

Agenda

www.oxford.gov.uk



Scrutiny Committee

This meeting will be held on:

Date: **Wednesday 7 June 2023**

Time: **6.00 pm**

Place: **Long Room - Oxford Town Hall**

For further information please contact:

Lucy Brown, Committee and Member Services Officer,

01865 252784  DemocraticServices@oxford.gov.uk

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

- may register in advance to speak to the committee in accordance with the [committee's 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.

*View or subscribe to updates for agendas, reports and minutes at
mycouncil.oxford.gov.uk.*

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

Committee Membership

Councillors: Membership 12: Quorum 4 substitutes are permitted.

Councillor Dr Christopher Smowton

Councillor Lizzy Diggins

Councillor Mohammed Altaf-Khan

Councillor Lubna Arshad

Councillor Tiago Corais

Councillor Chris Jarvis

Councillor Edward Mundy

Councillor Lucy Pegg

Councillor Mike Rowley

Councillor Dr Sandy Douglas

Councillor Paula Dunne

Councillor Mark Lygo

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

Agenda

| | | Pages |
|---|--|---------|
| 1 | Election of Chair for the Council year 2023/24 The Chair of the Scrutiny Committee must be an opposition councillor (Constitution Part 13.6a). | |
| 2 | Election of Vice Chair for the Council year 2023/24 The Vice Chair can be from any political group. | |
| 3 | Apologies for absence | |
| 4 | Declarations of interest | |
| 5 | Chair's Announcements | |
| 6 | Minutes Minutes from the meeting held on 06 March 2023. <u>Recommendation:</u> That the minutes of the meeting held on 06 March 2023 be approved as a true and accurate record. | 9 - 14 |
| 7 | Scrutiny Operating Principles 2023/24 The Head of Law and Governance has submitted a report which seeks the Committee's agreement to the adoption of a set of scrutiny operating principles for the 2023/24 Council year, the establishment of standing panels and review groups, the appointment of standing panel and review group chairs and a proposed work plan to September 2023. The recommendations are set out in the report. | 15 - 36 |
| 8 | Report back on recommendations and from Scrutiny Panel meetings At its meeting on 15 March 2023, Cabinet considered the following reports from Scrutiny and made responses to the recommendations: | 37 - 66 |

- 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

Since the Scrutiny Committee's previous meeting on 06 March 2023, the following Panels have met:

- Climate and Environment Panel (09 March 2023)
- Housing and Homelessness Panel (13 March and 24 April 2023)
- Companies Scrutiny Panel (Shareholder and Joint Venture Group, 27 April 2023)

The Committee is **asked** to:

1. Note Cabinet's responses to its recommendations
2. Note any updates from Panel meetings

9 Reports for approval

67 - 70

The Committee is asked to approve the report and recommendation on the following for submission to Cabinet:

- Tenancy Agreement

10 Housing Management System Implementation

71 - 114

Cabinet, at its meeting on 14 June 2023, will consider a report from the Executive Director (Communities and People) and the Head of Financial Services on the Housing Management System Implementation. Cllr Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies, Nigel Kennedy, Head of Financial Services and Bill Graves, Landlord Services Manager, have been invited to present the report and answer questions. The Committee is asked to consider the report and may wish to make recommendations to Cabinet.

11 Dates of future meetings

Scrutiny Committee

- 04 July 2023

- 01 August 2023
- 05 September 2023
- 10 October 2023
- 06 November 2023
- 04 December 2023
- 16 January 2024
- 06 February 2024
- 04 March 2024
- 11 April 2024

Standing Panels

Housing & Homelessness: 05 July 2023; 02 August 2023; 05 October 2023; 02 November 2023; 07 March 2024

Finance & Performance: 06 September 2023; 06 December 2023; 22 January 2024; 26 March 2024

Climate and Environment Panel: 27 June 2023; 07 September 2023; 22 November 2023; 27 February 2024; 20 March 2024

Companies Scrutiny Panel will meet on the same dates as the SJVJ: 21 June 2023; 27 July 2023; 01 November 2023; 07 December 2023; 27 March 2024; 24 April 2024

All meetings start at 6.00 pm.

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 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 those 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 recording 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.

*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.

Minutes of a meeting of the Scrutiny Committee on Monday 6 March 2023

www.oxford.gov.uk



Committee members present:

Councillor Snowton (Chair)

Councillor Altaf-Khan

Councillor Corais

Councillor Jarvis

Councillor Pegg

Councillor Hunt

Councillor Diggins (Vice-Chair)

Councillor Arshad

Councillor Coyne

Councillor Mundy

Councillor Rowley

Officers present for all or part of the meeting:

Mish Tullar, Head of Corporate Strategy

Anna Winship, Management Accountancy Manager

Richard Doney, Scrutiny Officer

Lucy Brown, Committee and Member Services Officer

Cabinet Members also present:

Cllr Susan Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships

Cllr Louise Upton, Cabinet Member for Health and Transport

Cllr Ed Turner, Cabinet Member for Finance and Asset Management

Apologies:

No apologies were received

87. Declarations of interest

There were no declarations of interest made.

88. Chair's Announcements

None.

89. Minutes

The Committee resolved to APPROVE the minutes of the meeting held on 1 February 2023 as a true and accurate record.

90. Work Plan and Forward Plan

Cllrs Jarvis and Hunt arrived at the meeting

The Committee **noted** the Forward Plan. The Chair advised that due to the lack of items for the next Cabinet meeting, a decision would be taken to cancel the next Scrutiny Committee meeting of 4 April 2023 nearer the time.

91. Annual Update of the Council's Business Plan

Cllr Corais arrived at the meeting.

Cllr Susan Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships, presented the report which requested Cabinet approval of Oxford City Council's Annual Business Plan priorities for 2023/24. She highlighted that that Annual Business Plan was based on the four Council Strategy 2020-2024 priorities; Enable an Inclusive Economy; Deliver More, Affordable Housing; Support Thriving Communities and Pursue a Zero Carbon Oxford, and an additional priority 5: Ensure Council service delivery is fit for the future for the Business Plan 2023-2024.

Mish Tullar, Head of Corporate Strategy provided the Committee with further information regarding the process taken for developing future year's business plans for the Council.

Cllr Brown and Mish Tullar answered questions as follows:

- Service integration with Locality Managers in each of the four city quadrants remains a work in progress due to issues with recruitment and retention.
- The EDI strategy covers the Council's companies, however the workforce for OX Place is relatively smaller and linked with the Council.
- Retrofitting Champions are currently being recruited and meetings were held with Ambassadors to promote this recruitment.
- Until further guidance is received from Central Government on updates to the waste and recycling regime, an update for the existing Recycling and Waste Strategy has been put on hold.
- Whilst it is not the Council's approach to demolish Council buildings and it would always prefer to retrofit, Standingford House on Cave Street had moved beyond economic sustainable repair.
- Officers of the Council work directly with Community Centres to ensure they are actively promoting and delivering community projects.
- A meeting with Thames Water has now been organised which will include an invitation for Q&A for all Members.
- More detailed progress measures could be included within the plan and higher level KPIs would be included in the next iteration of the Corporate Strategy.
- A number of trees had been planted over the last year as part of the Urban Forest Strategy, however Council land is limited for tree planting and encouragement had been sought from private landowners.

The Committee resolved to make the following recommendations on the report for Cabinet:

1. That the Council, in future four year Corporate Business Plans, includes higher-level key performance indicators to enable Members to track strategic ambitions more easily.

2. That the Council reports on, and monitors progress of, the implementation and outworking of the Urban Forest Strategy.
3. That the Council makes explicit reference in the report to working with Thames Water in seeking to improve the situation with water in the City.

92. Integrated Care Strategy Update

Cllr Louise Upton, Cabinet Member for Health and Transport, presented the report which presented information on the production of a new Integrated Care Strategy by the Integrated Care Board for Buckinghamshire, Oxfordshire and Berkshire West. She highlighted the five key principles set out in the report and emphasised Preventing Ill Health and Tackling Health Inequalities as key priorities for the Council.

Mish Tullar, Head of Corporate Strategy, advised that the document had been produced by the Integrated Care Board (ICB) of which the Council had actively engaged in with its development.

Cllr Upton and Mish Tullar, responded to the Committee's questions as follows:

- The ICB replaced the Commissioning Clinical Group, and funding from that followed.
- There are multiple agencies working in partnership within the ICB, a Place Director for each County provides for localised representation. Dan Leveson is the Oxfordshire Place Director, a senior NHS officer.
- Effective governance is achieved via rotational representation on the Partnership Board which also links to the Health and Wellbeing Board.
- Concerns around vaping are recognised, including the use of marketing towards younger people, and will be fed into the ICB Strategy delivery action plan.
- Community Champions have been actively targeting issues with vaccine hesitancy.
- Community Champions and Community Groups, such as Healthwatch, support groups at particular risk of ill health, also taking into account environmental factors.

The Committee resolved to make the following recommendations on the report to the Cabinet:

1. That the Council sets out in summary how the Integrated Care Board is funded and what budget is available to it.
2. That the Council uses its influence via the Integrated Care Board to ensure that the risks and dangers of vaping, particularly amongst the young, are emphasised in the action plan arising from the strategy.
3. That the Council uses its influence via the Integrated Care Board to ensure that the need to combat vaccine hesitancy and widespread misinformation is articulated in the action plan arising from the strategy.
4. That the Council uses its influence via the Integrated Care Board to ensure that, when the masterplan is drawn up to monitor the implementation of the strategy, specific attention is paid to the relevant needs of particular demographic groups (including but not limited to the LGBT communities and those from some minority ethnic communities) and the impact of certain strategies and factors on those groups particularly.
5. That the Council using its influence via the Integrated Care Board to broaden the strategy's existing work on air quality to also consider indoor air quality and indoor sources of pollutants.

