking sites for Solar Farms (proposed by Cllr Laurence Fouweather, seconded by Cllr Katherine Miles)

Liberal Democrat member motion

Oxford City Council declared a climate emergency in 2019. The Council has made progress with the decarbonisation of Council owned social housing and leisure centres. The rise in costs of fossil fuel generated electricity over the past 12 months shows the need to push ahead with renewable energy projects.

This proposal is that the case for installing solar panels over the car parks in the city is examined.

The French government has announced plans to mandate that all car parks over 80 spaces in France must have solar farms installed. The Bentley Car Company recently announced the installation of a solar farm at their plant in Crewe which will cover 1378 car spaces and generate 2.7 MW of power. Leicester City Council has recently completed a similar but smaller scheme.

The benefit of this proposal is that it could make better use of otherwise non-productive land and further demonstrates that the City Council is fully behind the push for Green Energy and Net Zero. It could contribute to the targets for increased PV generation across the County as defined in the Oxfordshire Energy Strategy.

Two of the City owned P+R sites together total 2801 car spaces.

This could generate at least 4.2 MW of power — enough for 600–800 average sized houses. If the other P+R sites are included then this rises to over 9MW which is nearly 10% of the Oxfordshire Energy Strategy target.

There are other Council owned car parks which could be utilised in this way including those at leisure centres and public parks. Even a small car park could be a useful local source of PV energy and may be able to be implemented over a shorter timescale.

There would also be opportunities to extend the existing EV charging in sites using the power generated locally. The space for physical equipment needed for connection to the local electricity grid will need consideration and planning permission as would other potential uses such as power storage.

Therefore this Council requests that the Head of Corporate Strategy submits a written report to Cabinet by the end of March 2024 which:-

- Examines this proposal to assess the feasibility of installing solar panels in various Council owned car parking sites around Oxford including extending those in existing Park and Rides.
- Considers what alternative uses of existing sites will need consideration when assessing sites for use as a solar farm.
- Explores all possibilities for funding the installation costs.
- Considers the feasibility of the Council being the operator of the solar farm(s) and thus selling the electricity generated to energy companies.
- Assesses the potential income stream to the Council from the solar farms once installed.
- Reports on discussions with the relevant County Council officers about their P+R sites being included in this scheme.
- Reports on discussions with SSE about the capacity of the local electricity grid to accept a scheme of this size.

15c Extending the Smoke Control Area (proposed by Cllr Emily Kerr, seconded by Cllr Lucy Pegg)

Green member motion

This Council notes that

1. Wood-burning takes place in just 8% of UK homes, and yet is the second highest cause of particle pollution in the UK. It has grown by 35% in the last 10 years as more people install wood-burning stoves.

2. The chief medical officer, Chris Whitty, wrote his last report on air pollution.¹ He states that we need to focus on areas where people live – i.e. cities such as Oxford. The report highlights wood burning is dangerous at any level: DEFRA approved stoves produce more than 300 times as much PM 2.5 as gas fires; open fires ten times as much again. Particles accrue in the top of the home, often where people sleep and are exposed for a long time. This is especially an issue for children, who are more sensitive to wood burning.
3. National figures from a DEFRA survey² of 46,000 people show over 70% of people who use wood burners do so for purely aesthetic reasons. We also know people who use wood burners are twice as likely to be AB social grade as those who do not, and much more likely to own their own homes. The 8% of people who rely entirely or primarily on burning as a fuel source overwhelmingly live in rural areas.
4. Oxford has led the way on reducing air pollution resulting from traffic through restricting and electrifying motor traffic, with an 8.3% reduction across the city, or 24% reduction vs pre-pandemic levels.
5. The 2021-2025 AQAP mentions a focus on ‘reducing emissions from domestic heating’ and ‘reviewing smoke control zones’. This has focused on awareness raising campaigns such as last year’s ‘do you fuel good’. Pilot projects such as the ability for canal boats to charge on solar are useful, but the vast majority of burning is not linked to people who live on canal boats.
6. Current Smoke Control Areas (SCAs) or Smoke Control Zones (SCZs) cover some of the city, but miss out key areas such as North Oxford, which have higher home ownership rates and more ABC1 residents – the demographics more likely to be burners.

Council believes:

1. We should continue to take steps to improve air quality, given the devastating and unevenly distributed effects of pollution.
2. The Council has played a significant role in recent years by electrifying and restricting polluting motor traffic. Reducing emissions from domestic heating should continue to be a core area of focus.

1

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1124738/chief-medical-officers-annual-report-air-pollution-dec-2022.pdf

2

<https://randd.defra.gov.uk/ProjectDetails?ProjectID=20159&FromSearch=Y&Publisher=1&SearchText=AQ1017&SortString=ProjectCode&SortOrder=Asc&Paging=10#Description>

This Council asks the Cabinet Member for Zero Carbon Oxford and Climate Justice:

1. To look at expanding our SCAs across the entire of Oxford City, giving us a standardised city-wide approach which does not exclude the most affluent parts of the city.
2. To build on last year's awareness campaign and deliver a best-in-class example which leverages new data from the CMO's report and shares an honest picture of the dangers of wood burning, including the implications for indoor air quality.

15d Supporting a Community Right to Grow (proposed by Cllr Alex Hollingsworth, seconded by Councillor Mark Lygo)

Labour member motion

This Council notes:

- The importance of locally produced food to provide affordable and healthy options for local people
- The physical and mental health benefits of gardening, especially communally, backed by the RHS's gardening for health and well-being campaign
- The success of inclusive local community gardening groups like Greening Jericho, winners of the 2021 Oxford Preservation Trust's award for landscape and public realm
- The ongoing experience of the Edible Streets project in establishing food growing spaces in Barton
- The Community Right to Grow campaign launched by Incredible Edible, and supported by a 10-Minute Rule Bill proposed by Mike Kane MP and proposed amendments to the Levelling Up Bill in the House of Lords
- The Oxfordshire Food Strategy, endorsed by the City Council in 2022, and the work of Good Food Oxfordshire

This Council believes that the benefits from public spaces which are cared for by local people and can be used to produce food, flowers or both are self-evident, in terms of the positive impact on the well-being of local communities, the individuals that tend and use them and the broader environment and biodiversity of Oxford and beyond.

This Council therefore asks that:

- The Leader of the Council writes to the city's two MPs to ask

them to show their support for the Community Right to Grow in Parliament and beyond

- The Council, learning the lessons from the Edible Streets and Greening Jericho projects, provides a clear register of unused public land that can be offered to community groups for cultivation and a robust but simple process for doing so.

15e Housing Management System problems and resultant accounts issues at Oxford City Council and ODS (proposed by Cllr Christopher Smowton, seconded by Cllr Laurence Fouweather)

Liberal Democrat member motion

Council notes that the report by external consultants into the tendering process, procurement and implementation of a new Housing Management System revealed serious issues in the delivery of that system.

Council notes that the budget for the project has had to be markedly increased to over £3 million.

Council also notes that two years after going live, the benefits of the system are still not fully realised.

Council further notes with concern that as a further consequence of these issues, Oxford Direct Services (ODS) has been unable to submit its accounts for financial year 2021/22 to Companies House, and that this also prevents the Council's auditors from approving the Council's own accounts for submission to Central Government.

Council notes that the more information about any adverse event relating to public procurement that can be published, the more third parties including other local authorities and public bodies can benefit from the lessons learned. Council resolves to:-

Ask the Leader of the Council, as a matter of priority, to:-

1. Request the publication of a minimally redacted version of the lessons learned report, in contrast to the brief summary published in June 2023.
2. Ensure that action is taken as soon as possible to ensure the new Housing Management System is properly implemented in the Council and that the benefits promised are realised.
3. Ensure that the deadline (October 2023) for reporting the certified Council accounts to Central Government is met.

16 Matters exempt from publication and exclusion of the public

If Council wishes to exclude the press and the public from the meeting during consideration of any aspects of the preceding agenda items it will be necessary for Council to pass a resolution in accordance with the provisions of Section 100A(4) of the Local Government Act 1972 specifying the grounds on which their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Part 1 of Schedule 12A of the Act if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

(The Access to Information Procedure Rules – Section 15 of the Council’s Constitution – sets out the conditions under which the public can be excluded from meetings of the Council)

16a East Oxford Community Centre

149 -
188

Appendices 1-3 and 6-7 to this item include exempt information pursuant to Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. If Council wishes to discuss matters relating to the information set out in Appendices 1-3 and 6-7 to the report, it will be necessary for the Council to pass a resolution to exclude the press and public from the meeting (as set out at agenda item 16).

The Executive Director (Communities and People) submitted a report to Cabinet on 14 June 2023 providing an update on progress of the project to deliver the development of The East Oxford Community Centre at Princes Street in upgrading the main building and providing a modern new build extension in a single place. The report also set out, for approval, options to address the unprecedented construction inflation.

The Cabinet minutes are available at Item 11b.

Councillor Ajaz Rehman, Cabinet Member for Inclusive Communities, will present the report and present Cabinet’s recommendations.

Recommendation: Cabinet recommends that Council resolves to:

1. Increase the project budget by £1.298m (from £5.496m to £6.794m).

16b Housing Management System Implementation

189 -
232

Appendices 1 and 4 to this item include exempt information pursuant to Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. If Council wishes to discuss matters relating to the information set out in Appendices 1 and 4 to the report, it will be necessary for the Council to pass a resolution to exclude the

press and public from the meeting (as set out at agenda item 16).

The Executive Director (Communities and People) and the Head of Financial Services submitted a report to Cabinet on 14 June 2023 updating Members on the lessons learned from the implementation of the Housing Management System and the outcome of discussions with the supplier as to potential settlement; and to seek additional budget approval for further development of the product after the move to 'business as usual' which has now been secured.

The Cabinet minutes are available at Item 11b.

Councillor Nigel Chapman, Cabinet Member for Citizen Focussed Services and Council Companies will present the report and present Cabinet's recommendations.

Recommendation: Cabinet recommends that Council resolves to:

1. **Approve** the additional budget of £263k in 2022-23 as detailed in paragraph 8 of the report; and
2. **Include** an additional budgetary amount of £497k of capital and £97k of revenue over the next 4 year period for the further development of the system (paragraphs 9-11).

16c City Centre Land Regeneration Scheme

233 -
270

Appendices 1-4 to this item include exempt information pursuant to Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. If Council wishes to discuss matters relating to the information set out in Appendices 1-4 to the report, it will be necessary for the Council to pass a resolution to exclude the press and public from the meeting (as set out at agenda item 16).

The Executive Director (Development) will submit a report to Cabinet on 12 July 2023 updating Cabinet on progress of the procurement of a development partner to regenerate a council asset in the city centre; to recommend to Council to include additional budget for the scheme; and to seek approval to enter contracts with a preferred development partner and operator consortium to regenerate 38-40 George Street, Oxford.

The Cabinet decision will be reported in the Briefing Note. The draft minutes of the meeting will be available on the [Cabinet meetings webpage](#).

Councillor Ed Turner, Deputy Leader (Statutory) and Cabinet Member for Finance and Asset Management will present the report and present Cabinet's recommendations.

Recommendation: Cabinet recommends, subject to the decision of Cabinet on 12 July 2023, Council resolves to:

1. Approve an additional capital budget of £12.1 million for delivery

of this regeneration scheme (see Confidential Appendix 1 for more details).

Updates and additional information to supplement this agenda are published in the Council Briefing Note.

Additional information, councillors' questions, public addresses and amendments to motions are published in a supplementary briefing note. The agenda and briefing note should be read together.

The Briefing Note is published as a supplement to the agenda. It is available on the Friday before the meeting and can be accessed along with the agenda on the council's website.

Information for those attending

Recording and reporting on meetings held in public

Members of public and press can record, or report in other ways, the parts of the meeting open to the public. You are not required to indicate in advance but it helps if you notify the Committee and Member Services Officer prior to the meeting so that they can inform the Chair and direct you to the best place to record.

The Council asks Councillors and members of the press and public recording the meeting:

- To follow the protocol which can be found on the Council's [website](#)
- Not to disturb or disrupt the meeting
- Not to edit the recording in a way that could lead to misinterpretation of the proceedings. This includes not editing an image or views expressed in a way that may ridicule or show a lack of respect towards those being recorded.
- To avoid recording members of the public present, even inadvertently, unless they are addressing the meeting.

Please be aware that you may be recorded during your speech and any follow-up. If you are attending please be aware that recordings may take place and that you may be inadvertently included in these.

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.

Members Code – Other Registrable Interests

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing** of one of your Other Registrable Interests*** then you must declare an

interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Members Code – Non Registrable Interests

Where a matter arises at a meeting which ***directly relates*** to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under Other Registrable Interests, then you must declare the interest.

You must not take part in any discussion or vote on the matter and must not remain in the room, if you answer in the affirmative to this test:

“Where a matter affects the financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest You may speak on the matter only if members of the public are also allowed to speak at the meeting.”

Otherwise, you may stay in the room, take part in the discussion and vote.

*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.

** Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person’s quality of life, either positively or negatively, is likely to affect their wellbeing.

*** Other Registrable Interests: a) any unpaid directorships b) any Body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority c) any Body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

Minutes of a meeting of Council on Monday 20 March 2023

www.oxford.gov.uk



Council members present:

Councillor Fry (Lord Mayor)	Councillor Lygo (Deputy Lord Mayor)
Councillor Rowley (Sheriff)	Councillor Arshad
Councillor Aziz	Councillor Brown
Councillor Chapman	Councillor Clarkson
Councillor Corais	Councillor Coyne
Councillor Diggins	Councillor Douglas
Councillor Dunne	Councillor Fouweather
Councillor Gant	Councillor Goddard
Councillor Hall	Councillor Hollingsworth
Councillor Hunt	Councillor Jarvis
Councillor Kerr	Councillor Landell Mills
Councillor Latif	Councillor Malik
Councillor Miles	Councillor Morris
Councillor Muddiman	Councillor Mundy
Councillor Munkonge	Councillor Pegg
Councillor Pressel	Councillor Railton
Councillor Rawle	Councillor Rehman
Councillor Sandelson	Councillor Linda Smith
Councillor Roz Smith	Councillor Smowton
Councillor Thomas	Councillor Turner
Councillor Upton	Councillor Waite
Councillor Walcott	

Also present for all or part of the meeting:

Caroline Green, Chief Executive
Tom Hook, Executive Director (Corporate Resources)
Tom Bridgman, Executive Director (Development)
Stephen Gabriel, Executive Director (Communities and People)

Nigel Kennedy, Head of Financial Services

Mish Tullar, Head of Corporate Strategy

Marcia Ecclestone, Deputy Monitoring Officer

Alice Courtney, Committee and Member Services Manager (Interim Acting)

Celeste Reyeslao, Committee and Member Services Officer

Apologies:

Councillor(s) Altaf-Khan, Djafari-Marbini, Hayes, Humberstone and Nala-Hartley sent apologies.

The minutes show when Councillors who were absent for part of the meeting arrived and left.

99. Declarations of interest

Item 13: Questions on Notice from Members of Council (ET3 - Jericho Wharf)

Cllr Brown: stated that she had an interest relating to Jericho Wharf; she indicated that she would leave the room during the consideration of that question.

Cllr Hollingsworth: stated that he had an interest relating to Jericho Wharf; he indicated that he would leave the room during the consideration of that question.

100. Minutes

Council agreed to approve the minutes of the special and ordinary meetings held on 30 January 2023 and of the Budget Council meeting held on 16 February 2023 as a true and correct record.

101. Appointment to Committees

Council agreed to appoint with immediate effect:

- Scrutiny Committee – Councillor Douglas to the vacant seat.

102. Announcements

The Lord Mayor welcomed Cllr Sandy Douglas to the Council following the recent by-election. He reminded Council of the Lord Mayor's Charity Quiz Night and urged Members to attend; he thanked the North Parade Market for the promises and gifts which had been contributed. The Lord Mayor noted that Susan Sale, Head of Law and Governance was leaving the Council and expressed his thanks to her on behalf of the Council for her service and wished her well in her new role.

The Deputy Lord Mayor thanked the volunteers at the Civic Reception in Witney which he had attended together with the Sheriff. Relating to admission to the Freeman of Oxford, the Deputy Lord Mayor was pleased to announce that he had the opportunity to submit a nomination for the Lord Mayor's Childe; he had nominated an individual from the Children in Care Council.

The City Rector thanked the Lord Mayor for the privilege of being alongside him on many occasions in the last year. He addressed Council on the impact of its decision-making on younger generations and acknowledged councillors' commitment, conscientiousness and wisdom in the work they do, for which he said future generations would be thankful.

Cllrs Chapman, Landell Mills and Turner joined the meeting.

The Sheriff thanked those involved in the Civic events in the previous week. He also thanked the Oxford Polish Community for their kind invitation to the language school. The Sheriff thanked those involved in the Witney Citizen of Year Award; he commented how nice the event was and wondered if there would be an opportunity for Oxford City Council to do something similar.

Cllr Corais joined the meeting.

The Leader made a statement on behalf of Council condemning the Immigration Bill and highlighting that the Bill sought to do the opposite of what Oxford sought to do as a city of sanctuary. The Leader announced the following nominations for Civic Office-holders in the 2023/24 municipal year:

- Cllr Lubna Arshad – Lord Mayor
- Cllr James Fry – Deputy Lord Mayor
- Cllr Mark Lygo – Sheriff

Cllr Dunne joined the meeting.

103. Public addresses and questions that relate to matters for decision at this meeting

There were no addresses or questions.

Council agreed to consider Items 8 and 9 next on the agenda, followed by Item 7, then Item 10 and the remainder of the agenda as listed.

104. Street Trading Policy and amendment to Constitution Part 5.7(b)

Council considered a report from the Head of Regulatory Services and Community Safety requesting that Council adopt the Street Trading Policy following the review, public consultation process and recommendation from the General Purposes Licensing Committee and agree a concurrent amendment to the Council's Constitution Part 5.7(b).

Cllr Mundy, Chair of the General Purposes Licensing Committee introduced the report and proposed the recommendations.

The recommendations were agreed on being seconded by Cllr Upton, Cabinet Member for Health and Transport and put to the vote.

Council resolved to:

1. **Adopt** the Street Trading Policy at Appendix B with effect from 01 April 2023.

2. **Amend** Part 5.7(b) of the Constitution as set out at Appendix C with effect from 01 April 2023.

105. Pay Policy Statement 2023

Council considered a report from the Head of Business Improvement requesting Council approve the Annual Pay Policy Statement.

Cllr Chapman, Cabinet Member for Citizen Focused Services introduced the report, proposed the recommendation and answered questions.

The recommendation was agreed on being seconded by Cllr Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships and put to the vote.

Council resolved to:

1. **Approve** the Annual Pay Policy Statement 2023/24 as attached at Appendix 1.

Cllr Linda Smith joined the meeting.

106. Housing, Homelessness & Rough Sleeping Strategy 2023-28

Council considered a report from the Executive Director (Communities and People) seeking approval of the Housing, Homelessness and Rough Sleeping Strategy 2023-28 with associated appendices.

Cllr Linda Smith, Cabinet Member for Housing introduced the report, proposed the recommendations and answered questions.

The recommendations were agreed on being seconded by Cllr Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships and put to the vote.

Council resolved to:

1. **Adopt** the Housing, Homelessness and Rough Sleeping Strategy 2023-28 and its associated appendices;
2. **Adopt** the Strategy's Action Plan for 23-24; and
3. **Delegate authority** to the Executive Director (Communities and People), in consultation with the Cabinet Member for Housing, to update the Action Plan when required.

107. Constitution Review 2022/23

Council considered a report from the Head of Law and Governance requesting Council approve the recommended changes to the Council's Constitution following an annual review of the Constitution overseen by a Cross-Party Constitution Review Working Group.

Cllr Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships introduced the report, proposed the recommendations subject to the

addition of 'or s151 Officer' after 'Monitoring Officer' at proposal 15 set out in Appendix A of the report and answered questions.

The recommendation was agreed on being seconded by Cllr Mundy and put to the vote.

Council resolved to:

1. **Approve** the list of proposed amendments to the Council's Constitution listed in Appendix A, subject to the minor amendment set out above, with effect from 17 May 2023;
2. **Delegate authority** to the Head of Law and Governance to amend any further wording and/or numbering that is identified as being inconsistent with the changes approved by Council.

Cllr Jarvis left the meeting.

108. Designation of Interim Monitoring Officer, and Appointment of Returning Officer and Electoral Registration Officer

Council considered a report from the Head of Paid Service seeking approval to designate the Council's Interim Monitoring Officer and to appoint a Returning Officer and Electoral Registration Officer.

Cllr Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships introduced the report, proposed the recommendations and answered questions.

The recommendation was agreed on being seconded by Cllr Turner, Deputy Leader (Statutory) and Cabinet Member for Finance and Asset Management and put to the vote.

Council resolved to:

1. **Designate** the newly appointed Interim Head of Law & Governance, Rhian Davies, as the Council's Interim Monitoring Officer with effect from 03 April 2023;
2. **Appoint** Caroline Green, Chief Executive and Head of Paid Service, as the Council's Returning Officer and Electoral Registration Officer with effect from 03 April 2023.

109. Questions on Cabinet minutes

a) Minutes of the Cabinet Meeting held on 8 February 2023

Minute 117 – Implementing the Covered Market Masterplan

In response to a question from Cllr Roz Smith, Cllr Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships advised that she did not think the question was appropriate at this point, because the Masterplan was not the Lettings Strategy of the Covered Market. She added that, in terms of the Lettings Strategy, units were let and there were signs up on some of the units indicating who the new tenants were. She advised that if Cllr Roz Smith had particular concerns relating to specific units, these could be looked into in more detail.

Minute 118 – Allocation of Preventing Homelessness Grant 2023-24

In response to a question from Cllr Smowton, Cllr Linda Smith, Cabinet Member for Housing advised that the position relating to the severe-looking reduction in the number of Full Time Equivalents was dependent on funds being made available from the Government to fund the Council's work. She said that the reduction could be as bad as set out in the report, but she hoped it would not be and cited the Council's success in applying for Government funding in previous years. She highlighted that there were no guarantees at this point.

Minute 119 – Oxford Local Plan 2040 Focused Consultation on Housing Need

In response to a question from Cllr Smowton, Cllr Hollingsworth, Cabinet Member for Planning and Housing Delivery advised that the HENA consultation was a live consultation as part of the consultation on the Local Plan 2040. He confirmed that he was aware of the comments made by South Oxfordshire and Vale of White Horse District Councils and that Oxford City Council's response to those comments was on the Council website. He added that the Council was setting up to maximise housing provision within the city, which was consulted on during the first part of the Regulation 18 consultation on the Local Plan 2040. He further confirmed that the Local Plan 2040 Regulation 19 consultation was scheduled for the end of the year.

b) Draft Minutes of the Cabinet Meeting held on 15 March 2023

Minute 132 – Development of a Biodiversity Strategy for Oxford

In response to a question from Cllr Gant, Cllr Railton, Cabinet Member for Zero Carbon Oxford and Climate Justice advised that the Biodiversity Strategy was due to be delivered next year; the officer time was budgeted for, but work such as the extra site audits recommended by the new Climate & Environment Scrutiny Panel was not currently budgeted for because the Strategy was not yet written. She added that the Strategy did not yet exist so it did not have Key Performance Indicators (KPIs), but confirmed that she was very keen to have KPIs in the Strategy which were measurable, once it was written.

110. Questions on Notice from Members of Council

24 written questions were asked of the Cabinet Members and the Leader, and these and written responses were published before the meeting.

These along with summaries of the 4 supplementary questions and responses asked and given at the meeting are set out in the minutes pack.

Cllrs Brown and Hollingsworth had declared an interest in relation to question ET3 on Jericho Wharf and left the meeting during consideration of that question.

Council agreed to consider items 16 and 18 next on the agenda before the 30 minute break and then return to the agenda as listed.

111. Outside organisation/Committee Chair reports and questions

a) The Oxford Strategic Partnership

Cllr Thomas joined the meeting.

Cllr Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships introduced the report which presented the annual update on the Oxford Strategic Partnership.

Council noted the report.

b) Oxfordshire Local Enterprise Partnership

Cllr Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships introduced the report which provided an update on the work of Oxfordshire Local Enterprise Partnership (OxLEP) and answered questions.

Council noted the report.

c) Health & Wellbeing Board/Health Improvement Board

Cllr Upton, Cabinet Member for Health and Transport introduced the report which provided the annual report on the work of Oxfordshire Health and Wellbeing/Health Improvement Board.

Council noted the report.

d) Scrutiny Committee update report

Cllr Smowton, Chair of the Scrutiny Committee, introduced the report updating the Council on the activities of the Scrutiny function. He congratulated Cllr Hunt on the first meeting of the new Climate & Environment Scrutiny Panel, which emphasised the importance of the topic to the Council.

Council noted the report.

112. Additional Loan Finance for Oxford West End Developments (OxWED LLP)

Council considered a report from the Executive Director (Development) seeking approval to secure a budget to allow the City Council to lend OxWED up to £750,000 to support continuing work on the Oxpens project and in particular preparing (and subject to LLP Member approval and planning permission) implementing the Delivery Strategy for the Oxpens development.

Cllr Turner, Deputy Leader (Statutory) and Cabinet Member for Finance and Asset Management introduced the report, proposed the recommendation and answered questions.

The recommendation was agreed on being seconded by Cllr Hollingsworth, Cabinet Member for Planning and Housing Delivery and put to the vote.

Council resolved to:

1. **Agree** to include £750,000 in its capital budget to allow the City Council to loan these funds to OxWED to continue work on the Oxpens project in accordance with the LLP Members agreement, and in particular preparation and (if planning permission is granted) implementation of the Delivery Strategy.

113. Delivery of Affordable Housing

Council considered a report from the Executive Director (Development) seeking further project approvals and delegations to enable the continued delivery of more affordable housing in Oxford.

Cllr Linda Smith, Cabinet Member for Housing introduced the report, proposed the recommendation and answered questions.

The recommendation was agreed on being seconded by Cllr Hollingsworth, Cabinet Member for Planning and Housing Delivery and put to the vote.

Council resolved to:

1. **Approve** a revision to the HRA capital budget of an additional £825,000, with the realignment of budgets and schemes within the HRA new build programme, in order for the schemes listed below to be delivered within the capital programme funded predominantly from borrowing. This additional spend to be profiled into 2024/25.
 - a) Increase Northfield Hostel budget by £3.25m (see paragraph 52)
 - b) Increase Lanham Way budget by £361k (see paragraph 53)
 - c) Reduce East Oxford Community Centre budget by £700k (see paragraph 54)
 - d) Close Juniper Close scheme (see paragraph 55)

The meeting broke for 30 minutes at the conclusion of this item.

114. Public addresses and questions that do not relate to matters for decision at this Council meeting

Cllr Jarvis re-joined the meeting.

Council heard four addresses and one question. Cabinet Members provided a verbal response, or read or summarised their written response.

The addresses, question and responses are set out in full in the minutes pack.

1. Address by Nicola Smith – Plant-based food and sustainable farming motion.
2. Address by Ian Middleton – Plant-based food and sustainable farming motion.
3. Address by Judith Harley – ODS Vandalism in Cowley Marsh Park
4. Address by Jocelyn Wogan-Browne – Oxford Flood and Environment Group - Oxford Flood Alleviation Scheme
5. Question from Judith Harley – New Park Bench Installation in Cowley Marsh Park

The Lord Mayor thanked the speakers for their contributions.

115. Petition submitted in accordance with Council procedure rules - Save Tumbling Bay

Council considered a petition meeting the criteria for debate in accordance with the Council's petitions scheme stating:

We the undersigned petition the council to Preserve the historic character and shape of Tumbling Bay swimming pool on the River Thames, and ensure that ladders or steps continue to be provided into the water.

We call on Oxford City Council to:

- *Preserve the historic character and shape of Tumbling Bay river pool by seeking to repair or replace the existing wall.*
- *Ensure that ladders continue to be in situ to allow people to get out of the river safely.*
- *Work with local residents to explore ways in which funds could be raised to pay for the renovation work.*

Tumbling Bay is a much loved Victorian river swimming pool on a backwater of the River Thames just behind Botley Park in West Oxford.

For over 150 years local children have learned to swim in the pool. The north wall is in need of repair and the site has been fenced off for several months. The Council's current plan is to smash up the existing wall to produce a sloping bank that will erase this valuable piece of local heritage.

While no longer an official bathing spot, Tumbling Bay is very much enjoyed by local residents. Hundreds of people swim there in the summer and a small number all year round. It is safer than the river as there are no boats going past. It is also part of our local history.

Alice Icely, one of the petition organisers, addressed Council.

Council debated the petition. Following debate, Cllr Munkonge, Deputy Leader and Cabinet Member for Leisure and Parks, seconded by Cllr Hunt, proposed that Council note the petition and undertake further engagement with local residents regarding Tumbling Bay. This was agreed on being put to the vote.

Council resolved to:

1. **Note** the petition.
2. **Undertake** further engagement with local residents regarding Tumbling Bay.

116. Motions on notice 20 March 2023

Council had before it four motions on notice submitted in accordance with Council procedure rules and reached decisions as set out below.

Motions agreed as set out below:

- a) Four Day Week (proposer Cllr Kerr, seconder by Cllr Pegg, amendment proposer Cllr Chapman, amendment seconder Cllr Arshad)
- b) Plant-based Food and Sustainable Farming (proposer Cllr Dunne, seconder Cllr Hollingsworth)

Motions not taken as the time allocated for debate had finished:

- c) Use Car Parking Site for Solar Farms (proposer Cllr Fouweather, seconder Cllr Miles, amendment proposer Cllr Railton, amendment seconder Cllr Hollingsworth)
- d) Consultation on the Sale of Council Art Works (proposer Cllr Miles, seconder Cllr Smowton, amendment proposer Cllr Brown, amendment seconder Cllr Diggins)

a) Four Day Week (proposed by Cllr Kerr, seconded by Cllr Pegg)

Cllr Kerr, seconded by Cllr Pegg, proposed the submitted motion as set out in the agenda and briefing note.

Cllr Chapman, seconded by Cllr Arshad, proposed the amendment as set out in the briefing note.

Council debated the motion and amendment. Following debate, and on being put to the vote, the amendment was agreed.

On being put to the vote the amended motion was then agreed.

Council resolved to adopt the following motion:

Council notes

1. From June to December 2022, a sixth month pilot of a four day working week was carried out in the UK. This pilot saw 61 organisations with almost 3,000 workers trial the introduction of reducing working hours for staff while maintaining 100% of pay. This trial was the largest of its kind in the world to date, and saw companies introduce a ‘meaningful’ reduction of hours for staff up to the implementation of a four day week. It was carried out by Autonomy, the 4 Day Week Campaign and 4 Day Week Global.¹
2. Participating organisations in the trial spanned a wide range of sectors including marketing, charities, finance, healthcare, manufacturing, construction, engineering and the arts.²
3. 92% of the organisations participating in the four day week trial have continued its implementation beyond the pilot period. 30% of the participating organisations have already decided to make the change in working hours permanent.
4. The trial found that 39% of workers were less stressed, 71% had lower levels of burnout, 60% said it was easier to balance paid work and care responsibilities, 62% found it easier to balance work and social life. The number of workers leaving participating companies decreased by 57% over the trial period.

Council believes

1. We should continue to take steps to improve the working conditions of our own staff, while maximising the quality of the services we deliver.
2. The Council has over many years played a significant role in improving pay and working conditions throughout Oxford, through using its considerable influence with initiatives such as the Oxford Living Wage.
3. The Council should continue, expand and extend its work driving improvements for workers across our city.

¹ <https://autonomy.work/portfolio/uk4dwpilotresults/>

² Page 17: <https://autonomy.work/wp-content/uploads/2023/02/The-results-are-in-The-UKs-four-day-week-pilot.pdf>

Council resolves:

1. To request that the Chief Executive and other relevant officers continue to discuss with its trade unions ways of improving the retention and recruitment of its employees including discussing ways of working.
2. To request that the Leader and Cabinet Member for Inclusive Economy and Partnerships continues to discuss with the LEP (of which she is a director) and with South Cambridgeshire District Council (whose leader she meets with regularly) any relevant learnings from their involvement in running the four day week trial.
3. To request that the Leader as part of her work on the Oxfordshire Inclusive Employment Partnership (OIEP) finds out if there are any other employers in Oxford considering trialling a four day week for their own employees, particularly any with a large directly employed customer service workforce.

b) Plant-based Food and Sustainable Farming (proposed by Cllr Dunne, seconded by Cllr Hollingsworth)

Cllr Dunne, seconded by Cllr Hollingsworth, proposed the submitted motion as set out in the agenda and briefing note.

After debate, and on being put to the vote, the motion was agreed.

Council resolved to adopt the following motion:

Council notes that:

- The global scientific consensus is that humans have heated the climate at a rate that is unprecedented, and we are heading towards mass extinction not just for ourselves but of entire eco systems if we do not change our actions today.³
- Oxford City Council is committed to reducing its impact on the environment and to becoming carbon neutral by 2030.⁴
- We have a duty as leaders in the city to empower the local community to make changes that can mitigate climate catastrophe and help preserve the vitality of our planet for future generations.
- The UK's agriculture produces 10% of the country's greenhouse gas emissions and makes up 70% of land use. Modern agricultural practices are a central driver for habitat and biodiversity loss and the UK is one of the world's most nature-depleted countries.⁵
- In the UK we eat twice as much meat and dairy as the global average which is not sustainable as there is not enough land in the world to meet this demand without destroying our natural world.⁶

³ https://www.ipcc.ch/report/ar6/wg1/downloads/outreach/IPCC_AR6_WGI_Press_Conference_Slides.pdf

⁴ https://www.oxford.gov.uk/news/article/1705/council_outlines_how_it_aims_to_become_a_zero_carbon_council_by_2030_at_the_latest

⁵ <https://www.rspb.org.uk/globalassets/downloads/documents/conservation-projects/state-of-nature/state-of-nature-uk-report-2016.pdf>

⁶ <https://www.greenpeace.org.uk/news/how-much-meat-should-i-be-eating/>

- Plant-based sources of protein have much smaller carbon footprints than animal-based ones, even when comparing locally raised meat to imported plant foods.
- Farm animals across Europe are producing more emissions than cars and vans combined.⁷
- Our relationship to food is still an overlooked factor to the climate crisis yet it is the quickest and cheapest step to help tackle the climate crisis if we reduce our meat intake.
- The necessary change to confront the climate crisis needs to tackle existing inequalities in society while acting urgently.
- To protect and enrich jobs in Oxford, we should work closely with local farmers and plant-based food organisations to move to more sustainable farming methods and local produce that promotes plant-based food.