93. Integrated Performance Report for Q3 2022/23

Cllr Ed Turner, Cabinet Member for Finance and Asset Management, introduced the report which updated Cabinet on Finance, Risk and Corporate Performance matters as at 31 December 2022. He highlighted that the negative variations on the General Fund and Housing Revenue Account, the latter mainly due to building costs inflation.

Cllr Turner and Anna Winship, Management Accountancy Manager, answered queries from the Committee.

During discussions, the Committee noted the following:

- Performance reports have been positive despite recognised difficulties in staff recruitment and retention.
- Budget reductions were agreed for rough sleeping strategies, due to an increase in partners and grants, rather than a reduction in service.
- Utility costs pressures are kept updated, and a level of reserve retained to avoid exposure, especially in light of the Council's leisure centres that were not part of the Government grant scheme.

The Committee resolved to make the following recommendation on the report for Cabinet:

1. That the Council sets out in more detail which areas of work were proposed to be suspended in paragraph 10 of the report and enumerates the financial impact of this as well as the expected length of suspension.

94. Reports for approval

The Housing and Homelessness Panel had moved their meeting from 2 March 2023 to 13 March 2023.

The Climate and Environment Panel would meet on 9 March 2023.

It was noted that if either Panel made recommendations to Cabinet, these would be submitted without Committee approval, but reported on at the next meeting of the Committee.

95. Report back on recommendations and from Scrutiny Panel meetings

The Budget Review Group recommendations had been agreed by Cabinet, albeit one only in part which related to charges at Florence Park medical centre and Cabinet had advised they would be committed to discussing alternatives with health authorities.

The recommendation on the Disciplinary Policy was incorporated for the Full Council meeting of 16 February 2023, and submitted to Cabinet for completeness.

96. Dates of future meetings

The dates of future meetings were noted.

The meeting started at 6.00 pm and ended at 8.20 pm

Chair

Date: Tuesday 4 April 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.

This page is intentionally left blank

To: Scrutiny Committee
Date: 07 June 2023
Report of: Interim Head of Law and Governance
Title of Report: Scrutiny Operating Principles and Standing Panel and Review Group Arrangements

| Summary and recommendations | |
|---|---|
| Purpose of report: | To adopt a set of operating principles for the Scrutiny Committee for the 2023/24 municipal year, establish standing panels and review groups and appoint standing panel and review group chairs. |
| Key decision: | No |
| Scrutiny Lead Member: | Chair of the Scrutiny Committee 2023/24 |
| Corporate Priority: | All |
| Recommendations: That the Scrutiny Committee resolves to: | |
| <ol style="list-style-type: none"> Agree the proposed Committee Operating Principles for the 2023/24 municipal year, as set out at Appendix A. Agree to establish the following standing panels for the 2023/24 municipal year with the following remits and timeframes: <ol style="list-style-type: none"> Finance and Performance Panel – finance and budgetary issues and decisions, annual review of the Council’s budget, quarterly monitoring of finance and performance (including performance of the Council’s companies); Housing and Homelessness Panel – strategic housing and landlord issues and decisions, homelessness, housing services performance and interaction with the Tenant’s Forum; Climate and Environment Panel – climate and environmental issues and decisions, progress and performance monitoring, monitoring delivery of existing strategies, policies and projects; Companies Scrutiny Panel - executive decisions made in relation to any companies wholly or partly owned by the Council. <p>or to agree to consider the establishment of alternative panels at a subsequent meeting.</p> Agree to establish a Budget Review Group, comprising the membership of the Finance & Performance Panel, noting that the proposed scope will be agreed at a future Scrutiny Committee meeting. | |

4. **Agree** the schedule of meetings as presented within the report.
 5. **Agree** the allocation of seats on standing panels to political groups for 2023/24 (Finance and Performance Panel: 4, Housing and Homelessness Panel: 6, Climate and Environment Panel: 4, Companies Scrutiny Panel: 4 are recommended).
 6. **Agree** to appoint members and chairs of the Finance and Performance, Housing and Homelessness, Climate and Environment and Companies Scrutiny Panels or any other panels as agreed by the Committee in accordance with nominations made by political groups.
- | | |
|--|--|
| Housing and Homelessness Panel: | Cllr Lizzy Diggins (Chair), Cllr Dunne, Cllr Fouweather, Cllr Nala-Hartley, Cllr Rawle, Cllr Sandelson |
| Finance and Performance Panel: | Cllr Fry (Chair), Cllr Djafari-Marbini, Cllr Jarvis, Cllr Smowton |
| Climate and Environment Panel: | Cllr Hollingsworth (Chair), Cllr Dunne, Cllr Kerr, Cllr Miles |
| Companies Scrutiny Panel: | Cllr Rowley (Chair), Cllr Miles, Cllr Morris, Cllr Walcott |
7. **Agree** that the Chair of the Finance and Performance Panel will Chair the Budget Review Group.
 8. **Agree**
 - i) The preliminary Work Plan covering the period to September 2023 as detailed at **Appendix B**; and
 - ii) That Committee members will send ideas for topics for Scrutiny-commissioned reports to the Scrutiny Officer by e-mail for consideration at the Committee's 04 July meeting.
 9. **Note** the Scrutiny Guide for Councillors at Appendix D.

Appendices

| | |
|------------|--|
| Appendix A | Draft Scrutiny Committee Operating Principles |
| Appendix B | Preliminary work plan to September 2023 |
| Appendix C | List of suggestions for 2023/24 Scrutiny Work Plan |
| Appendix D | Scrutiny Guide for Councillors |

Introduction and background

1. At the start of a new municipal year the Scrutiny Committee is asked to re-establish the key principles by which the Committee, and its standing panels and review groups, will operate. This provides clarity to Members, officers and the public about how Scrutiny will manage and organise its activities during the year.
2. The Committee is able to delegate responsibility for scrutiny of certain issues to specific standing panels, which report back to the Committee with recommendations (where time allows). The Committee should consider whether it wishes to re-establish the previous standing panel arrangements, or establish different panels. As standing panels are established, it is recommended that the number of seats and political make-up of the panels and membership is agreed, and the Chairs are appointed.
3. The Committee may also establish review groups to undertake issue-led and time-bound 'task and finish' reviews of specific issues, before concluding their work with a

report and recommendations, usually to Cabinet. As review groups are established, it is recommended that the number of seats and political make-up of review groups and membership is agreed, and the Chairs are appointed.

Role of the Scrutiny Committee

4. Scrutiny operates to provide democratic oversight and public assurance that the Council is carrying out its business effectively, and to act as a check and balance function to ensure that decisions are taken in the best interests of the people of Oxford. Scrutiny carries out research, reviews and hears from independent experts, as well as Council officers, making recommendations for service improvement where necessary. One focus of the Committee's work is to hold the Cabinet to account but Scrutiny also pursues its own agenda by commissioning reports from officers on priority issues, assisting the Council in developing policy. As outlined in the Council's Constitution Part 8.3, the Committee can:
 - a) Develop and review policy:
 - Help Council and the Cabinet to develop policy by studying issues in detail
 - Carry out research and consultation on policy
 - Consider and introduce schemes to involve the public in developing policy
 - Work with national, regional and local organisations to promote the interest of local people.
 - b) Hold the Cabinet to account:
 - Review the performance and decisions of the Cabinet, and Council officers (but not decisions on individual planning or licensing applications)
 - Review the Council's progress in achieving its policy aims and performance targets
 - Review the performance of individual services
 - Review executive decisions in respect of any companies wholly or partly owned by the Council and hold the shareholder to account for the performance of those companies (the decisions of Council-owned companies do not fall within the remit of the scrutiny committee).
 - Ask Cabinet members, and senior officers questions about their decisions and performance – these may be questions about general performance or about particular decisions and projects.
 - c) Require senior officers and Cabinet members to attend meetings and answer questions
 - d) Hold other public service providers to account (though there is no legal requirement for them to engage).
5. Members of the Committee are encouraged to read the Scrutiny Guide for Councillors (Appendix D) which provides a detailed review of how the Committee operates, how to be effective as a scrutiny councillor, and the support and development opportunities available to members.

Scrutiny Operating Principles

6. The Council's Constitution sets out the role (Part 8) and procedures (Part 13) of the Scrutiny Committee but it is not prescriptive about how the Scrutiny function will be organised and managed. In previous years, the Committee has agreed a set of operating principles to govern key aspects of its work which are not covered by the Constitution. Key matters addressed in the document include: resource expectations, membership guidelines for panels and meeting frequency.
7. The Operating Principles are designed as a reference document to guide the Committee's work, and a draft set of principles for adoption are set out at Appendix A. The Committee may make revisions as it sees appropriate within the confines of the Constitution, relevant legislation and resource capacity. In which case, members are asked to discuss any proposed changes in advance with the Scrutiny Officer or to take advice at the meeting.
8. The Committee is recommended to adopt the draft Operating Principles as outlined at Appendix A. These Operating Principles are broadly similar to those of previous years.

Scrutiny Standing Panels

9. In previous years, the Committee has established Finance and Performance, Housing and Homelessness, Companies and, in the 2022/23 municipal year, Climate and Environment Scrutiny Panels to undertake detailed scrutiny of decisions and issues relevant to their remit. The reason being that small groups of members with an interest in these priority areas can build up specialist knowledge and insights and use these to produce better scrutiny outcomes. These Panels have a degree of discretion to manage their own work plans, but remain accountable to the Scrutiny Committee for their work. Where time permits, the standing panels will report to the Scrutiny Committee before their recommendations are submitted to the Cabinet. This will not normally be possible where the standing panels are making recommendations on Cabinet reports.
10. The Committee is invited to agree the remits of standing panels for the year and is recommended to re-establish the Finance and Performance Panel, Housing and Homelessness Panel, Climate and Environment Panel and Companies Scrutiny Panel.
11. It is recommended that the Companies Scrutiny Panel continues to meet at the same time as the Shareholder and Joint Venture Group (SJVG), as per the revised arrangements established in the 2022/23 municipal year, to provide more effective and efficient Scrutiny oversight of the shareholder function. The intention is that these arrangements will be monitored and reviewed by the Scrutiny Officer during the 2023/24 municipal year with a view to understanding whether any changes to the revised arrangements may be required. Should the Companies Scrutiny Panel wish to look at a specific element of a company's work which is not covered by the SJVG, any such reports would be considered at additional meetings held separately to SJVG meetings.
12. The draft Operating Principles at Appendix A set out that, in any given year, the organisation ordinarily has capacity to support either:
 - a. 2 Standing Panel and 3 Review Groups; or
 - b. 3 Standing Panels and 2 Review Groups

As set out in paragraph 10 above, it is recommended that the Scrutiny Committee re-establishes the Finance and Performance, Housing and Homelessness, Climate and

Environment and Companies Scrutiny Panels. This amounts to 4 standing panels in total. However, given that SJVG meetings attended by the Companies Scrutiny Panel will not be clerked by the Scrutiny Officer, as per the arrangements established in the 2022/23 municipal year, this means that only 3 standing panels will be directly supported by the Scrutiny Officer and as such there is additional capacity within the Scrutiny function. It is recommended that one meeting of the six which would previously have been convened by the Companies Scrutiny Panel (prior to the revised arrangements taking effect) be reserved for the purposes of Scrutiny commissioned reports relating to the companies (paragraph 11). As a result, capacity for five meetings remains and the Committee is recommended to give consideration to whether it wishes to establish an additional review group focused on a priority topic of the Committee's choosing, or alternatively the Committee could choose to allocate additional meetings to the established standing panels.

13. After agreeing which standing panels to establish, the Committee is recommended to appoint Chairs of these Panels and agree their full membership. The proposed Operating Principles stipulate that four or six councillors should sit on these panels, and that panel membership will be cross-party as follows:

- 4 members (2 Labour, 1 Lib Dem, 1 Green)
- 6 members (3 Labour, 2 Lib Dem and 1 Green)

14. The quorum for standing panels is two members for panels of four, and three for panels of six. If the quorum is not reached, some Cabinet reports may pass without formal cross-party scrutiny, and other items may need to be delayed.

15. A further issue for the Scrutiny Committee to consider regarding standing panels is whether they should be held virtually, in-person or as hybrid meetings – noting that it is now Council practice that most officers may attend meetings virtually. Given that these meetings are not formal committees of the Council, there is no legal requirement for panel meetings to be held in-person. The Committee is recommended to consider the additional resource that in-person and hybrid meetings place on the organisation and agree that meetings of standing panels and review groups will be held virtually, unless there is a compelling need to hold an in-person meeting.

16. The Members Allowances Scheme allocates a Special Responsibility Allowance (SRA) equivalent to 25% of the Basic Allowance (£1,368 in 2023/24) to a maximum of two standing panel chairs, on the basis that panels meet at least five times a year. If there are more than two standing panels set up then 50% of the Basic Allowance (£2,736 for 2023/24) will be divided between the panel chairs. This SRA is to reflect the additional responsibility of standing panel chairs.

Scrutiny Review Groups

17. Each year, the Scrutiny Committee ordinarily establishes a Budget Review Group to examine the Council's budget proposals for the next financial year, which helps ensure good financial governance practices.

18. It is recommended that the Scrutiny Committee agrees to establish a Budget Review Group for the 2023/24 municipal year to examine the Council's budget proposals for 2024/25 and that the proposed scope be presented at a future Scrutiny Committee meeting for agreement.

19. Given the Finance and Performance Panel's involvement in scrutinising the Council's finances, it is recommended that the membership of the Budget Review Group should comprise the membership of the Finance and Performance Panel (if re-established); including that the Chair of the Finance and Performance Panel should Chair the Budget Review Group:

- *Cllr Fry (Chair), Cllr Djafari-Marbini, Cllr Jarvis, Cllr Smowton*

20. Due to the busy time of year during which the Budget Review Group takes place and the absence of a legal requirement for the review group to meet in-person, it is recommended that meetings of the Budget Review Group take place virtually.

Schedule of meetings

21. Members of the Committee are invited to take note of the schedule of meetings for the remainder of the municipal year and to diarise these where necessary:

| Scrutiny | Finance and Performance | Housing and Homelessness | Climate and Environment | Companies |
|-----------------|--------------------------------|---------------------------------|--------------------------------|------------------|
| 07 June 23 | 06 Sept 23 | 05 July 23 02 Aug 23 | 27 June 23 | 21 June 23 |
| 04 July 23 | | | | 27 July 23 |
| 01 Aug 23 | | | | |
| 05 Sept 23 | | | 07 Sept 23 | |
| 10 Oct 23 | 06 Dec 23 22 Jan 24 | 05 Oct 23 | | |
| 06 Nov 23 | | 02 Nov 23 | 22 Nov 23 | 01 Nov 23 |
| 04 Dec 23 | | | | 07 Dec 23 |
| 16 Jan 24 | | | | |
| 06 Feb 24 | 26 Mar 24 | 07 Mar 24 | 27 Feb 24 | |
| 04 Mar 24 | | | 20 Mar 24 | 27 March 24 |
| 11 Apr 24 | | | | 24 Apr 24 |

Alternative options for Standing Panels

22. The Committee is not required to reappoint the recommended standing panels, and it may choose to appoint panels with different remits.
23. If the Committee decides to set up different standing panel arrangements, the Scrutiny Officer will liaise with the Scrutiny Committee Chair and return to the next available meeting with a revised proposal for agreement. Consideration would need to be given to the organisation's capacity to support the number and remits of standing panels.

Co-Option

24. The Scrutiny Committee has the right to co-opt members as non-voting members under the Local Government Act 2000 (section 9FA(4)). Part 13.3 of the Council's Constitution allows the Scrutiny Committee to 'appoint non-voting co-opted members to serve for a specific policy review or until the next annual Council.'

25. The membership of the Housing and Homelessness Panel has included a co-opted tenant, or a small number of co-opted tenant ambassadors, since the panel was first

established in 2013. Following the passing of the DSS Discrimination motion by Council in July 2021 the Panel will host twice a year the Tenants' Forum, once established.

Scrutiny Commissioned reports

26. As referenced above, Scrutiny has the power to commission its own reports. However, it should be recognised that doing so is significantly more resource-intensive for officers than presenting a report which is already being written for Cabinet. The draft Scrutiny Operating Principles recognises this, stating that 'items will be taken forward as resources allow, and the Committee must provide officers with sufficient notice and guidance on what they are requesting to consider, mindful of the impact on resources and the constraints of the organisation. The Scrutiny Committee and its standing panels will provide as much notice as is possible when commissioning reports from Council officers (minimum 8 weeks).' As a guideline, to allow time for consideration of reports in sufficient depth whilst maintaining timely meetings of Scrutiny and its standing panels, each meeting will aim to have three reports for consideration. Being mindful of resource implications of Scrutiny-commissioned reports, it is recommended that the Committee seeks to average not more than one Scrutiny-commissioned report per meeting over the municipal year.
27. The decision for the report topics Scrutiny would like to commission is expected to be made at the meeting on 04 July 2023. In preparation for that, the Committee is recommended to agree that ideas from Members will be sent to the Scrutiny Officer by e-mail for collation outside the meeting.
28. Attached to this report at Appendix B is a draft Work Plan to September 2023, which provides a recommended Work Plan until that date, enabling items to be considered until such point as the Committee has had time to organise its own priorities for the remainder of the municipal year.
29. Attached to this report at Appendix C is a list of suggestions already made; these are comprised of suggestions made by Members and senior officers to date, recurring Scrutiny-commissioned reports and Cabinet reports currently listed on the Forward Plan.

| | |
|----------------------------|--|
| 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 |
|--------------------------------|

This page is intentionally left blank

Scrutiny Committee Operating Principles 2023/24

Meeting Arrangements

1. At least 10 Committee meetings will be scheduled each year to match the Cabinet meeting cycle. This is to enable pre-decision scrutiny of decisions to be taken at the next Cabinet meeting.
2. All public addresses and councillor contributions will be directed through the Chair. Public addresses will be limited to five minutes each.
3. The Scrutiny Committee will hold the Cabinet and Senior Officers to account publicly at committee meetings.
4. The Chair will report regularly to Council on the work of the Scrutiny Committee. The Committee may also produce an annual report.

Standing Panels and Review Groups

5. The Scrutiny Committee will set Standing Panels and Review Groups each year to consider selected issues in more detail.
6. Standing Panels will hold meetings throughout the year, and consider quarterly performance reports, executive decisions and other issues within their remit.
7. Review Groups will be formed to undertake issue led and time bound 'task and finish' reviews of specific issues, before concluding their work with a report and recommendations, usually to the Cabinet.
8. Review Group and Standing Panel meetings will be held in public or private as the meeting business dictates. Review Group and Standing Panel meetings will be held virtually, unless there is a compelling need to hold an in-person meeting.
9. Standing Panel and Review Group Chairs will be accountable to the Scrutiny Committee and can be from any political group. Panel Chairs will be elected at the first meeting of the Committee in the municipal year. Review Group Chairs will be elected by the Committee when the groups are established.
10. Standing Panels will meet approximately 5 times each year. Review Groups will meet as often as is required for them to conclude their work. The Scrutiny Committee will oversee the work of Review Groups to ensure they do not overrun unduly.
11. The Scrutiny Committee will commission and scope the work of Standing Panels and Review Groups and therefore has final agreement on their recommendations. There may be occasions where this is not possible and standing panel reports will go directly to the Cabinet.
12. In any given year, the organisation ordinarily has capacity to support either:
 - a) 2 Standing Panels and 3 Review Groups; or
 - b) 3 Standing Panels and 2 Review Groups
13. No substitutions will be allowed on Standing Panels or Review Groups. This is to provide continuity of membership given the focused nature of their work.