Council agrees to:

- Request that the Cabinet Member for Health and Transport:
 - Works with local farmers to support, promote, and encourage their move to create more sustainable plant-based produce.
 - Recognises the benefit of sourcing food locally from producers who follow sustainable principles.
- Request that the Executive Director (Communities and People) submits a report to Cabinet with options to form a plant-based localised free food service by funding community groups who are already doing this work to transform Oxford into a more environmentally sustainable economy which will also tackle food poverty.
- Follow Oxfordshire County Council's lead by ensuring that food provided for internal councillor events are entirely plant-based and food provided at all council catered events and meetings include plant-based options, preferably using ingredients sourced from local food surplus organisations.⁸
- Call on Cabinet to request that the Council's Climate Action Plan be updated to state that all catering provided at Council events and functions from April 2023 will have plant-based options.
- Call on the Shareholder group to work with all Council run companies to encourage moving to having plant-based catering options by April 2023.

⁷ <https://www.theguardian.com/environment/2020/sep/22/eu-farm-animals-produce-more-emissions-than-cars-and-vans-combined-greenpeace>

⁸ Oxford City Council stopped catering for council meetings a year ago so plant-based catering would be for the few remaining internal council events.

Following consideration of this item, the Lord Mayor, seconded by the Deputy Lord Mayor, proposed a motion without notice under the Council's Constitution Part 11.19(j) to adjourn the meeting. On being put to the vote, the motion without notice to adjourn the meeting was agreed.

- c) Use Car Parking Sites for Solar Farms (proposed by Cllr Fouweather, seconded by Cllr Miles, amendment proposed by Cllr Railton, amendment seconded by Cllr Hollingsworth)**

This motion was not taken as the time allocated for debate had finished.

- d) Consultation on the Sale of Council Art Works (proposed by Cllr Miles, seconded by Cllr Smowton, amendment proposed by Cllr Brown, amendment seconded by Cllr Diggins)**

This motion was not taken as the time allocated for debate had finished.

The meeting started at 5.00 pm and ended at 9.15 pm

Lord Mayor

Date: Wednesday 17 May 2023

Decisions on items of business take effect immediately:

Motions may be implemented immediately or may require further budget provision and/or reports to Cabinet before implementation.

Details are in the Council's Constitution.

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Minutes of a meeting of Council on Wednesday 17 May 2023

www.oxford.gov.uk



Council members present:

Councillor Fry (Lord Mayor)	Councillor Lygo (Deputy Lord Mayor)
Councillor Rowley (Sheriff)	Councillor Altaf-Khan
Councillor Arshad	Councillor Aziz
Councillor Brown	Councillor Chapman
Councillor Coyne	Councillor Diggins
Councillor Douglas	Councillor Dunne
Councillor Fouweather	Councillor Hall
Councillor Hollingsworth	Councillor Hunt
Councillor Jarvis	Councillor Kerr
Councillor Latif	Councillor Malik
Councillor Miles	Councillor Morris
Councillor Muddiman	Councillor Mundy
Councillor Munkonge	Councillor Pegg
Councillor Pressel	Councillor Railton
Councillor Rawle	Councillor Rehman
Councillor Sandelson	Councillor Linda Smith
Councillor Roz Smith	Councillor Smowton
Councillor Thomas	Councillor Turner
Councillor Upton	Councillor Waite

Also present for all or part of the meeting:

Caroline Green, Chief Executive
Tom Hook, Executive Director (Corporate Resources)
Stephen Gabriel, Executive Director (Communities and People)
Nigel Kennedy, Head of Financial Services
Rhian Davies, Interim Head of Law and Governance
Jonathan Malton, Committee and Member Services Manager
Celeste Reyeslao, Committee and Member Services Officer

Apologies:

Councillor(s) Clarkson, Djafari-Marbini, Gant, Goddard, Hayes and Humberstone sent apologies.

The minutes show when Councillors who were absent for part of the meeting arrived and left.

1. Election of Lord Mayor for the Council year 2023/24

Cllr Aziz proposed, seconded by Cllr Railton, that Cllr Lubna Arshad be elected Lord Mayor to the start of the Annual Council meeting in May 2024.

There were no other nominations.

Council were resolved to elect Cllr Lubna Arshad as Lord Mayor of Oxford for the Council year 2023/24.

Cllr Diggins joined the meeting.

2. Appointment of Deputy Lord Mayor for the Council year 2023/24

Cllr Chapman proposed, seconded by Cllr Upton, that Cllr James Fry be appointed Deputy Lord Mayor to the start of the Annual Council meeting in May 2024.

There were no other nominations.

Council were resolved to appoint Cllr James Fry as Deputy Lord Mayor of Oxford for the Council year 2023/24.

3. Appointment of Sheriff for the Council year 2023/24

Cllr Hollingsworth proposed, seconded by Cllr Kerr, that Cllr Mark Lygo be appointed Sheriff to the start of the Annual Council meeting in May 2024.

There were no other nominations.

Council were resolved to appoint Cllr Mark Lygo as Sheriff of Oxford for the Council year 2023/24.

4. Declarations of interest

There were no declarations of interest.

5. Announcements

The Lord Mayor announced her chosen charities for the 2023-24 Civic Year were Asylum Welcome, Humanity First UK and Oxford Community Action.

There were no announcements from the Chief Executive.

6. Report of the Leader of the Council

The Leader of the Council congratulated the Lord Mayor on her new role.

She moved her report.

Appointments of Deputy Leader, Cabinet portfolio holders and other executive appointments were detailed in her report circulated to all Councillors and given below:

Deputy Leader and Cabinet appointments and responsibilities

Role	Member	Portfolio
Leader	Cllr Susan Brown	Inclusive Economy & Partnerships
Deputy Leader (statutory)	Cllr Ed Turner	Finance & Asset Management
Deputy Leader (non-statutory)	Cllr Chewe Munkonge	Leisure & Parks
Cabinet Member	Cllr Shaista Aziz	Safer Communities
Cabinet Member	Cllr Nigel Chapman	Citizen Focused Services & Council Companies
Cabinet Member	Cllr Jemima Hunt	Culture & Events
Cabinet Member	Cllr Anna Railton	Zero Carbon Oxford & Climate Justice
Cabinet Member	Cllr Ajaz Rehman	Inclusive Communities
Cabinet Member	Cllr Linda Smith	Housing
Cabinet Member	Cllr Louise Upton	Planning and Healthier Communities

Future Oxfordshire Partnership appointments

Body	Member <i>(Cabinet Member whose remit most closely fits the role of the group)</i>	Named substitute <i>(must be a member of Cabinet)</i>
Future Oxfordshire Partnership <i>(Leader)</i>	Cllr Susan Brown	Cllr Chewe Munkonge
Environment Advisory Group	Cllr Anna Railton	Cllr Louise Upton
Housing Advisory Group	Cllr Linda Smith	Cllr Nigel Chapman
Infrastructure Advisory Group	Cllr Linda Smith	Cllr Louise Upton
Planning Advisory Group <i>(subject to approval by the Future Oxfordshire Partnership at its meeting of 13 June 2023, including confirmation of final title)</i>	Cllr Louise Upton	Cllr Susan Brown

Shareholder and Joint Venture Group appointments

Body	Members <i>(3-10 Cabinet members which must include the Leader and / or a Deputy Leader)</i>
SJVG for ODS	Cllr Susan Brown Cllr Ed Turner Cllr Chewe Munkonge Cllr Shaista Aziz Cllr Nigel Chapman Cllr Anna Railton

	<p>Cllr Ajaz Rehman</p> <p>Cllr Linda Smith</p>
SJVG for OCHL & joint ventures	<p>Cllr Susan Brown</p> <p>Cllr Ed Turner</p> <p>Cllr Chewe Munkonge</p> <p>Cllr Nigel Chapman</p> <p>Cllr Anna Railton</p> <p>Cllr Linda Smith</p>

Cllr Altaf-Khan joined the meeting.

7. Appointments to Council Committees 2023/24

Council had before it a report from the Head of Law and Governance asking Council to appoint committees and the members serving on those for the Council year 2023-24 in accordance with the provisions of the Local Government and Housing Act 1989 (Section 15) and other relevant legislation.

On being proposed by Cllr Brown, seconded by Cllr Munkonge and put to the vote, Council approved the recommendations and nominations to committee places.

Council were resolved to:

1. **Approve** the structure of the Council committees, as defined within the Council's Constitution and set out in Appendix A: Committee structure 2023/24;
2. **Approve** the methods, calculations and conventions used in determining political representation on committees as outlined in the report and shown in Appendix B: Political proportionalities on Council committees 2023-24;
3. **Appoint** to committee seats in accordance with the requirements of political proportionality and the nominations made by political groups, as shown in Appendix C: Committee nominations 2023-24;
4. **Agree** that all members of Council will form the pool of members able to observe on appeals and some grievances panels in accordance with the Council's policies;
5. **Appoint** three non-executive members to the Future Oxfordshire Partnership Scrutiny Panel (see Appendix C: Committee nominations 2023-24);
6. **Appoint** one non-executive member to the Joint Oxfordshire Health Oxford City Council, Town Hall, St Aldate's Oxford OX1 1BX Overview and Scrutiny Committee (see Appendix C: Committee nominations 2023-24).

Cllrs Thomas and Sandelson joined the meeting.

a) Local Authority Housing Fund

Council had before it a report from the Executive Director (Communities and People) which had been submitted to Cabinet on 19 April 2023 seeking project approval and delegations to enable the Council to proceed with entering into the national Local Authority Housing Fund, and make available the required budget provision.

Cllr L Smith, Cabinet Member for Housing introduced the report and proposed the recommendations, which was seconded by Cllr Brown.

In response to a question from Cllr Malik, Cllr L Smith advised that homes were allocated to five Ukrainian families and one larger Afghani family. She would write to Cllr Malik to confirm this information. She acknowledged Cllr Malik's point on the hierarchy of asylum seekers in the UK and stated that there were limitations as to how homes were allocated due to certain factors of the government grant that determine who the initial tenants were. She pointed out that once the initial tenants leave these homes, they would be available for the Council to use and house those who need it.

On being put to the vote, Council were **resolved** to approve the allocation of £2,330,320 capital budget from the Housing Revenue Account, for the Council's investment to purchase the properties as part of Local Authority Housing Fund.

Cllrs Dunne and Waite joined the meeting.

b) Approval of a bid to run the South and Vale Home Improvement Agency on behalf of Oxfordshire County Council and to provide assistance to deal with their Disabled Facilities Grant application backlog

Council had before it a report from the Executive Director (Communities and People) which was submitted to the Cabinet Member for Housing on 10 March 2023 seeking approval for the submission of a bid for the contract to deliver the South and Vale Home Improvement Agency and approve the provision of assistance to South and Vale to deal with a backlog of applications for Disabled Facilities Grants (DFG).

Cllr L Smith, Cabinet Member for Housing introduced the report and proposed the recommendations, which was seconded by Cllr Brown.

In addition to the report, Cllr L Smith advised that bid had been successful and congratulated the HIA team for winning the contract which was a testament to the quality of service the team provided and a great example of the Oxford Model. She added that the HIA team was up for nominations at the Municipal Journal Awards and wished them the best of luck.

Cllr Brown also congratulated all those involved in the bid and wished them good luck in the award ceremony.

On being put to the vote, Council were **resolved** to amend the budget to take into account the provision of HIA service to deliver the contract.

8. Designation of Monitoring Officer

Council had before it a report from the Interim Head of Law Governance seeking approval to designate the Council's Monitoring Officer and Head of Law and Governance.

Cllr Brown, Leader of the Council introduced the report and proposed the recommendations, which was seconded by Cllr Munkonge.

On being put to the vote, Council were **resolved** to designate the newly appointed Head of Law & Governance as the Council's Monitoring Officer with effect from their start date.

The meeting started at 5.00 pm and ended at 5.19 pm

Lord Mayor

Date: Monday 17 July 2023

Decisions on items of business take effect immediately:

Motions may be implemented immediately or may require further budget provision and/or reports to Cabinet before implementation.

Details are in the Council’s Constitution.

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To: Cabinet
Date: 14 June 2023
Report of: Head of Community Services
Title of Report: On-site option for future car parking provision for users of the ice rink

Summary and recommendations	
Purpose of report:	To review and seek approval of the favoured on-site option for future car parking provision for users of the Oxford Ice Rink when the Oxpens car park is closed permanently for redevelopment.
Key decision:	Yes
Cabinet Member:	Cllr Chewe Munkonge, Deputy Leader and Cabinet Member for Leisure and Parks
Corporate Priority:	Enable an inclusive economy; Support thriving communities and Pursue a zero carbon Oxford
Policy Framework:	Oxford Local Plan 2036

Recommendations: That Cabinet resolves to:	
1.	Grant project approval for option 1 (car parking at the front of the ice rink) being progressed on the basis of seeking to achieve around 25 spaces in total;
2.	Recommend to Council to establish a budget of £580,000 within the Council’s capital programme, profiled across 2024/25 and 2025/26, to fund the provision of new car parking at the front of the ice rink subject to OXWED’s programme for closing the Oxpens car park, and approve the payback of previously spent feasibility funding of £46,000 into the feasibility budget; and
3.	Delegate authority to the Head of Community Services, in consultation with the Council’s Section 151 Officer, the Head of Law and Governance, the Cabinet Member for Leisure and Parks and the Cabinet Member for Planning and Healthier Communities to finalise the scope of works, undertake the necessary procurements, and negotiate and enter into all contracts for the detailed design, construction works, and all associated professional services, for the new ice rink car park within the agreed budget.

Appendices	
Appendix 1	Key Risks and Mitigation
Appendix 2	OIR Car Park Programme
Appendix 3	Initial Equalities Impact Assessment Screening Form

Introduction and background

1. Cabinet, [on 10 August 2022](#), resolved to:
 - a) Release the requirement in the OxWED LLP Members Agreement with OxWED to make provision in their investment plan for parking at the ice rink.
 - b) Amend the OxWED LLP Member Agreement and/or enter into an easement to secure the access rights for car parking on site at the ice rink.
 - c) Progress options to provide the ice rink car parking, seeking to achieve around 25 spaces in total.
 - d) Progress further work required on car parking options is progressed through the Development Board process, using feasibility funding, to identify the best solution, noting that a further report will be brought to Cabinet on the final option chosen together with a recommendation to Council to allocate any additional funds as appropriate.

This cabinet report is the “further report” envisaged by the Cabinet Report of 10 August 2022, as Council Officers are now in a position to recommend the final option chosen.

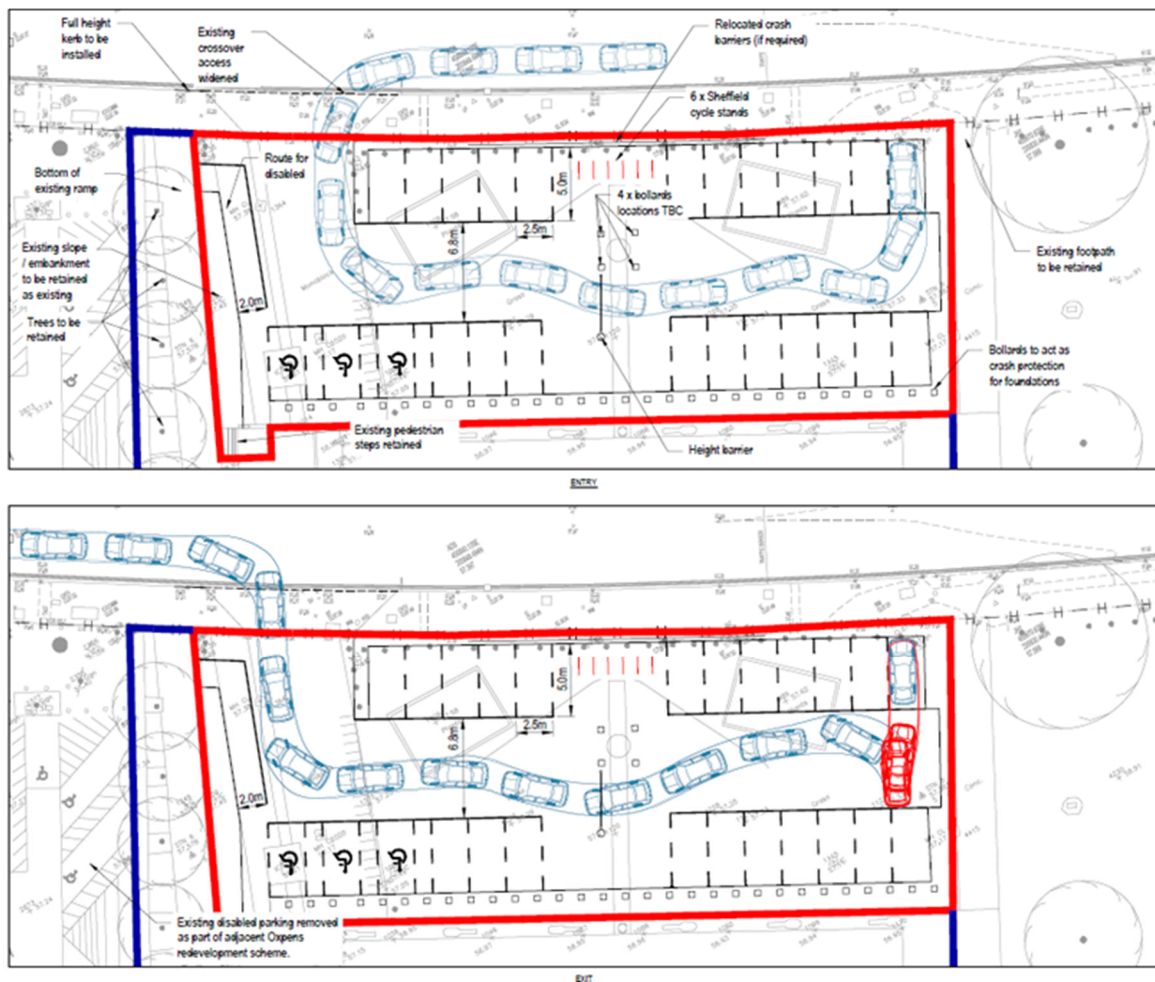
2. The Oxpens public car park adjacent to the Oxford ice rink, is currently used by visitors to the ice rink, but the ice rink operator has no formal agreement with the City Council to use this car park.
3. There are proposals to redevelop the Oxpens car park as part of the redevelopment of the Oxpens site, which is an allocated site in the Local Plan. A planning application was submitted in December last year by OxWED.
4. The original agreement, made on the establishment of the OxWED scheme, had included a requirement from the Council, as an LLP Member, for the scheme to provide 50 car parking spaces relating to the operation of the ice rink. OxWED have sought a release from this requirement due to its inconsistency with the master plan, which seeks a car free scheme, and because the requirement for 50 car parking spaces would reduce the area available for new development on the site.
5. Council Officers have reviewed a number of options for parking provision either at the ice rink site or on the OxWED site, to ensure up to a total of 25 spaces are made available for use by the Oxford ice-rink.
6. Council Officers are keen to ensure that any scheme devised at the current time does not preclude any option for the future of the ice rink either on its current site, or on an adjacent site, as part of the OxWED development.
7. Onsite car parking is not required until the Oxpens car park closes and this date has not yet been confirmed. However, recent advice from OxWED suggests it would be prudent to assume a closure date of 1st April 2025 for estimating purposes.

8. Initially, 7 options were considered, including on-site and off-site parking provision for the ice-rink. These have now been reduced down to 2 preferred options, and further work has been undertaken on these, now renumbered options 1 & 2 (parking at the front of the ice rink building or at the side with the removal of the ramp) as illustrated on the plans set out below at paragraph 10 of this report.
9. The City Council's leisure centre operator contract with Fusion, is coming to an end in March 2024. The City Council has recently started the Tender process to procure a new operator from 1st April 2024. Council Officers will ensure that any changes or proposals that could impact the commercial viability of the Ice Rink are shared with potential Operators at the appropriate times.

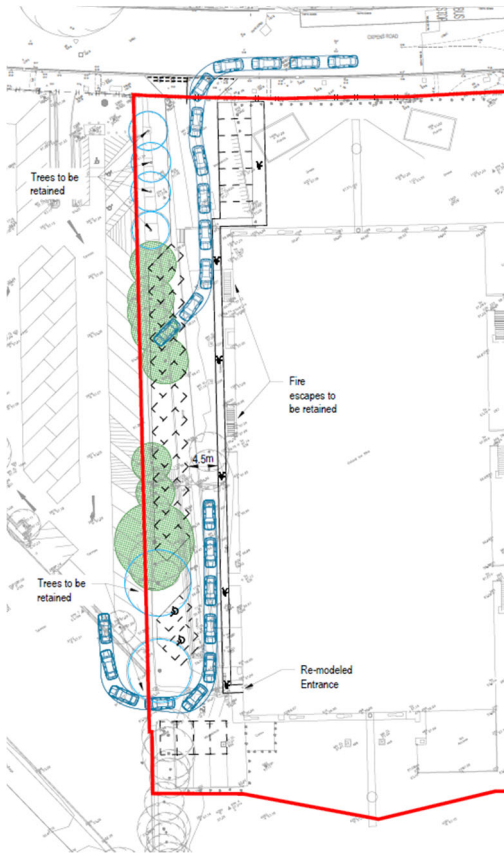
Proposals and options

10. We have assessed the pro and cons of these two preferred options:

Option 1 Parking at front of Ice rink (formerly option 2)



Option 2 Ramp removal and parking to west of ice rink (formerly option 7)



11. This shows a preference for option 1 rather than option 2, for the following reasons:

- 1) Costs (estimated £580k for Option 1 and £980k for option 2)
- 2) Option 1 would result in less disruption to ice rink users because the works are on some relatively unused ground at the front with minimal access currently required.
- 3) Option 1 would not require the closure of the ice rink for internal works; option 2 involves reception being moved from 1st floor to ground, with external elevation changes requiring closure of the ice rink for internal works.
- 4) Exit from option 2 car park would discharge into the adjacent OxWED site and would likely have to pass through a construction site for the first couple of years. We would expect this to mean that various temporary route/s would be required and then a permanent route as construction of the OXWED development progresses.
- 5) Option 2 allows reversing cars to approach pedestrian access path to main reception.

12. The designs are not yet finalised and we are currently awaiting pre-app discussions with the LPA. Initial discussions have been undertaken with the County Council, as Highway Authority to discuss the access point to car park, intensification of use, coach drop-off and pick up points requested by users.

13. The recommended programme and strategy is shown in appendix 2, however, is dependent on when the OxWED car park will be closed. We are advising that a minimum of nine months is required before planned closure in order to mobilise to deliver the parking. This will allow us to finalise designs, update ecology reports, liaise with ODS, or other contractor, and undertake the work. As Planning permission lasts for three years, there is a case for getting this in place so that it can be implemented when required. Equally, we would not want to apply too early as the closure could be further away depending on the commercial decisions of OxWED.
14. The Council's Corporate Property team are continuing discussions with OxWED to ensure access to the rear of the ice rink plant is maintained for servicing and possible egress from option 2.
15. Option 1 is currently our preferred option due to it being substantially cheaper than option 2, less disruptive to the operation of the ice rink, unlikely to require closure of the ice rink (as option 2 would for circa 3 months) and having its own access/egress points to the highway. Option 2 would require the discharge through the OxWED site, which will likely be a construction site for many years, requiring possible alternative exit routes, and need legal agreements.
16. Following advice from OxWED that the Oxpens car park could close in April 2025, the programme has been updated to show the processes required for the installation of the new car parking before closure.
17. There are currently over 21 months between Cabinet date in June 2023 and possible closure in April 2025. Allowing for a 3 month build process to construct the car park, as shown on the programme, we currently have over a year to complete the planning process.

Financial implications

18. The provision of more parking spaces on the ice rink site would also have a cost but would not require a land payment (as the City Council owns the ice rink site), and both options individually and cumulatively would be lower than requiring spaces on the Oxpens site.
19. A budget would still be required, for further internal costs involved with design progression, tendering, contract monitoring, preparation of further reports etc. and a construction budget. The current budget project estimates are £580,000 for the recommended option 1 (parking at the front). The cost of capital on £580,000 is approximately £34,800 per annum.
20. The current budget project estimate is £980,000 for option 2 (ramp removal and parking at side).
21. As the date of construction is not confirmed, it is difficult to assess the inflationary impacts and these are not allowed for in the above figures. The Royal Institution of Chartered Surveyors have predicted a 22% increase in tender prices in the 5 years to 2026, which may now be looking a little undervalued. It would seem prudent to allow for an increase in the costs proposed by 20% between the cost plan date and Q2 of 2025, if the estimated completion date of March 2025 is assumed. This is the basis of the project estimate cost above. We must be aware

the construction date may be sometime beyond the financial year 2024/25, depending the OXWED decision to close the Oxpens car park.

22. It should be noted that no allowance has been made for the costs associated with closure of the ice rink. These will be minimal or nil for the recommended option 1. They would be significant for option 2, due to ramp removal, elevation changes and reception relocation from 1st to ground floor in option 2.
23. The new car parking will not be required until the Oxpens car park closes, which is not anticipated for around 2 years, but, could be longer. However, it will be necessary to implement a scheme before closure, to ensure the new parking provision is ready and available immediately following closure of the Oxpens car park. Assuming we use the OXWED suggested date of 01/04/2025 for closure of Oxpens car park, then the construction budget will be required in the financial year 2024/25.
24. Therefore, the construction spend is likely to take place in 2024/25 or possibly 2025/26, or later, if the OXWED prediction slips.
25. The initial feasibility budget was just over £46,000. It is anticipated that this figure will be expended by the date of Cabinet. An allowance has been made in the estimate to pay this back.
26. We anticipate future ongoing internal costs to be c£35,000 plus contingency to include planning fees, future PM time and allowances for other internal costs (legal, property, internal finance costs) and updated ecology report. This is on the basis we are able to proceed with option 1, without more intrusive investigations, the most likely scenario. This spend is not anticipated until after the June Cabinet, but most during 2023/24. The precise timing of the spend will be dependent on the agreed timings of the car park build, as outlined above.
27. The budget request in the recommendation is based on progressing option 1 and includes an allowance for inflation based on construction spend in 2024/25, contingency, the payback of previously spent feasibility funding (£46,000) into the feasibility budget and future internal spending.

Legal issues

28. Under the terms of the lease of Oxpens Car Park, OxWED are obliged to give the City Council 3 months' notice of their intention to close the Oxpens Car Park, to allow the Council time to plan ahead and carry out works to secure the new car parking arrangements. Council Officers will work closely with OxWED to maintain an understanding of their programme to close the Oxpens car park, to minimise the risk of being unprepared to provide alternative parking.

Level of risk

29. The Risk Register is attached as Appendix 1.
30. There is a risk that detailed design and planning process reveals new constraints or requirements that alter timescales or costings of parking at the ice rink. Planning pre-app will take place between publication of this report and the Cabinet meeting.
31. The development of the approach to accommodating the minimum level of parking required removes the risk of the ice rink being left without adequate parking affecting its programmes and activities.

Equalities impact

32. Section 149 of the Equality Act 2010 places a duty on public authorities in the exercise of their functions to have regard to the need to eliminate discrimination, harassment, victimisation and to 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.
33. In considering the minimum level of car parking required Communities have taken account of the role of the ice rink within the community, the range of users of the ice rink and those with protected characteristics. In providing parking on the site the parking design will incorporate blue badge spaces, as close to the entrance as feasible, in accordance with current guidance. Option 1 provides clarity of access for inclusion and spaces closest the entrance. However all options will be an improvement on the current arrangement for people needing access to blue badge spaces. This complies with the EQIA initial assessment. As part of establishing agreed options, a fuller EQIA will be undertaken.

Carbon and Environmental Considerations

34. During the early design stages, the design team were committed to addressing the Climate and Biodiversity Emergency in all design. The greatest opportunity to reduce carbon happens at the early stages of design, when the “build less” principle was the focus. There was a long list of options. The selection of the parking option with the least amount of new construction, by building mostly on an existing parking area.
35. Out of the 2 favoured options, the option chosen does not impact on the existing trees to the west, some of which are substantial trees, allowing the carbon capture element of these trees to remain.
36. The proposal supports the council’s climate emergency commitments to pursue a zero carbon Oxford.

Conclusion

37. The preferred option to progress is option 1, parking at the front, for the reasons outlined above.
38. There is a need to work closely with OxWED to maintain an understanding of their programme to close the Oxpens car park as a JV partner, to minimise the risk of the City Council being unprepared to provide alternative parking. The lease Agreement obliges OxWED to provide the Council with 3 months’ notice of the date on which the Oxpens Car Park will be closed, however in practice, due to the relationship between the parties it is likely that the Council will be made aware of the required closure date in advance of the legal notice period.
39. To reduce this risk, we should proceed with the preparation of tender documents by appointed consultants once planning permission is obtained to reduce the lead-in time to construction.

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Service area or department	Regeneration and Economy
Telephone	01865 255740
e-mail	sweitzel@oxford.gov.uk

Background Papers:

Report to Cabinet on 10 August 2022: Ice Rink Future Parking Provision
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Appendix 1

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Ref	Title	Risk Description	Opp / Threat	Cause	Consequence	Risk Treatment	Date Raised	Owner	P	I	P	I	Score	P	I	Comments	Control / Mitigation Description	Date Due	Action Status	% Progress	Action Owner
1	Amount of parking required	Consultation with Leisure department has asked for c25 spaces to be provided.	Threat	Change to ice rink programme or access options	Impact on attendance and viability of the rink	Accept	01/07/22	Leisure	2	3	2	3	6	1	3	Assessment made of current levels of use and programme which has informed the number of spaces identified.	Continue to monitor to ensure adequate provision is made	on going	In Progress	80%	Leisure
2	Unable to accommodate the identified number of parking spaces	Detailed work results in a lower number of parking spaces being accommodated	Threat	Detailed scheme development results in reduction in number of spaces	Impact on attendance and viability of the rink	Reduce	01/07/22	PM	3	2	3	2	6	2	2	Initial feasibility has identified viable options	Proposals will be developed prior to Oxpens parking being closed so there is time to reach an acceptable conclusion.	30/12/22	In Progress	30%	PM
3	Cost of works increases	The cost estimates of carrying out the work are exceeded	Threat	Construction cost inflation is currently resulting in increased costs	Increased cost in providing parking	Accept	01/07/22	PM	4	3	4	3	12	3	2	increased construction costs. Will depend on when construction takes place as dependent on when OXWED shut Oxpens car park.	Monitor construction costs and the timing of providing necessary parking	30/12/24	In Progress	10%	PM
4	Highway Authority (HA), Oxfordshire County Council, object to proposals in principle, disagree to access use/location, coach drop in principle.	Highway Authority (HA), Oxfordshire County Council, object to proposals in principle, disagree to access use/location, coach drop in principle.	Threat	Threatens viability of option or means a compromise	Could mean unable to provide parking on site. May mean not possible to incorporate desired outcomes of car or coach drop off.	Accept	01/07/22	PM	3	4	3	3	9	3	2	Initial highways meeting held 10/08/22. Design to be modified to accommodate some comments, liaise with Stakeholders and re-engage with HA.	Liaising with HA to agree items during the pre-app process	on going	In Progress	40%	PM
5	Adverse publicity re future reduction in parking adjacent to the ice rink	Adverse publicity created by users of the ice rink unhappy with loss of Oxpens car park	Threat	Loss of Oxpens car park adjacent to the ice rink	Loss of public car park users are used to being able to access	Reduce	01/07/22	PM	4	2	4	3	12	3	2	Comms plan being prepared to highlight issues and the Council's response. Reduction has been informed by usage by communities team.	Plans being developed so that there is alternatives for identified groups when the Oxpens car park closes.	30/12/22	In Progress	10%	PM
6	Oxpens car park shuts earlier than anticipated	Oxpens car park shuts prior to an alternative parking scheme being implemented for identified users	Threat	Alternative parking not complete before Oxpens Car park shuts.	Limited car parking available in close proximity to ice rink causing complaints and possible loss of activity to ice rink.	Avoid	01/07/22	External	3	3	2	3	6	1	2	Carpark in the control of OxWED	Liaison with OxWED to ensure there is notice to shut the carpark to ensure programmes are aligned to ensure replacement can be built before closure.	on going	Ongoing	30%	PM
7	Technical constraints prevent the provision of car parking at the ice rink	Technical constraints and the need for consents could restrict the amount of parking that could be accommodated	Threat	The site has a number of constraints including the structure of the rink, trees and access arrangements	Impact on attendance and viability of the rink	Reduce	01/07/22	PM	3	2	2	2	4	1	2	Initial work undertaken to identify constraints to the provision of parking and engagement with planning and highways proposed	Undertake technical work and engage highways and planning to address any issues arising as per report recommendations.	30/12/22	In Progress	20%	PM
8	Agreeing access rights with OxWED	OxWED do not agree to vary the member agreement or enter into an easement.	Threat	Nuffield do not agree with amending the Member Agreement and it is likely too early in the masterplan process to agree a formal route to be documented by way of easement.	OCC do not have a formal right of access over the OxWED land, or the ability to trigger deadlock through the management agreement if OxWED to not include within the masterplan	Avoid	06.07.22	PM	3	3	2	3	6	1	2		Agree additional wording within the Member Agreement to note OCCs requirement for access over the OxWED land. This will need to be formalised at the appropriate point.	on going	In Progress	10%	PM
9	Ice rink users unhappy with proposals leading to reputational risk.	reputational risk	Threat	Poor communications or lack of agreement.	Damage to OCC reputation	Accept	06.07.22	Leisure	3	3	3	2	6	2	2		Deadlock provisions can be triggered by either Member should there be a disagreement over the access route to be included within the masterplan.	on going	In Progress	10%	PM
10	Increased inequalities gap	Oxpens car park shuts prior to an alternative and adequate parking scheme being implemented for identified users.	Threat	Reduced land available for parking provision;	Impact on attendance and viability of the rink; Key user stakeholders participate less regularly; Less income; Long term viability of clubs and key stakeholders is impacted; Facility & community offer becomes financially unstable and/or unsustainable.	Reduce	06/07/22	PM	3	3	2	3	6	1	2	OIR needs to be inclusive, supporting the needs of those with a wide range of ice activity profiles including Ice Hockey and Figure Skating and needs that support residents, respond to local needs, help reduce inequalities and build strong, resilient communities.	Minimum provision made as recommended in the report; A coach "drop off and pick up point" on Oxpens Road, although not ideal would be acceptable; At least one "drop off and pick up point" for three large (i.e. 5/7 seater) vehicles	on going	In Progress	30%	PM
11	Financial & commercial viability of a unique community asset and sporting venue	Oxpens car park shuts prior to an alternative and adequate parking scheme being implemented for identified users.	Threat	Car park shuts earlier than anticipated to allow works on the development site	Impact on attendance and viability of the rink; Key user stakeholders participate less regularly; Less income into the business; Facility & community offer becomes financially unstable and /or unsustainable.	Reduce	06/07/22	PM	4	4	2	3	6	1	2	It is accepted that some convenient parking will be lost and unlikely all desires for convenient parking to replace the existing provision will be met when the Oxpens car park is removed; Some provision is considered essential by leisure services.	Liaison with OxWED to ensure there is notice of any works that would shut the carpark so the loss of parking can be managed and ensure programmes are aligned to ensure replacement can be built before closure.	on going	In Progress	30%	PM
12	Viability of key user groups and clubs	Oxpens car park shuts prior to an alternative and adequate parking scheme being implemented for identified users.	Threat	Car park shuts earlier than anticipated to allow works on the development site.	A unique sporting and community offer in the city folds.	Reduce	06/07/22	PM	3	3	2	3	6	1	2	OIR needs to be inclusive, supporting the needs of those with a wide range of ice activity including Ice Hockey and Figure Skating & needs that support residents, help reduce inequalities and build strong, resilient communities.	Liaison with OxWED to ensure there is notice of any works that would shut the carpark so the loss of parking can be managed and ensure programmes are aligned.	on going	In Progress	30%	PM
13	Ice rink needs to be closed during works.	Closed during works causing issues with operator and users	Threat	Works to car park prevent access to rink requiring temporary closure.	Not able to access ice rink safely causing loss of income to operator.	Reduce	07/07/22	PM								If works can be undertaken away from Hockey season then access easier to manage.	Try and avoid/ minimise closure. Seek to ensure any closure is in "quite period" and use good comms to notify.				