14. Chairs of Standing Panels and Review Groups will report back to the Committee on progress and outcomes. They will also be invited to present their reports and recommendations to the Cabinet.
15. The quorum for standing panels and review groups shall be two councillors for panels of four, and three councillors for panels of six.

Political Balance

16. The Chair of the Scrutiny Committee must be a member of the opposition, and the Vice-Chair can be from any political group.
17. The membership of Standing Panels and Review Groups will be set by the Scrutiny Committee and drawn from all non-executive members. Group secretaries will be asked to nominate members to any such groups for agreement by the Committee.
18. Standing Panels and Review Groups are not required to reflect the Council's make up, but the Committee will use the following cross-party principle guide for appointment:

4 members: 2 Labour, 1 Lib Dem, 1 Green
6 members: 3 Labour, 2 Lib Dem, 1 Green

The Scrutiny Work Plan

19. The [Work Plan](#) will consist of a number of issues for consideration informed by consultation with all councillors and senior officers. Guidance criteria for prioritising work will be provided by the Scrutiny Officer, but the Committee is responsible for agreeing its Work Plan.
20. The Work Plan will be reviewed at every meeting and adjusted to reflect the wishes of the Committee and take account of changes to the [Forward Plan](#) of executive decisions.
21. Items will be taken forward as resources allow, and the Committee must provide officers with sufficient notice and guidance on what they are requesting to consider, mindful of the impact on resources and the constraints of the organisation. The Scrutiny Committee and its Panels will provide as much notice as is possible when commissioning reports from council officers (minimum 8 weeks).
22. The management of the Work Plan will be with the whole Committee, with the Chair and Vice-Chair taking an organisational role between meetings.
23. Any councillor can put an item on the Scrutiny Committee agenda if they write to the Head of Law and Governance at least 10 working days before the meeting and the item is relevant to the Scrutiny Committee. All Councillor Calls for Action and Call-Ins will be considered at a public meeting of the Committee.
24. Members of the public can also suggest a topic for the Work Plan. Suggestions can be submitted in person or via email democraticservices@oxford.gov.uk.

Co-option

25. At the discretion of the Committee, residents and other specialists may be co-opted as non-voting members of the Committee, Standing Panels and Review Groups, as the subject matter dictates for a period ending no later than the day of the first meeting of the next council year. The Committee may discontinue an appointment at any time.

This page is intentionally left blank

Proposed Scrutiny Work Schedule

June 2023 to September 2023

June 2023 – confirmed reports

| Committee/Panel | Meeting date | Reports |
|--------------------------|--|---|
| Scrutiny Committee | 07 June | Scrutiny Operating Principles 2023/24 Housing Management System Implementation |
| Housing and Homelessness | 15 June | <i>No business – rescheduled to 05 July to consider the Resettlement Commitments for New Refugee Families</i> |
| Companies Scrutiny Panel | 21 June – meeting of the Shareholder and Joint Venture Group | Business of the Shareholder and Joint Venture Group (members of the Companies Scrutiny Panel are invited to attend and participate) |
| Finance and Performance | 26 June (rescheduled from 08 June) | <i>No business – cancelled</i> |
| Climate and Environment | 27 June | Net Zero Masterplan |

July 2023 – provisional reports

| Committee/Panel | Meeting date | Reports |
|--------------------|--------------|--|
| Scrutiny Committee | 04 July | Scrutiny work plan 2023/24 Oxfordshire Inclusive Economy Partnership Charter/Pledge Oxford City Council Safeguarding Report 2022/23 Citizen Experience Strategy |

| | | |
|--------------------------|--|---|
| Housing and Homelessness | 05 July (<i>rescheduled from 15 June</i>) | Housing Performance Monitoring Resettlement Commitments for New Refugee Families |
| Companies Scrutiny Panel | 27 July – meeting of the Shareholder and Joint Venture Group | Business of the Shareholder and Joint Venture Group (members of the Companies Scrutiny Panel are invited to attend and participate) |

August 2023 – provisional reports

| Committee/Panel | Meeting date | Reports |
|--------------------------|--------------|---|
| Scrutiny Committee | 01 August | Central Conservation Area Appraisal Delivery of a New Burial Space |
| Housing and Homelessness | 02 August | Housing Performance Monitoring Housing First Acquisition Programme |

September 2023 – provisional reports

| Committee/Panel | Meeting date | Reports |
|-------------------------|--------------|--|
| Scrutiny Committee | 05 September | Grant Allocations to Community & Voluntary Organisations 2024/25 Developing a Sustainable Building Control Service Joint Venture LLP for South Oxford Science Village |
| Finance and Performance | 06 September | Council Tax Reduction Scheme for 2024/25 Integrated Performance Report for Q4 2022/23 Integrated Performance Report for Q1 2023/24 Treasury Management Annual Report 2022/23 Scrutiny Performance Monitoring |
| Climate and Environment | 07 September | Net Zero Masterplan |

Current Suggestions for 2023/24 Scrutiny Work Plan

Councillor and senior officer suggestions received to date:

- Housing First Acquisition Programme Progress/Outcomes (Housing and Homelessness Panel)
- Implementation of Refugee Resettlement in Oxford – evaluation, lessons learnt, improvements (Housing and Homelessness Panel)
- Alternative ‘innovative’ solutions to the housing crisis

Regular/standard items:

| Scrutiny Committee | Finance and Performance Panel |
|---|---|
| <ul style="list-style-type: none">• Tourism Review Group Update• Domestic Abuse Review Group Update• Child Poverty Review Group Update• Covered Market Site Visit (Annual) | <ul style="list-style-type: none">• Scrutiny-commissioned performance reports• Social Value/Impact in Procurement |
| Housing and Homelessness Panel | Climate and Environment Panel |
| <ul style="list-style-type: none">• Housing performance• DSS Discrimination Motion Update• Tenants’ Forum | <ul style="list-style-type: none">• Climate Emergency Review Group Update• Waterways Update• Annual Air Quality Status Report• Net Zero Masterplan• Biodiversity strategy/action plan |

Companies Scrutiny Panel to join meetings of the Shareholder and Joint Venture Group (SJVG). Capacity for one meeting separate to SJVG meetings per municipal year.

Cabinet items on the Forward Plan (officer suggestions):

- Housing Management System Implementation (June)
- Oxfordshire Inclusive Economy Partnership Charter/Pledge (July)
- Oxford City Council Safeguarding Report 2022/23 (July)
- Citizen Experience Strategy (July)
- Resettlement Commitments for New Refugee Families (July)
- Central Conservation Area Appraisal (August)
- Delivery of a New Burial Space (August)
- Housing First Acquisition Programme (August)
- Grant Allocations to Community & Voluntary Organisations 2024/25 (September)
- Council Tax Reduction Scheme for 2024/25 (September)
- Integrated Performance Report for Q4 2022/23 (September)
- Integrated Performance Report for Q1 (September)
- Treasury Management Annual Report 2022/23 (September)
- Developing a Sustainable Building Control Service (September)
- Joint Venture LLP for South Oxford Science Village (September)

This page is intentionally left blank

Scrutiny:

A Practical Guide for Councillors

“Overview and scrutiny is potentially the most exciting and powerful element of the entire local government modernisation process... Overview and scrutiny is the mechanism by which councils can achieve active community leadership, good governance and by which councillors can become powerful and influential politicians.”

Officer of the Deputy Prime Minister – 2002

◆ What is Scrutiny?

The Local Government Act 2000 brought about significant changes in the way that Local Authority decision making takes place; principally, it mandated the establishment of Cabinets and scrutiny committees. Previously, Local Authorities ran a committee system of decision making which delegated decisions to service specific committees.

However, a 1998 Audit Commission report concluded that these arrangements were inefficient, lacked leadership and public transparency. The 2000 Act directed that all first and second tier authorities move to an executive model of decision making. This required the separation of executive (Cabinet) and scrutiny functions, where decision making was centralised into cabinets and scrutiny committees were established to hold them to account.

◆ What is the role of the Scrutiny Committee?

Oxford City Council's Scrutiny Committee is comprised of 12 cross-party councillors who are not members of the Cabinet. Their role is to carry out a 'check and balance' and 'critical friend' function to the Board by reviewing policies, decisions and key issues affecting residents.

Scrutiny operates to provide public assurance that the Board is carrying out its business effectively, and taking decisions in the best interests of the residents of Oxford. To provide this assurance, the Committee carries out research, reviews and hears from independent experts, making recommendations for service improvement where necessary.

The Committee does not have any decision making powers, but it can make recommendations to the Board arguing for change and service improvement, and it can delay decisions for further scrutiny through the power of call-in (see call-in section). The expectation is that well-reasoned, evidence based and logical recommendations made in public will compel the Board to reconsider its decisions. The Board is required to provide a written response to Committee recommendations within two months, setting out whether it agrees or disagrees with the recommendations.

The role of the Scrutiny Committee is to:

Review and Develop Policy - Reviewing existing policy to ensure it remains fit for purpose, and contributing to the development of new policies before they are implemented. Monitoring policy implementation may also take place.

Scrutinise externally - Examining how external organisations contribute to the benefit of the City and recommend ways to improve their contributions. Notably, there are limitations to the level of influence over external organisations, and reputational and relationship risks.

Hold the Cabinet to account - Scrutinising decisions of the Board either before or after they are implemented, to ensure that the right decisions are made at the right time, and in an open and transparent way.

Reflect the concerns of the public - Promoting the views of the public through scrutiny and engaging with a diverse range of issues and people. The Committee Work Plan should reflect the concerns and aspirations of local people.

Challenge performance - Reviewing the performance of council services to ensure they provide value for money and are meeting targets.

How does the Committee prioritise its work?

The fundamental role of scrutiny is to achieve positive outcomes for local people by undertaking a targeted and thorough examination of the Council's service to residents. However, it is not possible to examine every service in detail, so the Committee must prioritise and plan its work. The Committee agrees an annual schedule of work each June which is kept under review throughout the year, and officers and members are invited to put forward ideas. An effective work programme will:

- strictly prioritise key issues
- clearly outline the purpose of why items are being considered
- limit the number of update reports and reports for noting
- ensure that agendas are realistic and not 'too busy'
- deploy a combination of scrutiny types (pre / post scrutiny, external and internal)
- provide attendees with sufficient notice to prepare for meetings
- establish review groups or panels to undertake detailed work.

At Oxford City Council, the Committee is encouraged to use the 'TOPIC' scoring criteria as a guide for prioritising issues for the work plan:

| | |
|-----------------|---|
| Timely | Is the need for a review timely and not duplicated elsewhere? |
| Oxford Priority | Is the issue featured in the Council's Corporate Plan? |
| Public Interest | Is the issue of significant public interest? |
| Influence | Is the Committee realistically able to influence the issue? |
| Cost | Is the issue an area of high expenditure or savings? |

What are Review Groups?

In some instances, the Scrutiny Committee may consider it more effective to establish a small group to carry out a review, where it would be impractical for the whole committee to be involved. The work of a review group should be focussed, time limited, and carry out in depth research and scrutiny in the interest of developing recommendation for service improvement. Often, review groups will seek the help of external experts to help inform their work. Members of these groups should have the interest and time to commit to undertake in-depth scrutiny. Review group meetings are not bound by the same rights of public access to meetings, but will usually be held in public. Chairs should be Scrutiny members, but the remaining membership can be from across the council.

What are the stages of a Scrutiny Review?

The 5 stages of a scrutiny review are outlined below:

Scoping: The scoping of a scrutiny review is fundamental to the effectiveness of the review process. This starts with identifying outputs and objectives, and clarifying what members hope to achieve. It also considers what evidence is needed, the timeframe for the review, who should be involved and any publicity.



Evidence gathering: Evidence is gathered in accordance with the review scope. This principally involves speaking with experts, but could also involve site visits, consultation exercises, examining performance, desktop research and holding public workshops.



Reviewing evidence: Once all of the evidence has been gathered, it then needs to be reviewed. This is where members take stock and assess the evidence, and decide if enough information is available to draw reasonable conclusions and recommendations.



Reporting and recommendations: The Scrutiny Officer, in consultation with the Chair, will produce a detailed report on the review group's work, outlining the rationale for its conclusions and recommendations. Following endorsement from the Scrutiny Committee, recommendations will be put to the Board for a written response.



Monitoring and evaluation: Although responsibility for the implementation any accepted recommendation rests with the Board and officers, it is essential that the Scrutiny Committee monitors progress usually at 6 or 12 month intervals.

What are Scrutiny Panels?

In addition to carrying out time limited scrutiny reviews, the Scrutiny Committee can also establish yearly standing panels, to help manage its workload. In previous years, the Committee has opted to establish three Panels; Finance, Housing and Companies. Each Panel is tasked with scrutinising decisions related their delegated area, and reporting back to the Scrutiny Committee with recommendations. The membership of these Panels is made up of between three and six members, and only the Chair is required to be a member of the Scrutiny Committee. Regular agenda items for these Panels include annual and quarterly performance reports. These meetings are also minuted and open to the public.

◆ How can Scrutiny add value?

Scrutiny is solution and improvement focussed. It provides the Council with an additional resource to help evaluate and develop policy, and provides assurance that decisions are taken in the best interest of residents. It involves the voices of the public, independent experts and stakeholders that might otherwise not be involved in the Council's strategy and policy development. It provides officers and the Board with detailed feedback on proposed decisions and council services, and operates as an early stage sounding board to confirm broader member buy-in to important decisions. The Committee will look to make evidence based recommendations in the interest of improving services.

◆ What do effective recommendations look like?

The [Centre for Public Scrutiny](#) advocates that recommendations must be evidence-based, specific and realistic enough to be implemented. They should have a clear focus on outcomes and advocate for a measurable change. Crucially, recommendations must be accompanied by a robust argument with evidence from a variety of sources to support them, to ensure they are compelling. Where possible, recommendations should be developed in partnership with other interested parties, and should take account of the Council's financial situation. Recommendations should avoid being open-ended and vague to ensure that their implementation can be objectively measured in the long term.

◆ Who is involved in Scrutiny?

The role of the Chair and Vice-Chair:

- the Chair leads the Scrutiny Committee and presides over its meetings
- the Vice-Chair supports the Chair and deputises in their absence
- the management of the Work Plan is with the whole Committee but the Chair and Vice-Chair take an "organisational role" between meetings
- the Chair updates Full Council about the work of the Committee.

The role of all Scrutiny Members:

- to contribute to the Work Plan and participate at Scrutiny Committee meetings
- to think strategically about City-wide issues, using local knowledge
- to be mindful of and actively seek community views
- to be questioning, deliberative and evidence based
- to be robust and constructive in challenging; not oppositional.

The role of the Scrutiny Officer:

- to support all the work of scrutiny and to co-ordinate its Work Plan,
- to provide policy advice and best practice guidance
- to prepare and support witnesses attending the Committee
- to draft reports and recommendations on behalf of the Committee
- to act as a champion for scrutiny within the organisation.

The role of the Committee and Member Services Officer:

- to clerk Scrutiny meetings
- to prepare the meeting agenda and minutes
- to provide advice on procedural and constitutional issues
- to provide other general support
- to act as champion for members within the organisation.

◆ What is Call-in?

Call-in is a formal process which allows councillors to query a Cabinet decision. Call-in provides an opportunity for the Scrutiny Committee to review a decision of the Board, or a key decision taken by an officer, before it is implemented. A decision can be called in by any four members or the chair of the Scrutiny Committee. A special meeting will then be convened within 10 days to consider the decision, and the relevant Board Member will be invited to explain the reasons for the decision. The Committee can choose to make recommendations back to the Board, or it may be satisfied and accept the decision. Call-in is not used lightly, but may prove influential in ensuring that unheard concerns have been taken into account.

◆ What support is available to me?

The Scrutiny Officer is the lead officer responsible for ensuring that members of the Committee receive the support they need in order to be effective in their role. Each year, new and returning committee members will be offered an informal 1-2-1 induction meeting with the Scrutiny Officer. This meeting can also be used to discuss personal development needs, explore how the Committee can be most effective in the new year, and reflect on the work of previous years. The Scrutiny Officer will be available year round to support the Scrutiny Committee, Panels and Review Groups, and all council members, together with the wider Committee and Member Services Team.

There is also a variety of external training and development opportunities open to all members. These courses are particularly useful for networking with other local authorities, and understanding how others carry out scrutiny. Committee members will find courses run by the Centre for Public Scrutiny and the Local Government Association useful, and the Scrutiny Officer will send out prompts throughout the year for upcoming sessions. There is also a small budget for short courses, but approval is needed from your group leader.

Scrutiny: A Practical Guide for Councillors

Email: democraticservices@oxford.gov.uk

This page is intentionally left blank

To: Cabinet
Date: 15 March 2023
Report of: Scrutiny Committee
Title of Report: Oxford City Council Corporate Business Plan 2023

| Summary and recommendations | |
|--|--|
| Purpose of report: | To present Scrutiny Committee recommendations for Cabinet consideration and decision |
| Key decision: | No |
| Scrutiny Lead Member: | Councillor Dr Christopher Snowton, Scrutiny Committee Chair |
| Cabinet Member: | Cllr Susan Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships; |
| Corporate Priority: | All |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendations in the body of this report. | |

| Appendices | |
|-------------------|---|
| Appendix A | Draft Cabinet response to recommendations of the Scrutiny Committee |

Introduction and overview

1. The Scrutiny Committee met on 07 March 2023 to consider a report on the Corporate Business Plan 2023. The annual update of the Business Plan recommends that Cabinet agrees the draft Council Corporate Business Plan priorities for 2023/24; delegates authority to the Head of Corporate Strategy in consultation with the Leader of the Council to make further minor amendments before implementation; notes the progress made in delivery against the actions set out in the Corporate Business Plan 2022/23.

Summary and recommendations

2. The Committee was grateful to Cllr Susan Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships, for attending to present the report as well as to Mish Tullar, Head of Corporate Strategy, for

attending to answer the Committee's questions.

3. Cllr Brown introduced the report and explained to the Committee that this was the fourth year of the four year business plan and, given its scope, it covered a vast amount of activity on the Council's part. Cllr Brown emphasised that there were a number of interconnected priorities that could sit under different headings. Cllr Brown advised the Committee that the Corporate Business Plan was a coherent strategy for the City and this update was about ensuring that the Council was delivering it.
4. Cllr Brown reminded the Committee of a number of successes the Council was proud of, including 318 affordable homes completed this year so far, and that OX Place was delivering its greenest homes yet. She explained that these were an example of overlapping priorities in that they could sit under Zero Carbon Oxford as well as under More Affordable Homes.
5. Given the breadth of the Corporate Business Plan, the Committee had a wide-ranging discussion veering from the macro to the micro. One concern raised by the Committee was that, with the update focusing in some areas on long-term achievements, it could be difficult for members to be assured of clear progress against the more strategic ambitions. The Committee considered that future iterations of the Corporate Business Plan would benefit from having some high-level targets which could be tracked in a more holistic way.