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Appendix 2 – OIR Car Park Programme

Work Stages and Milestones	Start	Finish	Duration (Days)	2023												
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct			
Oxpens Provision of c25 Car Park spaces - design	23/11/2022	25/08/2023	198													
Glanville Preliminary Design	23/11/2022	30/04/2023	113													
DRG (feasibility budget and update)	13/04/2023	13/04/2023	1													
Prepare report for 18 April DB	11/04/2023	13/04/2023	3													
DB report	18/04/2023	18/04/2023	1													
Design of selected option	13/03/2023	21/04/2023	30													
Pre-App and highways consultation (date TBC by planning)	13/04/2023	27/04/2023	11													
Cabinet report preparation	21/04/2023	27/04/2023	5													
Cabinet report to Director	28/04/2023	28/04/2023	1													
Cabinet report to Member approval	12/05/2023	12/05/2023	1													
Cabinet meeting	14/06/2023	14/06/2023	1													
Prepare planning pack (date TBC based on anticipated Car park closure date)			30													
Planning Application	TBC	TBC	1													
Planning determination process	TBC	TBC	50													
Preparation of tender documents by appointed consultants			30													
Car park build Process (allow 4-5 months from when existing Oxpens car park closure date known)	TBC	TBC	MONTHS	2024						2025						
Preparation of tender documents by appointed consultants	July 2024	Aug 2024	2													
Complete tender (Possibly ODS)	Aug 2024		1													
Award of contract	Aug 2024															
Contract mobilisation	Sept 2024	Sept 2024	0.5													
Construction of on-site parking	Oct 2024	Mar 2025	5													
Open on-site parking	Mar 2025	Mar 2025														
Working assumption of closure of Oxpens car park	01/04/2025	01/04/2025														

Note: The lower section works back from suggested closure date of 01 April 2025 and works dates backwards to show latest date; summer 2024, which OCC would need to know to progress tender documents.

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Appendix 3 – Initial Equalities Impact Assessment Screening Form

Initial Equalities Impact Assessment screening form

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

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

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

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

The Council will also ask that officers specifically consider whether:

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

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

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

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

Disabled users, Visually impaired users and Neurodiverse users

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

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

The Oxpens car park adjacent to the Oxford Ice Rink (OIR) is currently used by visitors to the OIR.

The proposals are to redevelop the surface car park as part of the OxWED scheme, currently at pre-application stage, planning application is due for submission this year.

The EQIA is reviewing the provision of operational parking for staff and patrons with accessibility issues (i.e. those less mobile, wheelchair users, with particular special/ educational need, etc.), people with heavy equipment. Maintaining the ease and ability to drop-off/collect and park is a high priority.

Feedback from OIR users and key stakeholders demonstrates a need for approximately 25 car parking spaces, including 3 disabled spaces close to the entrance, and a safe drop off provision. Some form of clear marking for partially sighted users will also need to be incorporated as well as locations for guide dogs to be rested and watered.

The car park is not due to close in the near future, but further design input is required.

The Project Manager will be Steve Weitzel.

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.

Feedback from OIR users and key stakeholders has been received and feedback will be given and recommendations acted on. We intend to continue to liaise with them as the design progresses.

We will also share this project design and development with the Inclusive Transport and Movement group & Equalities Officer at the appropriate milestones.

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

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

No adverse impacts have been identified as the design of the new car parking will bring disabled parking spaces closer to the entrance and allow for design enhancements for visually impaired users.

The benefits of this scheme outweigh any potential or reviewed disadvantages and this scheme can be recommended in the light of this EQIA. The financial impact of any changes are all part of the economic planning and no additional monies need to be allocated towards equality mitigation measures.

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

The impact of the changes will be monitored as part of our routine monitoring and governance arrangements and the EQIA updated at key milestone points.

Lead officer responsible for signing off the EQIA: Steve Weitzel

Role: Regeneration Manager

Date: 20/07/2022

Approved By: Wendy Hind

Date: 22/07/2022

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To: Cabinet
Date: 12 July 2023
Report of: Executive Director (Communities and People)
Title of Report: Oxford City Council Safeguarding Report 2022/23 and Policy 2023-26

Summary and recommendations	
Purpose of report:	To report on progress made on Oxford City Council's Safeguarding Action Plan for 2022/23 and present an updated Safeguarding Policy for 2023-26
Key decision:	No
Cabinet Member:	Cllr Shaista Aziz, Cabinet Member for Safer Communities
Corporate Priority:	Supporting Thriving Communities
Policy Framework:	Council Strategy 2020-24
Recommendations: That Cabinet resolves to:	
<ol style="list-style-type: none"> 1. Note the key achievements of the Safeguarding work delivered through Oxford City Council during 2022/23; 2. Approve the Safeguarding Policy 2023-2026; 3. Note the Safeguarding Action Plan 2023/24; and 4. Delegate authority to the Executive Director (Communities and People), in consultation with the Cabinet Member for Safer Communities, to make minor changes to the approved policy in order to continue its alignment with the Oxfordshire Multi-Agency Safeguarding Arrangements. 	

Appendices	
Appendix 1	Oxford City Council Safeguarding Policy 2023-26
Appendix 2	Oxford City Council's Safeguarding Action Plan 2023/24
Appendix 3	Oxford City Council's Safeguarding Procedures
Appendix 4	Risk Register
Appendix 5	EIA Full Assessment

Introduction and background

1. This annual report to Cabinet sets out how Oxford City Council fulfils its statutory safeguarding duties by:
 - Outlining the multi-agency safeguarding arrangements in Oxfordshire.
 - Sharing the results of the safeguarding self-assessment audit 2022.
 - Highlighting the key achievements and progress made in relation to the safeguarding work delivered by Oxford City Council.
 - Updating our Action Plan through the identification of areas to strengthen in 2022/23
 - Approving Oxford City Council's Safeguarding Policy 2023-26.

Oxford City Council's Safeguarding Responsibilities

2. Oxford City Council has a legal duty of care to ensure children and adults at risk are protected within the Council's facilities, services and activities. The Council has legal duties under the Children Act 2004 and the Care Act 2014 to:
 - promote the welfare and development needs of children and adults with care and support needs are met
 - protect them from harm, abuse and maltreatment
 - prevent harm to children's health or development and ensuring that they grow up with the provision of safe and effective care enabling them to live free from harm, abuse and neglect.
3. Oxford City Council's Safeguarding Policy sets out how the Council fulfils these obligations and supports staff, Members and volunteers in all aspects of safeguarding. The Safeguarding Policy can be found at Appendix 1.
4. The Safeguarding Procedures set out how staff and contractors should respond to safeguarding incidents. The Safeguarding Procedures can be found at Appendix 3.
5. As of April 1st 2023, Oxford City Council's safeguarding coordination function moved from the Policy and Partnership Team to the Community Safety Service, within Regulatory Services and Community Safety. The Executive Director, Communities and People, is the accountable officer, and the Head of Regulatory Services and Community Safety is the responsible officer, for embedding these safeguarding duties within Oxford City Council.
6. There is a four-tiered approach to supporting staff with their safeguarding responsibilities:
 - Staff training
 - Line management support
 - Safeguarding Champions network
 - Designated Safeguarding Leads (DSLs)
7. Quarterly internal Strategic Safeguarding meetings and Safeguarding Champion meetings identify training needs, review trends in reporting, and monitor and coordinate delivery of the Safeguarding Action Plan.

8. All safeguarding incidents are recorded on MyConcern, a web-based reporting system conforming to GDPR requirements. Quarterly reports are published in Safeguarding newsletters to show staff across the organisation the current safeguarding themes and trends. Service area and trend reports are discussed at the Strategic Safeguarding Group.

Oxfordshire's Multi-Agency Safeguarding Arrangements (MASA)

9. Since the introduction of the Children and Social Work Act 2017, Oxfordshire County Council, the Integrated Care Board and Thames Valley Police have had statutory responsibility and accountability of safeguarding arrangements in Oxfordshire. The MASA Executive Group consists of the Chief Executive of Oxfordshire County Council, the Chief Constable of Thames Valley Police and the Chief Executive of the Integrated Care Board.
10. The development, delivery and quality monitoring of safeguarding service provision is the responsibility of the Oxfordshire Safeguarding Children Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB). The governance framework can be found in the background papers.
11. In November 2022, Oxford City Council passed representation of the Oxfordshire district councils on OSCB and OSAB sub-groups to Cherwell District Council. Oxford City Council continue to attend the OSAB Full Board, OSCB Full Board, and OSCB Child Exploitation and Training sub-groups.
12. OSCB's priorities for 2022-2024 are:
 - Leadership and Governance
 - Direction on improving practice
 - Scrutiny and quality assurance
13. More details of the work of OSCB can be found here: <https://www.oscb.org.uk/>
14. The OSAB have developed a new strategic plan for 2023-2027 and the agreed priorities are:
 - Working in Partnership
 - Preventing harm occurring
 - Responding swiftly when harm occurs
 - Engaging effectively with people at risk
15. More details of the work of OSAB can be found here: <https://www.osab.co.uk/>

Oxford City Council safeguarding highlights in 2022/2023

Safeguarding Audit 2022

16. Section 11, Children Act 2004 requires Oxford City Council to complete an annual self-assessment of its safeguarding children activities. This has been developed into a joint self-assessment audit between the OSCB and OSAB. The full self-assessment is available as a background paper to this report.
17. Oxford City Council is required to evidence its standards in the following areas:
 - Service Delivery, Development & Effective Practice
 - Safer Recruitment, Staff Development & Effective Learning

- People's Experiences of Safeguarding
18. The evidence for each standard is assessed and given a rating:
 - Green – Fully met and evidenced – Best Practice
 - Amber – the standard/compliance point is not met but work has begun or work is underway but has experienced delays in completion
 - Red – the standard/compliance point is not met, work is not underway and there are issues with commencing work
 19. To inform the self-assessment Oxford City Council staff complete an annual safeguarding questionnaire. In October 2022, 423 responses were received, an increase from previous years of 201 and 198 responses.
 20. 22 of 23 standards were rated Green with one standard rated Amber:
Standard: 'How do you know that your organisation's complaints processes are effective and that children and adults with care and support needs are empowered to challenge services when expected standards/responsibilities are not met?'
 21. Although services such as Anti-Social Behaviour and Youth Ambition empower their users to challenge services and make complaints, it was recognised that formal processes for complaints reporting were under review and improvements such as reporting on specific safeguarding complaints, are underway.
 22. The Oxford City Council Safeguarding Audit 2022 can be found in the background papers to this report.

Support for asylum seekers, refugees and migrants

23. The Refugee and Resettlement Team was created in 2022 and lead Oxford City Council's strategic and operational response to asylum, refugee and migrant resettlement, and hosts and administers the countywide Homes for Ukraine Re-matching Team. The teams work in partnership with community groups to improve access to services for refugee, migrant and asylum seeker groups and the relevant safeguarding teams on a case by case basis.
24. Oxford City Council actively supported increasing access to interpreting services to ensure that residents from all nationalities are able to access appropriate services safely and the Council have a designated contract to offer translation services where required.

Child exploitation

25. Regular attendance at the OSCB CE Subgroup by the Community Safety Service Manager continues, sharing policy developments and delivering operational activities. ASBIT Officers attend the police Joint Tasking and Coordination meeting that identifies and support young people at risk, and coordinates activities to tackle their exploiters.
26. The relaunch of Hotel Watch is in development, working with hospitality providers to train staff, challenge and report incidents of concern regarding child and adult exploitation.
27. Oxford City Council staff have engaged with and are supporting the recommendations from the recent 'Jacob' serious case review and participate in all three work streams highlighted within the report in relation to Education, Child exploitation and System approach.

28. Oxford City Council's Youth Ambition team provide activities and groups for young people in high deprivation areas of the city. The Youth Ambition team are highly skilled in safeguarding and work in partnership with organisations across the city.

Adult homeless support in adverse weather

29. This winter saw the successful countywide approach to Severe Weather Emergency Provision that provided emergency accommodation to rough sleepers on 32 nights where the temperature was forecast to be below freezing.
30. During the long hot spells of summer 2022, the Council coordinated partnership working to ensure people who were rough sleeping were protected from extreme heat.

Adult exploitation

31. A New Oxfordshire Adult Exploitation Guidance and Pathways document, developed by Oxford City Council's Anti-Slavery Coordinator, was approved and adopted by partners across Oxfordshire. Since the launch of this new pathway, there has been a significant increase in adult exploitation alerts.
32. 60 cases of adult exploitation have been reported in the City since the data was recorded centrally. 43 of these were individual people, 7 were businesses of concern and 10 were premises of concern. 36 people have been removed from their exploitative situations and work continues to support other people in these situations.
33. Alerts received were from the Home Office, the Single Competent Authority responsible for the National Referral Mechanism, council departments, Adult Social Care and NGO's. Two of the alerts were identified through reports on the Council's MyConcern safeguarding database.
34. In 2022, Oxford City Council led the Violence Against Women and Girls: Safe Journey, Safe Destination partnership project to increase safety in the night-time economy. Core project group organisations included Thames Valley Police, University of Oxford, Brookes University and the City Council.
35. The project received £420k from the Home Office to develop local initiatives which centred on the development of the Oxford City NightSafe Network. This is a network of organisations operating in the night-time economy who, through sharing information and resources, have important roles to play in reducing the risk of violence and harassment to women and girls.
36. The project funded improvements in CCTV, lighting, and other situational crime reduction activities in Oxford and neighbouring towns. It introduced the Oxford City Angels who support vulnerable people during the evening period, set-up a network of Safe Places as respite locations for people in need and improved the management of Park End Street through a new taxi rank, taxi marshals and improved lighting.

Domestic abuse

37. A strategic, planned approach to domestic abuse continues to be taken forward with Oxford City Council's active contribution to the development and delivery of a countywide plan and continued delivery of bespoke services for victims of domestic abuse.
38. Oxford City Council's ASBIT Manager is the Council's domestic abuse lead and represented the District Councils in the commissioning process for the Oxfordshire Domestic Abuse Service and the Independent Domestic Violence Advisor Service. They are also heavily involved in the delivery of the Oxfordshire Domestic Abuse Strategy and the Safe Accommodation Strategy action plans.
39. Oxford City Council is working towards the Domestic Abuse Housing Alliance (DAHA) Accreditation which will take approximately 18 months to complete. Work continues towards the Domestic Abuse Housing Accreditation which is currently in the 'Health Check Stage', identifying good practice, gaps and learning.
40. Two Domestic Abuse Housing Link workers were employed in 2022. The specialist team work closely with domestic abuse victims and survivors with complex needs to ensure that they are housed safely, and their needs are being met. Case examples form an agenda item at the quarterly safeguarding Champion meetings.

Learning and training

41. Oxford City Council's Safeguarding Coordinator joined the OSCB trainer pool and attends trainer workshops.
42. The safeguarding awareness briefing training evaluation form was moved online in July 2022, in line with the Safeguarding Boards' evaluation process. 113 responses have been received, 111 are marked as 'agree' or 'strongly agree' to each of the following questions:
 - I know who we are safeguarding
 - I know why we have this responsibility
 - I know who to seek support and advice from
 - I know how and when to report a concern
 - I know where to get further information
43. Two responses which state 'neither agree/disagree' were followed up by the Safeguarding Coordinator to ensure officers understood all of the above questions.
44. Feedback is used to inform future awareness training discussions and scenario discussions. Feedback comments are responded to, where appropriate, by the Safeguarding Coordinator.
45. The OSCB Neglect Strategy 2020/23 was developed in response to data that showed neglect was a primary reason for safeguarding referrals in Oxfordshire. Training was delivered to Council staff and in October 2022, the staff survey showed twenty officers had used the self-neglect policy and eight members of staff have used the Children's Neglect Toolkit.
46. Between 1st April 2022 and 31st March 2023, 239 MyConcern reports were recorded. Housing Services raised the most concerns followed by Business

Improvement and Regulatory Services and Community Safety. The most frequently reported concerns were:

- Domestic abuse/violence
 - Mental ill health
 - Suicidal thoughts
47. The increasing trend in suicidal threats, attempts and suicidal thoughts highlighted the need for further training and the republishing of Oxford City Council's suicide threat guidance for staff, including a section on staff welfare.
 48. Twenty-nine safeguarding awareness briefings were held in 2022/23, an increase of 20% on the previous year. Trainers meet quarterly to review and update the training package in line with local and national updates and evaluation forms.
 49. Safeguarding Adult Reviews (SARs) and Child Safeguarding Practice Reviews (CSPRs), and their national and local recommendations, are included in the safeguarding awareness briefings which are mandatory for all staff.
 50. Five rapid reviews were returned to the CSPR subgroup in 2022. Rapid reviews inform Child Safeguarding Practice Reviews however, all returns from Oxford City Council were 'nil' returns as the Council had no contact with the child or family members.
 51. Oxford Direct Services (ODS) training was updated and delivered throughout 2022 in partnership with Oxford City Council. Additional MyConcern training was provided to managers. ODS' MyConcern recording rate has increased by 420% since 2020 as a direct result of Oxford City Council's engagement.
 52. Newsletters have been released quarterly throughout the year to all staff.

The key areas of focus for 2023/24

53. Operational areas of focus for the coming year can be found in the 2023-2024 Safeguarding Action Plan, Appendix 2:
 - Increase communications, ensure trainer understanding of the Service Integration Project, Early Help and Locality Community Support Service tools including Strengths and Needs.
 - Recruit additional safeguarding champions to ensure each service area has at least one representative
 - Increased communications, visual aids
 - Identify appropriate training for individual teams and promote uptake
 - Identify current whistleblowing culture and areas for improvement
 - Identify complaint management systems and data relating to safeguarding concerns
 - Scope Safeguarding Audit 2023
54. The Council's 2023-2024 Business Plan includes the following strategic activities:
 - Work with partners to continue to implement the countywide rough sleeping and single homelessness strategy to reduce homelessness and rough sleeping. Work with commissioning partners and the alliance of organisations

delivering services to evaluate the delivery of a housing-led approach – including supporting people through more flexible and responsive services to ensure that the new services are effective.

- With Oxfordshire County Council, which is now investing in youth service provision in Oxford, review our Youth Ambition programme and seek closer partnership working to achieve a more efficient and effective joint approach to support children and young people.
- Embed the new locality-based model for supporting our tenants and residents, shaped by their views and needs, and work with other landlords to improve engagement and service delivery.
- Chair the Oxford Safer Communities Partnership to tackle the city's community safety priorities - modern slavery, serious violence, and disruption of organised crime, violence against women and girls, and anti-social behaviour.
- Continue to work towards Domestic Abuse Housing Alliance accreditation - work started in December 2022 and may take up to two years for full accreditation.

Financial implications

55. Oxford City Council makes an annual contribution towards the running costs of OSCB £10,000, and OSAB £5,000. The Council has one member of staff who is a member of the OSCB training pool.
56. The safeguarding system annual licence fee is budgeted at £4,500.
57. The Safeguarding Coordinator post annual salary cost is £37,334.
58. Oxford City Council make an annual contribution to Cherwell District Council for their attendance at safeguarding board subgroup meetings, on behalf of all four district councils, including South and Vale, and West Oxfordshire.

Legal issues

59. Oxford City Council's legal responsibilities are set out in the Children Act 1989/2004, Care Act 2014, Modern Slavery Act 2015, Homelessness Reduction Act 2018, Mental Capacity Act 2005, Equality Act 2010 and Children & Social Work Act 2017. The Council has specific legal responsibilities under the Children Act 2004 and the Care Act 2014 to make sure the welfare and development needs of children are met and that children are protected from harm.
60. Failure to meet these legal responsibilities would increase the risk of harm to children and vulnerable adults, and cause significant reputational damage for the Council.

Level of risk

61. The Risk Register can be found in Appendix 4.

Equalities impact

62. The Council's Safeguarding Policy Equality Impact Assessment was carried out in May 2023, Appendix 5.

63. The Safeguarding Policy was developed to have a positive impact on each equality strand.
64. The monitoring arrangements for any adverse impact in future includes:
- Quarterly strategic safeguarding group meeting chaired by Head of Business Improvement
 - Quarterly Safeguarding Champion and Designated Officer meeting
 - Annual review in line with Safeguarding action plan
 - Annual self-assessment

Carbon and Environmental Considerations

65. No carbon or environmental impacts have been identified. It is considered that the proposal does not affect the council’s climate emergency commitments of pursuing a zero carbon Oxford.

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Job title	Safeguarding Coordinator
Service area or department	RS&CS
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Background Papers:

1. Safeguarding Self-assessment 2022
2. Oxfordshire Safeguarding Children Board (OSCB) Governance Structure

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Appendix 1

Oxford City Council Safeguarding Policy 2023-26

www.oxford.gov.uk



Document	Oxford City Council Safeguarding Policy
Owner	Regulatory Services and Community Safety
Author	Laura Jones
Date Reviewed	May 2023
Review due	May 2024

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1. Introduction

- 1.1 This policy sets out the Council's approach to fulfilling its safeguarding duties and responsibilities.
- 1.2 The policy includes the Council's duties to its employees, Councillors and volunteers working for or on behalf of the Council in relation, and its role in promoting well-being and preventing, responding and supporting our citizen's in safeguarding matters, in particular safeguarding children, young people and adults with care and support needs.
- 1.3 This policy applies to all City Council employees, which include contractors and agency staff, all elected Councillors and any person volunteering for Oxford City Council.
- 1.4 This policy should be read in conjunction with Oxford City Council's Safeguarding Procedures.
- 1.5 Safeguarding procedures, advice and contact details can be found on the Oxford City Council [intranet page](#) or [website](#).

2. Legal Framework

- 2.1 Under the legal framework of the Children Act 1989 and 2004, and the Care Act 2014, the Council has specific duties to safeguard and promote the wellbeing of children and adults with care and support needs.
- 2.2 The [Mental Capacity Act 2005](#) (MCA) is designed to protect and empower people who may lack the mental capacity to make their own decisions about their care and treatment. It applies to people aged 16 and over.
- 2.3 Oxford City Council must engage as appropriate in any reviews or information sharing in relation to the death of a child or vulnerable adult, as laid out in [Chapter 5: Working Together to Safeguard Children 2018](#) and [Section 43 and 44 of the Care Act 2014](#).
- 2.4 There are fundamental differences between the legislative framework for safeguarding for children and for adults, which recognise an adult's right to self-determination.

3. Oxfordshire's Multi Agency Safeguarding Arrangements

- 3.1 The Children and Social Work Act 2017 established collective responsibility and accountability for safeguarding arrangements lies with Oxfordshire County Council, the Buckinghamshire, Oxfordshire and Berkshire Integrated Care Board (BOB ICB) and Thames Valley Police: the three safeguarding partners.
- 3.2 The three safeguarding partners in Oxfordshire work together as an Executive Group and delegate the development, delivery and quality monitoring of safeguarding service provision is the responsibility of the Oxfordshire Safeguarding Children Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB).
- 3.3 Oxford City Council will be an active member of both OSCB and OSAB, working with partners to develop and adhere to a collective approach to safeguarding in Oxfordshire.

- 3.4 Robust communication and escalation processes are in place that complements the Oxfordshire Safeguarding Children Board (OSCB) and Oxfordshire Safeguarding Adults Board (OSAB) strategies.
- 3.5 An annual Performance and Quality Assurance (PAQA) audit will be completed, as required by the OSCB PAQA Subgroup.
- 3.6 The use of pathways and awareness of joint protocols will be promoted, e.g. the Hoarding Protocol and the MARM process, we will develop toolkits and support and promote cooperation with boards, including joint funding and attending full board meetings.
- 3.7 We will ensure safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice and the Oxfordshire Safeguarding Boards requirements.
- 3.8 The OSCB and OSAB joint annual self-assessment will be completed. Standards which are reported on in the self-assessment and measured against in the annual safeguarding action plan are:
 - Leadership, Strategy and Working Together
 - Service Delivery, Development & Effective Practice
 - Commissioning Arrangements
 - Safer Recruitment, Staff Development & Effective Learning

4. Roles and responsibilities

Employees, members and volunteers

- 4.1 All employees, members and volunteers are responsible for carrying out their duties in a way that safeguards and promotes the welfare of children, young people and adults with care and support needs. They must also act in a way that protects them from wrongful allegations of abuse. They must bring matters of concern about safety and welfare of children, young people and adults with care and support needs to the attention of their line manager or a Safeguarding Champion.

Heads of Service

- 4.2 All Heads of Service must ensure that their employees and volunteers are subject to appropriate Disclosure and Barring Service (DBS) checks and that their employees, members and volunteers comply with this policy and procedures.

Line Managers

- 4.3 All Line Managers are responsible for ensuring that their employees and volunteers have the appropriate training.
- 4.4 All Line Managers are responsible for safer recruitment of employees and volunteers in their service area and being aware of the policy on recruiting people with a criminal record.

- 4.5 All Line Managers are also responsible for adhering to the appraisal process and for including safeguarding in one to ones and team meetings, where appropriate.

5. Safeguarding governance

Executive Director of Communities and People

- 5.1 The Executive Director, Communities and People has accountability for safeguarding in Oxford City Council.
- 5.2 The Executive Director is the first point of contact for any deaths of children, young people or adults with care and support needs on council premises, in order that the Council ensures there is an effective response.

The Cabinet Board Member

- 5.3 The Cabinet member for Safer Communities holds political responsibility and accountability for Safeguarding, as set out in the [Oxford City Council Constitution](#).

Head of Service, Regulatory Services and Community Safety

- 5.4 The Head of Service, Regulatory Services and Community Safety has responsibility for the delivery of the Council's safeguarding duties.

Designated Safeguarding Leads (DSLs)

- 5.5 All DSLs have responsibility for:
- promoting well-being and preventing, responding and supporting our citizen's in safeguarding matters, in particular safeguarding children, young people and adults with care and support needs.
 - Ensuring that the City Council procedures for dealing with allegations are in accordance with guidance from the Oxfordshire Safeguarding Boards
 - Resolving inter-agency issues.
 - Overseeing and reviewing the implementation of policy and procedures.

Community Safety Service Manager (DSL)

- 5.6 The Oxford City Council representative on the OSCB Full Board and OSAB Full Board meetings and responsible for ensuring relevant safeguarding information is provided to the Corporate Management Team, Councillors and staff.
- 5.7 The lead officer for escalations to partner agencies when necessary.
- 5.8 Responsible for the implementation and promotion of effective safeguarding policy and practice within Oxford City Council.
- 5.9 Responsible for implementing safeguarding training to all staff and Councillors.

Head of Business Improvement (DSL)

- 5.10 Responsible for embedding safeguarding recruitment procedures for posts with direct access to children, young people or adults at risk.

- 5.11 Chair of the Strategic Group.
- 5.12 Responsible for the recommendations and completion of safeguarding actions following a disciplinary hearing.

Head of Housing Services (DSL)

- 5.13 Responsible for the implementation and promotion of effective safeguarding policy and practice within Housing Services.

Safeguarding Coordinator

- 5.14 Ensures Oxford City Council have best practice in safeguarding children and adults with care and support needs, across all of the City Council services and within the community.
- 5.15 Leads on the development and implementation of Oxford City Council's Safeguarding Children and Adults with care and support needs policy and procedures.
- 5.16 Responsible for the completion of the annual safeguarding self-assessment and other reports and audits to the safeguarding boards.
- 5.17 Responsible for the coordination and dissemination of information across the authority, including that related to assessments, audits and learning from Serious Case Reviews.
- 5.18 Responsible for overseeing the internal safeguarding recording system, MyConcern.
- 5.19 Coordinate the delivery of internal safeguarding awareness briefings.

Strategic Safeguarding Group

- 5.20 Members include Heads of Services, managers and individuals who have named responsibility to oversee safeguarding activity within their team. The role of the group is to ensure safeguarding is strategically placed across service area business plans and to ensure that strategies and plans that include safeguarding are in line with the Council Strategy 2020-2024.

Safeguarding Champions

- 5.21 Safeguarding Champions are Council employees who have undertaken Specialist Safeguarding training and provide safeguarding advice to employees, members and volunteers on the appropriate safeguarding policies, procedures and referral routes. Their responsibilities also include maintaining safeguarding as a standing agenda item at team meetings and disseminating information.
- 5.22 The Safeguarding Champion structure is promoted through regular communications and training.

6. Safeguarding prevention

- 6.1 Promote wellbeing and early help interventions in line with the OSCB Early Help strategy.
- 6.2 Explore prevention opportunities prior to the requirement of statutory intervention.

- 6.3 Ensure whole-Council approach to safeguarding interventions, ensuring appropriate service areas provide appropriate services at the right time.
- 6.4 Promote use of early help tools available on the OSCB and OSAB websites.

7. Safeguarding practice and reviews

- 7.1 Oxford City Council will contribute to all reviews and associated information sharing into serious safeguarding incidents, including:
- Safeguarding Rapid Reviews to inform OSCB's Child Safeguarding Practice Reviews (CSPRs).
 - Safeguarding Adult Reviews
 - Homelessness Mortality Reviews
 - Domestic Homicide Reviews
- 7.2 Following a review, lessons learned will be shared and embedded across the organisation.

8. Training

- 8.1 Oxford City Council will provide effective safeguarding training in order that employees, members and volunteers are competent to undertake their roles and responsibilities in relation to safeguarding children and adults with care and support needs.
- 8.2 All employees, members and volunteers are required to complete the internal safeguarding awareness briefing every two years.
- 8.3 Employees, members and volunteers working directly with children are required to complete OSCB and/or OSAB levels two and three, appropriate to their role.
- 8.4 Training information will be kept up-to-date, accessible and underpin the OSCB and OSAB training requirements.
- 8.5 Training delivered by staff will be assessed through an evaluation process to ensure it is current and effective.
- 8.6 The Safeguarding Coordinator will attend OSCB and OSAB Training Subgroups and workshops to develop training programmes and learning events that meet the safeguarding needs of Council staff.

9. Volunteers

- 9.1 Volunteers will complete the internal safeguarding awareness briefing, in addition to further training appropriate to their role.
- 9.2 Volunteers will report safeguarding concerns to volunteer line manager who will record the concern on MyConcern.
- 9.3 Volunteers are required to comply with Safer Recruitment procedures in regard to DBS checks, as appropriate to their role.
- 9.4 Volunteers will adhere to the service Code of Conduct.

10. Reporting concerns

- 10.1 Oxford City Council employees use the Threshold of Need matrixes for adults and children and report safeguarding concerns to the appropriate agencies, including:
- The police
 - Local Community Support Service (LCSS)
 - Multi Agency Safeguarding Hub (MASH)
 - Adult Safeguarding triage team
 - Local Authority Designated Officer (LADO)
- 10.2 Where the threshold for safeguarding duties is not met, concerns will be managed internally or signposted to support agencies.
- 10.3 All safeguarding incidents are recorded on an externally provided case management system.
- 10.4 New cases are reviewed and triaged by trained Designated Safeguarding Officers within one working day.
- 10.5 Guidance on reporting and recording concerns is detailed in the Oxford City Council Safeguarding Procedures document.

11. Supervision and pastoral support

- 11.1 Oxford City Council will support its employees by providing access to the Mental Health First Aid team.
- 11.2 Oxford City Council will support its employees, volunteers and members by providing access to the Employee Assistance Programme.
- 11.3 Line managers will provide the opportunity to staff to discuss safeguarding concerns at one-to-one meetings or debriefings.
- 11.4 Safeguarding champions' contact details are available for staff to use for advice and support.

12. Commissioned services and contractors

- 12.1 Oxford City Council require all organisations working on behalf of Oxford City Council to have their own safeguarding policies and procedures.
- 12.2 The Council will review the safeguarding policies of commissioned services to check they meet local and national standards. The Safeguarding Coordinator obtains annual Commissioned Services Safeguarding Self Assessments from each service.
- 12.3 Council grant funded voluntary organisations must comply with the standards set by Oxfordshire Safeguarding Children Board and Oxfordshire Safeguarding Adults Board.
- 12.4 Safeguarding guidance is included in the Council's procurement and grant funding processes.
- 12.5 Where relevant to the post, all employment agencies that provide the Council with contracted staff must have procedures in place to safeguard young people and adults with care and support needs in accordance with the requirements of Oxfordshire Safeguarding Children Board and Oxfordshire Safeguarding Adults Board.

13. Staff recruitment

- 13.1 The Council uses a structured Safer Recruitment process to ensure all necessary checks and vetting are in place to minimise the risk of appointing unsuitable people to work with children or vulnerable adults.
- 13.2 Recruiting managers are required to undertake safeguarding training and will adhere to the Recruitment and Selection policy.
- 13.3 Oxford City Council will adhere to the Rehabilitation of Offenders Act 1974 (ROA 74) and ensure all necessary checks are undertaken for exempt positions.