Recommendation 1: That the Council, in future four year Corporate Business Plans, should include higher-level key performance indicators to enable Members to track strategic ambitions more easily.

6. Recognising that the Council adopted the Urban Forest Strategy after the adoption of the four year plan, the Committee questioned the Urban Forest Strategy's absence from the progress update. The Committee accepted the complexities in delivering the strategy and also the funding challenges that had hindered progress. The Committee was pleased to hear of ambition to potentially move forward. However, given the importance to the Council of the Strategy, the Committee considered that it should be reported on and monitored as an ongoing action.

Recommendation 2: That the Council reports on, and monitors progress of, the implementation and outworking of the Urban Forest Strategy.

7. The Committee noted that bathing water status was mentioned in the table of priorities. The Committee also noted Council's resolution of 30 January 2023 relating to Thames Water. The Committee was pleased to hear that progress had been made in seeking meetings between Members and representatives of Thames Water and considered that it would be appropriate to make explicit reference in the update to partnership working with Thames Water.

Recommendation 3: That the Council makes explicit reference in the report to working with Thames Water in seeking to improve the situation with water in the City.

| | |
|----------------------------|--|
| Report author | Richard Doney |
| Job title | Scrutiny Officer |
| Service area or department | Law and Governance |
| Telephone | 07485 311341 |
| e-mail | rdoney@oxford.gov.uk |

This page is intentionally left blank

Appendix A

Draft Cabinet response to recommendations of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Scrutiny Committee on 07 March 2023 concerning the report on the Oxford City Council Corporate Business Plan 2023. The Cabinet is asked to amend and agree a formal response as appropriate.

| Recommendation | Agree? | Comment |
|---|---------------|--|
| 1) That the Council, in future four year Corporate Business Plans, includes higher-level key performance indicators to enable Members to track strategic ambitions more easily. | Yes | High level KPIs will be developed in conjunction with the Council's Corporate Strategy 2024-28 to enable tracking of progress against strategic ambitions. |
| 2) That the Council reports on, and monitors progress of, the implementation and outworking of the Urban Forest Strategy. | Yes | A reference will be included within the Corporate Business Plan 2023-24 in relation to implementation of the Urban Forest Strategy. |
| 3) That the Council makes explicit reference to working with Thames Water in seeking to improve the situation with water in the City. | Yes | A reference will be included within the Corporate Business Plan 2023-24 to ongoing engagement with Thames Water on a range of issues. |

This page is intentionally left blank

To: Cabinet
Date: 15 March 2023
Report of: Scrutiny Committee
Title of Report: Integrated Care System Draft Strategy Update

| Summary and recommendations | |
|--|--|
| Purpose of report: | To present Scrutiny Committee recommendations for Cabinet consideration and decision |
| Key decision: | No |
| Scrutiny Lead Member: | Councillor Dr Christopher Snowton, Scrutiny Committee Chair |
| Cabinet Member: | Cllr Louise Upton, Cabinet Member for Health and Transport |
| Corporate Priority: | All |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendations in the body of this report. | |

| Appendices | |
|-------------------|---|
| Appendix A | Draft Cabinet response to recommendations of the Scrutiny Committee |

Introduction and overview

1. The Scrutiny Committee met on 07 March 2023 to consider a report on the Integrated Care System Draft Strategy Update. The report presents information on the production of a new Integrated Care Strategy by the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West and recommends that Cabinet notes the content of the report for information.

Summary and recommendations

2. The Committee was grateful to Cllr Louise Upton, Cabinet Member for Health and Transport, for attending to present the report as well as to Mish Tullar, Head of Corporate Strategy, for attending to answer the Committee's questions.

3. Cllr Upton introduced the report and explained to the Committee it was understood that 80% of people's health and wellbeing related to factors other than healthcare. The Council was working with councils and health organisations across the three counties of Oxfordshire, Buckinghamshire, and Berkshire West to develop a strategy for the new Integrated Care Board.
4. The Committee established that the strategy had eighteen priorities, some of which were far broader than the City Council's remit and some of which involve the Council very directly. It was explained to the Committee that the Council has been at the forefront of discussions relating to the establishment of the ICB.
5. The Committee considered it would be helpful for the Council to establish and set out how the ICB is funded and what budget is available to it with what constraints.

Recommendation 1: That the Council sets out in summary how the Integrated Care Board is funded and what budget is available to it.

6. The Committee noted that that the first priority in section 4.1 of the Strategy was to reduce the proportion of the population that smokes. The Committee did not deny that this was commendable but considered that attention should also be given to harms caused by vaping, particularly amongst children and young people.

Recommendation 2: That the Council uses its influence via the Integrated Care Board to ensure that the risks and dangers of vaping, particularly amongst the young, are emphasised in the action plan arising from the strategy.

7. The Committee noted that priority 5 was "protect people from infectious disease by preventing infections in all our health and care settings and delivering national and local immunisation programmes." The Committee commended this priority but was concerned to note the absence of any explicit reference to vaccine hesitancy and misinformation spread to encourage such. The Committee considered that it would be appropriate to be mindful of the importance of combating this in delivering the strategy.

Recommendation 3: That the Council uses its influence via the Integrated Care Board to ensure that the need to combat vaccine hesitancy and widespread misinformation is articulated in the action plan arising from the strategy.

8. The Committee noted that the Strategy refers at a number places to a variety of different groups with issues and concerns pertaining particularly to them and agreed that appropriate targeting and engagement were key. The Committee also noted that priority 4 is to "Take action to address the social, economic and environmental factors that influence our health." Whilst recognising that the Strategy itself was not the most appropriate for detailed outworking of how appropriate targeting would be done, the Committee was keen that consideration was given to how such engagement could be successfully driven and how it should take account of the wide variety of relevant factors.

Recommendation 4: That the Council uses its influence via the Integrated Care Board to ensure that, when the Masterplan is drawn up to monitor the

implementation of the strategy, specific attention is paid to the relevant needs of particular demographic groups (including but not limited to the LGBT communities and those from some minority ethnic communities) and the impact of certain strategies and factors on those groups particularly.

Recommendation 5: That the Council uses its influence via the Integrated Care Board to broaden the strategy's existing work on air quality to also consider indoor air quality and indoor sources of pollutants.

| | |
|----------------------------|--|
| Report author | Richard Doney |
| Job title | Scrutiny Officer |
| Service area or department | Law and Governance |
| Telephone | 07485 311341 |
| e-mail | rdoney@oxford.gov.uk |

This page is intentionally left blank

Appendix A

Draft Cabinet response to recommendations of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Scrutiny Committee on 07 March 2023 concerning the report on the Integrated Care System Draft Strategy Update. The Cabinet is asked to amend and agree a formal response as appropriate.

| Recommendation | Agree? | Comment |
|--|---------------|--|
| 1) That the Council sets out in summary how the Integrated Care Board is funded and what budget is available to it. | In part | The information sought is clearly held within the NHS. Council officers will request this information, but cannot commit to what information will be provided. |
| 2) That the Council uses its influence via the Integrated Care Board to ensure that the risks and dangers of vaping, particularly amongst the young, are emphasised in the action plan arising from the strategy. | Yes | The Cabinet Member for Health & Transport has now raised this matter in her capacity as Chair of the Oxfordshire Health Improvement Partnership Board. It was agreed that the issues of vaping will be considered as part of the Oxfordshire systemwide work on smoking cessation. |
| 3) That the Council uses its influence via the Integrated Care Board to ensure that the need to combat vaccine hesitancy and widespread misinformation is articulated in the action plan arising from the strategy. | Yes | The issue of vaccine hesitancy and associated misinformation was raised by Oxford City Council officers at a planning workshop in March for the Oxfordshire Health Improvement Partnership Board. Further consideration of this issue and actions to address it are expected to be included in the Board's forward plan. |
| 4) That the Council uses its influence via the Integrated Care Board to ensure that, when the masterplan is drawn up to monitor the implementation of the strategy, specific attention is paid to the relevant needs of particular demographic groups (including but not limited to the LGBT communities and those from some minority ethnic communities) and the impact of certain strategies and factors on those groups particularly. | Yes | |

| | | |
|---|-----|--|
| 5) That the Council uses its influence via the Integrated Care Board to broaden the strategy's existing work on air quality to also consider indoor air quality and indoor sources of pollutants. | Yes | |
|---|-----|--|

To: Cabinet
Date: 15 March 2023
Report of: Scrutiny Committee
Title of Report: Integrated Performance Report for Q3 2022/23

| Summary and recommendations | |
|--|--|
| Purpose of report: | To present Scrutiny Committee recommendations for Cabinet consideration and decision |
| Key decision: | No |
| Scrutiny Lead Member: | Councillor Dr Christopher Smowton, Scrutiny Committee Chair |
| Cabinet Member: | Cllr Ed Turner, Deputy Leader – Statutory and Cabinet Member for Finance and Assets |
| Corporate Priority: | All |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendations in the body of this report. | |

| Appendices | |
|-------------------|---|
| Appendix A | Draft Cabinet response to recommendations of the Scrutiny Committee |

Introduction and overview

1. The Scrutiny Committee met on 07 March 2023 to consider a report on the Integrated Performance Report for Q3 2022/23. The report recommends that Cabinet notes the projected financial outturn for 2022/23 as well as the position on risk and performance at 31 December 2022 and that it notes the change in timing of the insurance contract procurement exercise.

Summary and recommendations

2. The Committee was grateful to Cllr Ed Turner, Deputy Leader – Statutory and Cabinet Member for Finance and Assets, for attending to present the report as well as to Anna Winship, Management Accountancy Manager, for attending to answer the Committee's questions.

3. Cllr Turner introduced the report and summarised the report for the Committee giving an overview of the financial position for Quarter 3.
4. The Committee raised a number of questions, seeking further detail on some items and explanation of others. The Committee noted that, at paragraph 10 under the bullet point 'Responsive and Cyclical repairs', a net adverse variance of £1.26m was described as being "due to increases in material prices and work demand." The paragraph went on to explain that officers "are looking to mitigate this overspend position further by suspending some areas of work." The Committee sought explanation as to which areas of work were to be suspended and considered that the Council should set this out as well as what level of difference such suspensions were anticipated to make financially.

Recommendation 1: That the Council sets out in more detail which areas of work were proposed to be suspended in paragraph 10 of the report and enumerates the financial impact of this.

| | |
|----------------------------|--|
| Report author | Richard Doney |
| Job title | Scrutiny Officer |
| Service area or department | Law and Governance |
| Telephone | 07485 311341 |
| e-mail | rdoney@oxford.gov.uk |

Appendix A

Draft Cabinet response to recommendations of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Scrutiny Committee on 07 March 2023 concerning the report on the Integrated Performance Report Q3. The Cabinet is asked to amend and agree a formal response as appropriate.

| <i>Recommendation</i> | <i>Agree?</i> | <i>Comment</i> |
|---|----------------------|--|
| 1) That the Council sets out in more detail which areas of work were proposed to be suspended in paragraph 10 of the report and enumerates the financial impact of this as well as the expected length of suspension. | Yes | Future reports will set out in more detail which areas of work were proposed to be suspended in respect of housing repairs and to enumerate the financial impact of this. The suspension is proposed to the end of the financial year (31 March 2023). |

This page is intentionally left blank

To: Cabinet

Date: 15 March 2023

Report of: Climate and Environment Panel

Title of Report: Development of a Biodiversity Strategy for Oxford

| Summary and recommendations | |
|--|---|
| Purpose of report: | To present recommendations for Cabinet consideration and decision |
| Key decision: | Yes |
| Scrutiny Lead Member: | Cllr Jemima Hunt, Climate and Environment Panel Chair |
| Cabinet Member: | Cllr Anna Railton, Cabinet Member for Zero Carbon Oxford and Climate Justice; |
| Corporate Priority: | Pursue a Zero Carbon Oxford |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendations in the body of this report. | |

| Appendices | |
|-------------------|---|
| Appendix A | Draft Cabinet response to recommendations of the Scrutiny Committee |

Introduction and overview

1. The Climate and Environment Panel met on 09 March 2023 to consider a report on the Development of a Biodiversity Strategy for Oxford. The report recommends that Cabinet notes the report and the proposed establishment of a steering group in connection with the preparation of the Biodiversity Strategy.

Summary and recommendations

2. The Panel was grateful to Cllr Anna Railton, Cabinet Member for Zero Carbon Oxford and Climate Justice, for attending to present the report as well to Mish Tullar, Head of Corporate Strategy, and Mai Jarvis, Environmental Sustainability Lead, for attending to answer the Panel's questions.

3. The Panel was pleased to note the recognition that collaboration across the City was key to the success of a Biodiversity Strategy and that the Council was committed to its success. The Panel noted that the report explained the Council expected the steering group to “include representatives from the Local Nature Partnership, health, universities, businesses, wildlife groups, planning and community groups.” The Panel considered that it would be particularly appropriate for Oxford University’s Biodiversity Network and the HERO project to be represented on the steering group. The Panel was grateful to the member of the public who addressed the Panel for drawing attention to these groups.

Recommendation 1: That the Council seeks to ensure that, amongst others, Oxford University’s Biodiversity Network and the HERO project are represented on the steering group.

4. The Panel recognised the importance of the Baseline Exercise as being fundamental to the success of the Strategy. The Panel considered it vital that, in conducting the Baseline Exercise, the Council and its partners must be aware of, and take account of, shifting baseline syndrome and the impact that would have on individual expectations.

Recommendation 2: That the Council, in conducting the baseline exercise, takes account of shifting baseline syndrome.

5. The Panel noted that the second bullet point in paragraph 11 referred to one potential area of focus including that of “considering the appropriateness of the use of pesticides including glyphosates.” The Panel considered that it would be appropriate to go further than that and argued that, rather, the Council should be seeking to stop the use of pesticides and herbicides on Council-owned land as soon as possible and discouraging their use more widely.

Recommendation 3: That the Council considers how best to move away from the use of chemicals in land maintenance as a matter of urgency.

6. The Panel established that Natural England has not had the capacity to audit the eight Sites of Special Scientific Interest (SSSI) in the city for some years. The Panel noted that the report suggests that an audit “could be undertaken to better understand how favourable condition can be retained/achieved across these sites” and considered that it was important that this should be done as soon as possible.

Recommendation 4: That the Council commissions or conducts its own audits of the eight Sites of Special Scientific Interest in the near future in order to understand their current condition.

7. The Panel regretted the absence of an explicit reference to trees in the report. The Panel considered it essential that the Council commit explicitly to preserving and protecting mature trees wherever feasible, in line with the Urban Forest Strategy.

Recommendation 5: That the Council ensures that the protection of mature trees is prioritised wherever possible.

8. The Panel considered it would be inappropriate for any Biodiversity Strategy drawn up not to take account of the internationally agreed Global Biodiversity

Framework and considered it important that the Council commits to adhering to it. Similarly, the Panel considered that the Council should commit to, at the least, meeting the Government targets on halting the decline of species.

Recommendation 6: That the Council commits to ensuring that the Biodiversity Strategy is developed in line with the Kunming-Montreal Global Biodiversity Framework and, also, at least in alignment with Government targets to halt decline of species under the Environment Act 2021.

9. The Panel recognised that the Local Plan is required to take account of biodiversity. The Panel considered that the interlinkage of the Biodiversity Strategy and the needs of the Local Plan should be emphasised and highlighted in the drawing up of the Strategy and the development of the Local Plan.

Recommendation 7: That the Council takes account of the interconnectedness between the policies in the Local Plan and the Biodiversity Strategy when developing both documents and ensures that these links are emphasised and appropriately cross-referenced.

| | |
|----------------------------|--|
| Report author | Richard Doney |
| Job title | Scrutiny Officer |
| Service area or department | Law and Governance |
| Telephone | 07485 311341 |
| e-mail | rdoney@oxford.gov.uk |

This page is intentionally left blank

Appendix A

Draft Cabinet response to recommendations of the Climate and Environment Panel of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Climate and Environment Panel on 09 March 2023 concerning the report on the Development of a Biodiversity Strategy for Oxford. The Cabinet is asked to amend and agree a formal response as appropriate.

| <i>Recommendation</i> | <i>Agree?</i> | <i>Comment</i> |
|---|----------------------|---|
| 1) That the Council seeks to ensure that, amongst others, Oxford University's Biodiversity Network and the HERO project are represented on the steering group. | Partially | We will take into account these recommendations when setting up the steering group. |
| 2) That the Council, in conducting the baseline exercise, takes account of shifting baseline syndrome. | Partially | Historic data for the sites in question may be impossible / impractical to recover, and we may not be able to do so in a consistent way that offers meaningful insights. |
| 3) That the Council considers how best to move away from the use of chemicals in land maintenance as a matter of urgency. | Partially | A further review of the use of herbicides and pesticides by ODS on behalf of the Council will be undertaken this year which will explore the costs and efficacy of the Council ending the use of glyphosates including assessing the alternatives used by other Councils in England. It would not be appropriate to pre-determine the outcome of that review. |
| 4) That the Council commissions or conducts its own audits of the eight Sites of Special Scientific Interest in the near future in order to understand their current condition. | Partially | We will evaluate the optimal approach to assessing the SSSIs in conjunction with the Steering Group. |

| | | |
|---|-------|--|
| 5) That the Council ensures that the protection of mature trees is prioritised wherever possible. | Agree | The Council has a range of policies in place to ensure the protection of mature trees. However, the council also has a liability to ensure dangerous trees are felled promptly. Where this is necessary, they will be offset with new trees in the same location if suitable, or an alternative location with a greater viability to support a healthy trees. Protection of trees is also considered within planning alongside other local planning priorities including housing delivery within the city. |
| 6) That the Council commits to ensuring that the Biodiversity Strategy is developed in line with the Kunming-Montreal Global Biodiversity Framework and, also, at least in alignment with Government targets to halt decline of species under the Environment Act 2021. | Agree | |
| 7) That the Council takes account of the interconnectedness between the policies in the Local Plan and the Biodiversity Strategy when developing both documents and ensures that these links are emphasised and appropriately cross-referenced. | Agree | |

To: Cabinet

Date: 15 March 2023

Report of: Climate and Environment Panel

Title of Report: Fleet Decarbonisation

| Summary and recommendations | |
|--|---|
| Purpose of report: | To present recommendations for Cabinet consideration and decision |
| Key decision: | No |
| Scrutiny Lead Member: | Cllr Jemima Hunt, Climate and Environment Panel Chair |
| Cabinet Member: | Cllr Anna Railton, Cabinet Member for Zero Carbon Oxford and Climate Justice; |
| Corporate Priority: | Pursue a Zero Carbon Oxford |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendations in the body of this report. | |

| Appendices | |
|-------------------|---|
| Appendix A | Draft Cabinet response to recommendations of the Scrutiny Committee |

Introduction and overview

1. The Climate and Environment Panel met on 09 March 2023 to consider a report on [Fleet Decarbonisation](#). The report updated the Panel on the topic of fleet decarbonisation and next steps.