14. Whistle-blowing

- 14.1 The Whistle Blowing Policy encourages employees who have serious concerns about any aspects of the Council's work to come forward and voice those concerns.
- 14.2 The Policy applies to illegal, improper, unethical, or wrong conduct, including safeguarding concerns. The policy applies to the behaviour or actions of staff, councillors, co-opted committee members, anyone representing the Council, partner organisations, contractors, consultants or other suppliers.
- 14.3 Whistleblowing procedure and the Council's response can be found in the Whistleblowing Policy.
- 14.4 When a safeguarding allegation is made, the Head of Business Improvement must be informed and, in their absence, another Designated Safeguarding Lead (DSL) must be informed. The 'Policy and Procedure for Managing Allegations against Employees and Volunteers Working with Children and Vulnerable Adults' must be followed.

15. Other relevant policies and codes of practice

- 15.1 The following documents support the aims of this policy and should be read alongside it:
 - Recruitment and Selection Policy
 - Criminal Records Policy
 - Employee Code of conduct
 - Whistle blowing Policy
 - Policy and Procedure for Managing Allegations against Employees and Volunteers Working with Children and Vulnerable Adults
 - Relevant risk assessments and health and safety codes of practice

16. Information sharing

- 16.1 Oxford City Council encourages employees, members and volunteers to share information appropriately as part of good safeguarding practise and do so confidently, whilst ensuring personal data is always treated fairly, lawfully and appropriately and that the rights of individuals are upheld.
- 16.2 Oxford City Council is fully committed to compliance with the requirements of the General Data Protection Regulations and Data Protection Act 2018.

- 16.3 To meet the statutory requirements of The Care Act 2014 and The Children's Act 1989 and 2004, all employees, members and volunteers must comply with the following policies, guidelines and protocols:
- [Safeguarding Information Sharing Protocol OSCB](#)
 - Oxford City Council Internet Usage Policy and E-mail Policy internal use only
 - Oxford City Council IT Security Policy
 - Oxford City Council Data protection policy
- Oxford City Council recognises that all information regarding the safeguarding of children, young people and adults with care and support needs should be kept confidential. However, in order that children, young people and adults with care and support needs are protected from harm, in some circumstances, usual considerations of confidentiality that might apply to other situations within Oxford City Council may be overridden.
- [Information sharing - Advice for practitioners providing safeguarding services to children, young people, parents and carers](#)

17. Monitoring and Review

- 17.1 The Council will complete an annual safeguarding self-assessment to measure the organisation's performance against standards set by the local safeguarding boards.
- 17.2 The Council's safeguarding action plan contains actions in support of the self-assessment, safeguarding policy development, OSCB and OSAB's requirements and other local and national safeguarding priorities. Progress on the action plan is reviewed every six months and reported to the Strategic Safeguarding Group.
- 17.3 Monthly updates are provided to the Corporate Management Team.
- 17.4 An externally provided case management system is used to identify emerging safeguarding trends and themes and inform the safeguarding action plan.
- 17.5 This policy will be reviewed annually. All changes will be discussed with the Cabinet Member.
- 17.6 This policy is presented to Cabinet for approval every three years and more frequently if required by the Cabinet Member or Scrutiny process.

Appendix 2: Oxford City Council Safeguarding Action Plan July 2023 – July 2024



Key Influences/inputs

- Corporate Plan
- The Safeguarding Self-Assessment Audit
- Oxfordshire Safeguarding Children’s Board (OSCB) Business Plan
- Oxfordshire Safeguarding Adults (OSAB) Business Plan
- Oxford City Council’s Thriving Communities Strategy

The annual Safeguarding Self- Assessment Audit is a joint audit between the OSCB and OSAB.

The Action Plan Framework is based on the Self-Assessment Standards and it is aimed at maintaining best practice across Oxford City Council

1. Leadership, Strategy and Working Together
2. Service Delivery, Development & Effective Practice
3. Commissioning Arrangements
4. Safer Recruitment, Staff Development & Effective Learning
5. People's Experiences of Safeguarding

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Standard	Objective	Action	Input	Desired outcome	Lead	Timescale	Bi-annual update Jan 24
Service Delivery, Development & Effective Practice	Promote Early Help pathways	Increase communications, ensure trainer understanding of Service Integration Project, Early help, LCSS, tools including Strengths and Needs.	Understanding and awareness of Early Help across organisation.	Preventative measures in place to support children and vulnerable adults before requirement of statutory intervention	Safeguarding Coordinator	May 2024	
Leadership, Strategy and Working Together	Safeguarding champion representative	Recruit additional safeguarding champions to ensure each service area has	Service head delegation	Safeguarding advice and support available and embedded in every service area across organisation	Safeguarding Coordinator	December 2023	

	from each service area	at least one representative					
Leadership, Strategy and Working Together	Increase Safeguarding Champion and DSL awareness	Increased communications, visual aids	Team managers' distribution of communications to staff. Safeguarding Coordinator attendance at team meetings.	Increase in positive responses to the annual staff safeguarding questionnaire question: "Can you name a Safeguarding Champion or Designated Safeguarding Lead at Oxford City Council?"	Safeguarding Coordinator	October 2023	
Safer Recruitment, Staff Development & Effective Learning	Promote specialist safeguarding training	Identify appropriate training for individual teams and promote uptake	Team managers identify most appropriate training and encourage participation	Increase in uptake of relevant training in appropriate teams	Safeguarding Coordinator	May 2024	
Leadership, Strategy and Working Together	Promote open culture of safeguarding whistleblowing	Identify current whistleblowing culture and areas for improvement	Work with investigations team to understand current whistleblowing data and culture	Embed culture change, staff feel comfortable to challenge behaviour and report safeguarding concerns	Safeguarding Coordinator	May 2024	
People's Experiences of Safeguarding	Complaints process reflects safeguarding complaints	Identify complaint management systems and data relating to safeguarding concerns	Collaboration with OCC complaints and performance team	Identify complaints relating to safeguarding concerns ensure safeguarding procedures are followed, alongside complaints procedures.	Safeguarding Coordinator	December 2024	
Service Delivery, Development & Effective Practice	Internal audit of safeguarding response across organisation	Scope audit	Engagement from service areas and associated managers to review current systems and practice	Improvement in consistency of practice across service area/organisation Embed safeguarding best practice across organisation	Safeguarding Coordinator	May 2024	

2022-2023 completed actions

Objective	Action	Input	Desired outcome	Lead	Timescale
2022-2023 Neglect Strategy Actions monitored	Peer review feedback from quarterly neglect strategy meeting to be an agenda item for safeguarding champions meeting quarterly strategic safeguarding group	Staff to use neglect practitioner tool to support with assessment and decision making.	Identify neglect early and evidence appropriate signposting and referrals through MyConcern. Staff survey shows a more confident understanding of the issue.	Dani Granito/ Laura Jones	Quarterly meetings
Safeguarding policy and procedures remain current	Annual review and update	Cabinet sign off and circulated to all staff. Referred to in safeguarding briefing.	Easily accessible procedural guidance and support for all staff.	Laura Jones	Apr 2023
Raise awareness of safeguarding SCR points cascaded throughout organisation.	Produce a Newsletter containing MyConcern data, circulated every three months via intranet news page and email. Let's Talk session. Leadership Conversation session. Case examples	Engagement across organisation offering opportunity for learning and accessing information	Visual representation of the safeguarding work across City Council Greater understanding. Dissemination of learning from Serious Case Reviews	Laura Jones	All year
Promote the Safeguarding Champion structure	Use internal communications to publish profiles of champions.	Use case management examples to share with staff.	Embed positive safeguarding culture	Laura Jones	All year
Coordinate external communication plan with Districts and County to ensure coordinated response to key dates and themes.	Quarterly district meetings.	Communication Strategy for safeguarding and key messaging throughout the year	Clear communication plan for key messages for maximum impact county wide.	Laura Jones	All year
Support Oxford Direct Services in delivering safeguarding.	Share training materials, information and updates from Safeguarding Boards.	Coordinated safeguarding approach from city and Council and ODS	Increase knowledge and awareness across ODS and increased reporting rates.	Laura Jones	All year

	Update SLA				
Promote and support maintenance of Champions Network at ODS	Champions network to provide support and guidance to ODS colleagues	Improve reporting standards and referral times	Raising standard of referrals	Laura Jones/ Jon Childs	June 2023
Increase the centrally recorded data on modern slavery cases	Where Modern Slavery is suspected on a premises, disclosed or person is at risk of MS details are recorded by Anti-Slavery Coordinator	Identify training need and reporting trends in service areas.	Raise awareness of risks and signs that MS is present	Nicola Bell	All year
Support the implementation of new legislation following the Domestic Abuse Act 2021	Implement and coordinate domestic abuse County strategy in City and Districts. Keep all staff and champions up to date with the changes with regular briefings and at safeguarding officers meeting.	Membership of Domestic Abuse Strategic Group and Domestic Abuse Partnership Group	Improve outcomes for victims, children and families, and perpetrators. Progress Domestic Abuse Housing Accreditation (DAHA) DAHL support for victims fleeing domestic abuse. Scrutiny review implementation.	Liz Jones	July 2023
Continue to work with OSCB Child Exploitation Sub-group and JTAC multi-agency process.	Multi-agency information sharing and guidance.	Regular attendance at CSE sub-groups and associated meeting and carry out any agreed actions	Joint response to reduce crime and protect children exploitation and serious harm	Richard Adams	Ongoing
Hotel Watch scheme to continue. Statement of intent for all hotels in City.	All hotels to be contacted by city and council.	Raise awareness of safeguarding and exploitation in all of city's hotels.	Reduce opportunity for safeguarding and exploitation in the city.	Nicola Bell/Richard Adams	Ongoing
Ensure all grant and commissioned services completed annual	Request completed commissioned services audits prior to Oxford City Council submission of S11 audit	Annual audit of commissioned services	All commissioned services have safe practises	Laura Jones	Ongoing

safeguarding audit and any outstanding action from previous year			Written evidence in procurement process, contracts and contract monitoring visits		
Service providers notify City of all safeguarding incidents referred under Section 42 Care Act and Section 47 Children's Act.	Serious safeguarding incidents centrally recorded.	Monitor through contract meetings across service areas.	Improve practise and information sharing	Laura Jones	Ongoing
Support delivery of Countywide Homelessness Strategy	Monitor countywide homelessness service and prioritise safeguarding actions	Participation in formal meetings and work streams	Improved system wide approach to homelessness across county	Paul Wilding	June 2023
Participate in Homelessness Mortality Review Group	Share learning report from HMRG at strategic group and in safeguarding communications	Contribute to review groups	Reduction in premature deaths of people experiencing homelessness	Paul Wilding	June 2023
Measure training outcomes in practice and assess effectiveness of training staff	Review evaluation forms, referrals and staff survey	Accurate picture of effectiveness of safeguarding training.	Ability to capture staff views and improve service.	Laura Jones	All Year
Deliver internal safeguarding awareness briefings throughout the year. Ensure training information is up-to-date and accessible	Deliver minimum of 12 online awareness sessions in 2022 Deliver four (plus additional for any missed) for Councillors Review training package 6 monthly	Quarterly sub training group meeting – plan and support the delivery and development of internal training packages.	All employees able to meet safeguarding training requirements.	Laura Jones	All year
Attend all OSCB and OSAB Training Groups/ workshops to develop training programmes and learning events that meet	Represent on training sub-group and attend meetings regularly.	Provide a collective report to safeguarding training sub group to continually improve our training by listening to staff feedback.	Effective partnership working.	Laura Jones	Ongoing

the needs of our staff arranged for 2022/23					
All identified Young carers are referred to support services. YA to run non-formal sessions of what it means to be a young carer and upskilling staff to refer accordingly.	Details to be recorded on MyConcern	Younger carers are referred to Carers Oxfordshire and young carer's needs assessment completed.	Measurable identification and classification of young carers and use of support service.	Leonard Sackey	All year
Promote use of pathways and awareness of joint protocols e.g. Adults who don't engage, multi-agency self-neglect policy and Hoarding Protocol	Offer training and guidance to all safeguarding champions. Support Locality HUBS through connecting champions to each and attending complex case meetings. Escalate wider concerns through board process.	Engage partner agencies to provide outcomes and options for individuals who don't engage or use services	Improve partnership working.	Dani Granito	All year

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Document Control

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Author	Laura Jones Safeguarding Coordinator
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Appendix 3

Procedures for reporting, referring and recording safeguarding concerns

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Procedures for reporting, referring and recording safeguarding concerns



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1. Introduction

- 1.1. These procedures set out the range of work that supports the implementation of the safeguarding policy and should be read in conjunction with the Safeguarding Policy.

2. Training

- 2.1. Guidance for staff on how to access training is available on the Oxford City Council Safeguarding intranet page. Members and volunteers will be invited to attend relevant training.
- 2.2. The following procedures are in place to ensure employees, members and volunteers complete the appropriate safeguarding training. There are different levels of training available to employees, volunteers and members, defined by the Oxfordshire Safeguarding Boards.
- 2.3. All new employees, members and volunteers will be briefed on their responsibilities towards children, young people and adults with care and support needs during their induction.
- 2.4. All employees, members and volunteers are required to complete the internal safeguarding awareness briefing. This must be refreshed every two years.
- 2.5. Volunteers' line managers should contact the [Safeguarding Coordinator](#) to arrange to book volunteers on to a briefing.
- 2.6. Employees, members and volunteers working directly with children will be required to complete OSCB levels two and three, appropriate to their role.
- 2.7. Employees, members and volunteers working directly with adults with care and support needs will be required to complete OSAB levels two and three, appropriate to their role.
- 2.8. Recruiting managers should follow the Oxford City Council Recruitment and Selection Procedures and undertake the required Oxford City Council Recruitment and Selection training.
- 2.9. Designated Safeguarding Leads, Designated Safeguarding Officers and Safeguarding Champions will be required to attend the OSCB Designated Lead training and OSAB Leader/Manager training course.
- 2.10. When it is uncertain whether an employee fits into any of these categories, line managers should discuss the issue with the Human Resources team or Safeguarding Coordinator.
- 2.11. Specialist training courses are available on the Board websites and participation is strongly encouraged. All courses are free, non-attendance will incur a £50.00 fee. Courses can be booked via the Board websites:
[OSCB training courses](#)
[OSAB Training courses](#)

3. Safer Recruitment

- 3.1. To ensure safeguarding is embedded in our recruitment and selection procedures this procedure operates in conjunction with following Oxford City Council policies and guidelines:

- [Recruitment and Selection Policy](#)
- [Criminal Records Policy](#)
- [Safer Recruitment guidelines](#) – internal use only

3.2. The Head of Business Improvement is responsible for ensuring that the appropriate recruitment procedures are in place and compliance with the Disclosure and Barring legislation through the Disclosure and Barring Service ['DBS'].¹

3.3. The following statement is included in all job descriptions:

- 'Oxford City Council is committed to safeguarding and promoting the welfare of children, young people and adults with care and support needs and requires all staff and volunteers to demonstrate this commitment in every aspect of their work.'

4. Information Sharing

4.1. Oxford City Council understands the importance of ensuring that personal data is always treated fairly, lawfully and appropriately and that the rights of individuals are upheld. Oxford City Council is fully committed to compliance with the requirements of the General Data Protection Regulations.

4.2. To meet the statutory requirements of The Care Act 2014 and The Children's Act 1989 and 2004, all employees, members and volunteers must comply with the following policies, guidelines and protocols:

- [Information sharing - Advice for practitioners providing safeguarding services to children, young people, parents and carers](#)
- [Safeguarding Information Sharing Protocol OSCB](#)
- [Oxford City Council Internet Usage Policy and E-mail Policy](#) internal use only
- [Oxford City Council IT Security Policy](#) internal use only
- [Oxford City Council Data protection policy](#)

4.3. Oxford City Council recognises that all information regarding the safeguarding of children, young people and adults with care and support needs should be kept confidential. However, in order that children, young people and adults with care and support needs are protected from harm, in some circumstances, usual considerations of confidentiality that might apply to other situations within Oxford City Council may be overridden.

4.4. It is important that employees, members and volunteers can share information appropriately as part of good safeguarding practise and do so confidently.

4.5. [The OSCB 7 golden rules for information sharing](#) provide advice on the sharing of information.

5. Emergencies

- 5.1. Call police using 999 if:
- 5.2. There are immediate concerns for the person's safety or urgent welfare checks where there are serious concerns for the individual.
- 5.3. You witness a crime (such as physical abuse) or if you are a victim of crime e.g. public order offences. You don't have to be the intended victim; you can be caused harassment, alarm or distress by someone's actions towards another.
- 5.4. Someone discloses to you that they have just been the victim of crime and the perpetrator is still in the vicinity.
- 5.5. Inform your line manager and a safeguarding lead at the earliest opportunity. Make a written record of the incident.**

6. Raising a concern

- 6.1. **Step 1.** Inform your line manager
- 6.2. If you have concerns about a person's welfare you must inform your line manager and keep them updated about subsequent action.
- 6.3. **Step 2.** Consult a safeguarding champion
- 6.4. Safeguarding champions have completed advanced level safeguarding training. They will guide you through the referral process. Safeguarding champions will not take ownership of the concern or make referrals on your behalf; they are a resource for support and guidance. Details of Safeguarding champions can be found on the [Safeguarding intranet page](#).
- 6.5. **Step 3.** If necessary make a referral
- 6.6. In Oxfordshire there are different referral pathways for adults and children. A safeguarding champion will advise on the most appropriate action. See sections 6 and 7 for guidance.
- 6.7. **Step 4.** Record your concern and the action taken
- 6.8. All safeguarding and welfare concerns should be recorded on the externally provided case management system, currently [MyConcern](#).

7. Adult Safeguarding

7.1. Adult Safeguarding Triage Team

- 7.2. If you've encountered an issue and are unsure if it is a safeguarding issue or not you can call and request a consultation with the Safeguarding Triage Team.
 - Tel: 01865 328232

7.3. Adult Safeguarding Enquiry Criteria

- 7.4. The criteria for a Section 42 (S42) safeguarding enquiry under the requirements of the Care Act 2014 are as follows:
 - The adult is reported as having or appears to have needs for care and support.
 - The adult is reported or appears to be experiencing or at risk of abuse or neglect.

- As a result of care and support needs is the adult unable to protect themselves from either the risk of, or the experience of abuse or neglect.

7.5. Safeguarding Referral

7.6. Safeguarding referrals go to Adult Social and Health Care. You can report:

- Online: [Safeguarding referral form](#)

7.7. When a concern is raised with the Social and Health Care team, they will pass this information to the Adult Safeguarding Team. The wishes of whoever is the subject of the concern will always be listened to and acted upon, and then a decision will be made about what needs to happen next.

7.8. Safeguarding Champions and line managers should consult [The Adult Safeguarding Threshold of Need Matrix](#) before advising on a referral pathway.

7.9. Consent

7.10. Unless there is a risk to the person's safety you should gain the person's consent before making a referral. Always advise the person of your concern and explain the steps you will take. It is important that the person's wishes are known, when making a referral you will be asked if you have the person's consent and what they want to happen.

7.11. You can make a referral without the person's knowledge if you have good reason to. The person making this decision must make a written record of their decision. If you are unsure seek advice from the Safeguarding Triage Team.

7.12. Urgent concerns

7.13. If you have urgent concerns for the safety or wellbeing of a person (that do not require police) contact Social and Health Care during office hours

- Tel: 0345 050 7666
- 8.30am - 5pm Monday - Thursday
- 8.30am - 4pm Friday
- In an emergency, out of hours please contact 0800 833408.

7.14. Care needs assessment

7.15. If your concern is not about abuse or neglect but someone not receiving care when you think they should, you should request a Care Needs Assessment using the: [Assessment Form for Professionals](#).

7.16. Concerns for people without care and support needs

7.17. If the person does not fit the criteria for safeguarding duties, there will still be help available and staff should always seek advice from a safeguarding champion about the most appropriate referral pathway.

7.18. People who may fall within this category include:

- Adults who may be at risk of harm or exploitation due to their circumstances or other vulnerabilities e.g. age, social isolation

- Adults who are at risk of harm or victimisation due to their lifestyles or specific needs e.g. sex workers, homelessness, drug users, personality disorder
- Adults who repeatedly come to the attention of local services.
- Adults who go repeatedly missing.
- Care leavers who are over 18.
- Adult survivors of child abuse including child sexual exploitation

7.19. Referrals within the City Council

7.20. To keep someone safe, staff should always consider what actions the Council can take and ensure everything that can be done has been. Line managers should advise on who should be alerted about the concern.

7.21. Multi Agency Risk Management framework

7.22. Where an adult's needs do not meet the threshold for safeguarding but there is a high level of risk and a multi-agency response would be beneficial, officers can refer in to the [MARM Framework](#). This can be used for any adult but will particularly helpful for those who hoard, self-neglect or are homeless. All attempts should have been made to reduce or minimise risk prior to referring to MARM.

7.23. Escalation

7.24. Designated Safeguarding Leads are responsible for handling escalation processes and inter-agency disputes. If there is a need for escalation, the line manager must be contacted in the first instance.

8. Extremism/Radicalisation

- 8.1. Protecting those vulnerable to extremism is a safeguarding issue: similar to protecting people with care and support needs from other harms e.g. neglect or exploitation.
- 8.2. If you are concerned about an individual being drawn into extremism you should follow safeguarding procedures.
- 8.3. Inform your line manager
- 8.4. Get advice from a safeguarding champion
- 8.5. Refer Social and Health Care Team Tel: **0345 050 7666**
- 8.6. For more information see the [PREVENT](#) intranet page.

9. Child Safeguarding

9.1. Early Help

- 9.2. Early help intervention can prevent the requirement for statutory intervention and promote the wellbeing of a child and their family.
- 9.3. When a child or family is identified as benefiting from early help, a whole family, multi-agency Strengths & Needs form should be completed. This can be completed by:

Procedures for reporting, referring and recording safeguarding concerns

- 9.4. the professional identifying the need of the family
- 9.5. by any professional who knows/has a relationship with the family or is part of a network that supports the child/family
- 9.6. a professional identified by the family as the most appropriate person to support them with the Strengths & Needs conversation
- 9.7. Strengths and Needs forms and other Early Help tools can be found on the [OSCB website](#).
- 9.8. Local Community Support Service**
- 9.9. For emerging concerns that do not require an immediate safeguarding response contact LCSS on Tel: 0345 050 7666 or email LCSS.Central@oxfordshire.gov.uk
- 9.10. Contact the LCSS if you wish to complete a No Names Consultation. This means you can discuss the issue and get help and advice without giving the name of the child or family.
- 9.11. Multi Agency Safeguarding Hub**
- 9.12. For urgent safeguarding concerns contact the Multi-Agency Safeguarding Hub (MASH) on Tel: 0345 050 7666
- 9.13. You should call MASH immediately if there is an urgent safeguarding concern, for example:
 - allegations/concerns that the child has been sexually/physically abused
 - concerns that the child is suffering from severe neglect or other severe health risks
 - concern that a child is living in or will be returned to a situation that may place him/her at immediate risk
 - the child is frightened to return home
 - the child has been abandoned or parent is absent
- 9.14. Following a conversation with the MASH team you may be asked to submit a referral form.
- 9.15. [The Oxfordshire MASH Referral Form](#) for professionals only to refer children to social services.
- 9.16. Or you can email a report to MASH on the secure email on: mash-childrens@oxfordshire.gcsx.gov.uk
- 9.17. Consent**
- 9.18. When gaining advice or making a referral you should ideally do so with the families knowledge and consent. The MASH and LCSS will ask you if you have parental consent to share the child's details. If you wish to discuss a concern without a family's knowledge or consent you can do so via a No Names Consultation only.
- 9.19. There will be situations where it is not appropriate to ask for consent e.g. if the parent is suspected of abuse and doing so may put the child at increased risk.
- 9.20. For further information sharing guidance please see the document below:

- [Information sharing for practitioners](#)

9.21. Child sexual exploitation

9.22. If a child has made a disclosure regarding sexual exploitation, or if you think a child may be at risk of being sexually exploited, please contact MASH on 0345 050 7666.

9.23. Radicalisation

9.24. If you are concerned that a child or young person is being radicalised;

9.25. Make safe, call 999 if you have concerns for the safety of the child, young person or the public.

9.26. Follow child safeguarding procedures

9.27. For more information see Oxford City Council [PREVENT](#) intranet page

9.28. Position of trust

9.29. If you have a concern about a professional or person in a position of trust you should speak to a Designated Safeguarding Lead. They will contact the Local Authority Designated Officer (LADO) to report an allegation or concern.

- Tel: 01865 810603
- Email: LADO.safeguardingchildren@oxfordshire.gov.uk

9.30. Further information

9.31. Visit the [OSCB Themes page](#) to find out more about topics such as:

- private fostering
- child sexual exploitation
- female genital mutilation
- disabled children
- forced marriage
- children missing education
- preventing extremism

9.32. Escalation

9.33. Designated Safeguarding Leads (DSLs) are responsible for handling escalation processes and inter agency disputes. The Council has signed up to the OSCB Escalation process

9.34. .DSL with overall escalation responsibilities is:

- Community Safety Service Manager

10. Modern Slavery and Human Trafficking

10.1. The Council has additional responsibilities to report incidents of human trafficking and modern slavery.

- 10.2. For procedures on reporting and referring Modern Slavery and Exploitation at Oxford City Council, completing and NRM and Duty to Notify, contact Oxford City Council's [Anti-Slavery Coordinator](#) and refer to this document:
- [Oxfordshire's response to Adult Exploitation and Modern Slavery](#)
- 10.3. Under Section 54 of the Modern Slavery Act 2015, Oxford City Council prepares a slavery and human trafficking statement for each financial year. A Section 54 Statement must detail the steps taken during the previous financial year to ensure that no slavery or human trafficking is taking place in any part of its business or in any of its supply chains (or a declaration that no such steps have been taken).
- [Oxford City Council Modern Slavery Statement 2021-22](#)

11. Allegations against a council employee or volunteer

- 11.1. The Council has additional policy for managing allegations involving council employees or volunteers.
- [Policy and Procedure for Managing Allegations against Employees and Volunteers](#)
- 11.2. Allegations of abuse against an employee, member or volunteer will be reported to Oxfordshire County Council Children's Local Authority Designated Officer (LADO) by the Head of Business Improvement and the initial consultation will be to determine whether the allegation is so serious that it should immediately be referred to Social Services and/or the Police.
- 11.3. The Council recognises that it may be difficult to inform on colleagues but assures all employees, members and volunteers that it will fully support and protect anyone who, in good faith (without malicious intent), reports his or her concerns about a colleague's practice or the possibility that a child, young person, or adult at risk may be being abused or bullied.
- 11.4. The Council's [Whistle Blowing Policy](#) is available on the Council's web pages.

12. Procedure for reporting of child deaths

- 12.1. The Oxfordshire Safeguarding Children's Board is required to review deaths of children where there is at least a suspicion that the death resulted from abuse or neglect. The Board will also review serious cases of abuse or neglect of children.
- 12.2. If you become aware of a child death on Council premises, you should immediately contact:
- The Head of Regulatory Services and Community Safety
 - Otherwise you should contact one of the Designated Safeguarding Leads

13. Procedure for reporting deaths or serious abuse of adults with care and support needs

- 13.1. The Oxfordshire Safeguarding Adults Board is required to review deaths of adults with care and support needs where there is at least a suspicion that the

death resulted from abuse or neglect. The Board will also review serious cases of abuse or neglect of adults with care and support needs.

13.2. If you become aware that an adult with care and support needs has died or been seriously harmed on Council premises, you should immediately contact:

- The Head of Regulatory Services and Community Safety
- Otherwise you should contact one of the Designated Safeguarding Leads

13.3. If the death of a young person aged 16-17 or adult with care and support needs has or appears to have, resulted from violence, abuse or neglect by a person they are related to or who they have been in an intimate personal relationship or who is a member of the same household, this will trigger a Domestic Homicide Review (DHR). If appropriate the DHR will be carried out jointly with a Serious Case Review. In such circumstances, you should contact:

- Head of Regulatory Services and Community Safety
- Domestic Abuse Lead
- A Designated Safeguarding Lead

14. Recording concerns

14.1. MyConcern



14.2. MyConcern is the current central reporting system for safeguarding concerns raised by Oxford City employees and Councillors. The system is monitored by a group of Designated Safeguarding Officers and each new concern is triaged by a member of the group. Where there are outstanding actions they will direct actions to be completed to the case owner and notify the relevant teams to follow up. Once referrals are completed (internally or externally) the report can be closed.

14.3. Accurate reporting on MyConcern is essential to correctly interpret the data, complete lessons learnt and identify trends and training issues.

14.4. User information

14.5. MyConcern training forms part of the internal Safeguarding Awareness briefing which is mandatory for all staff.

14.6. Account set up and further training is available from the [Safeguarding Coordinator](#).

14.7. Recording concerns

14.8. Recording and reporting of concerns should be:

- Factual – Who are you concerned about, where do they live, what happened? Why are they at risk?

- Have context – what was the purpose of the visit/interaction? Are they a council tenant? Are they known to other departments?
- **Remember:** If making an external referral, record reference numbers and names of professionals spoken to. You can add more than one person to a concern. If you don't know the name put 'unknown' this can be updated later.

14.9. Referral details

14.10. Always apply referral details to the concern. This can be done through the 'Update Concern' option. Click on the concern you wish to update and go to the referral tab. Enter the date of the referral and choose from the list of agencies. Choose the outcome which is most appropriate.

14.11. No referral required

14.12. You may have discussed your concern with a safeguarding champion and decided that no further action needs to be taken. E.g. the situation is already being managed internally or by another agency.

14.13. If there are no new concerns or information to give to the primary agency you should not repeat the same information. If there are new or escalating concerns about an on-going situation then you should record your concern on MyConcern and inform the primary agency.

Appendix 4: Safeguarding Policy Risk Assessment

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Safeguarding Policy	Poor staff awareness of safeguarding indicators	Threat	Lack of access to training and support.	Ineffective response to safeguarding incidents.	23/05/2023	Richard Adams	4	4	4	3	4	2	Training programme in place delivered by a staff pool that needs expanding.	Training programme in place delivered by a staff pool that needs expanding.	31/03/2024	On-going		Laura Jones
Safeguarding Policy	Poor staff awareness of reporting procedures	Threat	Lack of access to training and support.	Ineffective response to safeguarding incidents.	23/05/2023	Richard Adams	4	3	3	3	3	2	Training programme in place delivered by a staff pool that needs expanding.	Training programme in place delivered by a staff pool that needs expanding.	31/03/2024	On-going		Laura Jones
Safeguarding Policy	Poor safeguarding recording levels on MyConcern	Threat	Lack of access to training and support.	Lack of insight and response into safeguarding trends.	23/05/2023	Richard Adams	3	3	3	2	2	2	Newsletters and reminders to record on MyConcern. Regular review of data.	Newsletters and reminders to record on MyConcern. Regular review of data.	31/03/2024	On-going		Laura Jones

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Appendix 5

Form to be used for the Full Equalities Impact Assessment

Service Area:	RS& CS	Section: Community Safety	Date of Initial assessment: 10/05/2023	Key Person responsible for assessment: Richard Adams	Date assessment commenced: 21/05/2023
Name of Policy to be assessed:			Safeguarding children, young people and adults with care and support needs Policy		
1. In what area are there concerns that the policy could have a differential impact			<i>Race</i>		<i>Disability</i>
			<i>Gender reassignment</i>		<i>Religion or Belief</i>
			<i>Sex</i>		<i>Pregnancy and Maternity</i>
Other strategic/ equalities considerations			<i>Safeguarding/ Welfare of Children and vulnerable adults</i>		<i>Mental Wellbeing/ Community Resilience</i>
			<i>Countywide Homelessness Strategy</i>		<i>Thriving Communities Strategy</i>
2. Background: Give the background information to the policy and the perceived problems with			<ol style="list-style-type: none"> 1. Oxford City Council's Business Safeguarding policy sets out publicly the Council's response and commitment to safeguarding children and vulnerable adults. 2. The Safeguarding policy is guided by the national safeguarding legislation and references the Care Act 2014, Working Together to Safeguarding Children 2018 and the Children's Act 2004. 		

the policy which are the reason for the Impact Assessment.

3. The Oxford City Council Safeguarding Policy was developed in conjunction with the Oxfordshire Safeguarding Children's Board and Oxfordshire Safeguarding Adult's Board policies and is supported by the Oxford City Council Safeguarding procedures and action plan.

4. The Safeguarding Policy has been benchmarked against other district Council safeguarding policies.

The Safeguarding Policy sets out:

Legal framework

Multi agency safeguarding arrangements

Roles and responsibilities

Safeguarding governance

Safeguarding prevention

Safeguarding practice and reviews

Training

Volunteers

Reporting concerns

Supervision pastoral support

Commissioned services and contractors

Staff recruitment

Whistleblowing

Other relevant policies

Information sharing

Monitoring and review

Service areas involved and impacted include:

Corporate Strategy

Housing Services

Regeneration

Financial Services

Regulatory Services and Community Safety

Corporate Property

Business Improvement

Planning Services

	OX Place ODS Community Services Law and Governance
<p>3. Methodology and Sources of Data:</p> <p>The methods used to collect data and what sources of data</p>	<p>To inform and guide the assessment, key variables and determinants have been taken from:</p> <p>National legislation Local safeguarding boards' priorities and requirements Review of district Council policies</p> <p>Data from the externally provided, confidential case management system, currently 'MyConcern' is used to identify themes and trends of safeguarding concerns.</p> <p>HR records identify themes and trends of safeguarding concerns relating to staff.</p>
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • 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 	<p>Consultation was carried out to ensure the safeguarding policy is comprehensive, relevant to and understood by each service area and to provide opportunity for collective input into the policy development.</p> <ol style="list-style-type: none"> 1) In May 2023, A meeting was held with eight officers from a range of service areas who are experienced in safeguarding and policy development. 2) During the meeting, additional relevant officers were identified and the draft policy was subsequently shared with sixteen officers from seven service areas, including Heads of Service, for review and comment. 3) Safeguarding procedures were shared with the Safeguarding Champions, a team of 14 officers from a range of service areas, to allow identification of any gaps, ensure procedures are understood in lay terms and enable opportunity for an organisational-wide, joint approach to developing procedures. 4) The safeguarding policy will go through the Cabinet clearing process and therefore reviewed and agreed by: <ul style="list-style-type: none"> The Head of Regulatory Services and Community Safety The Director of Communities and People Legal representative Head of Financial Services

<p>policy options) in the light of the responses you received.</p> <ul style="list-style-type: none"> A statement of what you plan to do next 	<p>Cabinet member for Safer Communities</p> <p>5) Citywide conversations (strand 1, 2 and 3) for TCS which provides various action for Priority 3, Thriving Communities.</p> <p>As a result of the meeting which was held with officers from a range of service areas who are experienced in safeguarding and policy development, and subsequent further sharing of the draft policy, feedback was received and the policy amended to align with other relevant policies.</p> <p>Benchmarking against other local district council safeguarding policies was undertaken.</p> <p>OSCB and OSAB undertake consultation with vulnerable adults and young people and their families in the creation and adoption of their policies and procedures. These policies and procedures inform the Oxford City Council safeguarding policy and procedures.</p> <p>Subsequent reporting will use data collated from the Census and BIU (Business Intelligence Unit). Other independent sources of data, such as reporting from local police, will also be used for a more comprehensive consultation exercise.</p>									
<p>5. Assessment of Impact: Provide details of the assessment of the policy on the nine 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 /</p>	<table border="1"> <tr> <td>Race Positive</td> <td>Disability Positive</td> <td>Age Positive</td> </tr> <tr> <td>Gender reassignment Positive</td> <td>Religion or Belief Positive</td> <td>Sexual Orientation Positive</td> </tr> <tr> <td>Sex Positive</td> <td>Pregnancy and Maternity Positive</td> <td>Marriage & Civil Partnership Positive</td> </tr> </table>	Race Positive	Disability Positive	Age Positive	Gender reassignment Positive	Religion or Belief Positive	Sexual Orientation Positive	Sex Positive	Pregnancy and Maternity Positive	Marriage & Civil Partnership Positive
Race Positive	Disability Positive	Age Positive								
Gender reassignment Positive	Religion or Belief Positive	Sexual Orientation Positive								
Sex Positive	Pregnancy and Maternity Positive	Marriage & Civil Partnership Positive								

or the welfare of children and vulnerable adults

The Safeguarding policy was developed and subsequently updated with the aim to have a positive impact on each equality strand.

The internal safeguarding awareness briefing includes legislation relevant to safeguarding, including the Equality Act 2010.

Safeguarding duties and the Council's response to safeguarding applies to all children and adults with care and support needs. The Council's duties and response will be maintained irrespective of any of the above equality strands.

- Race - PREVENT training is promoted throughout organisation and available through the safeguarding boards.
Support for asylum seekers, migrants and refugees is provided by a dedicated team.
Partnership work is undertaken in line with the anti-racism charter and Race Action Plan.
The annual self-assessment background paper details consultation with ethnic minority groups.
- Disability – disabilities are recognised as a care and support need for which safeguarding duties apply to adults. This legislative framework forms part of the safeguarding policy.
- Age – the safeguarding policy sets out the legislation relating to safeguarding duties for children and adults and how these differ. The safeguarding procedures detail different referral pathways depending on the age of the person the organisation intends to safeguard.
- Gender Reassignment - Hate crime has increased since the end of pandemic restrictions, this may result in increased reports of safeguarding. The policy ensures that the Council will use the appropriate referral pathways and work with appropriate organisations to ensure victims get the support that they need.
- Religion or belief – Honour based abuse training is available through the OSCB. Oxford City Council works in partnership with countywide organisations in line with the anti-racism charter and Race

	<p>Action Plan.</p> <ul style="list-style-type: none"> • Sexual orientation – Hate crime has increased since the end of pandemic restrictions, this may result in increased reports of safeguarding. The policy ensures that the Council will use the appropriate referral pathways and work with appropriate organisations to ensure victims get the support that they need. • Sex – Our approach to domestic and sexual abuse ensures our services are flexible to the needs of the sex of the victim. • Pregnancy or maternity – Women are at heightened risk of abuse and violence during this period. DASH risk assessments are completed by domestic abuse housing link workers, this includes pregnancy and maternity. The DA lead was consulted in the development of the updated policy and procedures. • Marriage and civil partnership – We can respond and ensure those who need a safeguarding response because they are a victim, will be able to access a suitable response. <p>Impacts on each strand are proportionately positive. Any disproportionate impacts will be monitored within safeguarding processes.</p>
<p>6. Consideration of Measures:</p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>There is no alternative approach. Oxford City Council have a statutory duty to comply with local safeguarding boards' requirements and national legislation.</p> <p>Mitigation of adverse impact is ensured upon consideration of actions within the safeguarding action plan.</p> <p>Training and awareness of safeguarding and associated policies and procedures exceeds annual targets, this mitigates any impacts where the policy and procedures may not be fully understood.</p>

	<p>The 23-24 annual safeguarding action plan includes an internal audit of safeguarding practices within the organisation. This will also mitigate any impacts of non-compliance due to lack of awareness or training.</p> <p>The Safeguarding policy has been developed with reference to the Equality, Diversity and Inclusion and Thriving Communities Strategies, grants reviews and the service integration project. These include mitigation of impact and associated EIAs; using a whole system approach and collaborative, collective working</p> <p>Other associated strategies and consideration of measures: Easy read documents mitigate negative impacts emerging from visual impairment or where English is not a first language.</p>
<p>6a. Monitoring Arrangements:</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 Council will complete an annual safeguarding self-assessment to measure the organisation's performance against standards set by the local safeguarding boards.</p> <p>The safeguarding risk register identifies areas of risk and associated impacts. Identification of these risks creates an awareness to help mitigation of negative impacts.</p> <p>The Council's safeguarding action plan contains actions in support of the self-assessment, safeguarding policy development, OSCB and OSAB's requirements and other local and national safeguarding priorities. Progress on the action plan is reviewed every six months and reported to the Strategic Safeguarding Group.</p> <p>Monthly updates of recorded safeguarding concerns to Corporate Management Team.</p> <p>Using externally provided case management system to identify emerging safeguarding trends and themes and inform safeguarding action plan.</p> <p>This policy will be reviewed annually. All changes are discussed with the Cabinet Member.</p>

		This policy is presented to Cabinet for approval every three years and more frequently if required by the Cabinet Member or Scrutiny process.			
7. Date reported and signed off by Cabinet:					
8. Conclusions: What are your conclusions drawn from the results in terms of the policy impact		<ol style="list-style-type: none"> 1. Keep monitoring the protected characteristics. Prompt service heads when next collecting data for any risks to protected characteristics. 2. Ongoing plans of delivering equalities training which will help. 3. Training and awareness raising through service planning, focussing on frontline services. 			
9. Are there implications for the Service Plans?	YES Training and awareness	10. Date the Service Plans will be updated	On-going	11. Date copy sent to Equalities Lead Officer	
13. Date reported to Scrutiny and Cabinet:		14. Date reported to Cabinet:		12. The date the report on EqlA will be published	

Signed L Jones

Signed

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

Safeguarding Coordinator, Regulatory Services and Community Safety
 Community Safety Service Manager, Regulatory Services and Community Safety
 EDI Lead, Community Services

To: Council
Date: 17 July 2023
Report of: Head of Law and Governance
Title of Report: Decisions taken under Part 17.9 of the Constitution

Summary and recommendations	
Purpose of report:	Council is asked to note the decision taken by the Executive Director (Development) under the provisions in Part 17.9 of the Constitution.
Recommendation: That Council resolves to:	
1. Note the decision taken as set out in the report.	

Appendices	
None	

Introduction and background

1. This report updates Council on a decision taken by the Head of Paid Service (Chief Executive) under the provisions in Part 17.9 of the Council's Constitution.
2. Where the provisions under Part 17.9 are used the Constitution requires that the decision must be reported to the next ordinary Council meeting with the reasons why it was urgent.

Decisions taken under Part 17.9

3. The following decision has been taken under the provisions in Part 17.9 of the Constitution. Council is asked to note the decision.
4. This report does not include decisions taken under the provisions of Part 17.9 of the Constitution that have previously been reported to Council.

ITEM 1	ENTERING INTO DEVELOPMENT SERVICES AGREEMENT WITH NETWORK RAIL REGARDING COWLEY BRANCH LINE PACE PHASE 2
Oxford City Council entering into a Development Services Agreement (DSA) with Network Rail Infrastructure Limited, in order to deliver the detailed design stage of work for the Cowley Branch Line, known as PACE Phase 2 in rail industry terminology. The estimated cost of this contract is £3,261,145 and is funded according to the terms of a Collaboration Agreement, a separate decision. The	

<p>DSA sets out the terms by which Network Rail will progress the Cowley Branch Line rail and station infrastructure to detailed design stage, with Oxford City Council as customer and oversight provided from all local funders through a Programme Panel.</p>	
<p>Date of decision:</p>	<p>29 March 2023</p>
<p>Decision taker</p>	<p>Executive Director (Development)</p> <p>Decision taken in consultation with:</p> <ul style="list-style-type: none"> • Councillor Louise Upton, Cabinet Member for Health and Transport • Councillor Ed Turner, Deputy Leader (Statutory) – Finance & Asset Management • Carolyn Ploszynski, Head of Regeneration and Economy • Nigel Kennedy, Head of Financial Services • Susan Sale, Head of Law and Governance
<p>Was the decision taken under emergency or urgency rules?</p>	<p>Constitution 17.9</p> <p><i>A decision to be taken cannot be called in if the Chair of the Scrutiny Committee, upon being consulted, agrees that:</i></p> <ul style="list-style-type: none"> • <i>the decision to be taken is both urgent and reasonable and</i> • <i>the delay caused by the call-in process would not be in the interests of the Council or the public.</i> <p><i>If the Chair of the Scrutiny Committee is not available, the Lord Mayor must agree that the decision to be taken is urgent and reasonable. If the Lord Mayor is not available, the Deputy Lord Mayor, Chief Executive or Monitoring Officer must agree.</i></p> <p><i>Decisions to which this rule applies must be identified on the notice of decision.</i></p> <p><i>Decisions to which this rule applies must be reported to the next ordinary Council meeting with the reasons why they were urgent. If the next meeting is within seven days of the decision being taken the decision taker will report to the next meeting after that.</i></p>
<p>Is this a Key Decision?</p>	<p>Yes</p>
<p>Reasons for decision</p>	<p>This contractual approach is the standard template used by Network Rail when it undertakes work on behalf of third parties.</p> <p>The item had been notified on the Forward Plan for the required 28 days; the officer decision was initially published on 24 March 2023 and the call-in period elapsed at the close of 28 March 2023, with no call-in request having been received from members. However, after the decision notice was published Network Rail alerted the Council that they had made a rounding error in the draft DSA meaning that the £3,260,000 published in the original decision notice was incorrect and Network Rail</p>

	<p>advised that the DSA could only be signed if the revised estimated cost of £3,261,145 was set out in the contract.</p> <p>This key decision, with the correct estimated contract value, was required to be taken and implemented urgently as the DSA needed to be executed and entered into within the current 2022-23 financial year, in order for the Network Rail estimated costs contained within the contract to be valid. The draft DSA contained an explicit assumption that the contract must be entered into in March 2023 for its terms to be valid; in particular, the overall cost is made up of hourly rates for Network Rail staff and contractors, which change at the start of the 2023-24 financial year. If the DSA is entered into in the 2023-24 financial year, the total contribution of the Council and landowners would increase and cause all local decision-making to be restarted. Therefore, if the DSA is was entered into in March 2023, the Cowley Branch Line 'Design Phase' was at risk.</p>
Alternative options considered:	<p>There has been no prior call for competition as:</p> <ul style="list-style-type: none"> a. competition is absent for technical reasons – Network Rail have progressed the Outline Business Case and are in communication with the Department of Transport on its content and the subject matter of the agreement is intrinsically linked to the work already undertaken; and b. no reasonable alternative or substitute exists – the standard documentation of Network Rail has to be used.
Wards significantly affected	Littlemore, Cowley, Northfield Brook, Blackbird Leys, Temple Cowley

Financial issues

5. The amendment to the estimated value of the DSA did not incur any financial risk to the Council. The DSA was an emerging costs contract with in-built contingency and all parties were aware that the Council is contractually bound to ensure Network Rail prioritises working within the established (and maximum locally approved) £3.26m budget, including the use of contingency where required, rather than use the Programme Panel to seek approval for any overall budget increase beyond the £3.26m budget.
6. The decision was made in order to correct a rounding error on the part of Network Rail and to ensure that the Council could secure hourly rates for Network Rail staff and contractors at the 2022-23 financial year level.

Legal issues

7. At its meeting on 14 December 2022, Cabinet delegated authority to the Executive Director (Development), in consultation with the Council's Section 151 Officer, the Head of Law and Governance, and the Cabinet Members for Health & Transport and for Finance & Asset Management to agree financial contributions and terms, and then enter into all relevant funding agreements and contracts in respect of the Cowley Branch Line Local Funding for Full Business Case.

8. The urgency provisions used to take the decision outlined in this report are set out in Part 17.9 of the Council's Constitution. In accordance with Part 17.9 of the Constitution, the Chair of the Scrutiny Committee, Cllr Dr Christopher Smowton agreed that the taking of the decision was both urgent and reasonable, and that the delay caused by the call-in process would not be in the interests of the Council or the public.

Report author	Alice Courtney
Job title	Scrutiny Officer
Service area or department	Law and Governance
Telephone	01865 529834
e-mail	acourtney@oxford.gov.uk

Background Papers: None

To: Council
Date: 17 July 2023
Report of: Head of Law and Governance
Title of Report: Urgent Key Decisions

Summary and recommendations	
Purpose of report:	To update Council on key decisions taken in cases of special urgency since October 2022.
Lead Member:	Councillor Susan Brown, Leader of the Council
Recommendation(s): Council is recommended to:	
1. Note the urgent key decisions taken in cases of special urgency as set out in the report.	

Appendices
None

Introduction and background

1. The Leader of the Council is required by regulations to report to Council at least annually on executive decisions taken under special urgency procedures. Special urgency rules apply to key decisions that have not been notified on the Forward Plan for at least 5 clear days. Such decisions can only be taken where the Chair of the Scrutiny Committee (or if there is no chair the Lord Mayor) agrees that the making of the decision is urgent and cannot reasonably be deferred. This report updates Council on executive decisions taken in cases of special urgency since October 2022.

Decisions taken in cases of special urgency

2. The following executive decisions were taken in cases of special urgency during the period since the previous report to Council on 3 October 2022.

ITEM 1	UK Shared Prosperity Fund Investment Plan
---------------	--

<ul style="list-style-type: none"> To give authority to take the necessary decisions and actions to oversee the UKSPF investment plan, including implementing and administering the scheme and the resulting projects in accordance with the requirements and priorities of the prospectus and fund. 	
Date of decision:	19 October 2022
Decision taker	Tom Bridgman, Executive Director (Development)
Was the decision taken under emergency or urgency rules?	Yes
Reasons for decision	To administer the scheme, and resulting projects in accordance with the requirements and priorities of the prospectus and fund.
Alternative options considered:	To not take the necessary decisions and actions to oversee the UKSPF investment plan
Wards significantly affected	None

ITEM 2	UK Shared Prosperity Fund Investment Plan
<ul style="list-style-type: none"> To enter into a contract with central government to deliver the UKSPF and to make non-material changes to the investment plan in consultation with the Head of Financial Services / Section 151 Officer, the Cabinet Member for Inclusive Economy and Partnerships, and the Cabinet Member for Zero Carbon Oxford and Climate Justice 	
Date of decision:	19 October 2022
Decision taker	Tom Bridgman, Executive Director (Development) In consultation with the Cabinet Member for Inclusive Economy and Partnerships and the Cabinet Member for Zero Carbon Oxford and Climate Justice
Was the decision taken under emergency or urgency rules?	Yes
Reasons for decision	To administer the scheme, and resulting projects in accordance with the requirements and priorities of the prospectus and fund.
Alternative options considered:	To not take the necessary decisions and actions to enter into the contract regarding the UKSPF investment plan
Wards significantly affected	None

Financial issues

3. There are no financial issues arising directly from this report.

Legal issues

4. Regulation 19 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 requires that the executive Leader submits a report to the authority at least annually on executive decisions taken in cases of special urgency (Regulation 11), including the particulars of each decision.

Report author	Jonathan Malton
Job title	Committee and Member Services Manager
Service area or department	Law and Governance
Telephone	01865 529117
e-mail	jmalton@oxford.gov.uk

Background Papers: None

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Minutes of a meeting of the Cabinet on Wednesday 19 April 2023



Cabinet members present:

Councillor Brown	Councillor Turner
Councillor Aziz	Councillor Chapman
Councillor Hollingsworth	Councillor Munkonge
Councillor Railton	Councillor Linda Smith
Councillor Upton	Councillor Walcott

Officers present for all or part of the meeting:

Stephen Cohen, Refugee and Resettlement Manager
Rhian Davies, Interim Head of Law and Governance
Stephen Gabriel, Executive Director (Communities and People)
Caroline Green, Chief Executive
Emma Lund, Committee and Member Services Officer
Jonathan Malton, Committee and Member Services Manager
Nerys Parry, Head of Housing
Richard Wood, Housing Strategy and Needs Manager

Apologies:

No apologies were received.

138. Addresses and Questions by Members of the Public

None.

139. Councillor Addresses on any item for decision on the Cabinet agenda

None.

140. Councillor Addresses on Neighbourhood Issues

None.

141. Items raised by Cabinet Members

Councillor Anna Railton, Cabinet Member for Zero Carbon Oxford and Climate Justice, reported on the Construction, Logistics and Community Safety (CLOCS) standard: a national industry standard which aimed to improve the safety of construction vehicle

journeys. Councillor Railton explained that it was the Council's intention to become a CLOCS champion.

Councillor Alex Hollingsworth, Cabinet Member for Planning & Housing Delivery, drew attention to two elements within his portfolio area which could be used to enable the Council to show its support for the CLOCS principles.

Firstly, the Local Planning Authority was required to issue conditions for Construction Traffic Management Plans (CTMPs) on major applications, and there was potential to include within such conditions wording which sought to make the principles of the CLOCS scheme as binding as possible on those undertaking construction within the city. This would require consultation with Oxfordshire County Council as the Highways Authority; however, the County Council had not so far raised any objections to the principles.

Secondly, whilst the Council's housing development company, OX Place, was not itself a contractor it did collaborate with operators which used the types of vehicles covered by the CLOCS standard. OX Place had indicated that it would be very keen to endorse the standard and sign up to its principles.

142. Scrutiny reports

There were no scrutiny recommendations to be reported to the meeting.

143. Local Authority Housing Fund

The Executive Director (Communities & People) had submitted a report to seek project approval and delegations to enable the Council to proceed with entering into the national Local Authority Housing Fund (LAHF) and to make available the required budget provision. The LAHF was a national fund to support local authorities in providing accommodation to Ukrainian and Afghan families settled in the UK under various government schemes following the respective conflicts which had occurred in their countries. As a condition of the fund, local authorities were required to meet part of the funding required to purchase properties to provide new affordable homes: the remainder would be provided as grant from the fund.

The proposed agreement with the Department for Levelling Up, Housing and Communities would enable the Council to purchase six properties to offer as affordable social housing for Ukrainian and Afghan refugee families, thereby helping to reduce emergency, temporary and bridging accommodation costs.

Councillor Linda Smith, Cabinet Member for Housing, reported that entering into the agreement reflected the Council's values a City of Sanctuary. It would allow the Council an opportunity to welcome Ukrainian and Afghan refugees into the community, allowing them to contribute to life in Oxford and providing a life-changing opportunity for the individual families who would receive the tenancies. It would also be very beneficial for the Council in that it would allow the Council to receive grant funding of c£1.1 million in return for an investment of c£1.2 million. Once the properties were purchased the Council would become the owner, and this would provide a source of rental income to the Council. Once the initial tenancy had ended the properties would become part of the Council's regular housing stock, available for allocation to eligible applicants on the housing register.

Cabinet resolved to:

1. **Approve** the Council becoming part of the Local Authority Housing Fund in order to deliver 6 new affordable homes;
2. **Recommend to Council** the allocation of a £2,330,320 capital budget from the Housing Revenue Account for the Council’s investment to purchase the properties as part of Local Authority Housing Fund; and
3. **Delegate** authority to the Executive Director (Communities & People) in consultation with the Cabinet Member for Housing; the Head of Financial Services/Section 151 Officer; and the Head of Law and Governance/Monitoring Officer, to enter into agreements and contracts to facilitate the purchase by the Council of housing (to be held in the HRA) within the identified budget and within the project approval.

144. Decisions taken under Part 9.3(b) of the Constitution

The Head of Paid Service (Chief Executive) had submitted a report asking Cabinet to note a decision taken by the Head of Paid Service (Chief Executive) using urgency powers delegated in Part 9.3(b) of the Constitution.

Cabinet resolved to:

1. **Note** the decision taken as set out in the report.

145. Minutes

Cabinet resolved to approve the minutes of the meeting held on 15 March 2023 as a true and accurate record.

146. Dates of Future Meetings

- 14 June 2023
- 12 July 2023
- 9 August 2023
- 13 September 2023
- 18 October 2023
- 15 November 2023

All meetings start at 6.00 pm.

The meeting started at 6.00 pm and ended at 6.15 pm

Chair

Date: Wednesday 14 June 2023

When decisions take effect:

Cabinet: after the call-in and review period has expired

Planning Committees: after the call-in and review period has expired and the formal decision notice is issued

All other committees: immediately.

Details are in the Council’s Constitution.

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Minutes of a meeting of the Cabinet on Wednesday 14 June 2023



Cabinet members present:

Councillor Brown	Councillor Turner
Councillor Aziz	Councillor Chapman
Councillor Hunt	Councillor Munkonge
Councillor Rehman	Councillor Linda Smith
Councillor Upton	

Officers present for all or part of the meeting:

Bill Graves, Landlord Services Manager
Caroline Green, Chief Executive
Tom Hook, Executive Director (Corporate Resources)
Nigel Kennedy, Head of Financial Services
Douglas Kerrigan, Interim Development Manager
Emma Lund, Committee and Member Services Officer
Peter Matthew, Interim Executive Director of People and Communities
Nerys Parry, Head of Housing
Malcolm Peek, Property Service Manager
Carolyn Ploszynski, Head of Regeneration and Economy
Gail Siddall, Team Leader, HMO Enforcement Team
Karoline Soisalo de Mendonca, Regeneration Manager
Steve Stansfield, Building Compliance and Safety Manager
Steve Weitzel, Regeneration Manager
Tom Woodhams, Team Leader Lawyer
Ian Wright, Head of Regulatory Services and Community Safety

Also present:

Councillor Dr Hosnieh Djafari-Marbini, Chair of the Child Poverty Review Group
Councillor Lucy Pegg, Chair of Scrutiny

Apologies:

Councillor Railton sent apologies.

1. Addresses and Questions by Members of the Public

None.

2. Councillor Addresses on any item for decision on the Cabinet agenda

None.

3. Councillor Addresses on Neighbourhood Issues

None.

4. Items raised by Cabinet Members

None.

5. Scrutiny reports

The Chair welcomed Councillor Lucy Pegg as Chair of Scrutiny for the 2023/24 Council year.

The Scrutiny Committee had met on 7 June 2023 and the Housing and Homelessness Panel had met on 24 April 2023. Councillor Pegg presented the reports and recommendations from those meetings relating to (i) the Housing Management System Implementation; and (ii) the revised tenancy agreement for Council tenants.

In relation to the Housing Management System Implementation, Scrutiny had had a wide-ranging discussion which had included lessons learned; timescales going forward and whether any further delays or issues were anticipated; procurement; budgets; disaster recovery; and software implementation processes. One recommendation had been made, which related to ensuring that there was a contingency plan when reaching a critical point in future projects, so that project implementation could be reverted back to an earlier 'working' status if issues and/or errors arose. Councillor Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies, responded that the recommendation was accepted as a general principle, but commented that it had not been practical to do this in this particular case due to the inter-connectivity with other systems.

In relation to the Tenancy Agreement, one recommendation had been made which related to the Council considering every three years if it would be appropriate to revise the tenancy agreement (rather than every five years as currently). Councillor Linda Smith, Cabinet Member for Housing, responded that the recommendation was accepted.

Councillor Hosnieh Djafari-Marbini, Chair of the Child Poverty Review Group, presented its recommendations. These had initially been brought to Cabinet in June 2022, but had been deferred to allow for further consideration and a more detailed response from Cabinet Members, which was now included.

Councillor Djafari-Marbini drew particular attention to recommendations 16 and 17, which related to the Council producing a Poverty Strategy within the next eighteen months and the Council agreeing (subject to securing funding) to hold a poverty truth commission. Councillor Djafari-Marbini highlighted that these actions would have potential to add value to the work which was currently being undertaken.

In relation to recommendation 11, which related to the Council agreeing a cross-party motion committing to formally adopt the socio-economic duty and using its influence to encourage local partner institutions to do the same, it was noted that a motion to this effect had been passed by Council on 3 October 2022. However, Councillor Djafari-Marbini commented that almost a year had now passed since that original recommendation had been made.

Councillor Susan Brown, Leader, acknowledged that it had taken some time to pull together all of the responses, but highlighted that the work which sat behind the responses had been continuing in the interim. It was noted that the Council motion had sought further reports to Cabinet on options to implement the socio-economic duty and options to develop a Child Poverty Strategy which would provide an opportunity for these to be further considered.

Councillor Brown thanked the Child Poverty Review Group for the thorough and detailed work which it had undertaken, which was important in informing the work undertaken by the Council to tackle poverty (and in particular child poverty) across the city. This work was of particular importance given the current cost of living crisis.

6. Review of the Corporate Enforcement Policy

The Head of Regulatory Services and Community Safety had submitted a report to review the Corporate Enforcement Policy and seek approval for an amended policy for a further three years.

Councillor Linda Smith, Cabinet Member for Housing, reported that the policy had operated well since it had last been reviewed in 2019. The updated policy before Cabinet had been reviewed and refreshed, but minimal changes were proposed. These were mainly to include additional detail and clarification. The policy was high level and related to general principles for corporate enforcement: the service area plans and enforcement policies which sat below it contained more detailed procedures.

Ian Wright, Head of Regulatory Services, drew attention to paragraph 1.2 of the policy, which set out that the Council's enforcement approach would take corporate and local priorities into account. This would enable action to be taken which was relevant to the people of Oxford.

Cabinet resolved to:

1. **Approve** the amended Corporate Enforcement Policy (at Appendix 2) for a further three years.

7. Ice Rink Future Car Parking Provision

The Head of Community Services had submitted a report to seek approval for the favoured on-site option for future car parking provision for users of the Oxford Ice Rink when the Oxpens car park was closed permanently for redevelopment.

Councillor Chewe Munkonge, Cabinet Member for Leisure and Parks, highlighted that the report represented the outcome of work undertaken following a previous report to Cabinet in August 2022. The report was forward-looking, and therefore some of the costs outlined could be subject to change.

Councillor Munkonge informed Cabinet that much work had been done with the car park users, which had resulted in the preferred option. It also represented the most cost-effect solution, as the land was owned by the City Council.

Carolyn Ploszynski, Head of Regeneration and Economy reported that the closure of the car park was anticipated to be at least two years away, and so the chosen option would not be implemented immediately. However, the planning permission would likely be sought earlier, to ensure that it was in place as the project progressed.

In response to a question about costs, the Cabinet Member for Leisure and Parks clarified that the expected cost (before adjustment for inflation) was c£320,000 which

was considered reasonable. Due diligence had been undertaken. The budget of £580,000 being sought was therefore higher than the anticipated cost of providing the parking spaces. It was also noted that the car park was income generating, which would likely cover the capital cost associated with borrowing of the £580,000, should this be needed.

Cabinet resolved to:

1. **Grant project approval** for option 1 (car parking at the front of the ice rink) being progressed on the basis of seeking to achieve around 25 spaces in total;
2. **Recommend to Council** to establish a budget of £580,000 within the Council's capital programme, profiled across 2024/25 and 2025/26, to fund the provision of new car parking at the front of the ice rink, subject to OXWED's programme for closing the Oxpens car park, and approve the payback of previously spent feasibility funding of £46,000 into the feasibility budget; and
3. **Delegate authority** to the Head of Community Services, in consultation with the Council's Section 151 Officer, the Head of Law and Governance, the Cabinet Member for Leisure and Parks and the Cabinet Member for Planning and Healthier Communities to finalise the scope of works, undertake the necessary procurements, and negotiate and enter into all contracts for the detailed design, construction works, and all associated professional services, for the new ice rink car park within the agreed budget.

8. Fire Door Replacement Programme

The Executive Director (Communities and People) had submitted a report to seek approval and delegated authority to award works contract(s) to replace all applicable resident front doors in Evenlode, Windrush and Hockmore Towers, Oxford with certificated compliant fire doors.

Councillor Linda Smith, Cabinet Member for Housing, reported that work to replace doors at the other towers had either already been completed or was currently underway. The budget for the works had already been allocated; therefore no new spending was being sought.

It was noted that some issues had been raised relating to the weight of fire doors, which had caused difficulty for frailer residents. Alternatives were being investigated for the doors to communal areas. Councillor Smith advised that letters would be sent to residents to inform them of the forthcoming works and it was suggested that when following-up and scheduling the work, Housing Officers could take the opportunity to identify any special needs.

Cabinet resolved to:

1. **Grant project approval** to allocate the approved budget of £2.6m agreed by full Council in 2021/22 to enable progression of the replacement of all resident front doors at Plowman, Evenlode, Windrush and Hockmore Towers, Oxford, with certificated compliant FD30 fire doors; and
2. **Delegate authority** to the Executive Director (Communities and People) or the Head of Housing Services to award the fire door replacement programme

contract(s) to ODS, or others as required, following the procurement process outlined in the Constitution.

9. Agency Agreement to Undertake Land Drainage and Flood Investigation Services on behalf of Oxfordshire County Council

The Head of Corporate Strategy had submitted a report to seek approval to enter into an agency agreement with Oxfordshire County Council under Section 101 of the Local Government Act 1972 and Section 19 of the Local Government Act 2000 to undertake duties relating to the Land Drainage Act 1991/Flood and Water Management Act 2010, on behalf of and as an agent of Oxfordshire County Council as Lead Local Flood Authority.

Councillor Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies, reported that the Council had already been undertaking some of the works covered by the report on behalf of the County Council (as the Lead Local Flood Authority) for a significant amount of time. This involved investigating floods in the city; issues around water course construction; and licences to move water courses. Approval was now being sought to formalise the arrangement in return for a sum from the County Council which was considered reasonable and would cover the costs. The City Council already had officers with the expertise to undertake the work.

The risks associated with entering into the agreement were considered to be minimal given the length of time in which the Council had already been undertaking the work, and the lack of any previously identified issues.

Cabinet resolved to:

1. **Grant approval** to enter into an agency agreement with Oxfordshire County Council pursuant to Section 101 of the Local Government Act 1972 and Section 19 of the Local Government Act 2000 to undertake ordinary watercourse consenting and other duties relating to the Land Drainage Act 1991/Flood and Water Management Act 2010 on behalf of Oxfordshire County Council, as described in the report.

10. Blackbird Leys Development Project - Land Appropriation

The Executive Director (Development) had submitted a report to seek approval to advertise the Council's intention to appropriate land (change the statutory basis on which it is held by the Council) at the Blackbird Leys District Centre and Knights Road to facilitate the Blackbird Leys Development Project. The intent to appropriate related to land owned by Oxford City Council only.

Councillor Ed Turner, Deputy Leader (Statutory) – Finance and Asset Manager, reported that the Blackbird Leys development was an ambitious project which would provide new affordable housing, a new community centre, and an improved retail offer (subject to a successful planning application). Councillor Turner clarified that the proposal before Cabinet related to re-designation of land which was already in its ownership, in order to enable development. The legal process required prior advertisement of the Council's intention to appropriate the land.

Cabinet resolved to:

1. **Approve** the public notification process to consider the proposal to exercise the Council's powers to appropriate land in its ownership at Blackbird Leys District

Centre and Knights Road (see plan at Appendices 1 & 2) (“the Land”) to planning purposes;

2. **Approve** the publishing of a notice in a local newspaper for two weeks consecutively expressing the Council’s intention to appropriate the Land in accordance with section 122 Local Government Act 1972 to planning purposes so as to rely on section 203-205 Housing and Planning Act 2016. This is necessary to facilitate Phase 1 of the Blackbird Leys Development Project.

11. East Oxford Community Centre

The Executive Director (Communities and People) had submitted a report to provide an update on progress of the project to deliver the development of the East Oxford Community Centre at Princes Street in upgrading the main building and providing a modern new build extension in a single place. The report also set out, for approval, options to address the unprecedented construction inflation.

Councillor Ajaz Rehman, Cabinet Member for Inclusive Communities, reported that of all the options considered, only one (option 1) was considered to be feasible: consultation with users of the centre had indicated that it offered the minimum space which they wanted, and value engineering on material and methods had allowed the effects of very high construction inflation to be mitigated.

Councillor Ed Turner, Deputy Leader (Statutory) – Finance and Asset Management, highlighted that situations such as the current very high construction inflation environment required challenge and judgement to be made as to whether projects which were feasible at one price remained feasible when costs were substantially higher. Councillor Turner commented that in the case of the East Oxford Community Centre an alternative scheme would likely involve a full re-design with a new planning application (which would involve risk of refusal), as well as risking disappointment to the local community. It would be likely to result in a scheme which was similar to the current one but at an even higher price, or alternatively a smaller scheme which did not meet the community’s needs. Therefore, he recommended the increase to the project budget, whilst highlighting that officers would need to proactively continue to manage costs at all stages of the construction.

Cabinet resolved to:

1. **Approve** option 1;
2. **Recommend to Council** to increase the project budget by £1.298m (from £5.496m to £6.794m);
3. **Delegate authority** to the Executive Director (Communities and People) in consultation with the Head of Financial Services/S151 Officer; the Head of Law and Governance; the Cabinet Member for Finance and Asset Management; and the Cabinet Member for Inclusive Communities to award the construction contract to Oxford Direct Services Ltd (ODSL) for the sum of £5.9m and enter into the contract;
4. **Approve** (subject to Council’s agreement to recommendation 2 above) that the 2023 construction contingency budget is applied to the East Oxford Community Centre project, to make up the budget increase required as set out in the report.

12. Housing Management System Implementation

The Executive Director (Communities and People) and the Head of Financial Services had submitted a report to update Members on the lessons learned from the implementation of the Housing Management System and the outcome of discussions with the supplier as to potential settlement; and to seek additional budget approval for further development of the product after the move to 'business as usual' which had now been secured.

Councillor Chapman, Cabinet Member for Citizen Focused Services and Council Companies, presented the report and acknowledged the issues which had arisen during the implementation of the system. The system had been commissioned in 2016, and it was only recently that it had been stable enough to meet requirements. Many lessons had been learned as a result, and it was to the Council's credit that it had commissioned its own report to identify areas where mistakes could have been avoided.

The project had also been more costly than expected: partly because of the amount of time needed to fully implement the system, and partly because of the need to commission expert staff in order to successfully complete the implementation. Retrospective approval of additional budget of £263k in the last financial year was sought: this had been approved by the Project Board but required formal approval by Cabinet and Council. Going forward, an additional budgetary amount of £497K of capital and £97k of revenue over the next 4 year period had been identified, in order to fully maximise and optimise the use of the system.

Councillor Chapman also advised that, following discussions with the supplier, proposed settlement terms had been reached with regard to compensation for some of the extra costs incurred. This was considered to be a fair settlement and was recommended for approval.

The Head of Financial Services corrected an error within paragraph 9 of the report: Council had given budget approval for £538k of capital (not £528k). The Head of Financial Services also clarified that whilst the legal implications section of the report referred to extending the contract, this requirement had subsequently been resolved in negotiations.

The Head of Financial Services also commented that in spite of all the issues, the experience had demonstrated successful collaborative working between many areas of the Council (including Finance, ICT and Housing) and ODS in order to achieve recovery to a steady state.

Cabinet resolved to:

1. **Note** the lessons learned from the system implementation;
2. **Approve** the proposed settlement terms offered by the supplier as referenced in Appendix 4 (exempt) and **delegate authority** to the Executive Director (Communities and People) in consultation with the Head of Financial Services and the Head of Law and Governance to finalise the terms;
3. **Recommend to Council** the approval of additional budget of £263k in 2022-23 as detailed in paragraph 8 of the report; and

4. **Recommend to Council** the inclusion of an additional budgetary amount of £497k of capital and £97k of revenue over the next 4 year period for the further development of the system (paragraphs 9-11).

13. Minutes

Cabinet resolved to approve the minutes of the meeting held on 19 April 2023 as a true and accurate record.

14. Dates of Future Meetings

12 July 2023
9 August 2023
13 September 2023
18 October 2023
15 November 2023
13 December 2023

All meetings start at 6pm.

The meeting started at 6.00 pm and ended at 6.57 pm

Chair

Date: Wednesday 12 July 2023

When decisions take effect:

Cabinet: after the call-in and review period has expired

Planning Committees: after the call-in and review period has expired and the formal decision notice is issued

All other committees: immediately.

Details are in the Council's Constitution.

To: Council
Date: 17 July 2023
Report of: Head of Corporate Strategy
Title of Report: The Oxfordshire Resources & Waste Partnership

Summary and recommendations	
Purpose of report:	To note the annual update on the Oxfordshire Resources & Waste Partnership
Key decision:	No
Cabinet Member with responsibility:	Councillor Chapman, Cabinet Member for Citizen Focused Services and Council Companies
Corporate Priority:	Support Thriving Communities; Pursue a zero carbon Oxford
Policy Framework:	None.
Recommendation(s): That Council resolves to:	
1. Note the annual update report on the work of the Oxfordshire Resources and Waste Partnership.	

Appendices	
Appendix 1	ORWP Annual report 2022-23

Introduction and background

1. This paper provides an update on the Oxfordshire Resources and Waste Partnership (ORWP), which was established in 2019, and which Oxford City Council is a member of along with the other countywide waste collection and disposal authorities.
2. It receives £100k funding per annum, with a contribution of £50k from Oxfordshire County Council and £10k each from the City and district councils.
3. Prior to the ORWP's establishment, the previous Oxfordshire Waste Partnership (OWP) existed until 2015 through a joint arrangement between collection and disposal authorities.

4. From 2016-2019 meetings took place under the aegis of the Oxfordshire Environment Partnership with a focus on sharing best practice. The Oxfordshire Environment Partnership no longer exists.
5. [The Oxfordshire Resources and Waste Strategy](#) was developed across all Oxfordshire authorities. It runs from 2018 to 2023 and focuses on local authority collected waste. The context was linked to Oxfordshire Housing & Growth Deal assumptions and the rise in numbers of households across Oxfordshire. However, it predates Oxfordshire councils' Climate Emergency declarations and the DEFRA 25 year Environment Plan. The ORWP Officers Group is currently updating the strategy – however any significant changes are expected to follow only after there is clarity on the new recycling and waste framework DEFRA is proposing (see paras 9 and 10 below)
6. The Strategy sets out an ambitious target of reaching the following targets:
 - Recycle or compost at least **65%** of household waste by 31 March 2025
 - Recycle or compost at least **70%** of household waste by 31 March 2030
7. Waste and recycling are an important part of Oxford City Council's response to the Climate Emergency, in close alignment with our neighboring councils. Waste and recycling issues are central to the circular economy.

ORWP Annual Report

8. An annual report on the work of the ORWP has been prepared by the ORWP officer, and is attached as Appendix 1. The ORWP Partnership Manager is a role jointly funded by all of the ORWP Partners.
9. Over the past couple of years Oxford City Council and the other Oxfordshire councils have been working collaboratively through the ORWP in particular to help influence - and prepare responses to - the very significant changes in the national regime for waste and recycling that are being prepared by DEFRA. These are expected to be far-reaching and lead to significant changes in both the funding streams and systems for recycling and waste collection and disposal.
10. At the time of writing, we are still awaiting final details from DEFRA of the proposed new arrangements.

Oxford City Council waste performance 2022-23

11. Oxford City Council's waste recycling performance is still tracking ahead of national averages. Total recycling for the city - including materials collected through the Redbridge Household Waste Recycling Centre, streets and sweepings for 2021/22 - was 51.84%. This compares to the national performance of 41.5% (Source: DEFRA National statistics Local authority collected waste management - annual results 2021/22)
12. Over the past 5 years the national statistics show that overall recycling rates have plateaued and dropped below 42% in 2020/21 and 2021/22. The City Council's performance appears to have followed a similar trend. Our recycling performance for 2022/23 reduced to 50.05% (national figures are not yet available).
13. The detailed performance for kerbside collections in Oxford is shown below.

	General Waste	Dry Recycling	Food Waste	Garden Waste
2021/22	44.91%	30.49%	13.43%	11.18%
2022/23	46.49%	29.92%	13.26%	10.32%

14. ORWP members agree that it will be difficult to achieve the step change improvement in recycling rates targeted within the Oxfordshire Resources and Waste Strategy without the significant changes in funding streams and systems for recycling and waste collection and disposal envisaged in the proposed DEFRA reforms.

Round Changes

15. In April 2022 a reroute of household collections was implemented with a view to balancing collection volumes each day and improving efficiencies. There have been a few operational adjustments to staffing of the rounds to ensure consistency of service, but the primary challenge following the reroute was implemented has been dealing with issues of traffic congestion.

16. Our Refuse Collection Vehicles (RCVs) are permitted to pass through the LTNs barriers when carrying out collections, and the planned introduction of ANPR cameras at certain points will reduce the time taken to navigate the existing bollard restrictions. However, traffic volumes on arterial routes linked to roadworks, traffic accidents and other causes have affected the efficiency of the rounds. We are keeping our collection routing under review and if any further measures can be made to mitigate this we will explore this further.

COVID

17. Since the removal of COVID restrictions there has been a quick transition back to normal working practices. As society has adjusted to “living with COVID” we have experienced very few reports of confirmed cases among staff. Indeed, there has not been a reported case among the waste collection teams since January 2023.

Heatwave 2022

18. The heatwave last summer created a challenge for the collection teams. The high temperatures combined with the Personal Protective Equipment (PPE) the crews are required to wear and the physical nature of the work made working in the high heat uncomfortable. To try and mitigate this we adjusted the time collections started to 1 hour earlier than normal. This not only provided benefits from working in the cooler early mornings, the lack of traffic at this time meant crews avoided an hour of rush hour traffic and could complete their work earlier. This was a common approach across the industry, and we are grateful to the public for their understanding.

CRC removals

19. After reviewing the current Community Recycling Centre (CRC) or “bring bank” provision for the city it has been agreed that this will be significantly reduced. The reasoning behind this has multiple elements but primarily, as all residents have access to kerbside recycling there is little benefit from them remaining. The CRC locations are also notorious areas for fly-tipping and cost a significant amount to manage each year. In the coming weeks the number of locations will reduce and residents will be directed to alternate forms of recycling and/or disposal going forward. A comms plan is currently being put together to ensure that prior to, during

and after the changes residents will receive the guidance on how to responsibly dispose of their waste. The aim is to remove most of the CRCs in September 2023.

Financial implications

20. The ORWP is funded by the Oxfordshire councils with a £10,000 contribution per annum from Oxford City Council. This cost is offset by an increase in recycling credits received by the Council, and was approved in the Budget of 2020.

Legal issues

21. There are no legal implications. The ORWP is governed by a Memorandum of Understanding (MOU) and a Joint Municipal Waste Management Strategy (JMWMS) called the “Oxfordshire Resources and Waste Strategy 2018-2023”.

Level of risk

22. Not applicable.

Environmental considerations

23. Oxford City Council and the ORWP are committed to the ‘waste hierarchy’ that puts waste prevention ahead of reuse, then recycling, recovery and disposal. Waste and recycling. Waste and recycling is responsible for around 1 per cent of greenhouse gas emissions in Oxford.

Equalities impact

24. An Equalities Impact Assessment is not applicable. Core waste and recycling services are provided without charge at the point of use to all residential households. While the service is universal with standard requirements for all on how to present their waste and recycling, some allowances are made for those unable to move heavy waste bins – for example the provision of waste sacks instead.

Conclusion

25. It is intended the ORWP should continue to provide an important forum for coordination and collaboration on recycling and waste management in Oxfordshire, governed by the MOU in place and coordinating work under the JMWMS.

Report author	Mish Tullar
Job title	Head of Corporate Strategy
Service area or department	Chief Executive
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Background Papers:
None

ORWP 2022-2023 Annual Report

Introduction

This is the annual report for the Oxfordshire Resources and Waste Partnership (ORWP) for 2022-2023. ORWP is a collaborative partnership between and funded by the 6 constituent local authorities (LAs) in Oxfordshire who are responsible for both household waste collection and disposal in the County:

- Cherwell District Council
- Oxford City Council
- Oxfordshire County Council
- South Oxfordshire District Council
- Vale of White Horse District Council
- West Oxfordshire District Council

ORWP is governed by a Memorandum of Understanding (MOU) and a Joint Municipal Waste Management Strategy (JMWMS), called 'The Oxfordshire Resources and Waste Strategy 2018-2023'¹, which sets out our 3 strategic aims, the national policy picture, performance, resident responses to the consultation and the strategy for improving resources and waste management for household waste in Oxfordshire.

Our key aims are to:

- Keep household waste growth to zero (per person per year)
- Increase the amount of household waste we recycle to 70% by 2030
- Send less than 3% of our household waste to landfill by 2020

In order to support delivery of the key aims, ORWP has 6 objectives (updated during 2022) covering the waste hierarchy (Obj 1 and Obj 2); working with our residents to improve services (Obj 3); the circular economy (Obj 4), improve the local environment (Obj 5) and health & safety (Obj 6).

The Partnership structure consists of a number of groups with Members and Officers working at various levels to deliver against the common objectives of ORWP as outlined in the JMWMS. More detail can be found in the Appendix.

Priorities and Progress (2022-2023)

2022-2023 has been a busy year, building on the previous year's work. Key activities included the development of the new ORWP Vision, JMWMS activity, national engagement, the SCRAP fly-tipping campaign, Persistent Organic Pollutants (POPs) and ongoing communication activity by all Partners. More detail is below:

1. National Representation and Consultations

The changes proposed under the Government's national Resources and Waste Strategy (2018) and the Environment Act (2021) are significant in both scale and impact on how recycling and waste for households and businesses is managed.

¹ www.oxfordshire.gov.uk/sites/default/files/file/waste-and-recycling/OxfordshiresResourcesandWasteStrategy.pdf

The focus is currently on household waste in the main and represents a substantial shift in how local authority (LA) waste services will be funded and delivered. This will be through policies such as Extended Producer Responsibility for Packaging (pEPR); a Deposit Return Scheme for drinks containers (DRS) and Consistency of Collections.

The Government has run 2 sets of national consultations across these policy areas; in 2019 and 2021, to which ORWP responded. The sector has been waiting since late 2021 for the Government's response to the Consistency of Collections consultation, which is due to set out the Government's mandate on what is collected across England for recycling, and how it should be collected. Funding leveraged through the EPR scheme is due to support the changes LAs are expected to make under Consistency. However, because of the delays and without the detail, forward planning and budget setting continues to be a challenge for all Partners.

ORWP activity on this includes:

- Active engagement through national groups and meetings and events, representing ORWP. This included the National Association of Waste Disposal Officers (NAWDO) and their Policy and Advisory Committee, Defra Local Authority Engagement Forum, South East Waste Partnership Group and the District Council's Network (DCN). The DCN Chief Executives Group is currently chaired by the Chief Executive for Cherwell District Council (Yvonne Rees); this has provided ORWP with a broader platform from which to engage nationally on waste and recycling policy.
- Consultations and Calls for Evidence that ORWP responded to:
 - Landfill Tax
 - Review of Waste Carrier, Broker, Dealer Regime
 - Digital Waste Tracking
 - Inclusion of EFW in UK ETS
 - Environmental Targets
 - Non-HH waste charges at HWRCs
- Co-signing of a lobbying letter to Defra Secretary of State on the impacts of the ongoing delays to the remaining national consultation responses at the time (DRS, Consistency and Waste Prevention Programme) from Government.

2. Environment Act implications for ORWP

- Briefings for Members and Officers on progress, delays and likely implications of key policy areas viz. pEPR, DRS, Consistency of Collections and Waste Prevention.
- Direct engagement with Defra on the details of national policies as noted in the previous bullet and possible impacts and opportunities for ORWP Partners.

3. JMWMS action plan targets and delivery

- JMWMS action plan review and prioritisation.

4. Deliverable projects:

- The Hertfordshire Fly-tipping Group developed the SCRAP² campaign which has been adopted by over 120 local authorities in England.

² SCRAP acronym is Suspect - Check - Refuse - Ask - Paperwork: comms campaign to raise awareness of the Duty of Care for householders to manage their waste correctly and appropriately; www.oxfordshire.gov.uk/flytipping

- The ORWP-sponsored project ran over 3 phases from March 2022 to November 2022 and activity included online campaigns (phases 1 and 3) and printed publications (phase 2).
 - Phases 1 and 3 primarily used social media; both targeted (paid for) and organic (free) approaches, utilising multiple channels such as Facebook, Twitter, Instagram and Google Ads. In phase 3, printed banners for the 7 Household Waste Recycling Centres were also created; these remain up at the sites as part of ongoing messaging.
 - Phase 2 included a month-long bus advertising campaign, posters at Oxfordshire libraries, articles and adverts in local digital newsletters and magazines (eg. District/Parish news/Your Oxfordshire) and CCTV signage for Enforcement Teams.
 - Beyond the end of phase 3, and to further support an ongoing drip-feed of messaging, an advert in the 23-34 Council Tax Leaflets has also been sent to all Oxfordshire households.
 - Final report due in 2023.

Additional work undertaken:

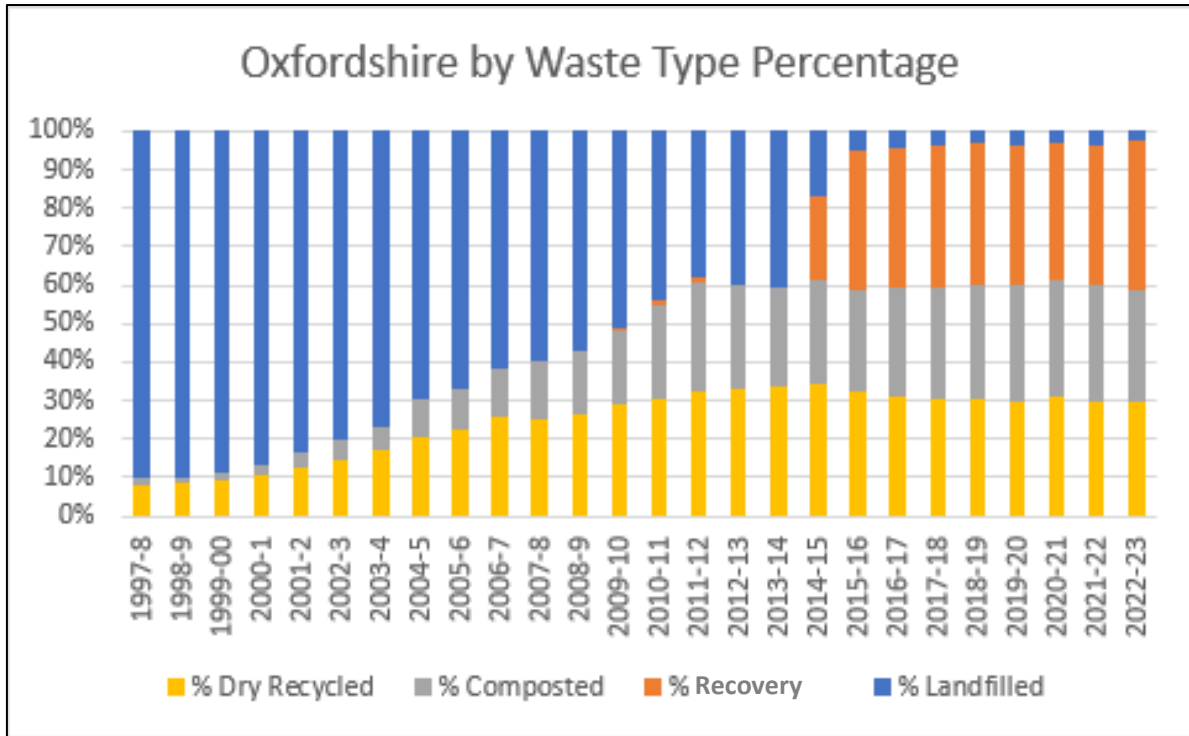
- Review and update of ORWP Vision: update to vision within the JMWMS, agreed with Members March 2022

‘As the Oxfordshire Resources and Waste Partnership, our vision is to reduce Oxfordshire’s carbon emissions, especially through positive resource management. We will continue to work with our residents and businesses to reduce Oxfordshire’s waste as much as possible; while reusing, repairing and recycling as much as we can of what is left before it goes to energy recovery.

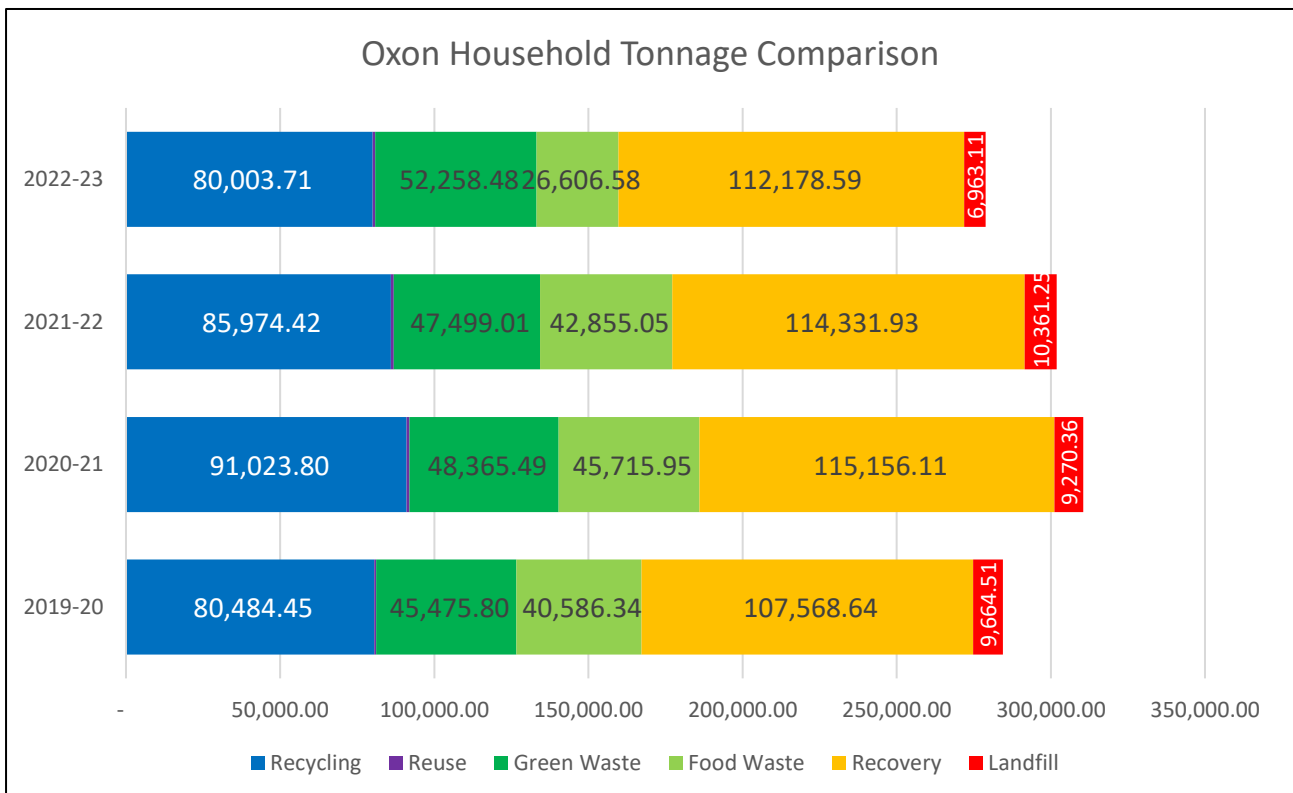
We will use this circular economy approach to support the creation and delivery of wider environmental, economic and social benefits for our communities.’

- Establishment of new Health & Safety Working Group in May 2022.
- Supporting Partners on individual key projects and tasks.
- Hosting of a joint meeting between ORWP Partners and the Hampshire waste partnership (Project Integra) on Podback (national coffee pod recycling initiative). Cherwell District Council are launching the scheme May 2023.
- Attended multiple meetings of the Oxfordshire Chief Executive group on national policy and impacts for Partners; with a request for future updates as needed.
- Persistent Organic Pollutants: Significant engagement and work on Persistent Organic Pollutants (POPs) during this period. This included supporting all ORWP Partners to put plans in place to ensure compliance by the deadline, plus a Partnership letter to the Environment Agency highlighting key issues and concerns; the confirmation of compliance letter to the Environment Agency for all Partners confirming arrangements and a compliant disposal solution being in place for all ORWP collection authorities from 01.01.2023. Ongoing support for day-to-day operational delivery and links with external bodies (such as NAWDO) to keep ahead of any future developments.
- Partnership governance and structures maintained

Partnership Performance and Data



The graph above (Oxfordshire by Waste Type percentage) clearly shows the significant improvement in diverting waste from landfill to energy recovery since the late 1990's. It also shows both the early improvement but also more recent, plateauing of the recycling rate. While this plateau is reflected in national trends; ORWP Partners have been working hard to both support residents to recycle better, focusing on putting the correct items in the recycling bin; and to reduce their waste arising through various communications campaigns and direct engagement. This work will continue during 2023-2024.



The graph above (Oxon Household Tonnage Comparison) shows a notable reduction in food waste tonnages for 2022-2023. This is due to a service change made by Cherwell District Council in providing separate collections for food and green waste; where previously these were co-collected and recorded under the 'Food Waste' category for previous years.

Green waste tonnages for 2022-2023 were lower as a result of the hot and dry summer of 2022.

Planned activity for 2023-2024

Working together, we will deliver the 2023-2024 priorities, including:

- Delivery of the Joint Municipal Waste Management Strategy objectives
- Modelling the likely impacts – services and finance - of Environment Act policies (pEPR, DRS, Consistency) for Partners; once full suite of consultation responses and detail received
- Continue engagement with the national programme, and with representative bodies (eg. DCN, NAWDO, etc) and others (eg. Future Oxfordshire Partnership (FOP))
- Review and deliver the final report for the Oxfordshire SCRAP Fly-tipping campaign
- Progress review on future in-County waste infrastructure
- Progress review on Partnership financial mechanisms and Structures
- Responding to appropriate consultations and calls for evidence
- Supporting Partners on issues such as POPs and future service changes
- Supporting delivery of future projects eg. Material Focus funding bid on disposable vapes
- Support the development and delivery of communications and engagement, and waste prevention
- Refreshing the JMWMS; building in the strategic waste prevention and communications approaches for the partnership
- Annual Report for 2023-2024

Appendix:
The structure of ORWP:



Partnership Board

The Partnership Board consists of the Portfolio Holders from each Partner, supported by the Strategy Group. Chair of the Board is held for two years, in alphabetical order by Partner Authority, with the deputy being the Member from the next Partner to hold the Chair. The current Chair is Oxfordshire County Council (from Jan 2023) and the deputy is South Oxfordshire District Council; with the latter taking the Chair from January 2025. The Board meets at least 3 times a year, after the Strategy Group have met; with additional meetings as required.

Strategy Group

The Strategy Group is made up from Directors and senior officers from each Partner, each with an overview of strategic waste matters for their local authority. The group meets at least 3 times a year, prior to the Partnership Board meetings and also with additional meetings as required.

Working Groups

Working groups meet regularly throughout the year, and at varying intervals. Additional ‘Task and Finish’ groups are formed as needed.

- *Operations (Ops) Group*: comprising technical officers from each Partner
- *Waste & Recycling Projects (Projects) Group*: comprising recycling officers from each Partner
- *Health & Safety Working (H&S) Group*: comprising appropriate operational officers from each Partner
- *Enforcement Officers*: comprising enforcement officers from each Partner

Partnership Manager

The Partnership Manager (PM) is a role that is jointly funded by all ORWP Partners, hosted by Oxfordshire County Council. The PM is required to advance the Partnership Principles and Partnership Objectives.

To: Council

Date: 17 July 2023

Report of: Chair of the Scrutiny Committee 2022/23

Title of Report: Scrutiny Committee Annual Report 2022/23

Summary and recommendations	
Purpose of report:	To provide Council with a summary of Scrutiny activity during the 2022/2023 municipal year
Scrutiny Lead Member:	Councillor Dr Christopher Snowton, Chair of the Scrutiny Committee 2022/23
Corporate Priority:	All
Policy Framework:	Council Strategy 2020-24
Recommendation: That Council resolves to note the update report.	

Appendices	
Appendix A	Breakdown of Scrutiny recommendations 2022/23

Introduction

1. This report provides a summary of Scrutiny activity during the 2022/23 municipal year.
2. During 2022/23 the Scrutiny Committee held 10 meetings; the Finance and Performance Panel held 4 meetings, the Housing and Homelessness Panel held 3 meetings; the Climate and Environment Panel held 1 meeting (plus 2 additional informal meetings); and the Budget Review Group held 4 meetings. The Companies Scrutiny Panel joined 7 Shareholder and Joint Venture Group meetings.

Scrutiny Committee

3. The membership of the Scrutiny Committee during 2022/23 was as follows:
 - Cllr Dr Christopher Snowton (Chair)
 - Cllr Lizzy Diggins (Vice Chair)

- Cllr Lubna Arshad
 - Cllr Nadine Bely-Summers (*replaced by Cllr Sandy Douglas on 20 March*)
 - Cllr Tiago Corais
 - Cllr Barbara Coyne
 - Cllr Chris Jarvis
 - Cllr Edward Mundy
 - Cllr Lucy Pegg
 - Cllr Mike Rowley
 - Cllr Roz Smith (*replaced by Cllr Mohamed Altaf-Khan on 18 July*)
 - Cllr Marie Tidball (*replaced by Cllr Anna Railton on 03 October and subsequently Cllr Jemima Hunt on 28 November*)
4. At its first meeting of the municipal year, on 08 June 2022, the Committee reconstituted the following Scrutiny standing panels and review groups for 2022/23:
- Finance and Performance Panel
 - Housing and Homelessness Panel
 - Companies Scrutiny Panel
 - Budget Review Group
- The Committee also agreed to consider proposals for the establishment of a new Climate and Environment Panel at a subsequent meeting.
5. At its meeting on 07 November 2022, the Committee approved the constitution of the Climate and Environment Panel. The Panel's remit included consideration of climate and environmental issues and decisions, progress and performance monitoring; and monitoring delivery of existing strategies, policies and projects.
6. The temporary focus of the Committee's work on considering Cabinet reports rather than Scrutiny-commissioned work, adopted during the COVID-19 pandemic, continued for the most part during the 2022/23 municipal year. In September 2022, the Committee held a site visit to the Covered Market, which it is anticipated will be repeated if and when required, as Committee business dictates going forward.
7. A breakdown of Scrutiny recommendations and whether they were agreed, agreed in part, or not agreed is set out at **Appendix A**.

Finance and Performance Panel and Budget Review Group

8. The Finance and Performance Panel membership during 2022/23 was as follows: Cllr James Fry (Chair), Cllr Chris Jarvis, Cllr Tom Landell Mills [*replaced by Cllr Dr Christopher Smowton on 01 February 2023*] and Cllr Amar Latif. The membership of the Budget Review Group mirrored the membership of the Finance and Performance Panel.
9. The Finance and Performance Panel met 4 times during the municipal year to consider finance and budgetary issues and decisions, review the Council's budget position and monitor quarterly performance of Scrutiny-selected Key Performance Indicators.
10. The Budget Review Group met 4 times during January 2023. The work of the Budget Review Group concluded with the submission of a report containing 11 recommendations to Cabinet, which was then subsequently presented to Council

for noting in February 2023. Of the 11 recommendations, 10 were agreed in full and 1 was agreed in part.

Housing and Homelessness Panel

11. The Housing and Homelessness Panel membership during 2022/23 was as follows: Cllr Paula Dunne (Chair), Cllr Lizzy Diggins, Cllr Laurence Fouweather, Cllr Jabu Nala-Hartley, Cllr Rosie Rawle and Cllr Jo Sandelson.
12. The Housing and Homelessness Panel met 3 times during the municipal year to consider strategic housing and landlord issues and decisions, homelessness, housing services performance and interaction with the Tenant's Forum. During 2022/23, the Panel welcomed 3 co-opted tenant ambassadors as non-voting members.

Climate and Environment Panel

13. The Climate and Environment Panel membership during 2022/23 was as follows: Cllr Jemima Hunt (Chair), Cllr Paula Dunne, Cllr Emily Kerr and Cllr Katherine Miles.
14. The Climate and Environment Panel met informally twice, once for a briefing by the Council's Scientific Adviser and once for a brainstorming session suggesting ideas for the work plan for the 2023/24 municipal year. The Panel held its inaugural public meeting on 09 March 2023.

Companies Scrutiny Panel

15. Revised arrangements were established for the Companies Scrutiny Panel in the 2022/23 municipal year, whereby members of the Panel were invited to attend meetings of the Shareholder and Joint Venture Group (SJVG) as non-voting members, with a view to providing more effective and efficient Scrutiny oversight of the shareholder function.
16. The Companies Scrutiny Panel joined 7 SJVG meetings as non-voting members during the municipal year. Commercial confidentiality prevents further reporting on those meetings.

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Appendix A: Breakdown of Scrutiny recommendations 2022/23

Meeting date	Committee/Panel	Report title	Number of recommendations made	Agreed	Agreed in part	Not agreed
08 June 2022	Scrutiny Committee	Oxford's Economic Strategy – Consultation Report and Recommendations	9*			
		City Centre Action Plan (Draft) – Consultation Report and Recommendations	4*			
		Waterways Update	4	3		1
05 July 2022	Scrutiny Committee	Oxford City Council Safeguarding Report 2021/22	1	1		
		Oxford City Council's Electric Vehicle Infrastructure Strategy	3	1	1	1
		Growth Fund Cycle Routes	2	2		
02 August 2022	Scrutiny Committee	Asset Management Strategy 2021-2031	6	4	2	
06 September 2022	Scrutiny Committee	Oxford Local Plan 2040 Preferred Options Regulation 18 Consultation Document	12	12		
		Lease of Council Office Accommodation at St Aldate's Chambers	1	1		
06 October 2022	Housing and Homelessness Panel	Draft Housing, Homelessness and Rough Sleeping Strategy	5	5		
11 October 2022	Scrutiny Committee	Development Brief for Botley Road Retail Park	2	2		
		UK Shared Prosperity Fund Investment Plan	3*			

*Cabinet response did not indicate whether recommendations agreed, agreed in part, or not agreed.

07 November 2022	Scrutiny Committee	Procurement Strategy 2022-2025	6	6		
		Social Housing Decarbonisation Fund Wave 2.1	1*			
		West End and Osney Mead SPD	7*			
05 December 2022	Scrutiny Committee	Thriving Communities Strategy 2023- 2027	2	2		
		Grant Allocations to Community and Voluntary Organisations 2023/24	1	1		
		Authority Monitoring Report and Infrastructure Funding Statement 2021/22	1	1		
		Workplace Equalities and Action Plan	4	4		
16 January 2023	Scrutiny Committee	Disciplinary Policy	1	1		
01 February 2023	Scrutiny Committee	Implementing the Covered Market 'Masterplan'	1	1		
		Budget Review Group Report	11	10	1	
06 March 2023	Scrutiny Committee	Annual Update of the Council's Business Plan	3	3		
		Integrated Care Strategy Update	5	4	1	
		Integrated Performance Report for Q3 2022/23	1	1		
09 March 2023	Climate and Environment Panel	Development of a Biodiversity Strategy for Oxford	7	3	4	
		Fleet Decarbonisation	1	1		
13 March 2023	Housing and Homelessness Panel	Housing, Homelessness and Rough Sleeping Strategy	1		1	
24 April 2023	Housing and Homelessness Panel	Tenancy Agreement	1	1		
			106	70	10	2

*Cabinet response did not indicate whether recommendations agreed, agreed in part, or not agreed.

**Cabinet response did not indicate whether recommendations agreed, agreed in part, or not agreed.*

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To: Council

Date: 17 July 2023

Report of: Chair of the Scrutiny Committee

Title of Report: Scrutiny Committee Update Report

Summary and recommendations	
Purpose of report:	To update Council on the activities of the Scrutiny function
Scrutiny Lead Member:	Councillor Lucy Pegg, Chair of the Scrutiny Committee
Corporate Priority:	All
Policy Framework:	Council Strategy 2020-24
Recommendation: That Council resolves to note the update report.	

Appendices
None

Introduction

1. This report provides an update on Scrutiny activity during the period from 08 March 2023 to 30 June 2023.
2. During the period from 08 March 2023 to the end of the 2022/23 municipal year the Scrutiny Committee did not meet and there were three Panel meetings (Climate and Environment Panel – 09 March 2023; Housing and Homelessness Panel – 13 March 2023 and 24 April 2023). In addition, Companies Scrutiny Panel joined the meeting of the Shareholder and Joint Venture Group on 27 April 2023. The following reports were submitted to Cabinet in March and April 2023:

March 2023

- Oxford City Council Corporate Business Plan 2023
- Integrated Care System Draft Strategy Update

- Integrated Performance Report for Q3 2022/23
- Development of a Biodiversity Strategy for Oxford
- Fleet Decarbonisation
- Housing, Homelessness and Rough Sleeping Strategy 2023-28

April 2023

- No Scrutiny reports
3. The reports submitted in March received Cabinet responses, the majority of which were positive.

Scrutiny Committee 2023/24

4. Since the start of the 2023/24 municipal year up to 30 June 2023, the Scrutiny Committee has met once, on 07 June 2023. At this meeting a new Chair, Councillor Lucy Pegg was elected – taking on the role from Councillor Dr Christopher Smowton. Councillor Mike Rowley was elected Vice-Chair.
5. The Committee agreed to establish the same four standing panels as in the previous municipal year: Housing and Homelessness, Finance and Performance, Climate and Environment and Companies Scrutiny Panels. It was noted that that Companies Scrutiny Panel will continue to join Shareholder and Joint Venture Group meetings as non-voting members to enable more effective and efficient scrutiny of the Shareholder function. These meetings will not be clerked by the Scrutiny Officer, meaning there is capacity within the Scrutiny function for other work; allocation of this capacity will be kept under review as the year progresses.
6. The membership of the standing panels is as follows:

Housing and Homelessness Panel (6):	Councillor Lizzy Diggins (Chair), Councillor Paula Dunne, Councillor Laurence Fouweather, Councillor Jabu Nala-Hartley, Councillor Rosie Rawle, Councillor Jo Sandelson
Climate and Environment Panel (4):	Councillor Alex Hollingsworth (Chair), Councillor Paula Dunne, Councillor Emily Kerr, Councillor Katherine Miles
Finance and Performance Panel (4):	Councillor James Fry (Chair), Councillor Hosnieh Djafari-Marbini, Councillor Chris Jarvis, Councillor Dr Christopher Smowton
Companies Scrutiny Panel (4):	Councillor Mike Rowley (Chair), Councillor Katherine Miles, Councillor Alistair Morris, Councillor Diko Walcott
7. The Committee also agreed to establish a Budget Review Group for 2023/24, comprising the same membership as the Finance and Performance Panel. A scope for the Budget Review Group will be submitted to a future Committee meeting for approval.
8. The Committee agreed that all meetings of standing panels and review groups would take place virtually, unless there is a compelling need to hold an in-person meeting.

9. In addition to the agreement of the Scrutiny Operating Principles for 2023/24, one substantive report was considered on 07 June 2023:
 - Housing Management System Implementation (*Cabinet report*)
10. The report on the Housing Management System Implementation set out the significant business disruption and delay during system implementation before the system reached 'business as usual' in November 2022. An external 'lessons learned' report (exempt) had been produced, which was summarised in Appendix 2 to the report, and re-enforced the need for project managers to have regard to the lessons learned when embarking on a project. The report also detailed proposals for the Council to further exploit the Housing Management System and outlined the budgetary implications surrounding this further development.
11. The Committee asked a range of questions, including questions relating to the implementation of the lessons learned, the timescales for further system exploitation, whether any further delays in the system implementation were anticipated, procurement, budget, disaster recovery and software implementation processes. In particular, the Committee noted the significant disruption to system implementation as a result of data migration issues and wanted to understand whether the Council had processes in place to capture the system at a fixed point in time when it was working, so that if/when issues were identified the Council could abort further implementation and revert back to that fixed point in time and then continue implementation from the point at which the system was working. One recommendation was agreed.

Cabinet Responses to Recommendations: June 2023

12. The following reports were submitted to Cabinet in June 2023:
 - Housing Management System Implementation
 - Tenancy Agreement
13. All recommendations contained in the Housing Management System Implementation and Tenancy Agreement reports received positive responses.
14. In addition, the Cabinet agreed its formal response to the recommendations of the Child Poverty Review Group, which were first submitted to Cabinet in June 2022.

Housing and Homelessness Panel

15. The Housing and Homelessness Panel has met twice during the reporting period, on 13 March 2023 and 24 April 2023. The following report was considered and submitted to the Scrutiny Committee for approval before submission to Cabinet in June 2023:
 - Tenancy Agreement

Finance and Performance Panel

16. The Finance and Performance Panel has not met during the reporting period.

Climate and Environment Panel

17. The Climate and Environment Panel has met twice during the reporting period, on 09 March 2023 and 27 June 2023. The following reports were considered and submitted to Cabinet in March 2023:

- Development of a Biodiversity Strategy for Oxford
- Fleet Decarbonisation

18. The following reports were considered on 27 June 2023 and will be submitted to Cabinet in July 2023:

- DRAFT Carbon Reduction and Sustainable Retrofit Guidance for Historic Buildings Technical Advice Note
- Biodiversity Update [presentation]

Companies Scrutiny Panel

19. The Companies Scrutiny Panel joined Shareholder and Joint Venture Group (SJVG) meetings as non-voting members on 27 April 2023 and 21 June 2023 to consider reports relating to OX Place, Barton Oxford LLP and Oxford Direct Services. The panel will continue to operate under the revised arrangements established in the 2022/23 municipal year, in that members of the panel will continue to join SJVG meetings as non-voting members to enable more effective and efficient scrutiny of the Shareholder function. Commercial confidentiality prevents the provision of a summary report.

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To: Cabinet
Date: 14 June 2023
Report of: Executive Director (Communities and People)
Title of Report: East Oxford Community Centre Update

Summary and recommendations	
Purpose of report:	To provide an update on progress of the project to deliver the development of The East Oxford Community Centre at Princes Street in upgrading the main building and providing a modern new build extension in a single place. The report also sets out, for approval, options to address the unprecedented construction inflation which is currently running at approximately 19% in the construction industry. The budget and approvals for the project were agreed by Cabinet with Council approval in November 2021.
Key decision:	Yes
Cabinet Members:	Councillor Ed Turner, Deputy Leader (Statutory) - Finance and Asset Management Councillor Ajaz Rehman, Cabinet Member for Inclusive Communities
Corporate Priority:	Support Thriving Communities and Deliver More, Affordable Housing
Policy Framework:	Thriving Communities Strategy 2023-27 and Housing, Homelessness and Rough Sleeping Strategy 2023-28

Recommendations: That Cabinet resolves to:	
1.	Approve option 1;
2.	Recommend to Council to increase the project budget by £1.298m (from £5.496m to £6.794m);
3.	Delegate authority to the Executive Director (Communities and People) in consultation with the Head of Financial Services/S151 Officer; the Head of Law and Governance; the Cabinet Member for Finance and Asset Management; and the Cabinet Member for Inclusive Communities to award the construction contract to Oxford Direct Services Ltd (ODSL) for the sum of £5.9m and enter into the contract;

4. **Approve** (subject to Council's agreement to recommendation 2 above) that the 2023 construction contingency budget is applied to the East Oxford Community Centre project, to make up the budget increase required as set out in this report.

Appendices	
Appendix 1 (Exempt)	Arcadis Formal Cost Plan 3 January 2023
Appendix 2 (Exempt)	East Oxford Community Centre Budget Forecast at March 2023
Appendix 3 (Exempt)	Options Report and Summary
Appendix 4	Risk Register
Appendix 5	Equalities Impact Assessment
Appendix 6 (Exempt)	Explanation and breakdown of increased costs
Appendix 7 (Exempt)	Funding the Budget Increase

Introduction and background

1. The redevelopment of East Oxford Community Centre and the provision of new social and affordable housing is a major investment in the communities in East Oxford. The community centre has been a popular part of one of the most diverse areas of the city. The redevelopment will provide modern facilities, flexible space and a sustainable building that reflects the needs and aspirations of a vibrant area and communities. As part of the redevelopment, one of the council's aims is to broaden the centre's appeal to new groups and users, while ensuring that it continues to be at the heart of the community for established users.
2. The project was put on pause during the pandemic. In December 2020 the Cabinet approved to unpause the project in the following financial year, recognising the importance of high quality community assets in the wider health and wellbeing of residents. Cabinet approval for the final proposal was given in November 2021.
3. Conditional planning approval for the partial demolition, refurbishment and extension to the community centre was given in January 2022. Pre-demolition conditions and changes to improve buildability meant these were not discharged until December 2022. Demolition of the buildings that are in poor condition and beyond economic repair has now started, and will complete by 14 July in Princes Street and 8 September at Collins Street.
4. Due to unprecedented construction inflation over the period since Cabinet approval in November 2021, it has only recently been possible to agree a fixed fee price with ODS for the construction of East Oxford Community Centre (EOCC). This has placed a financial and time pressure on the community centre construction contract. Cabinet have supported work to try and mitigate this as well as presenting viable options for consideration. The project has been value engineered (VE) on every aspect of materials and methods.
5. The original tender from ODS was circa £6.2m presented in January 2023.
The VE exercise looked at:

- Programme to reduce time and consequently the preliminaries cost
- Buildability to reduce construction time and materials as well as making outdoor space more usable.
- Fabric for external doors and windows that were acceptable to LPA
- External cladding
- Sustainable drainage systems

This exercise resulted in the £5.9m fixed price package.

Further VE work is ongoing to identify alternative packages for substructure works with national groundwork contractors in the hope of identifying further savings.

6. Members have shown strong commitment to looking for options that will deliver this much-needed scheme for the community of East Oxford. Delivering a scheme that meets the needs of the Community and is sustainable for the future is the over-riding priority, recognising that this investment represents decades of future use and benefit. Current budget considerations are balanced against the long-term capacity the project will provide to deliver services, strengthen community groups and tackle inequalities in social, health and skills opportunities.
7. It is well understood that the construction sector is currently experiencing high inflation. As a result projected costs have increased significantly since budgets were originally agreed by the cabinet in November 2021. We have worked closely with all partners to manage costs without compromising on the fundamental commitment to community facilities and housing within necessary time-frames. We have maximised cost-reductions in all aspects of the project while still delivering on this commitment, but now require Cabinet approval for an increase in the price package from £5.496M to £6.794m. Further detail below outlines the cost and time dependencies that recommend this as a good value for money investment.
8. The East Oxford Community Centre (EOCC) and residential schemes are inter-related in both funding and planning terms. Significant delay in progressing EOCC will seriously undermine the housing scheme. The housing scheme requires the removal of community space that, as currently approved, is to be replaced by the EOCC project in line with Local Plan policies V6 and V7. A condition has been included to require that a phasing plan be submitted which details the demolition, construction and occupation of both the development proposed within the application and that proposed at East Oxford Games Hall (under application 20/01298/CT3) to ensure that there would not be an unacceptable loss of community facilities without adequate re-provision. The principle of the development was accepted on the basis that the refurbished and extended community centre provided enhanced facilities.
9. A Pre-Construction Service Agreement (PCSA) was entered into with ODS to utilise the knowledge of their construction team and appointed design team to develop the RIBA Stage 3 design produced by Arcadis UK. This was a lengthy process and required a return to planning under a section 73 variation application.
10. Planning Permission 20/00994/CT3 condition 11 is very clear that a phasing plan is submitted that satisfies "Reason: To ensure that a suitable alternative community provision is available for local community groups, in accordance with policies V6 and V7 of the Oxford Local Plan 2036. This implies that the community space must be completed for use prior to the occupation of the residential units. The intention of

members and officers is to provide suitable space and a return to LPA to amend this condition could be made and supported by a phasing plan indicating that intent.

11. A delay to any element of the works will be subject to inflation and fluctuation on top of any cost for the re-design.
12. Both the residential and community project contracts are in an agreed form and ready for execution by the council and contractors. Contractors are unable to agree fixed cost with their supply chain for longer than six weeks so agility is essential to controlling cost.
13. It is also important to note that the project would not be possible to deliver at less cost on an alternative site or sites as the cost per square metre of the build would remain the same but with the additional cost of revised design and planning.
14. Any return to planning with an alternative scheme, be it on Princes Street or elsewhere would mean serious delay to the housing delivery. Again this would expose the projects to further inflation and delayed revenue.
15. The housing schemes have already secured over £1.5m social housing grant from Homes England based on the proposed sizes and tenures for 100% affordable housing scheme (12 social rent at Princes Street and 14 shared ownership at Collins Street). Funding is secured on the basis that the Council can demonstrate additionality by delivering 100% affordable housing, otherwise it would not be available. The Council has entered into a Grant Agreement with Homes England and under this agreement fundamental changes to the scheme impacting grant rates cannot be made at this late stage and programme milestones need to be met – the housing contractor is required to start on site by 1st October 2023 and so any changes to the schemes must be kept to a minimum so that this funding is not put at risk.
16. The only way a higher land receipt could be generated is if more units could be built. The building heights were however tested thoroughly through the planning pre-application process and it is considered the sites are at their capacity in delivering 26 units across both schemes.
17. The Communities and People directorate has investigated external funding and undertook an extensive external funding search at the outset and earlier stages of the project this included significant engagement with the National Lottery, Sport England, Arts Council England, SALIX and Changing Places amongst many others. Unfortunately, on this occasion we were unsuccessful with the big funders. However we have been successful in securing £40,000 from Changing Places towards the provision of a Changing Places space at the new build part of the development.
18. Sometimes the Council is not best placed to draw in the funding, so in addition to the above we worked closely with community groups and tenants to try and lever in funding through this avenue and in early 2017 we commissioned a professional fundraiser to support the community groups in trying to raise funds for a period of 6 months where we paused the project. Unfortunately neither the community groups nor fundraiser were successful on this occasion.
19. Whilst we have been keeping an eye out for potential funding opportunities as we have been moving along the project, this has become much more challenging now that the project has started. Most major funders will not fund projects that have already started and in addition turnaround timescales are also a minimum of 3 months at the earliest creating delay, with no guaranteed return. This would rule out

the larger funders, for example National Lottery Reaching Communities and Sport England funding bids. What we have been trying to look at more so recently is where smaller funders can fund an element of the project e.g. the Changing Places fund which we have been successful in. We will continue to keep an eye out for opportunities that may arise in relation to this.

20. At Weekly Leaders Meeting on 10th May 2023, Cabinet has indicated its support for this highly important and needed key and critical project for the community. This is a positive move to see the community returned to its home in Princes Street.

21. In accordance with due diligence, an independent check was made on the ODS submitted construction tender price and this was found to be acceptable. This therefore demonstrates that this is value for money and ensuring unlawful subsidy is avoided.

22. The options for Cabinet are summarised below with Option 1 being recommended.

Option	Option Description	For	Against
1	Proceed with approved planning permission – refurb and new build.	East Oxford Community Centre building refurbished and extended with a new and highly efficient building to suit the needs of the community in line with consultation and planning approval. Fixed price offer from ODS under a Design and Build Contract.	Delaying commencement represents a change to planning and is high risk LPA are very clear that approval can only be achieved with the provision of suitable community space prior to occupation of residential units This would have a very negative affect on the phasing plan for housing across the sites, delaying delivery and income. Inflation is still impacting on cost with supply chains unable to fix prices beyond 6 weeks in the majority of cases.
2	Amend design to sit inside budget and house some tenants in alternative space off site.	Potentially allows the project to proceed within the budget subject to suitable alternative premises.	Shortage of suitable space to relocate tenants. Redesign and Return to planning is high risk of not being approved. Exposed to further inflation. Delay in delivery of holistic project and risk to phasing plan as part of planning permission.

			Renegotiation with prospective tenants. No single space suitable. Reputational damage.
3	Refurbish existing hall and relocate all proposed tenants from extension.	Potentially allows the project to proceed within the budget subject to suitable alternative premises.	Shortage of suitable space to relocate tenants. Redesign and Return to planning is high risk of not being approved. Exposed to further inflation. Delay in delivery of holistic project and risk to phasing plan as part of planning permission. Renegotiation with prospective tenants. No single space suitable. Reputational damage.
4	Do Nothing.		This is not an option that would be recommended. This would fail to meet the planning approval for housing.
<i>Common to all Options</i>		<i>Demolition of building beyond economic repair and investment to be demolished. This allows housing project to proceed.</i>	

23. They are shown in full at Appendix 3.

24. From earlier consultation, the community tenants were clear that any option that reduced the building size any further would compromise their business plan and the ability to deliver activities and programmes for the community effectively.

Other implications

25. The buildings that are in the process of being demolished within the project are wholly unsustainable and beyond economic repair. They do not and cannot comply with the Council's vision for a Zero Carbon Future.

Financial implications

26. A full financial breakdown is shown in Appendix 2, but in line with paragraph 1 there is a circa £1.297 million deficit.

Legal issues

27. There are no further legal issues beyond the original approval from November 2021.

Level of risk

28. A Risk Register has been completed for the project – see attached Appendix 4.

Equalities impact

29. An Equalities Impact Assessment was completed. This showed that this is a positive development that should make the building sustainable going forward. It will help improve the accessibility of the building and also enable the building to become more flexible and modern to accommodate existing groups and the wider community not only for now but for in the future as well. Option 1 supports this, whilst the other options listed would likely negatively impact on this.

30. This will continue to evolve during the next stages of the project with key input and involvement from the community – see attached Appendix 5.

Conclusion

31. The options explored show there is little or no available and suitable space to re-home the tenants of EOCC. The significant inflation experienced over the last two years has seen unprecedented rises in cost on construction projects. The recommendation to Cabinet is to choose Option 1 which will require an increase of circa £1.298m in the budget. It is recommended that this should be funded using the 2023 construction contingency budget, as set out in Appendix 7.

Report author	Douglas Kerrigan
Job title	Interim Development Manager
Service area or department	Regeneration and Economy
Telephone	01865 252853
e-mail	dkerrigan@oxford.gov.uk

Background Papers: None

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Project Risk Register

Project Name: **EOCC, Princes & Collins St**
Various Programmes
May-23

Appendix 4

Key	Score	Description
	0 – 3	Very Low
	4 – 8	Low
	9 – 12	Medium
	13 – 19	High
	20 – 25	Very High

Purpose of Register:

To demonstrate the deliverability, strong understanding of the risk and correct allocation / level of contingency on the project

Programme	Determining the appropriate programme for the delivery considering the site activities, risk, holiday periods and contractor availability and phasing
Cost	Understand and manage the risks associated with cost, levels of funding from client and or other sources
Quality	Understand the decision making model on the specification of materials and the quality of workmanship and managed any changes and the implications
Health & Safety / Safe guarding	Understand and manage the health and safety and safeguarding risks associated with the project

Top 5 Risks	Category	Risk Description	Likelihood	Impact	Overall Rating	Mitigation	Post Mitigation Risk			Proximity	Additional Provisional Sum recommended	Likelihood				Impact			
							Likelihood	Impact	Overall Rating			Likelihood	Very Low	Low	Medium	High	Very High		
1	Project Costs/ Budget	ODS Tender tender sums is higher than budget allowance	5	4	20	A review of ODS pricing has produced a package offer of £5.9m. This gives an overall forecast of £6.79m. Accept this offer and proceed to contract	1	5	5	Imminent	£1.297m	1	Very Low	1	Very Low	1			
167	Stakeholder Management	Re homing' previous tenants to premises other than Princes Street development	4	5	20	Alternative premises such as Regal and Asian Community centre to be investigated for suitability	5	5	25			2	Low	2	Low	4			
	Planning	Housing - failure to deliver a community facility as agreed in planning application impacts on delivery of housing across both sites	5	5	25	Re design scheme and return to planning	4	5	20	Imminent		3	Medium	3	Medium	9			
4	Project Costs/ Budget	Industry trends - Material prices, shortage of labour, effects of the Ukraine conflict	4	5	20	Enter into contract with main contractor	5	4	20	Imminent		4	High	4	High	16			
5	Project Costs/ Budget	Increase in project costs following Stage 2 negotiations with ODS	4	5	20	Arcadis to evaluate commercials and quality on an open book process. ODS will be requested to provide three quotations from market, along with the necessary quality pack. These will be assessed by Arcadis to ensure all work packages have been addressed.	4	5	20	Approaching		5	Very High	5	Very High	25			

Risk Number	Category	Risk Description	Likelihood	Impact	Overall Rating	Mitigation	Likelihood	Impact	Overall Rating	Proximity	Additional Provisional Sum recommended	Owner	Status (Open / Closed)	Status (comments)
001	Planning	Failure to submit pre-commencement planning conditions for discharge in timely manner, causing delays to the project delivery programme	2	4	8	The appointed main contractor (ODS and designer) will be responsible for full discharge of relevant conditions. Contractor to demonstrate that sufficient time has been allocated in their programme for this task.	2	4	8	Approaching		ODS / Resi Contractor		
002	Project Costs/ Budget	ODS Tender tender sums is higher than budget allowance	5	4	20	A review of ODS pricing has produced a package offer of £5.9m. This gives an overall forecast of £6.79m. Accept this offer and proceed to contract	1	5	5	Imminent	£1.297m			Although likelihood is low the rating appears good due to wording
003	Project Costs/ Budget	Increase in project costs following Stage 2 negotiations with ODS	4	5	20	Arcadis to evaluate commercials and quality on an open book process. ODS will be requested to provide three quotations from market, along with the necessary quality pack. These will be assessed by Arcadis to ensure all work packages have been addressed.	4	5	20	Approaching				
004	Statutory- Highways	Creation of a drop kerb to connect to the proposed shared access road serving EOCC and Princes Street Development- Delays in getting necessary approvals from Highways authority.	3	4	12	Will be included within ODS scope based on proposed programme. ODS to commence early engagement with Highways authority	2	4	8	Approaching		ODS		
005	Statutory- Utilities	Utilities- Until below ground services are known, a cost risk remains around estimating any re-routing / renewing of services to facilitate development.	3	5	15	Contractor to review early following appointment - risk to be evaluated	3	5	15	Approaching		ODS / Arcadis		
006	Technical - Environmental	GI Risk- Initial designs have been completed prior to demolition on site. Design risk due to possibility of having to amend the design based on further GI survey findings.	3	4	12	This risk will be transferred to the appointed contractor as part of the D&B contract.	2	3	6	Approaching		Arcadis		
007	Technical - Environmental	Recycling Loan Fund Application - Risk that the proposed works may fail to satisfy the required grant funding criteria.	3	2	6	ARCADIS team to produce the necessary data to support the Recycling Loan Fund Application.Task to run in parallel with the programme and not on critical path.	2	2	4	Close		Arcadis / OCC	Closed	

Risk Number	Category	Risk Description	Likelihood	Impact	Overall Rating	Mitigation	Likelihood	Impact	Overall Rating	Proximity	Additional Provisional Sum recommended	Owner	Status (Open / Closed)	Status (comments)
008	Stakeholder Management	Fusion Arts- Sparse, limited communication from Fusion Arts. Layout signoff awaited. Crucial that this is concluded imminently.	5	4	20	OCC to email Fusion Arts	2	4	8	Imminent		Arcadis		
009	Stakeholder Management	Potential programme and cost impact due to failure to conclude stakeholder input and confirm final deliverables/scope	3	3	9	First round of stakeholder engagement was concluded in July 21; albeit certain specific matters remained outstanding which were addressed as part of detailed design development under PCSA. This was actively managed by ARCADIS in liaison with OCC as part of Stage 2 discussions with ODS to confirm scope of works in line with stakeholder feedback captured through the consultation process.	2	3	6	Imminent		Arcadis / OCC		
010	Contract Matters	Non-performance by the preferred/ appointed contractor	4	4	16	Active close liaison and monitoring by Arcadis to ensure the programme targets and deliverables are met.	3	4	12	Approaching		Arcadis		
011	Statutory-Highways	Approvals on road closures from Highways	3	4	12	Early engagement with highways to discuss the project and explore partial/full closure options and timescales required.	2	3	6	Approaching		ODS / Arcadis		
012	Statutory-Highways	LTN - Low Traffic Neighbourhood	4	4	16	Further understanding required to appreciate whether this is a risk or potential opportunity to aid build logistics.	2	4	8	Approaching		ODS / Arcadis		
013	Contract Matters	Land receipts from OCHL required to allow the whole development to proceed	5	5	25	Understanding of contractor build costs required and establishing if the scheme is viable before commencing any work. Previous budget prices received from Impact Modular & ODS confirm the scheme could be delivered for between £6.2-£7.3M. The latest negotiated offer of £5.9 m from ODS shows a forecast of £6.79m to deliver the scheme	4	5	20	Imminent		Arcadis/OCHL		
014	Contract Matters	Potential for additional works at Templar Square required to allow decant at EOCC.	0	0	0	Design and scope of works to be defined and agreed ahead of remodelling works.	0	0	0	Imminent		OCC	CLOSED	
015	Tenancy Issues	Materials/rubbish left behind once VP granted.	3	3	9	Property services to arrange for all removal of left over materials/rubbish.	2	2	4	Imminent		OCC	CLOSED	
016	Planning	Housing - failure to deliver a community facility as agreed in planning application impacts on delivery of housing across both sites	5	5	25	Re design scheme and return to planning	4	5	20	Imminent				
017	Party Wall Matters	Delay in agreeing the Party Wall award for Hooper House may impact demolition date for Games hall	3	5	15	Preliminary Party Wall Assessment Report has been prepared by AUK. OCC have confirmed that AUK will be leading on Party Wall matters and issue any relevant notices such that demolition works on site can commence. Formal appointment signed by OCC 14.04.22 & AUK 25.04.22.	4	3	12	Imminent				
018	Project Costs/ Budget	Industry trends - Material prices, shortage of labour, effects of the Ukraine conflict	4	5	20	Enter into contract with main contractor	5	4	20	Imminent				
019	Stakeholder Management	Re homing' previous tenants to premises other than Princes Street development	4	5	20	Alternative premises such as Regal and Asian Community centre to be investigated for suitability	5	5	25					Not seen as 'spiritual home' of EOC. suitability is poor and costly on a long term basis.



Appendix 5

Form to be used for the Full Equalities Impact Assessment

Service Area: Community Services		Section:	Date of Initial assessment: 15.05.19	Key Person responsible for assessment: H Lewisman / F Afieri / L Sackey	Date assessment commenced: 15.05.19 – 14.10.21		
Name of Policy to be assessed:			East Oxford Community Centre Development				
1. In what area are there concerns that the policy could have a differential impact			<u>Race</u>		<u>Disability</u>		<u>Age</u>
			<u>Gender reassignment</u>		<u>Religion or Belief</u>		<u>Sexual Orientation</u>
			<u>Sex</u>		<u>Pregnancy and Maternity</u>		<u>Marriage & Civil Partnership</u>
Other strategic/ equalities considerations			<u>Safeguarding/ Welfare of Children and vulnerable adults</u>		<u>Mental Wellbeing/ Community Resilience</u>		
2. Background: Give the background information to the policy and the perceived problems with the policy which are the reason for the Impact Assessment.			<p>The City Council's Community Centres Strategy (2016-2020) has a clear objective of 'considering the feasibility study on the development of East Oxford Community Centre and work with the Reference Group and stakeholders to extend and improve the range of activities offered at the centre.'</p> <p>The key intended aims of the project are:</p> <ol style="list-style-type: none"> 1. To create a sustainable cultural hub that is used by a broader range of the community, 				

2. Thereby helping celebrate local diversity and cultural identity
3. Improve skills, reduce inequalities and improve health
4. Increased occupancy and customer satisfaction
5. Removal of the Council's backlog maintenance liabilities across the 3 sites
6. For any improvement to be funded by cross-subsidisation (residential) as far as possible

In terms of Corporate priorities these aims clearly contribute as follows:

- 'Strong and active communities' theme – as illustrated by the aims above.
- 'Meeting housing need' – the potential consolidation of community facilities at OCC including 2 nearby facilities - also enables the delivery of much needed housing.

Two other nearby community facilities were included within the feasibility study as some of the activities within them could potentially be re-housed in a new improved EOCC facility, thereby creating longer terms savings through a single site operation, with associated economies of scale and efficiency of investment, resources, and management. This consolidation also offered the potential to release land for housing development to cross subsidise the new community build, subject to the floorspace requirements defined by Communities for their new facility.

These 2 other properties are:

1. East Oxford Games Hall (EOGH), Collins St, and
2. Film Oxford's premises, Catherine St

EOGH is also in poor condition, and Film Oxford are keen to co-locate with Fusion Art (at EOCC) and their current property has poor access and limitations.

The present condition of the EOCC (and EOGH) facility means that there is a poor user experience, it's unwelcoming to new users, and the facilities have a significant maintenance backlog (underlined by the estimated costs of repair and maintenance/refurbishment below). After year on year increases in visits to EOCC since we took on the management and operation from the East Oxford Community Association, the 2018/19 year has shown a dip in visits to 56,899 which we believe is a direct impact from the deteriorating condition of the building.

After the break in activities due to the lockdown, EOGH users cease their activities or relocated to

venues suggested by the Community Centre team. Not all of the groups in EOCC decided to get back to their normal bookings, as the pandemic has provided them with new ways of working or they still don't consider safe to meet in person.

Feasibility work has been undertaken to scope the potential 'property options' available to improve the EOCC facility (and potential consolidation as above). This has included conceptual scheme drawings, QS costing advice, valuation of potential residential development land, and public consultation. The aim being to deliver a scheme which is largely self-funding, but which meets the project objectives.


The conceptual scheme work has indicated the broad scale of facility which might be achievable, based on the concept of cross subsidisation through residential use on part of the sites, plus necessary capital budget allocation to enable a facility which is close to the existing level of net floorspace provided at EOCC. Albeit this will reflect an overall reduction in community floorspace across the 3 sites.

The City Council currently operate and manage the site but we are currently in discussions with the community regarding the operation and management of the site going forward.

The tenants at the site are –

- Fusion Arts
- AKCHI
- BKLUWO
- East Oxford Community Association
- Oxfordshire Chinese Community and Advice Centre (44b Princes Street)
- Phoenix Lounge
- Oxpots
- Cowley Works

As all leases expired on the 31st August 2021, tenants were offered a further one year lease from the expiry date. The lease has a mutual rolling break clause which will enable either party to terminate the lease at the end of February 2022 or any time after, on one months' notice.

	<p>The key considerations for the Council will to be to continue to evolve and development of this Equalities Impact Assessment as we move along the process.</p>
<p>3. Methodology and Sources of Data:</p> <p>The methods used to collect data and what sources of data</p>	<p>We have been engaging the community through various methodologies. We have been meeting with the community through the reference group (made up of tenants, Film Oxford and local councillors) regularly and most recently monthly. Minutes are taken for each meeting and shared. We have undertaken a thorough needs analysis.</p> <p>There have been various site visit to understand best practice in this area including with members of the East Oxford Community Association.</p> <p>There has been significant and widespread consultation regarding the development in 2017.</p>
<p>4. Consultation</p> <p>This section should outline all the consultation that has taken place on the EIA. It should include the following.</p> <ul style="list-style-type: none"> • 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 	<p>There has been significant consultation:</p> <p>In September 2016 we carried out a public consultation on three design principles. This gave the public the opportunity to vote on their preferred option with option 3.1, a mix of refurb and new build being the most voted for option. This was widely promoted through a mix of social media, through the reference group, press releases and websites.</p> <p>In 2017 we gave local community groups the opportunity to fund raise to deliver the communities self-titled “option 3+”. To support this we gave a time frame of 6 months and funded a part time fundraiser to help achieve this. Unfortunately there was insufficient money raised or interest generated to progress this scheme any further. Additional information is in the below document which was created by the community.</p> 

In 2017 we offered the reference group the chance to visit two facilities in London to look at how other organisations have gone about this. The main feedback and feeling of the trip was the importance of flexible, multi-use space. Further details about what we learnt in the document below –

Community Centre Visits

March 2017



We have also visited other facilities, including the below –

- Doncaster Arts <https://www.thepoint.org.uk/>
- Ipswich Arts Centre <http://ipswichartscentre.org/>
- Fitzrovia Community Centre <http://www.fitzroviacommunitycentre.org/>
- Hub 67 <http://hubsixtyseven.com/>

The clear feedback from the Community is the following –

- That option 3.1 was the development option favoured by the community
- That the entrance to the facility is difficult to find and not very accessible
- That the outside space is important
- That it is important that we maintain the vibe from the existing centre
- Modern flexible and accessible spaces are important
- That less housing on the site would be preferable if feasible

What works well and not so well at the existing Community Centre

Works well	Works not so well (An opportunity to address)
<ul style="list-style-type: none"> • Good mix of users, tenants and 	<ul style="list-style-type: none"> • Poor sense of arrival (users struggle to find

	staff	the entrance on Princes Street) <ul style="list-style-type: none"> The entrance also provides a sheltered and unsupervised alcove that has been noted by neighbours as a night time hot spot for ASB, drug use and rough sleeping
	<ul style="list-style-type: none"> Heritage at the site e.g. gable that borders Cowley road 	<ul style="list-style-type: none"> On entering the centre it is poorly signed and no real sense of where spaces are or where you would need to go
	<ul style="list-style-type: none"> The 'vibe' at the site (a diverse mix of cultures and inclusive activities which fits with the wider Cowley road area) 	<ul style="list-style-type: none"> Toilets on ground floor are out at the back – with some anti-social behaviour/drug use
	<ul style="list-style-type: none"> Some secure and safe outdoor space (although this can be improved on) 	<ul style="list-style-type: none"> Poor natural light (except for the lounge)
	<ul style="list-style-type: none"> Cycling, walking and public transport over cars (no parking spaces) 	<ul style="list-style-type: none"> Poor condition of the buildings and maintenance backlog
	<ul style="list-style-type: none"> There are three general bookable spaces and a commercial kitchen. This allows variety and some flexibility (although the relationship between all of the spaces is poor and might be able to be improved) 	<ul style="list-style-type: none"> Security and access– tenants have access outside of staff times and there are push button access pads to entrance. These are often left on the latch by tenants / users, which can lead to security concerns. The site doesn't seem to be very welcoming or conversely have secure access
	<ul style="list-style-type: none"> The general bookable spaces are busy during evening and weekends 	<ul style="list-style-type: none"> The general bookable spaces are quiet during the daytimes Mon-Fri
		<ul style="list-style-type: none"> There is a bar area that the community feel is essential for the centre, however more and more community spaces are moving away from this – could this be more flexible space
		<ul style="list-style-type: none"> Poor / little ICT
		<ul style="list-style-type: none"> Staff office is poor and a concealed box. It is

	not open, welcoming or well placed		
<p>5. Assessment of Impact: 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>	<p>Race Neutral</p>	<p>Disability Positive Impact</p>	<p>Age Positive Impact</p>
	<p>Gender reassignment Neutral</p>	<p>Religion or Belief Neutral</p>	<p>Sexual Orientation Neutral</p>
	<p>Sex Neutral</p>	<p>Pregnancy and Maternity Neutral</p>	<p>Marriage & Civil Partnership Neutral</p>
	<p>This is an initial assessment and it will develop over time as the project moves forward. The current view is that this will have an overarching positive impact with the facility to help enable the site to become more sustainable in the longer term and turnaround the current decline in the condition of the buildings. The conditions of the buildings are poor which resulted in the recent closure of B Block and as such doing nothing would mean a real risk of eventual closure.</p>		
	<p>The aim of the project is to improve the existing East Oxford Community by a mix of refurbishment and new build. The project will ensure that it meets the latest building control guidance to help improve access to the facility, with the current site not meeting modern guidance and access poor for those with some physical impairment.</p>		
<p>The user brief that the professional team will take forward includes all of the consultation to take into consideration. The community and reference group will be involved in the ongoing design development.</p>			
<p>We are also looking at developing a decant plan for existing users over the next few months to look at how we best accommodate user needs during the works program.</p>			

<p>6. Consideration of Measures:</p> <p>This section should explain in detail all the consideration of alternative approaches/mitigation of adverse impact of the policy</p>	<p>We have involved the community at each stage of the project and will continue to do so going forward.</p> <p>Various different options for the development of the project have previously been presented to the project and option 3.1 was the most favoured affordable. Mitigations are also highlighted above.</p>
<p>6a. Monitoring Arrangements:</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>We have set up an EOCC officer project group that will monitor this as well as through the EOCC reference group.</p> <p>This will also be developed as we move through the project stages.</p>
<p>7. Date reported and signed off by City Executive Board:</p>	<p>It is proposed to go to Executive Board in November 2021.</p>
<p>8. Conclusions:</p> <p>What are your conclusions drawn from the results in terms of the policy impact</p>	<p>That this is a positive development that should make the building sustainable going forward and remove / reduce the risk of any unplanned closures. It will help improve the accessibility of the building and also enable the building to become more flexible and modern to accommodate existing groups and the wider community not only for now but for in the future as well.</p> <p>This will continue to evolve during the next stages of the project with key input and involvement from the community.</p>

9. Are there implications for the Service Plans?	NO	10. Date the Service Plans will be updated		11. Date copy sent to Equalities Lead Officer	
.13. Date reported to Scrutiny and Executive Board:		14. Date reported to City Executive Board:		12. The date the report on EqlA will be published	

Signed (completing officer): H Lewisman / F Alfieri / L Sackey

Signed (Lead Officer)

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

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To: Cabinet

Date: 14 June 2023

Report of: Executive Director (Communities and People)
Head of Financial Services

Title of Report: Housing Management System Implementation

Summary and recommendations	
Purpose of report:	To update members on the lessons learned from the implementation of the Housing Management System and the outcome of discussions with the supplier as to potential settlement; and to secure additional budget approval for further development of the product after the move to 'business as usual which has now been secured.
Key decision:	No
Cabinet Member:	Councillor Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies
Policy Framework:	Council Strategy 2020-24 and Budget

Recommendations: That Cabinet resolves to:	
1.	Note the lessons learned from the system implementation;
2.	Approve the proposed settlement terms offered by the supplier as referenced in Appendix 4 (exempt) and delegate authority to the Executive Director (Communities and People) in consultation with the Head of Financial Services and the Head of Law and Governance to finalise the terms;
3.	Recommend to Council the approval of additional budget of £263k in 2022-23 as detailed in paragraph 8 below; and
4.	Recommend to Council the inclusion of an additional budgetary amount of £497k of capital and £97k of revenue over the next 4 year period for the further development of the system (paragraphs 9-11).

Appendices	
Appendix 1 (Exempt)	External 'lessons learned' report
Appendix 2	Summary of lessons learned
Appendix 3	Budgetary provision of exploitation of the system and ongoing revenue
Appendix 4 (Exempt)	Discussions with the supplier
Appendix 5	Risk Register

Introduction

1. On the 18th January 2023 the Audit and Governance Committee was presented with a report on the issues arising during the implementation of the Housing Management System. Much of what was reported to Audit and Governance Committee was held in confidential session. The external consultant's report on lessons learned presented to Audit and Governance Committee has been replicated in the Confidential Appendix 1 for ease of reference.

Background

2. Members will be aware of the issues arising from the implementation of the Housing Management System, a system which was originally scheduled to go live on May 2018 but had a delayed go live date of May 2021. Once go live was initiated the system suffered from data migration problems which resulted in significant business disruption and a delay in reaching a 'steady state' and 'business as usual' until November 2022. Oxford Direct Services Ltd have only recently submitted their Statement of Accounts for the year end 31-3-2021 to the external auditors, which has a consequential impact on the production of the Council's Group accounts for the same year.
3. The confidential report and accompanying exempt appendices is attached although the 'lessons learned' from the implementation have been summarised in Appendix 2. The Organisational Change Board chaired by the Executive Director of Resources has re-enforced the need for project managers to have regard to these lessons learned when embarking on a project.
4. Key elements of the lessons learned include:
 - a. Taking the right procurement decision
 - b. Project Team and Board structure that included the appropriate officers including specialists with knowledge of the product in question and supplier representatives
 - c. A programme Board such as Organisational Change Board with oversight of key projects

d. Appropriate documented testing plans for key stages of the project i.e. data migration.

5. Since steady state was reached, officers have begun in earnest to develop the system in conjunction with the supplier and there have been a number of achievements since to illustrate this, including:

- The automation of the sales order review process – the process by which ODS are paid for work done
- ODS First Touch Forms (Mobile Working) for ODS & reimplementation – 160+ forms in use
- ODS Versaa Migration and further form development (Versaa is the replacement platform for First Touch) – Aug 22
- Upgrade to 4.11.4 Successful - four full version upgrades in one.
- Super User Group (SUG) in place and meeting monthly with a monthly briefing bulletin
- SQL training in place for Super Users
- OCC Versaa platform migration successful
- Versaa Form Design training in place for relevant users
- The Customer Portal - rent and repairs imminent
- Future software updates – subject to the funding contained within this report including:

Product	Implementation
Versaa Forms : Tenancy Sign-up – Mobile solution to aid tenancy management with completing new tenancy sign ups, electronic tenancy agreements, direct debit set up etc.	2023 -24
Versaa Forms : Tenancy Management – Covers rents , ASB, repairs and tenancy management information available to staff on site with customers in their homes	2023 -24
Versaa Forms: Estate Inspections – A mobile solution aimed at capturing real time estate inspection data and updating QL in real time. Includes reporting facilities for graffiti, fly tipping etc.	2023 -24
Versaa Forms : Asset Management & Stock Condition – A solution that provides surveyors with real time information on assets, information on planned works and the ability to update stock condition details	2023 -24
Managing 3 C's – roll out the ODS established process for complaints, compliments across rest of landlord services	2023 -24
DRS Upgrade – repairs operative scheduling tool which is due to be upgraded	2023 -24
Data Loader for New Properties- A technical tool which seeks to gather and loan new build properties into QL	2023 -24

Data Loader for Property Components – A technical tool aimed at gathering and loading new and updating components as they are replaced	2023 -24
ASBIT & CRT Review – Existing ASBIT and CRT process needs modification to ensure all stages for a case are captured correctly	2023 -24
Info@Work for ASBIT & CRT - Aimed at capturing all case documentation	2023 -24
Versaa Portal App – enables an app to be installed on tenants own device	2023 -24
Online Application Form - allows housing applicants to submit an online application to be added to waiting list	2023-24
Implement Intelligent Energy – to replace existing system Crohm	2023-24
Versaa Customer Portal : Online Application	2023-24
Predictive Arrears Monitoring – Looking to improve monitoring of arrears cases	2023-24
Integration between Housing Management System & Info@Work - aimed at capturing all case documentation, its currently captured on a network shared drive	2023-24
Choice Based lettings – A portal to enable tenants to bid for council housing on line.	2023-24
CBL Portal – Enables OCC applicants to bid for available/advertised properties via a bespoke browser applicant portal	2023-24
Enhance Housing Options – seeks to triage and sign post potential applicants to other resources particularly where they ae unlikely to be placed on a waiting list	2024-25
Private Rented Sector Process Redesign – Process review to simply process	2024-25
Text Messaging from Housing Management System- enable text messages to be sent to QL tenants	2024-25
Contractor Portal - enables contractors to update progress on property works	2024-25
RTB Process Review –To automate the process	2024-25
NEC Info@Work Review Renewal/Replacement – should info @work be replaced integration with QL will need to be revisited	2024-25

All this work done to date and planned will bring significant benefits to the Council from:

- the integration of data held in a number of services such as Housing Applications. Property, Anti-Social Behaviour and Community Response Teams and ODS
- the real time updating of such data

- streamlined and efficient processes for both internal users of the system and our tenants
- easier interfacing between the Council ODS, external suppliers and our tenants

Discussions with the supplier

6. Discussions have been ongoing with the supplier in relation to their part played in the implementation. The outcome of these discussions is shown in the confidential Appendix 4.

Additional Budget

7. In February 2016 Council approved a project budget of £600k. Following soft market testing in June 2017 this budget was increased to £1.7 million and subsequently to £2.3 million in February 2021. The problems encountered since Go Live in May 2021 and bringing the system to 'steady state', in addition to subsequent system upgrades, led to a request for further budget requirement agreed under Chief Executive urgent powers of £375k in May 2022, in addition to a virement from underspends in HRA capital of £250k.
8. Spend up to 31-3-2023 amounts to £3.188 million, requiring a request for additional budget of £263k. Approvals for this additional spend was provided by the Project Board but this requires formal approval by Cabinet and Council. Additional resources referred to in Appendix 4 will go some way to mitigate these additional costs.
9. In February 2023 Council gave budgetary approval for £538k of capital and £448k of revenue over the next 4 year period (£112k of ongoing revenue) commencing 1-4-2023, to continue the exploitation of the product. This spend approved, provided for some of the additional products included in paragraph 5 above. An additional amount will be required to implement other discounted products referred to in Appendix 4. The table below shows the amount of budget that will be required over the next 4 years which is above the amount agreed in February 2023 and enables the discount on products provided by supplier to be secured of £60k, over the 4 year period.
10. Appendix 3 gives a breakdown of all the work areas together with associated capital and revenue cost. In summary this indicates:

APPENDIX 3										
Resource Required for QL Exploitation 2023-24 to 2026-27										
	Capital				Revenue					
	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27		
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's		
Budget Requirement	605.1	331.9	98.4	-	105.2	159.2	135.2	145.7		
Budget Available										
Transformation	39.0									
ICT	80.0									
Capital programme HRA	245.0	58.0	58.0	58.0	112	112.0	112.0	112.0		
Total budget available	364.0	58.0	58.0	58.0	112.0	112.0	112.0	112.0		
Additional Budget Ask	241.1	273.9	40.4	-	58.0	-	6.8	47.2	23.2	33.7

11. The above table indicates that a further £497k of capital expenditure will be required over the next 4 years in addition to £97k of revenue. Savings of £147k from the retirement of legacy systems were made in the original business case and have already been removed from the revenue budget.

Financial Implications

12. The issues surrounding the implementation of Housing Management System have been well documented as has the 3 year overrun in time and the estimated extra £1.5 million costs incurred above the original budget of £1.6 million to bring the product a steady state position in November 2022.
13. Changing systems of this scale are a significant undertaking. In approving the potential settlement package being offered by the supplier the council is at least recouping some of its additional costs but is also moving to establish a longer term relationship with the supplier which should bring longer term savings.

Legal Implications

14. Legal services are reviewing the draft compensation settlement agreement and will ensure the robustness of wording prior to formal sign off. If settlement cannot be agreed this may escalate to legal claim in a court of law but every effort is being made to avoid this.
15. It should be noted that the discounts on products under the settlement agreement are claimable over a 3 year period, although the terms of the current contract only have provision for the contract to run for another 2 years. Normal procurement terms would allow some extension of the contract past this contract date to enable the council to benefit from the full discount on these products should it wish to do so. An extension of the contract is probable given the time and money spent to date on the product.

Risk Implications

16. The paper outlines multiple issues that arose through the implementation of the Housing Management System. The lessons learned once embedded into the organisation should serve to mitigate potential risks in future project implementations.

Equality Impact Implications

17. Not applicable given the nature of this report.

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Service area or department	Financial Services
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Background Papers: None

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Appendix 2

Additions to the Project Checklist following the Lessons Learned Review

Checklist Addition	Lessons Learned Recommendations
Project Idea Stage	
✓ Review the current provision and ensure that through negotiations with incumbent supplier, a better solution cannot be offered	Decision to procure
✓ Feasibility assessment to fully consider the impact, scale and complexity of the project	Decision to procure
✓ Options Appraisal – what options are being considered (to include a “do nothing” option)	Decision to procure
✓ Fully evaluate the Risk associated with the idea	Robust Procurement Process
✓ Ensure robust and compliant procurement process	Robust Procurement Process
Project Initiation Stage	
✓ Scope of Works (Objectives, Vision, Deliverables are clearly detailed).	Governance - Project Ownership
✓ Supplier due diligence and Market Evaluation considering sector and complexity experience	Supplier
✓ Stakeholder Matrix (considering role and involvement in the project)	Governance - Project Ownership
✓ As-Is Process Maps	PM Recommendation
✓ <i>Specification / Requirements (including business rules) clearly prioritised and monitored for deliverability</i>	Robust Procurement Process Delivery - Requirements
✓ Benefits (Key metrics to be measured)	PM Recommendations
✓ Predicted budget	PM Recommendations
✓ Ensure the Project Board Structure covers representation for impacted business areas and suppliers (usually no more than 8 for complex projects)	Governance – Project Sponsor Governance – Project Board
✓ Ensure that Project Board and any subgroups have clear terms of reference	Governance – Project Board Governance - Subgroups
✓ Ensure the Project Board mandate clearly sets out roles, responsibilities and skills requirement	Governance – Project Board
✓ Robust Resource Plans to ensure consideration is given to adequately resourcing in line with complexity of the project (including roles, responsibilities and skills required)	Delivery - Project Manager Delivery - Resources
✓ Data migration strategy (if required)	Preparation - Data
✓ Testing strategy	Delivery - Testing
✓ Training Needs Analysis and strategy	Delivery - Training
Project Deliver Stage	
✓ Project Document Library, library structure and naming conventions, user access & permissions	Project Documentation
✓ Standard Project Board agenda items for embedded Project Assurance and Monitoring: <ul style="list-style-type: none"> ○ Highlight Report (progress updates, milestones) ○ Project Plan Review ○ Risk Register Review ○ Issues Log Review ○ Budget vs actual spend 	Risks, Assumptions, Issues and Decisions (RAID)

○ Decision log	
✓ Embed standard project assurance and monitoring principles into subgroup meetings	Risks, Assumptions, Issues and Decisions (RAID)
✓ Data migration plan, mapping, reconciliation and monitoring reports (if required)	Preparation - Data
✓ Monitoring of requirements met	Delivery - Requirements
✓ Testing Plan and monitoring reports	Delivery - Testing
✓ Training Plan and monitoring reports	Delivery - Training
✓ Go-no-go assessment criteria and monitoring reports	Delivery – Go Live
✓ Go-live activities checklist (lists all activities in chronological order, dependencies, estimated duration – no decisions on the day)	Delivery – Go Live
Project End Stage	
✓ Lessons learned (mechanism for feeding back improvements)	PM Recommendations
✓ Requirements evaluation	Delivery - Requirements
✓ Benefits evaluation	Delivery - Requirements

Appendix 3

Resource Required for QL Exploitation 2023-24 to 2026-27

	Capital				Revenue			
	2023-24 £000's	2024-25 £000's	2025-26 £000's	2026-27 £000's	2023-24 £000's	2024-25 £000's	2025-26 £000's	2026-27 £000's
Programme resources								
Programme Manager	137.5	114.4	57.2					
Programme support	99.0	82.5	41.3					
Internal Project Support & Additional Days	100.0	100.0						
Sub-Total	336.5	296.9	98.4	-	-	-	-	-
Compensation Agreement terms discounted								
Productised Versaa Tenancy sign ups	16.6				10.8	10.8	10.8	13.0
Productised Versaa Tenancy services	10.5				10.5	10.5	10.5	13.0
Self-service app	10.0				23.3	23.3	23.3	29.1
Sub-Total	37.1	-	-	-	44.6	44.6	44.6	55.1
Other products to be implemented								
Productised Versaa Estate Inspections	15.0				13.0	13.0	13.0	13.0
Productised Versaa Asset Management	9.0				9.6	9.6	9.6	9.6
Choice Based lettings on QL	2.0							
CBL Portal	25.0				5.0	5.0	5.0	5.0
Online Housing Register Application	20.0	5.0			5.0	5.0	5.0	5.0
Enhanced Housing Options		10.0						
Versaa Forms : Mobile Devices (Hardware)	39.0				12.0	12.0	12.0	12.0
QL Health Checks/Data Cleansing					6.0	6.0	6.0	6.0
QL Upgrade					4.0	4.0		
QL for Property Services					6.0	6.0		
Implement Intelligent Energy	24.5					12.0	12.0	12.0
PRS Review	50.0	10.0				15.0	15.0	15.0
Communities Referral Forms								
Text Messaging from QL		10.0					1.0	1.0
Predictive Arrears Monitoring	10.0							
Data Loader for New Properties	3.0							
Data Loader for Property Components	5.0							
Contractor Portal	24.0					12.0	12.0	12.0
RTB Process Review						10.0		
Integration between QL & Infor Work						5.0		
ASBIT & CRT QL Review								
Info Work for ASBIT & CRT								
NEC Info@Work Review Renewal/Replacement	5.0							
Sub-Total	231.5	35.0	-	-	60.6	114.6	90.6	90.6
Budget Requirement	605.1	331.9	98.4	-	105.2	159.2	135.2	145.7
Budget Available								
Transformation	39.0							
ICT	80.0							
Capital programme HRA	245.0	58.0	58.0	58.0	112	112.0	112.0	112.0
Total budget available	364.0	58.0	58.0	58.0	112.0	112.0	112.0	112.0
Additional Budget Ask	241.1	273.9	40.4	- 58.0	- 6.8	47.2	23.2	33.7

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Appendix 5 - Risk Register

Risk description	Opp/ threat	Risk		Date Raised	Current		Residual		Control description	Controls			
		Cause	Consequence		I	P	I	P		Due date	Status	Progress	Action Owner
Settlement agreement not agreed	T	The Council is having regular meetings with the supplier to come to an agreement	Clause 12.1.4 of the contract allows for the determination of the contract dispute by an 'independent expert' and ultimately for resolution in court. This would lead to significant legal costs for both parties and a deterioration in the working relationship	23-03-2023	4	2	2	2	Regular meetings with both parties to discuss agreement and finalise	23-03-2023	In Progress	70%	N Kennedy/ S Gabriel
Project Implementation delays	T	Delays are caused from lack of staff or technical difficulties in the implementation	Increased cost, knock on impact on ICT work programme and interruption with key processes such as ODS works, rent accounting , tenancy lets	23-03-2023	4	2	2	2	Project Team management and Board oversight	23-03-2023	In progress	100%	S Gabriel/ Bill Graves/ Alison Cornachio/ Nigel Kennedy
Procurement	T	Compensation within the settlement agreed is beyond the period of the original contract i.e February 2025. The Council would need to seek exemption from re-tendering the procurement of the system if it was to benefit from the full compensation being offered	The council could lose some of the compensation on offer	23-03-2023	2	2	2	2	Consider procurement route at an early stage. Although fair to say that the potential loss of compensation for one year should the contract not be extended is minimal.Potential to negotiate this away	23-03-2023	In progress	10%	Nigel Kennedy

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To: Cabinet

Date: 12 July 2023

Report of: Executive Director (Development)

Title of Report: Proposal to contract with the preferred development partner & operator consortium to regenerate Council owned land at 38-40 George Street, Oxford OX1 2BL currently occupied by Odeon Cinemas

Summary and recommendations	
Purpose of report:	<ol style="list-style-type: none"> 1. To update Cabinet on progress of the procurement of a development partner to regenerate a council asset in the city centre; 2. To recommend to Council to include additional budget for the scheme; and 3. To seek approval to enter contracts with a preferred development partner and operator consortium to regenerate 38-40 George Street, Oxford.
Key decision:	Yes
Cabinet Member:	Councillor Ed Turner, Deputy Leader (Statutory) - Finance and Asset Management
Corporate Priority:	Enable an inclusive economy Pursue a zero carbon Oxford
Policy Frameworks:	Oxford Local Plan; Oxford Economic Strategy and City Centre Action Plan; Asset Management Strategy

Recommendations: That Cabinet resolves to:	
1.	Approve the appointment of the preferred developer and operator as set out in this report for the reasons provided;
2.	Recommend to Council the approval of an additional capital budget of £12.1 million for delivery of this regeneration scheme (see Confidential Appendix 1 for more details);
3.	Delegate authority to the Executive Director (Development) in consultation with the Council's Head of Financial Services / Section 151 Officer; the Head of Law and Governance; and the Deputy Leader (Statutory) - Finance and Asset Management to: (i) agree the final terms of, and enter into, the relevant

contracts; (ii) agree the final scheme and submission of any planning application; and (iii) authorise any spending within the allocated budget (see Confidential Appendix 1 for more details).

Appendices	
Appendix 1	Confidential - Officer Report
Appendix 2	Confidential - Risk Register
Appendix 3	Confidential – EQIA
Appendix 4	Confidential – Proposed Scheme

Introduction

1. In January 2022, Cabinet delegated authority to the Executive Director Development to agree the terms, route to market, and then select a preferred commercial partner for the potential redevelopment of council owned land in the city centre, as the current lease was due to expire in September 2024. As noted in that report any decision to enter into contract with the preferred commercial partner for the redevelopment of the land would require a separate Cabinet decision.
2. Following that decision, significant progress has been made following a procurement process. This report sets out the recommendations that have emerged from this process which has resulted in the preferred bidders' proposal for an aparthotel with community use on the ground floor.

Background to 38-40 George Street

3. The property is currently occupied by the Odeon Cinema .The Council’s lease to Odeon Cinemas, for the premises at 38-40 George St, expires in September 2024. Given the Council’s responsibility to ensure continuity of income from this public asset, it has been desirable to explore other options including redevelopment to avoid an underperforming or empty asset.
4. There are risks with the current occupier of the property. Cinema footfall is down and has not reached pre-pandemic levels which does not support a vibrant city centre. In addition, the current cinema building has limited flexibility to accommodate other uses and tenants in future and so there is a risk to the stability of long term revenue from this Council asset. Given the state of the building, it is also anticipated the current tenant may request capital investment from the Council as part of any new lease negotiation. The property is one of the Council’s investment assets and an increase in income helps support our wider corporate ambitions and protects services.
5. The Odeon Cinema was aware that the Council had regeneration ambitions and could have come forward with a proposal, but didn’t engage in the process.
6. The site is a key city centre gateway, fronting both onto George St, and onto an important public open space in the city – Gloucester Green. The current building has extensive areas of blank façade at ground floor level and does not relate well to Gloucester Green. The regeneration of the site will increase active frontage to both Gloucester Green and George St providing place making benefits in this area.

Policy background

Local Plan

7. The adopted Oxford Local Plan 2036 seeks to support the vibrancy of the city centre through several policies. These relate to supporting town centre uses, sustainable tourism and cultural and social activities.
8. The plan identifies a key issue within the city is that 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 lower than for longer stays, and they do pose other challenges to the city. The plan identifies that proposals which facilitate longer stays will result in greater spend in Oxford's shops and restaurants which will in turn boost their viability and Oxford's economy. In addition to tourists the plan highlights that the short-stay accommodation market is very strong for business travellers in Oxford and provision of more accommodation would additionally help support the economic objectives of this Plan. This explains that when Oxford's hotel occupancy and room rates are compared with those of comparable cities, there is significant unmet demand and potential for growth in all varieties of short-stay accommodation.
9. The plan also seeks to support cultural and social activities. It highlights that Oxford has a rich infrastructure of cultural and social activities and venues, from theatres, museums, cinemas, galleries, sports and music venues to restaurants and pubs. These uses help to keep the centres vibrant and active and add greatly to the local quality of life. The plan puts in place policies that encourage such uses to develop, modernise and adapt for the benefit of the communities they serve.
10. The procurement of a developer has set policy V7 at the forefront of consideration. The procurement has required compliance with policy V7 to include a social and cultural use at ground floor.

Oxford Economic Strategy

11. Oxford's Economic Strategy identifies the City Centre as a key area of focus. It identifies several areas to consider that are explored further in the City Centre Action plan. Among these are to:
 - Promote and facilitate more overnight visitor stays, increasing their enjoyment of our city, while maximising the contribution to the local economy
 - Prioritise city centre workspace for small and creative businesses
 - Innovate with publicly owned city centre assets to provide more flexible and progressive leases to support inclusive economy ambitions
 - Diversify uses in the heart of city
 - Support the night time economy

City Centre Action Plan

12. The City Centre Action Plan sets out three key areas of focus to ensure the city centre continues to perform for the social, economic and environmental good of Oxford and its residents.

13. Several opportunities for the city centre. Some that are relevant to this site include:

- **Accommodate a wider range of uses across sectors.** A strong and increasing demand for city centre space in the science, tech, co-operative and cultural sectors provides an opportunity to explore new types of space and leases.
- **Increase visitor stays.** Identify further opportunities to support longer visitor stays through provision and promotion of more overnight accommodation alongside the diversification of attractions and experiences
- **Improve safety and ambience.** Improve the safety and ambience of the city, creating a centre that is safe and inclusive for all.
- **Promote distinctive development.** Development should contribute to the city's unique sense of place

14. This leads to four key workstream areas:

- Getting the mix right
- Getting the basics right
- Public realm and animation
- Connectivity and access

15. This site presents an opportunity to address several of the ambitions within getting the mix right, and public realm, and animation workstreams. Oxford city centre has a strong profile of shops and businesses, attracting national brands, as well as strengths in knowledge, innovation, creative and cultural sectors. However, there is a lack of community gathering spaces and live music venues and an undersupply of accommodation to support longer visitor stays. There is an opportunity to diversify the centre's mix of uses, providing new and flexible spaces for businesses, community, and night time offer.

16. The plan identifies George Street and Gloucester Green as a key opportunity area to improve activation and diversification. The current site has limited activation and makes a poor contribution to George Street and Gloucester Green. The redevelopment of the site provides the opportunity to enhance activation and public realm in this part of the city.

Asset management plan

17. The Council's Asset Management Plan identifies the need to diversify the council portfolio including within the city centre in order to promote efficient use of buildings and support the city centre economy.

Project Objectives

18. The policy background has informed a set of project objectives that were reflected in the procurement process.
- Scheme to align with planning policy
 - Provide a secure income stream
 - Support the City Centre, including improved activation of George St and Gloucester Green
19. Key Council priorities including supporting a zero carbon Oxford, and delivering social value in line with Oxford's Themes, Outcomes, and Measures were also embedded in the procurement process.
20. The procurement process was to find bidding consortiums consisting of both a development partner and operator. Further details on the procurement process, along with details of the preferred development partner, the proposed tenant, and funding arrangements are contained within the Confidential Appendix 1

The Procurement Process & Preferred Bidder's Proposal for the City Centre Site

21. Bidding consortiums were asked to provide a range of material including:
- a designed scheme, planning strategy, and risk assessed programme making up the quality aspects of the scoring
 - financial offer and legal markup of key documents
 - social value proposals
22. Within the statutory Find a Tender Scheme (FTS) procurement process, 4 qualifying bidding consortiums were taken from the initial qualification (SQ) stage in September 2022, to the competitive dialogue stage of the procurement process in Nov 2022 – March 2023. The proposals received and dialogued included a range of building uses: hotel, student accommodation, aparthotel, and office/medical; all including the required replacement cultural/community use space on the ground floor.
23. During the dialogue stages two bidders fell away. This left the two strongest bidders proceeding to Final Solutions stage.
24. The highest scoring proposed scheme provides an aparthotel, with community space on the ground floor. Aparthotels are used by a wide range of visitors, tourists, and workers, and provide flexible short term accommodation options This has strong regeneration benefits and provides a financially viable scheme with a range of clear benefits being delivered in line with the City's Economic Strategy and City Centre Action Plan.
25. Due to commercial sensitivity, further information and analysis of the preferred bidder's proposal is contained in Confidential Appendices 1-4. However, the headline benefits of the highest scoring bidder's proposal are detailed below:
26. The proposal seeks to regenerate the site by development of a modern new build property that will extend the life of the on-site asset. The current building is unfit for other commercial uses in its current format.

27. The preferred bidder's proposal strongly aligns with relevant Local Plan policies and has taken considerable account of the constraints and opportunities of this location. It provides active frontage to George Street and Gloucester Green as well as providing for a flexible community space complemented by an Aparthotel that will significantly contribute to the objectives of the Local Plan and City Centre Action Plan to increase overnight stays. Aparthotel studios are used by a wide range of visitors, and tourists, and also workers employed on short term projects / shows in the city. Aparthotel users will support adjacent city centre businesses through using a wide range of local food and beverage and retail businesses. The community space on the ground floor increases the amount of activated frontages on George Street, and Gloucester Green. It is proposed to include affordable, hireable space for community groups in the heart of the city centre, and will have uses operating through daytime and into the evening.
28. The proposal commits to meeting the adopted Local Plan policy requirements for sustainable design and construction and identifies opportunities for going beyond these requirements. The bidder explored in detail whether the building could be reused but it was not feasible.
29. The preferred bidder's proposal provides rental income over a long lease term which also protects the ongoing economic sustainability of the City Centre; there is consistent demand for hotel / aparthotel accommodation in the city centre and the use is considered more sustainable than a cinema use at present.
30. In summary, the economic and place-making benefits to the city from this regeneration scheme; providing aparthotel to support longer stays that in turn support the local day and night economy, together with the new city centre community space, and a more sustainable and future proofed building are considered, on balance, to outweigh the loss of the cinema on this site. The cinema within the Westgate centre as well as other existing cinemas within the city e.g. the Phoenix Picturehouse in Jericho, the Ultimate Picture Palace on the Cowley Road and the Vue cinema at the Kassam Stadium provide a range of options for residents and visitors. As a comparison the cinema provision without the Odeon will be in line with York and Cambridge.
31. Odeon have announced the closure of the Magdalen Street cinema. This was not discussed with the Council but may be something that they review.
32. The proposal commits social value through construction but also, due to the long lease, provides social value commitments throughout the lease term. For example, the proposal includes a commitment to pay the Oxford Living Wage to workers during the construction phase, and long term through the operational phase; as well as delivery of a rolling programme of apprenticeships through the life of the project.

Milestones and Programme

33. The programme is dependent on the preferred bidder's proposal and funding for the scheme, being approved by Cabinet and Full Council in July 2023. This is to give the necessary assurance to the preferred bidder to enable them to progress project work in line with the milestones below:

Developer/operator consortium Cabinet approval	12 July 2023
Approval of funding at Full Council	17 July 2023
Complete due diligence	Aug 2023
Enter into Contract with the preferred bidder	Aug/Sep 2023
Complete planning approval process	June 2024
Construction works on site	2025-2027

Financial implications

34. Confidential financial details are provided in the Confidential Appendix 1. However, the proposed scheme provides on acceptable return for the Council's investment, more importantly it provides a new modern building which future proofs the rental income without the need for further investment by way of repairs and maintenance.
35. The Council has to comply with PWLB lending criteria for all of its capital projects in order to be able to access PWLB finance. This project involves the regeneration of a large building in the City Centre and also delivers a number of other policy objectives as outlined in the report. The scheme therefore complies with PWLB criteria as fulfilling both the regeneration activity criteria and service delivery through the other policy objectives that are delivered.

Financial Treatment

36. The rental income from the tenant will be treated as revenue as the lease will be classified as an operational lease. The decision over whether a lease transaction is treated as a finance lease or an operating lease depends on the substance of the transaction rather than the form of the contract. This decision is based on the long term ownership of the asset, how much of the economic life of the asset is transferred under the lease and whether the asset is so specialised that only the lessee can realistic use the asset. The development is on a City Centre site owned by the Council, developed by a developer under contract and subsequently leased out to an operator on a full repairing long term lease. The lease will not transfer ownership of the asset at the end of the lease and there will be no option to purchase; the Council intends to retain ownership as part of its strategic City Centre asset holdings. The economic life of the development is expected to be in excess of 100 years and the lease length is far less than the expected life of the asset. The asset being constructed is an Apart-hotel and there are many operators who could operate the asset without modifications. Based on these details, this arrangement is therefore considered to be an operating lease.

Funding required for the City Centre redevelopment scheme

37. Funding for regeneration of Council assets is currently allocated in the MTFs, and so the additional funding that requires approval is £12.1M. Detail of the financial aspects of the funding is contained at Appendix 1
38. Project costs will be financed through Public Works Loan Board (PWLB) borrowing, subject to capital financing being undertaken at a corporate level rather than by individual scheme. However, the provisions of the agreement encompass sufficient

flexibility to allow the Council to refinance its position at a later juncture in the project if required.

39. For appraisal purposes, borrowing has been modelled over a 50 year period using an interest rate of 3.4% for the long term borrowing and has been sensitivity tested with an additional 1% interest rate cost.
40. Cabinet is therefore now asked to recommend that Council approve the additional funding for delivery of this project. Changes in budget to be delegated to the Executive Director Development, in consultation with the Council's Section 151 Officer, the Head of Law and Governance, and the Cabinet Member for Finance and Asset Management.

Legal issues

41. The Council's legal team has been fully involved in the procurement process , additional legal advice continues to be gained from Browne Jacobson LLP

Level of risk

42. Refer to the attached Appendix 2 – Confidential Risk Register.

Equalities impact

43. This regeneration project will involve the creation of a new building to be leased out to support the City Centre and to generate additional revenue income for funding Council services. An assessment of the foreseen direct and indirect impacts on protected groups is shown in the EQIA at Appendix 3.

Carbon and Environmental Considerations

44. This key decision will assist delivery of the Council's priority to pursue a zero carbon Oxford and the council's environmental sustainability team have been engaged through the procurement process in feedback through dialogue stages. The bidders explored options to retain the building but this was not economically feasible and would not have delivered the wider regeneration benefits. However, the preferred bidder has set out how they will seek to minimise the environmental impact of the building through reuse of materials where possible. The proposal meets the adopted Local Plan policies and seeks to exceed them in some areas.

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Background Papers: None

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