Summary and recommendations

2. The Panel was pleased to note that electric vans and other Large Goods Vehicles are being used by Oxford Direct Services Ltd (ODS) and recognised that it would be difficult to decarbonise the whole fleet at this time. However, the Panel considered that greater attention should be given to exploring how ODS could move towards including large electric cargo bicycles in its fleet.

Recommendation 1: That the Council should commit to working with ODS to explore how ODS could include electric cargo bicycles in its fleet.

| | |
|----------------------------|--|
| Report author | Richard Doney |
| Job title | Scrutiny Officer |
| Service area or department | Law and Governance |
| Telephone | 07485 311341 |
| e-mail | rdoney@oxford.gov.uk |

Appendix A
Draft Cabinet response to recommendations of
the Climate and Environment Panel of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Climate and Environment Panel on 09 March 2023 concerning a report on Fleet Decarbonisation. The Cabinet is asked to amend and agree a formal response as appropriate.

| <i>Recommendation</i> | <i>Agree?</i> | <i>Comment</i> |
|--|----------------------|---|
| 1) That the Council should commit to working with ODS to explore how ODS could include electric cargo bicycles in its fleet. | Yes | These discussions are already taking place. |

This page is intentionally left blank

To: Cabinet
Date: 15 March 2023
Report of: Housing and Homelessness Panel
Title of Report: Housing, Homelessness, and Rough Sleeping Strategy 2023-28

| Summary and recommendations | |
|--|---|
| Purpose of report: | To present Panel of the Scrutiny Committee recommendations for Cabinet consideration and decision |
| Key decision: | Yes |
| Scrutiny Lead Member: | Cllr Paula Dunne, Panel Chair |
| Cabinet Member: | Cllr Linda Smith, Cabinet Member for Housing |
| Corporate Priority: | Deliver more, affordable housing; Support thriving communities |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendations in the body of this report. | |

| Appendices | |
|-------------------|---|
| Appendix A | Draft Cabinet response to recommendations of the Scrutiny Committee |

Introduction and overview

1. The Housing and Homelessness Panel met on 13 March 2023 to consider a report on the Housing, Homelessness, and Rough Sleeping Strategy 2023-2028. The report recommends that Cabinet notes the progress made to develop the Strategy and the Action Plan for Oxford following the statutory public consultation; recommends the adoption of the Strategy and its associated appendices; recommends to Council the adoption of the Strategy's Action Plan for 23-24; recommends to Council that authority be delegated to the Executive Director (Communities and People), in consultation with the Cabinet Member for Housing, to update the Action Plan when required.

Summary and recommendations

2. The Panel was grateful to Cllr Linda Smith, Cabinet Member for Housing, to Amie Rickatson, Strategy and Service Development Manager, as well as to other officers for attending to present the report and to answer the Panel's questions.
3. The Strategy and Service Development Manager introduced the report and the Executive Director (Communities and People) drew the Panel's attention to the fact that its recommendations relating to the draft Strategy in October 2022 had been accepted and incorporated. Cllr Smith congratulated officers for the work that was evident in the Strategy and for the success of the public consultation which had seen over 100 responses received as well as 60 individuals, representing 27 different organisations, attend different stakeholder events.
4. The Panel commended the breadth and depth of the strategy and was pleased that its previous recommendations, on the draft Strategy, had been accepted. The Panel recognised that there were a great number of different elements to why particular targets were adopted and that the rationale behind each one was multi-faceted. However, the Panel noted that the Council states that "by the end of this strategy period, we are seeking to ... Let the majority of the Council's new affordable homes at a social rent level, approximately 40% of the market rent."
5. The Panel recognised that there was an element of elasticity in the definition of 'majority' but considered that consideration should be given to how the Council might be able to consider moving towards having a greater proportion of the Council's new affordable homes let at a social rent level than a simple majority.

Recommendation 1: That the Council works with OX Place to consider how it might move towards having a higher percentage of new homes let at social rent level than a simple majority.

| | |
|----------------------------|--|
| Report author | Richard Doney |
| Job title | Scrutiny Officer |
| Service area or department | Law and Governance |
| Telephone | 07485 311341 |
| e-mail | rdoney@oxford.gov.uk |

Appendix A

Draft Cabinet response to recommendations of the Housing and Homelessness Panel of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Scrutiny Committee on 13 March 2023 concerning the report on the Housing, Homelessness, and Rough Sleeping Strategy 2023-2028. The Cabinet is asked to amend and agree a formal response as appropriate.

| Recommendation | Agree? | Comment |
|--|---------------|--|
| 1) That the Council works with OX Place to consider how it might move towards having a higher percentage of new homes let at social rent level than a simple majority. | Partially | <p>Every development by OXPlace seeks to balance the priorities given to the company by this council. These priorities are; the building of new affordable homes including most importantly homes for social rent, the building of homes with high standards of environmental sustainability, a financial return to the council to fund public services. All three of these priorities need to be carefully considered on a site by site basis when deciding on the maximum number of homes for social rent which can be delivered within the financial envelope of each OXPlace scheme.</p> <p>Our Local Plan 2016-2036 stipulates that any new development over 10 units are required to have 50% affordable units, of these 80% must be social rented. Following changes to the National Planning Practice Guidance, we amended this requirement to 75% social rented and 25% First Homes. This policy requirement for social rented units is one of the highest in the Country, demonstrating our priority to provide more homes at social rent.</p> <p>Planners are currently considering responses to the new Local Plan 2040 Preferred Options consultation and have undertaken recent work on housing viability. This new plan will set out future requirements for the level of social rented accommodation required for all new development schemes.</p> |

This page is intentionally left blank

To: Cabinet
Date: 14 June 2023
Report of: Housing and Homelessness Panel
Title of Report: Tenancy Agreement

| Summary and recommendations | |
|--|---|
| Purpose of report: | To present Panel of the Scrutiny Committee recommendations for Cabinet consideration and decision |
| Key decision: | Yes |
| Scrutiny Lead Member: | Cllr Paula Dunne, Panel Chair |
| Cabinet Member: | Cllr Linda Smith, Cabinet Member for Housing |
| Corporate Priority: | Deliver more, affordable housing; Support thriving communities |
| Policy Framework: | Council Strategy 2020-24 |
| Recommendation: That the Cabinet states whether it agrees or disagrees with the recommendations in the body of this report. | |

| Appendices | |
|-------------------|---|
| Appendix A | Draft Cabinet response to recommendations of the Scrutiny Committee |

Introduction and overview

1. The Housing and Homelessness Panel met on 24 April 2023 to consider a report on the revised Tenancy Agreement for Council tenants. The report sought to inform panel members of the proposed changes to the updated Tenancy Agreement for secure and introductory Council tenants. The report recommended that the Panel consider the report and agree any recommendations.

Summary and recommendations

2. The Panel was grateful to Cllr Linda Smith, Cabinet Member for Housing; Nerys Parry, Head of Housing Services; Bill Graves, Landlord Services Manager; and Amie Rickatson, Strategy and Service Development Manager, for attending to

present the report and to answer the Panel's questions.

3. The Panel was advised that the approval of the revised agreement was a decision delegated to officers, but there was consensus on the benefits of it being considered by the Panel.
4. The Landlord Services Manager introduced the report and explained that the Tenancy Agreement had not been revised since 2014, largely owing to the challenges during the COVID-19 pandemic. The new agreement took account of various legislative changes and expectations since then.
5. The Panel established that good practice was to consider revising a tenancy agreement every five years. The Panel considered it would be to the benefit of the Council and its tenants, should the Council commit to considering whether a revision of the agreement was necessary every three years.

Recommendation 1: That the Council considers every three years if it would be appropriate to revise the tenancy agreement.

| | |
|----------------------------|--|
| Report author | Richard Doney |
| Job title | Scrutiny Officer |
| Service area or department | Law and Governance |
| Telephone | 07485 311341 |
| e-mail | rdoney@oxford.gov.uk |

Appendix A
Draft Cabinet response to recommendations of
the Housing and Homelessness Panel of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Housing and Homelessness Panel on 24 April 2023 concerning the report on the updated Tenancy Agreement. The Cabinet is asked to amend and agree a formal response as appropriate.

| <i>Recommendation</i> | <i>Agree?</i> | <i>Comment</i> |
|---|----------------------|-----------------------|
| 1) That the Council considers every three years if it would be appropriate to revise the tenancy agreement. | Yes | N/A |

This page is intentionally left blank

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

- 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

- 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.
- 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.
- In February 2023 Council gave budgetary approval for £528k 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.
- 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.

| | |
|----------------------------|--|
| Report author | Nigel Kennedy |
| Job title | Head of Financial Services |
| Service area or department | Financial Services |
| Telephone | 01865 252708 |
| e-mail | nkennedy@oxford.gov.uk |

Background Papers: None

This page is intentionally left blank

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 | | | | | | Awaiting cost | |
| 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 | | | | | | ICT Resource only | | |
| Info Work for ASBIT & CRT | | | | | | ICT Resource only | | |
| 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 |

This page is intentionally left blank

Appendix 5 - Risk Register

| Risk description | Opp/ threat | Risk | | Date Raised | Current | | Residual | | Controls | | | | |
|---------------------------------|-------------|---|---|-------------|---------|---|----------|---|---|------------|-------------|----------|---|
| | | Cause | Consequence | | I | P | I | P | Control description | 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 |

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank