

Agenda

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Scrutiny Committee

This meeting will be held on:

Date: **Monday 4 December 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](#)
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All public papers are available from the calendar link to this meeting once published

Committee Membership

Councillors: Membership 12: Quorum 4 substitutes are permitted.

Membership will be confirmed at the Full Council meeting on 27 November 2023.

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 Apologies for absence	
2 Declarations of interest	
3 Chair's Announcements	
4 Minutes	9 - 14
<p>Minutes from 6 November 2023.</p> <p>Recommendation: That the minutes of the meeting held on 6 November 2023 be APPROVED as a true and accurate record.</p>	
5 Work Plan and Forward Plan	15 - 22
<p>The work plan is driven to a very large extent by the Cabinet Forward Plan a summary of which is attached. The Scrutiny Committee agrees its priorities for items coming onto the Forward Plan, which then form part of its work plan.</p> <p>The Committee is recommended to confirm its agreement to the work plan, or agree any amendments as required.</p>	
6 Report back on recommendations and from Scrutiny Panel meetings	23 - 30
<p>At its meeting on 15 November 2023, Cabinet considered the following reports from Scrutiny and made responses to the recommendations:</p> <ul style="list-style-type: none">- Grant Allocations to Community and Voluntary Organisations 2024/25- Central (City & University) Conservation Area Appraisal <p>Since the Scrutiny Committee's previous meeting on 06 November 2023, the following Panels have met:</p> <ul style="list-style-type: none">- Climate and Environment Panel (29 November 2023) <p>The Committee is asked to:</p> <ol style="list-style-type: none">1. Note Cabinet's responses to its recommendations.	

	2. Note any updates from Panel meetings.	
7	Scrutiny Standing Panel and Review Group Arrangements	31 - 34
	The Head of Law and Governance has submitted a report seeking the appointment of members and chairs of Scrutiny Standing Panels and Review Groups following changes to the political composition of Oxford City Council. The recommendations are set out in the report.	
8	Authority Monitoring Report and Infrastructure Funding Statement 2022/23	35 - 110
	Cabinet, at its meeting on 13 December 2023, will consider a report from the Planning Policy and Place Manager seeking approval of the Authority Monitoring Report and Infrastructure Funding Statement for publication. Cllr Louise Upton, Cabinet Member for Planning and Healthier Communities, Rachel Williams, Planning Policy and Place Manager, Alexander Sutton, Planner, Lorraine Freeman, CIL, Data Analysis and Reporting Team Leader and Lan Nguyen, Senior Data Analyst, have been invited to present the report and answer questions. The Committee is asked to consider the report and agree any recommendations.	
9	Equalities Update	111 - 168
	Cabinet, at its meeting on 13 December 2023, will consider a report from the Head of Business Improvement seeking approval for the publication of the annual Workforce Equality Report 2023, Gender Pay Gap Report, Ethnicity Pay Gap Report and Disability Pay Gap Report; and setting out progress on the Workforce Equalities Report and Action Plan. Cllr Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies, Helen Bishop, Head of Business Improvement and Gail Malkin, Head of People, have been invited to present the report and answer questions. The Committee is asked to consider the report and agree any recommendations.	
10	Review of Glyphosate Use by Oxford Direct Services to Manage Weeds on Behalf of Oxford City Council	169 - 182
	Cabinet, at its meeting on 13 December 2023, will consider a report from the Head of Corporate Strategy setting out recommendations over the use of Glyphosate by Oxford Direct Services (ODS) to control weeds on behalf of Oxford City Council. Cllr Nigel Chapman, Cabinet	

Member for Citizen Focused Services and Council Companies, Tina Mould, Head of Sustainability and Laura Harlock, Parks and Open Spaces Service Manager (Oxford Direct Services), have been invited to present the report and answer questions. The Committee is asked to consider the report and agree any recommendations.

11 Local Government Association Corporate Peer Review: Council Action Plan

183 -
222

Cabinet, at its meeting on 13 December 2023, will consider a report from the Chief Executive outlining the Council's Action Plan in response to the Corporate Peer Review feedback and recommendations received in July 2023. Cllr Susan Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships, Caroline Green, Chief Executive and Lucy Cherry, Policy and Partnerships Officer, have been invited to present the report and answer questions. The Committee is asked to consider the report and agree any recommendations.

12 Dates of future meetings

Scrutiny Committee

- 16 January 2024
- 06 February 2024
- 04 March 2024
- 11 April 2024

Standing Panels

Housing & Homelessness: 05 December 2023; 07 March 2024

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

Climate & Environment: 27 February 2024; 20 March 2024

Companies Scrutiny Panel will meet on the same dates as the Shareholder and Joint Venture Group (SJVG): 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.

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- 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.

Members Code – Other Registrable Interests

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

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

Members Code – Non Registrable Interests

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

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

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

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

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

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

*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member’s spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

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

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

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



Committee members present:

Councillor Pegg (Chair)	Councillor Rowley (Vice-Chair)
Councillor Altaf-Khan	Councillor Corais
Councillor Diggins	Councillor Douglas
Councillor Fry	Councillor Jarvis
Councillor Smowton	

Officers present for all or part of the meeting:

Jonathan Malton, Committee and Member Services Manager
Lucy Brown, Committee and Member Services Officer
Ian Brooke, Head of Community Services
Paula Redway, Culture and Community Development Manager
Mish Tullar, Head of Corporate Strategy
Ruth Harris, Zero Carbon Project Manager
Rachel Williams, Planning Policy and Place Manager
Clare Golden, Team Leader (Urban Design and Heritage)
Clare Keen, Policy and Partnerships Officer

Cabinet Members present:

Councillor Ajaz Rehman, Cabinet Member for Inclusive Communities
Councillor Anna Railton, Cabinet Member for Zero Carbon Oxford and Climate Justice
Councillor Louise Upton, Cabinet Member for Planning and Healthier Communities

Apologies:

Councillor(s) Arshad sent apologies.

Substitutes are shown above.

47. Declarations of interest

There were no declarations of interest made.

48. Chair's Announcements

There were none.

49. Minutes

The Committee resolved to APPROVE the minutes of the ordinary meeting held on 10 October 2023 and the extraordinary informal remote meeting on 16 October 2023 as a true and accurate record.

The Committee agreed to take items 7, 8, 9 and 10 next on the agenda, and then return to items 5, 6 and 11 to make best use of officer and Cabinet Member time.

50. Grant Allocations to Community & Voluntary Organisations 2024/25

Cllr Ajaz Rehman, Cabinet Member for Inclusive Communities, presented the report which demonstrated the impact of the Oxford Community Impact Fund and sought Cabinet agreement to the criteria/weighting for assessing the 2024/25 Oxford Community Impact Fund grants as set out in paragraph 5 of the report, with the additional requirement for applicants to comply with the safeguarding arrangements specified by the Council. He highlighted that following the simplification of the application process last year, and increased promotion of the availability of funding, there had been a significant increase in applications with over 20% of grants being awarded to new applicants.

Ian Brooke, Head of Community Services, further advised that the applications were scored by the grants team based on the overall impact of the work and the likelihood of the funding being available from alternative sources, and the recommended funding amounts put forward for agreement by Cabinet. The Big Ideas grants were agreed by Cabinet but the small and medium grants, as per the constitution, were agreed by the Head of Community Services (as the senior officer with budget responsibility) in consultation with the Executive Director and Cabinet Member for Inclusive Communities.

Ian Brooke and Paula Redway, Culture and Community Development Manager, answered questions as follows:

- Appendix 4 to the report provided information regarding funding leverage as reported in the grant monitoring form for Big Ideas grants for 2022/23, however future reports could provide further information regarding the breakdown of funding leverage per size of organisation.
- Whilst some of the percentage of funding could be considered low for larger organisations, it provided confidence to other lenders for increased funding for those organisations to benefit from.
- All applicants would be impacted by the new safeguarding obligations, and the team had worked with the Safeguarding Coordinator to ensure that the process was robust and proportionate, and that the criteria was linked to the safeguarding framework.
- Support would be provided to applicants to ensure they receive guidance on completing the application forms.
- Scoring of applicants was undertaken by Officers with an understanding of the area of work to be funded and were linked in with the Council's priorities.

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

1. That the Council, within the report includes a breakdown between 'Fully Funded', 'Partially Funded (50%)' and 'lower funding'.
2. That the Council, within the report, notes the minimum requirement for organisations that don't work with children, young people or vulnerable adults.

51. FutureFit Oxford(shire) Project Grant Funding Bid

Cllr Anna Railton, Cabinet Member for Zero Carbon Oxford and Climate Justice, presented the report which sought Cabinet approval for Oxford City Council's involvement in the FutureFit Oxford(shire) Project (FOx Project) and delegated authority for the facilitation and delivery of the project.

Ruth Harris, Zero Carbon Project Manager advised the Committee that following the successful bid of £75k to Innovate UK (IUK) to lead a consortium that undertook a feasibility study to look at options to develop a whole-system FutureFit One Stop Shop (FOSS) solution, to address barriers and accelerate the take up of decarbonisation measures by households and businesses, Oxford City Council had submitted a bid of £5.28m to take forward the project as lead of that consortium. The outcome would be known on 8 November 2023, and would lead a collaboration of 11 consortium members to accelerate retrofit solutions.

Cllr Railton, Ruth Harris and Mish Tullar, Head of Corporate Strategy, answered questions as follows:

- Area based inseting would take place at a local level to match projects with investors and interest had been received from local businesses at the Zero Carbon Oxford Partnership. Oxford City Council would lead the pilot of the inseting scheme within the project.
- The concept of making retrofit work smarter was developed by the Low Carbon Hub and aimed to make the system smarter and more interactive through its various components.
- The Council would be overall lead for the project consortium. The Council would lead a workpack on governance to establish a local strategic partnership on retrofit, and ensure adequate information and standards were available to support existing one stop shops to meet the increased demand for retro/FutureFit services. The Council would also lead a workpack on innovative finance, that would include a pilot of an inseting scheme (led by the Council) as well as a pilot of a salary-linked financial intervention (led by the University of Oxford, with input from Oxford Brookes University and Oxfordshire County Council).
- Developing a sustainable business model was a required deliverable of the project to ensure that the programme would continue beyond the grant funding that created a sustainable funded partnership.
- Should the bid be successful, engagement with planning and conservationist colleagues at the Council would be sought to ensure that the project progressed successfully.
- Two pilot one top shops already exist, one with Energy Solutions Oxfordshire who had already engaged with SMEs, and Cosy Homes Oxfordshire who were already engaged with homeowners. These one stop shops would support the project.

The Committee did not make any recommendations.

52. Central (City & University) Conservation Area Appraisal

Cllr Louise Upton, Cabinet Member for Planning and Healthier Communities presented the report which requested Cabinet adopt the Central (City & University) Conservation Area Appraisal, enabling the document to be used to inform the decision-making process for Development Management and to form an evidence base to inform Planning Policy. She highlighted that the document covered the historic core and centre of Oxford and was implemented following guidance from Historic England, that recommended designated conservation areas should undergo a formal character appraisal to justify their original designation, to define their significance and values, and to inform decisions regarding future change.

Clare Golden, Team Leader (Urban Design and Heritage), Rachel Williams, Planning Policy and Place Manager and Cllr Louise Upton, responded to questions from the Committee as follows:

- The appraisal included Management Guidance, which set out the identified threats, issues and opportunities for conserving and enhancing the character and appearance of the conservation area.
- The Design Advice section of the appraisal included guidance for applicants and developers when undertaking new building and alterations within the conservation area.
- Expectations and ambitions on preserving historic frontage of buildings within the area had been increased following the use of the appraisal.
- The appraisal had been helpful for informing the decision-making process between Officers and the Planning Committee and would be useful when the Council had to make its case to the Planning Inspector of the outcomes of decisions taken.
- Although lengthy, the document was intended to be user-friendly for applicants to use when completing planning applications.
- The Design Advice section of the appraisal referred to design choice in keeping with the character of the building when reviewing applications, however, would ensure that energy saving alternatives were included within the documentation.

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

1. That the Council would encourage the use of modern windows and other retrofitting measures on historic buildings where appropriate, and the relevant documents are signposted within the report.
2. That the Council amend the appraisal to welcome applications that would make private green spaces more accessible to the public.

53. Oxfordshire Health and Wellbeing Strategy - Consultation Response

Cllr Louise Upton, Cabinet Member for Planning and Healthier Communities provided an overview of the Oxfordshire Health and Wellbeing Board which sets out how the Board will help Oxfordshire's residents stay healthy, well and cared for. The strategy set out what the Oxfordshire Health and Wellbeing Board would focus on between 2024 and 2030. She advised the Committee that the strategy was currently out for public consultation, and the Committee were invited to ask questions and confirm its agreement to the draft consultation response set out at Appendix B to the report, or agree any amendments as required.

Mish Tullar, Head of Corporate Strategy provided an overview of how the strategy had been developed and shaped and themes and priorities included within the strategy.

Cllr Louise Upton, Mish Tullar and Clare Keen, Policy and Partnerships Officer, answered questions from the Committee as follows:

- Good practice was shared with the Health Improvement Board, and the community hub that had been set up in Abingdon and could be replicated in other areas.
- Leisure activities were available to all children and were not means tested.
- There was a target of non-smoking across the City, and therefore it was expected that advice provided would also be targeted to the partners of pregnant women.

The following were provided as suggested amendments to the draft consultation:

- Include an explicit mention regarding the implications of both partners regarding smoking while pregnant.
- Reference that employers should encourage cycling.
- Include a bespoke approach to addressing health inequalities for health inclusion groups, referring to homeless, vulnerable migrants, sex workers.
- Include the impact of healthy food, regarding the reduction in obesity and measurable date regarding healthy diets.
- Refer to the impact of economic pressure staff are facing, the impact this is having on staff retention and recruitment, and pay issues within the health and care sector impacting secure recruitment and retention.

The Committee **resolved** to:

1. **Confirm** its agreement to the draft consultation response set out at Appendix B to the report, incorporating the amendments listed above; and
2. **Delegate authority** to the Committee and Member Services Manager to submit the final consultation response via the consultation website on behalf of the Scrutiny Committee before the consultation closed on 12 November 2023.

54. Work Plan and Forward Plan

The Committee noted the Forward Plan.

The Committee reviewed the Work Plan and confirmed its agreement to consider the following reports at future meetings:

December meeting

- Local Government Association Corporate Peer Review: Council Action Plan
- Authority Monitoring Report and Infrastructure Funding Statement 2022/23
- Equalities Update
- Leisure Management Contract

Any further items for future meetings would be agreed at the next Scrutiny Committee meeting in December.

The Committee was advised that the following Cabinet items were set to be considered by Scrutiny Panels in December:

Finance and Performance Panel:

- Council Tax Reduction Scheme for 2024/25

- Integrated Performance Report for Q2 2023/24
- Treasury Management Mid-Year Report
- Medium Term Financial Strategy 2025/26-2027/28 and 2024/25 Budget for consultation

55. Report back on recommendations and from Scrutiny Panel meetings

The Chair presented the report on recommendations.

The Committee noted that on 18 October 2023, Cabinet considered recommendations related to three reports, responses to which were set out in the agenda pack.

- Air Pollution
- Delivery of Electric Vehicle Infrastructure for Oxford
- Oxford Local Plan 2040 Regulation 19 Consultation document.

The Chair of the Companies Scrutiny Panel provided an update of the Shareholder and Joint Venture Group meeting of 01 November 2023, of which the Housing Group companies were represented.

56. Dates of future meetings

The dates of future meetings were noted.

The meeting started at 6.05 pm and ended at 8.00 pm

Chair

Date: Monday 4 December 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.

Forward Plan

November 2023 to February 2024

Published on 01/11/23

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Cabinet - 13 December 2023

ITEM 55: ID: I035144	Equalities Update
<p>To seek approval for the publication of the annual Workforce Equality Report 2023, the Gender Pay Gap Report, Ethnicity Pay Gap Report and Disability Pay Gap Report and to share progress on the Equalities Action Plan.</p>	

ITEM 57: ID: I034449	Authority Monitoring Report and Infrastructure Funding Statement 2022/23
<p>To seek approval of the Authority Monitoring Report and Infrastructure Funding Statement for publication.</p>	

ITEM 58: ID: I033293	Integrated Performance Report for Q2 2023/24
<p>To update Cabinet on finance, risk and corporate performance matters as at 30 September 2023.</p>	

ITEM 59: ID: I035026	Medium Term Financial Strategy 2025/26 - 2027/28 and 2024/25 Budget for consultation
<p>To propose a Medium Term Financial Strategy and the 2024/25 Budget for consultation.</p>	

ITEM 60: ID: I035263	Alcohol and Dog Control Public Spaces Protection Orders
<p>To consider restrictions on the consumption of alcohol and the control of dogs in public places.</p>	

ITEM 61: ID: I035305	Local Government Association Corporate Peer Review: Council Action Plan
To update Cabinet on the Council's outline Action Plan in response to the Corporate Peer Review feedback and recommendations.	

ITEM 62: ID: I035332	Treasury Management Mid Year Report
To report on the performance of the Treasury Management function for the six months to 30 September 2023.	

ITEM 63: ID: I035243	Leisure Management Contract
To seek authority for the procurement and award of a new leisure management contract.	

ITEM 64: ID: I035476	Review of Glyphosate Use by Oxford Direct Services to manage weeds on behalf of Oxford City Council
Following a decision by some councils in England to end the use of Glyphosate, a review was commissioned in August 2023 looking at the use of Glyphosate in Oxford by the ODS Parks and Opens Spaces team and examining in detail the cost and effectiveness of alternative weed treatments being trialled in some other council areas across the UK. Cabinet is will be advised of the findings of the review and recommendations over the use of Glyphosate to manage weeds in the city.	

ITEM 78: ID: I035626	Authority to Tender Contract for Insurance Service - Amendment
To seek approval to amend a delegation previously made by Cabinet relating to procurement of the insurance contract. The proposed changes will be to amend the dates and the contract term.	

Cabinet - 24 January 2024

ITEM 56: ID: I034326	Council Tax Reduction Scheme for 2024/25
To consider any proposed changes to the Council Tax Reduction Scheme for 2024/25.	
ITEM 65: ID: I033291	Integrated Performance Report for Q4 2022/23
To update Cabinet on finance, risk and corporate performance matters as at 31 March 2023.	
ITEM 66: ID: I034862	Private Rented Sector Regulation Policies - results of consultation
Cabinet on 13 September 2023 , resolved to approve the following draft policies for consultation: (i) Fit & Proper Person Policy; (ii) Banning Orders & Rogue Landlord Database Policy; and (iii) Civil Penalty Policy. This report will present the results of the consultation process and seek approval for the final policies.	
ITEM 67: ID: I035242	Oxfordshire Food Strategy Action Plan
Following approval of the Oxfordshire Food Strategy at the Cabinet meeting on 15 June 2022 , to approve the associated action plan to meet the ambitions of the Strategy.	
ITEM 69: ID: I033796	Developing a Sustainable Building Control Service
Approval is to be sought for the future direction and development of the Building Control Service following an options appraisal.	
ITEM 70: ID: I035302	Housing Revenue Account (HRA) Rent Setting Report 2024/25
To present the outcome of Oxford City Council's (the council's) annual rent review and associated rent setting proposal for 2024/25 in respect of all council dwellings within the Housing Revenue Account, including the setting of associated services and facilities charges	

ITEM 71: ID: I035426	Draft Corporate Strategy 2024/28 for consultation
To seek approval of the draft Corporate Strategy 2024-28 for consultation.	

Cabinet - 7 February 2024

ITEM 73 ID: I034283	Allocation of Preventing Homelessness Grant 2024/25
A report recommending allocations of a £1.4m homelessness prevention grant.	

ITEM 74 ID: I035541	Medium Term Financial Strategy 2025/26 to 2026/27 and 2024/25 Budget
To propose a Medium Term Financial Strategy and the 2024/25 Budget following consultation.	

ITEM 75 ID: I035542	Treasury Management Strategy 2024/25
To seek approval for the Treasury Management Strategy for 2024/25.	

ITEM 76 ID: I035543	Capital Strategy 2024/25 to 2027/28
To seek approval for the Capital Strategy for 2024/25.	

ITEM 76 ID: I032290	Joint Venture LLP for South Oxford Science Village
The report will update and seek approval for the proposed Joint Venture LLP and options arrangements for land allocated for development known as South Oxford Science Village.	

Proposed Scrutiny Work Schedule

December 2023 to February 2024

December 2023 – confirmed reports

Committee/Panel	Meeting date	Reports
Scrutiny Committee	04 December	<p>Authority Monitoring Report and Infrastructure Funding Statement 2022/23</p> <p>Equalities Update</p> <p>Review of Glyphosate Use by Oxford Direct Services to manage weeds on behalf of Oxford City Council</p> <p>Local Government Association Corporate Peer Review: Council Action Plan</p>
Housing and Homelessness	05 December	<p>Housing Performance Monitoring</p> <p>City of Sanctuary Accreditation [presentation]</p> <p>Housing Compliance Performance</p> <p>Housing Complaints Q1 & Q2 2023/24</p>
Finance and Performance	06 December	<p>Integrated Performance Report for Q2 2023/24</p> <p>Treasury Management Mid-Year Report</p> <p>Medium Term Financial Strategy 2025/26 – 2027/28 and 2024/25 Budget for consultation</p> <p>Scrutiny Performance Monitoring</p> <p>Exempt Treasury Management Matters [discussion item]</p>
Companies Scrutiny	07 December	Business of the Shareholder and

Panel		Joint Venture Group (members of the Companies Scrutiny Panel are invited to attend and participate)
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January 2024 – provisional reports

Committee/Panel	Meeting date	Reports
Scrutiny Committee	16 January	DAHA Accreditation and Domestic Abuse Review Group Update Draft Corporate Strategy 2024/28 for consultation Oxfordshire Food Strategy Action Plan Private Rented Sector Regulation Policies – results of consultation OR Developing a Sustainable Building Control Service
Finance and Performance	22 January	Scrutiny Performance Monitoring Report of the Budget Review Group Council Tax Reduction Scheme for 2024/25 Integrated Performance Report for Q4 2022/23 Housing Revenue Account (HRA) Rent Setting Report 2024/25 Social Value/Impact in Procurement Exempt Treasury Management Matters [discussion item]

February 2024 – provisional reports

Committee/Panel	Meeting date	Reports
Scrutiny Committee	06 February	Adult Exploitation Budget 2024/25 (Budget Review Group report) Joint Venture LLP for South Oxford Science Village Allocation of Preventing Homelessness Grant 2024/25
Climate and Environment	27 February	Net Zero Masterplan Energy Generation/Solar Potential

		on Council Buildings [presentation]
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To: Cabinet
Date: 15 November 2023
Report of: Scrutiny Committee
Title of Report: Grant Allocations to Community & Voluntary Organisations 2024/25

Summary and recommendations	
Purpose of report:	To present Scrutiny Committee recommendations for Cabinet consideration and decision
Key decision:	No
Scrutiny Lead Member:	Councillor Lucy Pegg, Scrutiny Committee Chair
Cabinet Member:	Councillor Ajaz Rehman, Cabinet Member for Inclusive Communities
Corporate Priority:	Support Thriving Communities
Policy Framework:	Thriving Communities Strategy
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 06 November 2023 to consider a report concerning Grant Allocations to Community & Voluntary Organisations 2024/25. The report, which is due for Cabinet consideration on 15 November 2023, recommends that Cabinet notes the implementation of the Oxford Community Impact Fund agreed by Cabinet on 15 December 2021 as part of the strategic grants review; notes the social value and economic impact of the fund; and agrees that the criteria and weighting for assessing Oxford Community Impact Fund grant applications in 2024/2025, as set out in paragraph 5 of the Cabinet report, with the additional requirement for applicants to comply with the safeguarding arrangements specified by the Council. The recommendations state that any such safeguarding requirements are to be determined by the Safeguarding Coordinator in consultation with the Head of Community Services.

2. The Committee would like to thank Councillor Rehman (Cabinet Member for Inclusive Communities), Ian Brooke (Head of Community Services) and Paula Redway (Culture and Community Development Manager) for attending the meeting to answer questions.

Summary and recommendations

3. Councillor Ajaz Rehman, Cabinet Member for Inclusive Communities introduced the report, noting the increase in forms received by the Council, in response to the simplified forms, and in turn the amount of grants distributed to local groups.
4. The Committee asked a range of questions, including the questions relating to ensuring the funding was continuing to work with the Inclusive Economy Plan, and works with the Council's Safeguarding Policy, along with leverage between each of the community groups.
5. In particular, the Committee wanted to see a further breakdown of funding between the each of the community groups, and how much investment was received across the city.

Recommendation 1: That the Council, within the report includes a breakdown between 'Fully Funded', 'Partially Funded (50%)' and 'lower funding'.

6. The Committee also discussed proportionality of the funding, that safeguarding would continue to be crucial within the inclusive strategy, and to ensure all organisations that received funding would continue to meet the Council's requirements.

Recommendation 2: That the Council, within the report, notes the minimum requirement for organisations that don't work with children, young people or vulnerable adults.

Report author	Jonathan Malton
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Service area or department	Law and Governance
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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 06 November 2023 concerning Grant Allocations to Community & Voluntary Organisations 2024/25. 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, within the report, includes a breakdown between 'Fully Funded', 'Partially Funded (50%)' and 'lower funding'.	Yes	All Oxford Community Impact Fund grants where match funding was required to be reported (for Big Ideas) were funded in the 'lower funding' bracket (see appendix 4) with the exception of Cowley Road Works as they were unsuccessful in their Arts Council Funding bid. Whilst some didn't include specific figures on their returns, their accounts to 31 March 2022 clearly show the Oxford Community Impact fund contribution to be significantly less than 50%.
2) That the Council, within the report, notes the minimum requirement for organisations that don't work with children, young people or vulnerable adults.	Yes	Organisations that don't work with children, young people or vulnerable adults will be asked to confirm this in the application process. In doing so, they will be exempt from relevant aspects of the Safeguarding policy requirement as determined by the Safeguarding Coordinator in consultation with the Head of Community Services.

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To: Cabinet
Date: 15 November 2023
Report of: Scrutiny Committee
Title of Report: Central (City & University) Conservation Area Appraisal

Summary and recommendations	
Purpose of report:	To present Scrutiny Committee recommendations for Cabinet consideration and decision
Key decision:	No
Scrutiny Lead Member:	Councillor Lucy Pegg, Scrutiny Committee Chair
Cabinet Member:	Councillor Louise Upton, Cabinet Member for Planning and Healthier Communities
Corporate Priority:	All
Policy Framework:	Oxford Local Plan 2016-2036, Policies DH1-DH7
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 06 November 2023 to consider a report concerning the Central (City & University) Conservation Area Appraisal. The report, which is due for Cabinet consideration on 15 November 2023, recommends that Cabinet adopts the Central (City & University) Conservation Area Appraisal and endorses the adopted Conservation Area Appraisal for use in informing development management decisions and as part of the evidence base for planning policy decisions.
2. The Committee would like to thank Councillor Upton (Cabinet Member for Planning and Healthier Communities), Rachel Williams (Planning Policy and Place Manager) and Clare Golden (Team Leader, Urban Design and Heritage) for attending the meeting to answer questions.

Summary and recommendations

3. Councillor Louise Upton, Cabinet Member for Planning and Healthier Communities introduced the report. The appraisal had been through public consultation three times before the final report was brought through Committee and informing any decisions referring to local planning policy.
4. The Committee asked a range of questions, including questions relating to if the Council had any authority for planning applications relating to the replacement of certain 'historical' features across the City, with an example of certain stones used on unlisted historic pathways.
5. In particular, the Committee discussed the provision of retrofitting modern features, such as energy efficient, windows onto the historic buildings, keeping the character of the building while also meeting modern energy saving requirements.

Recommendation 1: That the Council would encourage the use of modern windows and other retrofitting measures on historic buildings where appropriate, and the relevant documents are signposted within the report.

6. The Committee also wanted the appraisal to include the notion that private green spaces are made more accessible to the public, and to ensure applicants were invited to work with the planning team in implementing this.

Recommendation 2: That the Council amend the appraisal to welcome applications that would make private green spaces more accessible to the public.

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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 06 November 2023 concerning the Central (City & University) Conservation Area Appraisal. The Cabinet is asked to amend and agree a formal response as appropriate.

29

Recommendation	Agree?	Comment
1) That the Council would encourage the use of modern windows and other retrofitting measures on historic buildings where appropriate, and the relevant documents are signposted within the report.	Yes	<p>Add to the third bullet point under Step 9: Sustainability and Climate Change in the Design Advice (page 95 of the appraisal; page 101 of the Cabinet Agenda Pack) as follows [new text in bold]:</p> <p>“As a broad principle, historic features should be retained wherever possible, this does not mean that buildings cannot be made more energy efficient however, for example historic window frames and glass should be retained because they contribute strongly to the character and appearance of the conservation and historic building, but options such as careful maintenance, draft proofing or secondary glazing can offer real but sensitive benefits. Where buildings have poor performing modern, or unsympathetic replacement windows, consideration should be given to their replacement with new high-performance windows of a suitable appearance, such as double-glazed or vacuum-glazed timber sash windows. This can benefit both the building’s character and its energy performance.”</p> <p>Also add a further web link to Historic England guidance: Historic England guidance on retrofitting to</p> <ul style="list-style-type: none"> ○ page 95 of the Appraisal (page 101 of the Cabinet Agenda Pack) in the section on ‘Sustainability and Climate Change’; and:

		<ul style="list-style-type: none"> ○ Also under suggestions for 'Further Reading' at section 8.3 of the Appraisal (page 108 of the Cabinet Agenda Pack) <p>to ensure this advice note and expert guidance is easy to find.</p>
2) That the Council amend the appraisal to welcome applications that would make private green spaces more accessible to the public.	Yes	<p>Add an additional recommendation (a third bullet point) for Section 7.3 in the Management Plan) page 69 of the Appraisal and page 75 of the Cabinet Agenda Pack), which concerns 'Streets, public spaces and green and blue space' as follows:</p> <p>'Support applications that would provide greater public accessibility to private green spaces'.</p>

To: Scrutiny Committee
Date: 04 December 2023
Report of: Head of Law and Governance
Title of Report: Scrutiny Standing Panel and Review Group Arrangements

Summary and recommendations	
Purpose of report:	To appoint members and chairs of Scrutiny Standing Panels and Review Groups following changes to the political composition of Oxford City Council.
Key decision:	No
Scrutiny Lead Member:	Councillor Lucy Pegg, Chair of the Scrutiny Committee 2023/24
Corporate Priority:	All
Recommendations: That the Scrutiny Committee resolves to:	
<ol style="list-style-type: none"> 1. Agree the revised cross-party principle guide for appointments to Standing Panels and Review Groups as set out at paragraph 5 of this report; and delegate authority to the Scrutiny Officer to update the Scrutiny Committee Operating Principles 2023/24 to reflect the change. 2. Agree the allocation of 6 seats on Standing Panels to political groups for the remainder of 2023/24 (Finance and Performance Panel, Housing and Homelessness Panel, Climate and Environment Panel, Companies Scrutiny Panel). 3. Agree to appoint members and chairs of the Finance and Performance, Housing and Homelessness, Climate and Environment and Companies Scrutiny Panels in accordance with nominations made by political groups (<i>to be announced at the meeting</i>). 4. Agree that the membership of the Finance and Performance Panel, including the Chair, will comprise the membership of the Budget Review Group for 2023/24. 	

Introduction and background

1. As a result of recent changes to the political composition of Oxford City Council, a review of political proportionalities on committees was undertaken and a report prepared for the appointment to committee seats in accordance with the requirements of political proportionality and the nominations made by political groups by Full Council at its meeting on 27 November 2023.
2. As per the Council's Constitution Part 8.2, the Scrutiny Committee can establish Standing Panels and Review Groups, the membership of which will be set by the

Scrutiny Committee. At its first meeting of the 2023/24 municipal year, the Scrutiny Committee agreed to establish four Standing Panels (Finance and Performance Panel; Housing and Homelessness Panel; Climate and Environment Panel; and Companies Scrutiny Panel) and one Review Group (Budget Review Group). There are no proposed changes to the name, number, remit, or meeting dates of any of these Standing Panels or Review Groups, as they were agreed for the duration of the 2023/24 municipal year.

3. The proposed changes are to the political balance and, as a result, membership of the Standing Panels and Review Groups.

Political Balance

4. While Standing Panels and Review Groups are not required to reflect the Council's political make-up, the Scrutiny Committee has agreed in the current and previous years to use a cross-party principle guide for appointments to ensure Standing Panels and Review Groups are representative. The political balance guide is set out in paragraph 18 of the Scrutiny Committee Operating Principles (Annex 1 to Part 8 of the Council's Constitution).
5. Although not required by legislation, following the changes to the political composition of the Council the cross-party principle guide for appointment to Standing Panels and Review Groups has been reviewed, to ensure membership remains cross-party and representative. In accordance with the new political composition of the Council, the cross-party principle guide for appointments to Standing Panels and Review Groups is set out below; it is recommended that the Scrutiny Committee delegates authority to the Scrutiny Officer to update the Scrutiny Committee Operating Principles 2023/24 to reflect this.

4 Members: 1 Labour, 1 Lib Dem, 1 Green, 1 Oxford Socialist Independents

6 Members: 2 Labour, 1 Lib Dem, 1 Green, 1 Oxford Socialist Independents, 1 Independent Group

6. Given the larger number of political groups which now make up Oxford City Council, it is recommended that all Standing Panels and Review Groups be constituted of six Members, to allow for true cross-party representation. However, should one of the groups not wish to take up their allocation on particular Standing Panels or Review Groups then membership may revert to four Members.

Membership

7. It is recommended that, provided the existing Standing Panel and Review Group Chairs for 2023/24 are renominated to sit on their respective Standing Panels and Review Groups, existing Chairs should continue in their roles for the remainder of the municipal year in the interests of continuity. In the event that an existing Chair is not renominated, the Committee will need to appoint a replacement Chair for the remainder of the 2023/24 municipal year.
8. It is recommended that all Standing Panels and Review Groups have a membership of six Members. The Committee is recommended to agree the full membership of Standing Panels and Review Groups in accordance with the revised cross-party principle guide (see paragraph 5 above) and the nominations made by political groups.

9. As agreed at the Committee's first meeting of the 2023/24 municipal year, it is recommended that the membership of the Finance and Performance Panel and the Budget Review Group should be the same (including the Chair), given the specialist skills and knowledge developed by these Members through scrutinising the Council's finances throughout the course of the year.

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Background Papers: None

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To: Cabinet
Date: 13 December 2023
Report of: Planning policy and place manager
Title of Report: Authority Monitoring Report and Infrastructure Funding Statement 2022/23

Summary and recommendations	
Purpose of report:	To approve the Authority Monitoring Report and Infrastructure Funding Statement for publication.
Key decision:	No
Cabinet Member:	Councillor Louise Upton, Cabinet Member for Planning and Healthier Communities
Corporate Priority:	Enable an inclusive economy Deliver more affordable housing Support thriving communities Pursue a zero carbon Oxford
Policy Framework:	<p>The Authority Monitoring Report is a statutory requirement providing information as to the extent to which the policies set out in the Oxford Local Plan are being achieved and on the implementation of the Local Development Scheme. The scope of those policies is wide and encompasses all of the Council's corporate priorities.</p> <p>The Infrastructure Funding Statement is a factual report and statutory requirement which summarises the amount of developer contributions (Community Infrastructure Levy (CIL) and Section 106) obtained, allocated and spent by the authority in the previous financial year (April 2022 – March 2023).</p>
Recommendations:	That Cabinet resolves to:
	<ol style="list-style-type: none"> Approve the Authority Monitoring Report and Infrastructure Funding Statement 2022/23 for publication; and Authorise the Planning Policy and Place Manager to make any necessary minor corrections not materially affecting the document prior to publication.

Appendices	
Appendix 1	Authority Monitoring Report 2022/23
Appendix 2	Infrastructure Funding Statement 2022/23
Appendix 3	Risk Assessment
Appendix 4	Equalities Impact Assessment

Introduction and background

1. Section 35 of the Planning and Compulsory Purchase Act 2004 requires local planning authorities to publish monitoring reports at least yearly in the interests of transparency.
2. The Authority Monitoring Report (AMR) 2022/23 assesses the effectiveness of planning policies contained within the Oxford Local Plan (OLP) 2036 as well as the implementation of the Oxford Local Development Scheme 2023-2028, the Council's Statement of Community Involvement in Planning and the Duty to Cooperate. The AMR covers the period 1st April 2022 to 31st March 2023 and is a factual document.
3. The AMR is structured as follows: a status report on the production of development plan documents, followed by the monitoring of the Oxford Local Plan 2036 policies. Policy monitoring has been arranged around the three overarching objectives set out in paragraph 8 of the National Planning Policy Framework (NPPF) 2023¹:
 - Economic objectives to build a strong, responsive and competitive economy - the economy, retail, community and infrastructure;
 - Social objectives to support building strong, vibrant and healthy communities – housing, health and community benefits; and
 - Environmental objectives to project and enhance our natural, built and historic environment – design and heritage, protecting our green and blue spaces and making wise use of our natural resources to secure a good quality local environment.
4. The Infrastructure Funding Statement (IFS) is a reporting requirement introduced in September 2019 as an amendment to the Community Infrastructure Levy 2010, with the objective of increasing transparency around how developer contributions are spent on infrastructure. As set out in Appendix 2, the contents of the IFS are divided into three key sections for the previous financial year:
 - I. Information on Community Infrastructure Levy (CIL) contributions;
 - II. Information on Section 106 contributions (made under section 106 of the Town and Country Planning Act 1990);
 - III. Items of infrastructure that CIL is to be spent on in the next five years (CIL is allocated to the Council's Capital Programme as part of the Budget setting process).

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

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

Employment land

5. Oxford's highly constrained nature means that competition for different land uses is fierce. As such Policy E1: Employment Sites sets out how employment sites are categorised in order of importance and thus afforded different levels of protection. Category 1 & 2 employment sites are key in providing employment space for the city, whereas Category 3 sites and B8 sites provide more potential to be released from employment uses to ensure the best and most efficient use of land.
 - Permissions granted resulting in the net loss of Category 1 & 2 employment floorspace: Crown House, 193 Cowley Road (category 2);
 - Total loss of Category 3 employment floorspace: 1,978m²;
 - Total gain of employment floorspace: 8,828m²;
 - Applications for changes of use from office to residential which are subject to notification to the council: 2 applications granted.

Growth of Oxford's universities

6. The City Council is committed to supporting the sustainable growth of the two universities within the parameters of competing demands for land. The universities are encouraged to focus growth on their own sites by making the best use of their current landholdings as well as the redevelopment and intensification of their assets where appropriate. Policy E2: Teaching and Research states that new or additional academic floorspace will only be granted if it is demonstrated that additional student accommodation is not required or is provided as set out in Policy H9: Linking the delivery of new/redeveloped and refurbished university academic facilities to the delivery of university provided residential accommodation.
7. The University of Oxford had 26,497 students attending the University and its colleges as of 1st December 2022; of these 11,844 were excluded from accommodation needs as they were not on full time taught courses leaving 14,653 full-time students with accommodation needs. On 1st December there were 13,975 accommodation places provided, leaving a total of 678 students living outside of university accommodation which is within the threshold set out in policy H9 for the University of Oxford. This figure represents a significant reduction when compared to the previous monitoring period (2021/22 - 1,491).
8. Oxford Brookes University (OBU) had 16,050 students attending the university as of 1st December 2022 of these 8,519 were excluded from accommodation needs leaving 7,531 full-time Oxford Brookes students requiring accommodation. On 1st December 2022 there were 4,623 student places provided leaving 2,908 students without a place in university provided accommodation living in Oxford. This is below the threshold set out in policy H9 for Oxford Brookes. This figure represents an increase in the number of students outside of university provided accommodation when compared to previous monitoring periods (2020/21 – 2,873; 2021/22 - 2,633).
 - Approved additional academic and administrative floorspace: 26,316.1m²;
 - Number of University of Oxford students living outside of provided accommodation: 678 – within policy H9 threshold;
 - Number of Oxford Brookes students living outside of provided accommodation: 2,908 – within policy H9 threshold.

Ensuring the vitality of our centres

9. Oxford provides a wide range of services and facilities to both residents and visitors alike as such, policies have been drafted in the OLP 2036 to maintain and enhance the city's vibrancy and vitality. Policy V1 aims to protect the town, district and local centres whilst Policies V2-V4 provide the framework as to what mix of uses would be acceptable. Although the old use classes and policy thresholds are now defunct, the AMR now reports on the current percentage share of the updated use classes and how they may have changed since the previous report.

Sustainable tourism and cultural venues, community facilities and infrastructure

10. Tourism is an important and substantial element of Oxford's economy. The provision of short stay accommodation allows more options for tourists to stay over in the city and thus bring more money into the local economy. Policy V5: Sustainable Tourism seeks to locate new tourist accommodation in accessible locations to reduce dependency on the private car, in addition the policy does not permit new accommodation if it would result in the loss of residential dwellings. New tourist attractions in the city must be easily accessible by active travel or public transport and be well related to existing tourist and leisure facilities. Policies V6 and V7 seek to protect cultural, social and community facilities.

- Planning permission granted for additional hotel bedrooms: 130, all of which were granted at The Deaf and Hard of Hearing Centre.
- Planning permission granted for a 9-bedroom guesthouse: 193 Cowley Road
- Planning permission granted for change of use of 11 bed hotel to 4 x C3 dwellings: 326 Abingdon Road

Key AMR findings: Building strong, vibrant and healthy communities

Housing

11. In this monitoring year 554 (net) dwellings were completed in Oxford of which 273 were affordable dwellings. This includes the equivalent numbers calculated through the application of ratios for communal accommodation (student completions and other communal accommodation). Whilst the number of completions in the 2022/23 monitoring year has fallen below the Local Plan's annual requirement, the cumulative number of dwellings completed in the 7 years since the start of the Local Plan period (2016/17 to 2022/23) is 3,780 dwellings (net). The housing trajectory had projected that by 2022/2023, 3,509 dwellings (net) would have been provided (Figure 1).

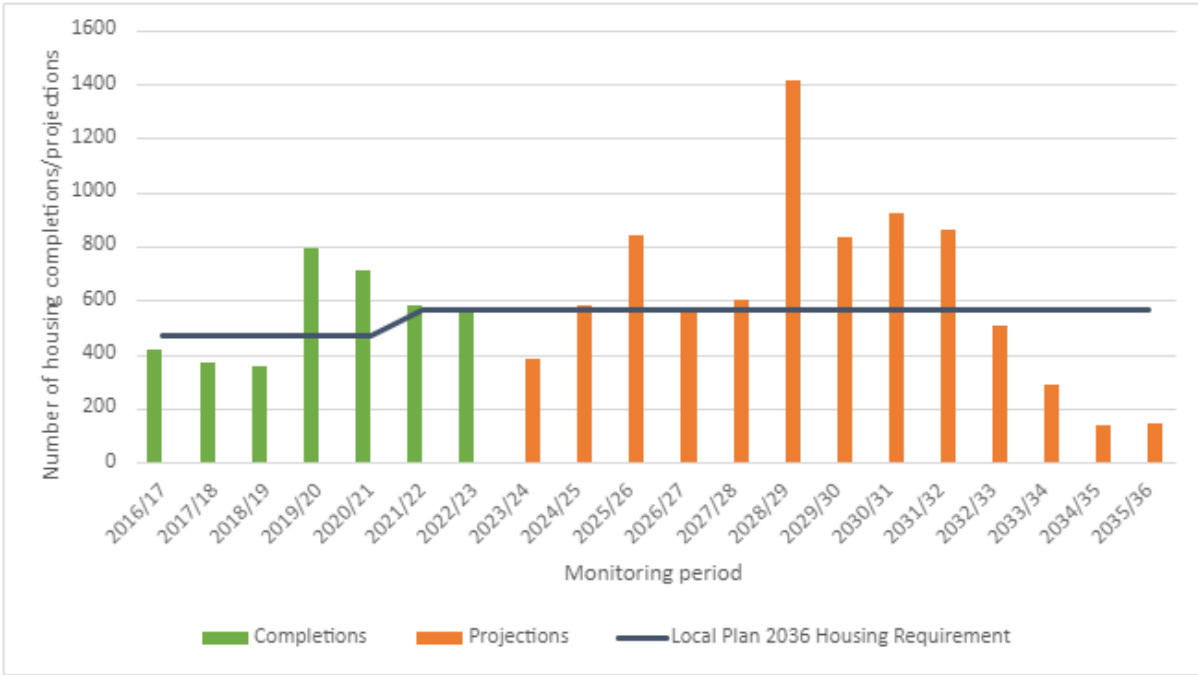


Figure 1: Local Plan 2036 Completions and Projections

12. Figure 2 below shows the cumulative requirement is ahead of the projection and is on target to meet the minimum of 10,884 dwellings to 2036 as set out in policy H1.



Figure 2: Cumulative Requirement and Cumulative Supply

13. The breakdown of the 273 affordable dwellings completed during the monitoring year is as follows: 40 social rent dwellings at Barton Park Phase 3 (19/00518/RES), 4 social rent dwellings at St Nicholas Place (17/03050/FUL), 107 social rent and 71 shared ownership dwellings at Littlemore Park (18/02303/RES), 8 social rent dwellings at former Wolvercote Paper Mill (18/00966/RES), 16 social rent, 2 intermediate rent and 20 shared ownership dwellings at former Murco Service Station (18/03287/FUL and 22/01661/VAR) and 5 social rent dwellings at St Paul's House, Walton Street.

14. Since the start of the Local Plan period there have been a total of 937 affordable homes built (Figure 3).

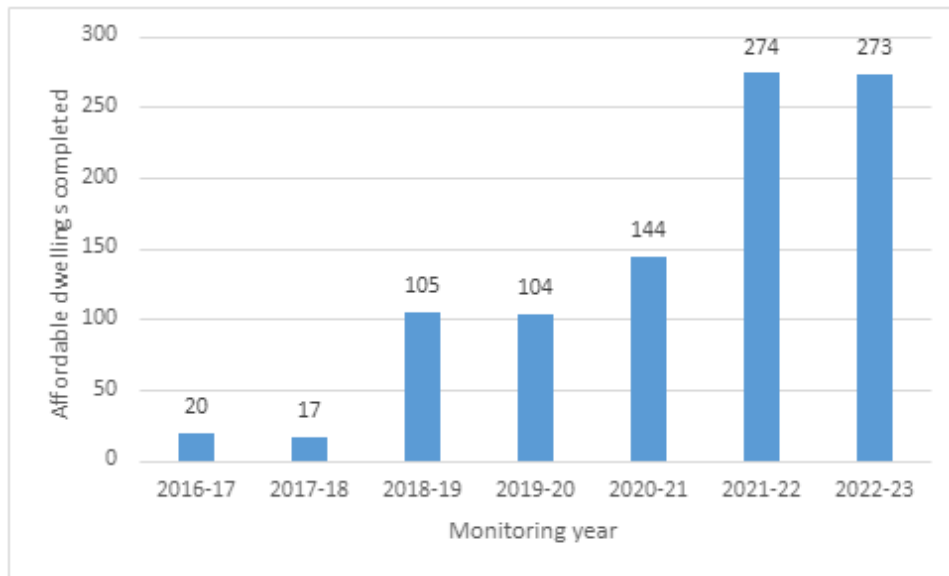


Figure 3: Net affordable dwellings completed 2016/17 - 2022/23

15. The Council is committed to delivering more affordable housing in Oxford and has been identifying land in its ownership capable of delivering affordable homes and bringing this forward wherever possible. Of the 273 affordable dwellings completed in 2022/23, 83 were delivered on City Council Land.

- Net dwellings completed in 2022/23: 554 of which 273 were affordable:
- Affordable units delivered on council land in 2022/23: 83,
- Net dwellings permitted in 2022/23: 1,209; of which were affordable: 383.

Provision of new student accommodation

16. There were 2 planning permissions for student accommodation all of which were compliant with the location criteria set out in Policy H2.

- Applications for new student accommodation: 2.

Housing land supply

17. The Plan’s annual housing requirement is used to calculate the 5-year housing land supply as set out in the NPPF. The Council has identified a deliverable supply of 2,955 homes which includes the forecast supply from large sites, including those which have been allocated in the Local Plan and outstanding permissions from small sites (commitments) plus a windfall allowance. This gives a housing land supply of 5.49 years which is very similar to the figure reported in last year’s AMR.

18. Whilst Figure 2 above indicates that the forecast supply drops below the requirement over the next five-year period, over the longer term the forecast supply is always above the requirement, with the gap between the two increasing from year 6 (28/29). Work on the Local Plan 2040 has provided further updates on the anticipated delivery of some of the large trajectory sites, alongside a further round

of landowner engagement to inform our Housing and Economic Land Availability Assessment (HELAA).

- Housing land supply: 5.49 years.

Key AMR findings: Oxford's Historic Environment

19. There are two buildings are on English Heritage's at-risk register.

Key IFS Headlines:

20. The IFS reports on the developer contributions received, allocated and spent for 2022-23.

- £2,096,995.17 of CIL was collected in 2022-23 and £2,215,869.50 of CIL was spent towards infrastructure projects. A further £2,731,229.02 of CIL was set out in demand notices in the year for collection;
- Of the £2,215,869.50 spent, £1,379,850.00 was spent on strategic infrastructure; £81,935.49 was passed to Parish Councils; £649,897.94 was allocated or spent towards Neighbourhood forums and Neighbourhood CIL and £104,186.07 was spent on administration fees;
- In 2022-23, £360,588.57 was received in Section 106 agreements and £20,072.54 was spent towards infrastructure projects. A further £878,560.00 of S106 agreements were entered into in the year;
- From the total of £13,945,694.31 received under Section 106 planning obligations (but not spent in the year 22-23), contributions are allocated to be spent on primarily affordable housing (£12,294,478.39, 88%); followed by open space/green infrastructure (£1,106,153.26, 8%); Community facilities (£237,000.00, 2%) Highways/transport and travel (£227,029.75, 2%); and Other/Economic development uses (£81,032.91, <1%);
- 87 units of Affordable housing are to be provided from Section 106 agreements entered into in 2022-23.

Carbon and Environmental Considerations

21. There are no specific carbon and environmental implications arising from this report. Policies in the Local Plan are seeking to optimise opportunities for carbon reduction. This statutory framework brings us closer to our commitment to becoming a Zero Carbon Council by 2030 or earlier and Zero Carbon Oxford by 2040 or earlier.

Financial implications

22. There are no financial implications arising from these reports. The IFS simply reports on the collection and spending of monies through the Community Infrastructure Levy (CIL) and S106 developer contributions.

Legal issues

23. The publication and content requirements of the AMR (Appendix 1) are set out in section 35 of the Planning and Compulsory Purchase Act 2004 and regulation 34 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

24. The requirements for the publication and content of the IFS (Appendix 2) are set out in Regulation 121A and Schedule 2 of the Community Infrastructure Levy Regulations 2010.

Level of risk

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

Equalities impact

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

Background Papers: None

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Appendix 1

Authority Monitoring Report

1st April 2022 to 31st March 2023

Published December 2023



Providing a world-class city for everyone

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Contents

Contents	3
Chapter 1: Introduction	4
Monitoring Framework	4
Structure of the Monitoring Report	4
Chapter 2: Progress on development plan documents and other non- statutory documents	5
The Local Development Scheme	5
Duty to Co-operate.....	5
Neighbourhood plans.....	6
Consultations.....	6
Chapter 3: Fostering an Inclusive Economy	8
Employment sites.....	8
Growth of Oxford’s universities	13
University student number thresholds.....	13
University of Oxford	14
Oxford Brookes University	15
Ensuring Oxford is a vibrant and enjoyable city to live in and visit	18
Sustainable tourism.....	22
Chapter 4: Strong, vibrant and healthy communities	24
Housing completions.....	24
Housing delivery on allocated sites	28
Changes of use	28
Student accommodation completions	29
Care home completions	29
Other communal accommodation completions.....	29
Housing permissions	30
Affordable housing permissions.....	31
Employer-linked affordable housing permissions	32
Self-build and community-led housing permissions.....	32
Student accommodation permissions.....	33
Older persons and specialist and supported living accommodation permissions.....	33
Housing land supply	34
Cultural and community facilities.....	35
Assets of community value	35
Chapter 5: Oxford’s Historic Environment	37
Enhancing Oxford’s heritage	37
APPENDICES	38
Appendix A: Oxford’s planning policy documents.....	38

Chapter 1: Introduction

- 1.1 This is Oxford's eighteenth Authority Monitoring Report (AMR). It monitors the implementation and effectiveness of policies in the Oxford Local Plan (OLP) 2036 adopted in June 2020. Regularly reviewing the effectiveness of Oxford's planning policies (Appendix A) helps to ensure that progress is being made towards achieving the Plan's objectives. Monitoring also helps to identify when policies may need adjusting or replacing if they are not working as intended or if wider social, economic or environmental conditions change. This information is important in shaping our approach to reviewing the Plan and continues to provide an important evidence base for the Oxford Local Plan 2040. The City Council also has a legal duty to monitor certain aspects of planning performance (Appendix B).
- 1.2 The AMR no longer reports on S106 and CIL income. This can be found in the Infrastructure Funding Statement published in December 2023¹.

Monitoring Framework

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

Structure of the Monitoring Report

- 1.4 The AMR begins by providing a status report on the production of development plan documents, followed by the monitoring of the policies themselves. This has been structured around the three overarching objectives set out in the National Planning Policy Framework (2021, paragraph 8):
 - Economic objective to build a strong, responsive and competitive economy - the economy, retail, community and infrastructure;
 - Social objective to support strong, vibrant and healthy communities - housing, health and community benefits;
 - Environmental objective to protect and enhance our natural, built and historic environment - design and heritage, protecting our green and blue spaces and making wise use of our natural resources to secure a good quality local environment.
- 1.5 Please refer to the Local Plan glossary should you require any clarification of terminology used within this report.

¹[Infrastructure Funding Statement \(December 2021\)](#).

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

The Local Development Scheme

- 2.1 The Local Development Scheme (LDS) is a project plan that sets out timescales for the preparation and revision of documents in Oxford’s Local Plan (OLP) and other planning policy documents. A new LDS for Oxford was published in January 2023 and covers the period 2023-2028. It is viewable on the Council’s website at www.oxford.gov.uk/lds. Table 1 below sets out progress against the LDS during the monitoring period.

Document title	LDS timescale (as relevant to the monitoring period)	Progress during the 2022/23 monitoring year
Oxford Local Plan 2036	Adopted June 2020	Policies in use in decision making on planning applications and being considered ahead of the Local Plan 2040 draft submission.
Adopted Policies Map	Adopted June 2020	Reflects the adopted policies in the OLP 2036.
Oxford Local Plan 2040	Submission for examination expected by end of March 2024.	The Preferred Options consultation (Regulation 18 Part 1) of the OLP 2040 was carried out in Autumn 2022. This was followed by a separate supplementary consultation (Regulation 18 Part 2) which focused specifically on housing need in Spring 2023.

Table 1: Progress against Local Development Scheme timescales in 2022/23

- 2.2 Work continued on the [Oxfordshire Plan 2050](#) (OP 2050) during this monitoring period, however work on the Plan ceased in August 2022 following a decision taken by the Oxfordshire authorities.

Duty to Co-operate

- 2.3 The Duty to Cooperate, introduced by the Localism Act 2011, requires on-going, constructive collaboration and active engagement with neighbouring authorities and other statutory bodies when preparing Local Plan documents.
- 2.4 The City Council has also been actively involved in several on-going joint-working and partnership relationships, which help to provide a shared evidence base for plan making and addressing strategic and cross-boundary issues. This includes the Future Oxfordshire Partnership (formally known as the Oxfordshire Growth Board); the Oxfordshire Local Enterprise Partnership (LEP); the Oxfordshire Area Flood Partnership; and the Oxfordshire Planning Policy Officers Group. These meetings are attended by lead members and/or by a range of senior officers. Engagement with other stakeholders about Duty to Cooperate matters was very important in the development of the Local Plan 2036, and commentary about those processes is provided in more detail in the Local Plan Consultation Statement.
- 2.5 A detailed Duty to Cooperate Statement² was produced which outlines the scope and nature of engagement, both formal and informal, and the impact this cooperation has had on decisions

² [Duty to Cooperate Statement](#)

made by the Council, including which planning policies have been put forward and the rationale behind them.

Neighbourhood plans

- 2.6 The 2011 Localism Act introduced new powers for communities that enable them to be directly involved in planning for their areas. Neighbourhood planning allows communities to come together through a parish council or neighbourhood forum to produce a Neighbourhood Plan.
- 2.7 No Neighbourhood Plans were formally made during the 2022/23 monitoring year.

Consultations

- 2.8 During the monitoring year the following consultations took place:

2.9 West End & Osney Mead Supplementary Planning Document (SPD) Consultation

Consultation dates:	29 th June 2022 – 17 th August 2022
Summary of what we did:	<p>In June 2022, the City Council’s Cabinet approved the Draft West End and Osney Mead SPD document for public consultation. This consultation period ran between June and August 2022; this followed up on the initial consultation which had been held in 2021. The West End and Osney Mead SPD was adopted on 16th November 2022.</p> <p>A summary report of the consultation can be found here: Oxford West End SPD - Adoption Statement and Public Participation Statement Oxford City Council</p>

2.10 Oxford Local Plan 2040 Preferred Options Consultation

Consultation dates:	3 rd October 2022 – 6 th January 2023
Summary of what we did:	<p>A statutory consultation exercise (Regulation 18) was undertaken in the autumn of 2022 on the Local Plan Preferred Options document. This document had been developed as a result of the Issues consultation in 2021.</p> <p>To make the consultation as accessible as possible and to engage with a wide range of potential respondents, two different questionnaires were produced. The first of these questionnaires was a short leaflet questionnaire which was distributed door-to-door across the city (approximately 46,000 properties). Respondents were able to return their completed questionnaires via Freepost, while an online version was also made available for those who preferred to use this method. This questionnaire was designed with the intention of making it possible for people with only 5-10 minutes to spare to get involved.</p> <p>The second questionnaire was a longer structured form that was available on the Council’s online Consultation Portal. This was intended for stakeholders and those with more time to spare. Comments could also be submitted in writing via email or letter.</p> <p>Some of the questionnaires were delayed due to postal distribution problems. An extension of time until the first week of January 2023 was arranged to enable the return of completed questionnaires.</p> <p>To advertise the consultation, a number of ‘drop in’ sessions were organised at various locations across the city, attended by officers of the Planning Policy team. In addition to the direct mailing of leaflet questionnaires, a social media and bus advertising campaign was arranged to promote the consultation. Statutory consultees, Duty to Cooperate bodies and local groups who were likely to be interested were also contacted directly, as were those who were on the Council’s online consultation database with an interest in Planning and Regeneration.</p> <p>A summary report of the consultation can be found here: Preferred Options Regulation 18 (Part 1) Consultation Report Oxford City Council</p>

2.11 Oxford Local Plan 2040 Reg 18 Part 2 Consultation

Consultation dates:	3 rd February 2023 – 27 th March 2023
Summary of what we did:	<p>A focused supplementary consultation relating to the single issue of housing need within the Local Plan was arranged and ran between February and March 2023. This additional consultation became necessary in the context of work having stopped on the Oxfordshire Plan. This was accessible online and responses were also accepted via email.</p> <p>As with the Reg 18 Part 1 Consultation, statutory consultees and local groups who were likely to be interested were contacted directly, as were those who were on the Council’s online consultation database with an interest in Planning and Regeneration.</p> <p>A summary report of the consultation can be found here: Preferred Options Regulation 18 (Part 2) Consultation Report Oxford City Council</p>

Chapter 3: Fostering an Inclusive Economy

Employment sites

- 3.1 Oxford is a highly constrained city and the competing demands on the limited land supply are strong, not least for housing but also employment floorspace. establish a balance whereby the employment sites that are well performing and positively contribute to the city’s economy will be given as much protection from the loss of floorspace as possible, without compromising the capacity for the delivery of much needed housing. There is some flexibility within the policy to allow for potential changes in circumstance, and to ensure the strongest employment base possible, which will sometimes rely on the ability to develop supporting uses. Existing employment sites which are not performing well, or which make inefficient use of land will be encouraged to modernise, to better utilise the space. In some limited circumstances, such sites which will also be considered for alternative uses.
- 3.2 As such, Policy E1 sets out a hierarchical approach to employment categories, stating how existing employment sites will be supported to ensure appropriate levels of protection and intensification. The sites range from Category 1 and 2 sites, which are afforded most protection, to Category 3 and B8 uses which have more flexibility and potential to be released from employment uses for other purposes to ensure the best use of land. monitor the relevant permissions resulting in loss or gain of employment floorspace for each category, while recording the alternative use where known.

Permissions involving net loss of Category 1 and 2 employment floorspace

- 3.3 One permission has been granted within the monitoring period resulting in the loss of a category 2 employment floorspace.

Application reference	Site location	Development summary	Net loss of office/other employment floorspace (sqm)	Summary of alternative use
22/02836/FUL	Crown House, 193 Cowley Road (category 2)	Change of use of first floor offices (Use Class E(c)(ii)) to guest house (Use Class C1).	-270	C1

Table 2: Permissions involving net loss of category 1 and 2 employment floorspace 2022/23

Permissions involving net loss of Category 3 and other employment floorspace

- 3.4 Permissions which involve the loss or change of use of Category 3 and other employment sites are shown in Table 3:

Application reference	Site location	Development summary	Net loss of office/other employment floorspace (sqm)	Summary of alternative use
21/02870/FUL	Templars Shopping Square	Change of use from Commercial, Business and Service (Use Class E) to Restaurant and Takeaway (Sui Generis).	-186	Sui Gen
21/03639/FUL	221 Cowley Road	Change of use from Commercial, Business and Service (Use Class E) to create 1 x 3 bed flat (Use Class C3).	-69.2	C3
22/00129/FUL	5 Oxford Castle New Road	Change of Use from Commercial, Business and Service (Class E) to Local Community and Learning (Class F1).	-218	F1
22/00743/FUL	88 Magdalen Road	Change of use of the ground floor from Commercial, Business and Service (Use Class E) to residential to extend the existing dwelling at first floor level (Use Class C3).	-54	C3
22/00929/FUL	27-28 St Clement's Street	Change of use from Commercial, Business and Service (Use Class E) to dwellinghouse (Use Class C3).	-170	C3
22/01045/B56	47 – 49 Cowley Road	Application for prior approval for change of use from Commercial, Business and Service (Use Class E) to create 1 x 1 bed dwellinghouse (Use Class C3).	-58	C3
22/01214/CPU	John Smith Drive	Application to certify that the proposed change of use of the ground floor only from office (Use Class B1) to medical/health centre (Use Class E) is lawful development.	-747	Class E

22/02824/EC56	195 Banbury Road	Application for prior approval for part change of use of first floor from Commercial, Business and Service (Use Class E) to create a 1 x 1-bed flat (Use Class C3) (amended plans & description).	-45	C3
22/01497/FUL	Canterbury Works Glanville Road Oxford Oxfordshire OX4 2DD	Demolition of the existing property. Erection of a part two-part three storey building to create 7 x 1 bed flats (Use Class C3) and 2 x 2 bed flats (Use Class C3).	-430.8	C3
Total			-1,978	

Table 3: Permissions involving net loss of employment floorspace of Category 3 and other sites 2022/23

3.5 Permissions have been granted for new office uses during the monitoring period. The net gain in floorspace has been derived from a combination of new structures, conversion or through a change of use. Table 4 shows the number of permissions involving net gain in new office floorspace:

Application reference	Site location	Development summary	Net gain of office/other employment floorspace (sqm)
22/00491/FUL	Assembly And Service Division BMW UK Manufacturing Ltd Garsington Road Oxford Oxfordshire OX4 6NL	Demolition of 2no existing single storey buildings. Erection of 1no single storey building to create offices (Use Class B1A).	118
22/01311/FUL	52 And 55 High Street Oxford Oxfordshire OX1 4AS	Conversion of use of 2no retail units (Use Class E(a)) into office space (Use Class E(g)(i)) including the lowering of the basement floor	147
22/01532/CT3	The Oxford Enterprise Centre Standingford House 26 Cave Street Oxford Oxfordshire OX4 1BA	Demolition of existing building and erection of a part two, part three storey office building	856
22/02399/FUL	8 Hollybush Row Oxford Oxfordshire OX1 1JH	Demolition of existing building and erection of four storey building for laboratories and offices (Use Class E).	400.7
22/02649/FUL	3-5 Hythe Bridge Street Oxford Oxfordshire	Change of use from non-residential educational facility (Use Class F1) to office/research and development facility (Use Class E).	1087

	OX1 2EW		
22/03042/RES	Oxford North Northern Gateway	Erection of commercial building (revised design of approved Red Hall) and immediate hard landscaping.	5710
22/03058/FUL	Northgate House 13 - 20 Cornmarket Street Oxford	Change of use from retail (Use Class E) to flexible use (Use Class E/Use Class E(c)(i)) for use as a commercial banking facility.	284
23/00083/FUL	1-5 Buckingham Street Oxford Oxfordshire OX1 4LH	Change of use of former Conservative Club (Sui Generis) on the ground floor of the building to Commercial, Business and Service Use (Use Class E).	226
Total			8,828

Table 4: Permissions involving net gain in new office floorspace 2022/23

Temporary changes of uses

3.6 Over the 2022/23 monitoring period, there were a number of permissions for Temporary Changes of Use.

Application reference	Address	Proposal	Change in employment floorspace m ²
21/03458/FUL	The Kassam Stadium Grenoble Road Oxford OX4 4XP	Erection of temporary office building (Use Class E(g)(i)). Temporary storing of vehicles on site. (Retrospective)	15.36
22/01712/FUL	U Y S Ltd, Garsington Road, Oxford, OX4 2BW	Temporary change of use of the existing UYS Building from general industrial (Use Class B2) to storage and distribution (Use Class B8) for a period of 5 years.	12,173
22/01026/FUL	20-21, Park End Street, Oxford, OX1 1HU	Temporary partial change of use of 20-21 Park End Street from restaurant (Use Class E(b)) to mixed use of sale of food and drink (Use Class E(b) and office (Use Class E(g)(i)) and non-residential institution (Use Class F1). Temporary change of use of 21B Park End Street from use as a dwelling (Use Class C3) to office (Use Class E(g)(i)). Temporary uses would be for a period of five years until 31st December 2027.	20
22/02556/FUL	19 Arthur Street, Oxford,	Continuation of the temporary	85

	OX2 OAS	change of use from dwellinghouse (Use Class C3) to Commercial, Business and Service (Use Class E) until the end of 2024.	
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Table 5: Permissions involving temporary net gain in new office floorspace 2022/23

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

3.7 On 30 May 2013 the Government brought into force new permitted development rights which allow the conversion of B1a office space to C3 residential without the need for planning permission.³ Permitted Development Rights allow certain types of work without needing to apply for planning permission. Change of use to dwellings require a prior approval application⁴.

3.8 Table 6 shows the number of applications and the number of dwellings granted and refused prior approval since this system was introduced, and for which the City Council could only consider flood risk, land contamination, highways and transport, and noise, and could not apply other normal local plan policies in determining the applications.

Monitoring year	Prior approval required and granted		Prior approval required and refused	
	Number of applications	Number of dwellings proposed	Number of applications	Number of dwellings
2013/14	9	167	4	70
2014/15	9	64	1	1
2015/16	10	39	1	3
2016/17	9	113	2	96
2017/18	3	141	0	0
2018/19	1	3	0	0
2019/20	1	2	0	0
2020/21	8	17	1	3
2021/22	4	26	2	9
2022/23	2	2	1	2

Table 6: B1a office to C3 residential prior approval decisions 2013/14- 2022/23

³ This was originally a temporary change introduced by The Town and Country Planning (General Permitted Development) (Amendment) (England) Order 2013. It was then made permanent by The Town and Country Planning (General Permitted Development) (England) (Amendment) Order 2016.

Planning Portal: Permitted Development Rights - <https://www.planningportal.co.uk/permission/responsibilities/planning-permission/permitted-development-rights>

⁴ Planning Portal: Prior approval - <https://www.planningportal.co.uk/planning/planning-applications/consent-types/prior-approval>

Growth of Oxford's universities

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

University student number thresholds

- 3.12 Policy H9 sets threshold figures for full-time taught degree course students to live outside of university-provided accommodation at no more than 1,500 for University of Oxford and no more than 4,000 for Oxford Brookes University.
- 3.13 The definition of students captured by the threshold applies only to full-time taught course students. Therefore, under the policy the number of students living outside of university managed accommodation for both universities would be within their respectively set threshold.
- 3.14 To inform the AMR the universities provide information relating to their student numbers and the number of student accommodation rooms they provide. The monitoring period that the universities use does not directly coincide with the period of the AMR. The AMR follows the financial year and runs from April to March, whereas the universities use a period linked to the academic year in order to complete their forms for Government. The data used to assess this

indicator was submitted by the two universities as relevant to the monitoring year in December 2022.

University of Oxford

3.15 The University of Oxford states that there were 26,497 students attending the University (and its colleges) as of 1 December 2022.

3.16 A number of agreed exclusions apply to the data:

- Part-time and short-course students (3,794)
- Students studying a research based post-graduate degree (6,576)
- Students studying a Further education course or a foundation degree (-)
- Vocational course students who will at times be training on work placements (156)
- Students with a term-time address outside of the city (OX1, 2, 3, 4) (815)
- Students living within the city (OX1, 2, 3, 4) prior to entry onto a course (201)
- Students not attending the institution or studying at a franchise institution (65)
- Students studying outside Oxford (-)
- Specific course exclusions (BTh Theology and MTh Applied Theology) (28)
- Students who also have an employment contract with the university (-)
- Students on a year abroad and other placement students away from the university (209)

3.17 Considering these exclusions, there were 14,653 full-time University of Oxford students with accommodation requirements. As of 1 December 2022, there were 13,975 accommodation places provided across the collegiate University. This leaves a total of 678 students living outside of university provided accommodation in Oxford (Figure 1), which is within the threshold of Oxford Local Plan 2036 (Policy H9). The University has seen an increase in the total accommodation places from the previous monitoring period (13,382 to 13,975). There was a slight decrease in the total number of students attending the University. This could be linked to the over-recruitment of students in previous years.

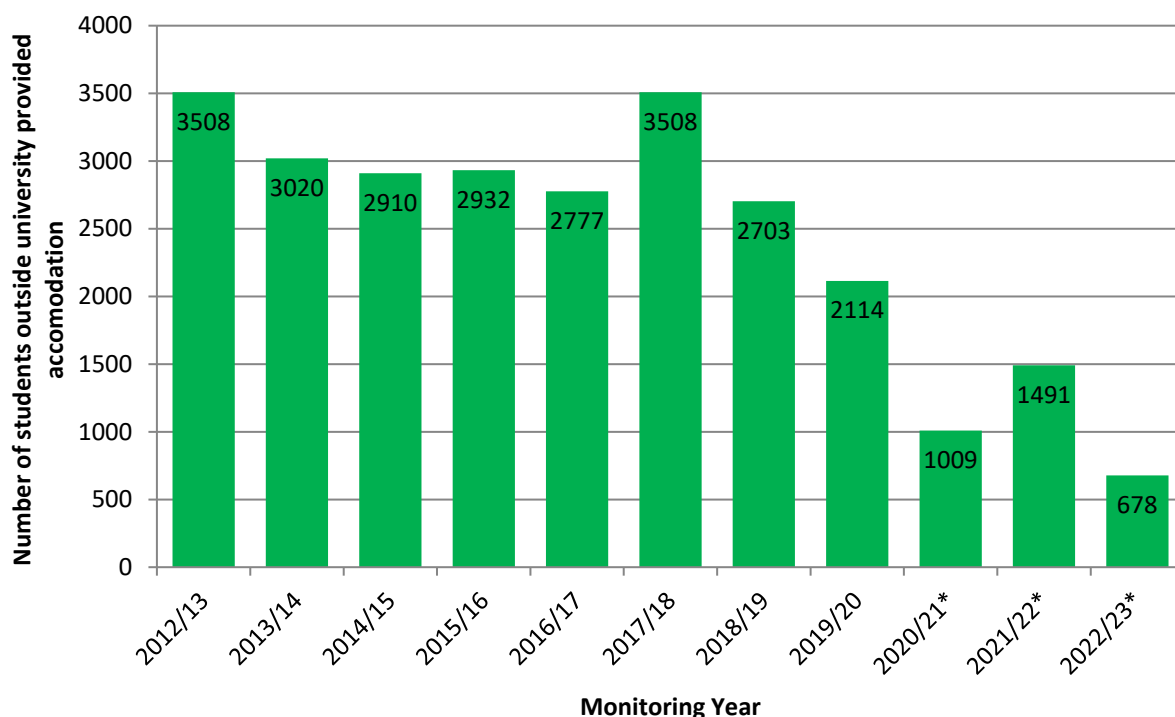


Figure 1: University of Oxford students only living outside of university provided accommodation 2012/13-2022/23 (*Note: Student numbers for 2020/21 onwards have been rebased on Local Plan 2036)

Monitoring year	Total number of students	Students needing accommodation in Oxford	Units of university provided student accommodation	Students living outside of university provided
2012/13	21,922	17,540	14,032	3,508
2013/14	22,108	17,589	14,569	3,020
2014/15	22,346	17,706	14,796	2,910
2015/16	22,601	17,748	14,816	2,932
2016/17	23,179	17,753	14,976	2,777
2017/18	23,975	18,221	15,047	3,508
2018/19	24,289	18,112	15,409	2,703
2019/20	24,510	18,413	16,299	2,114
2020/21	25,816	14,724	13,715	1,009
2021/22	26,439	14,873	13,382	1,491
2022/23	26,497	14,653	13,975	678

Table 7: University of Oxford’s student numbers 2012/13 – 2022/23

Oxford Brookes University

3.18 Oxford Brookes University states that there was a total of 16,050 students attending the university as of 1 December 2021.

3.19 A number of agreed exclusions apply to the data:

- Part-time students (2,753 students)
- Students studying at franchise institutions (756 students)
- Students studying outside Oxford (i.e., Swindon campus) (266 students)
- Students on a Further Education course (99)
- Students on a research-based PG degree (134)

- Vocational Course students (1604)
- Students with a term-time address outside of the city (OX1, 2, 3, 4) (1552)
- Students living within the city (OX1, 2, 3, 4) prior to entry onto a course (326)
- Placement students away from the university (394 students)
- Private Student only accommodation (e.g., Alice House, Slade Park) (635)

3.20 Taking into account these exclusions, there were 7,531 full-time Oxford Brookes University students with accommodation requirements. As of 1 December 2022, there were 4,623 accommodation places provided by Oxford Brookes University. This leaves a total of 2,908 students without a place in university provided accommodation living in Oxford, which is below the threshold set in the Local Plan (Figure 2). It is noted from the University provided data, the occupancy rates of the University provided accommodation was at 95% overall, which is a large increase from previous monitoring years (82% in 2021/22 and 87% in 2020/21).

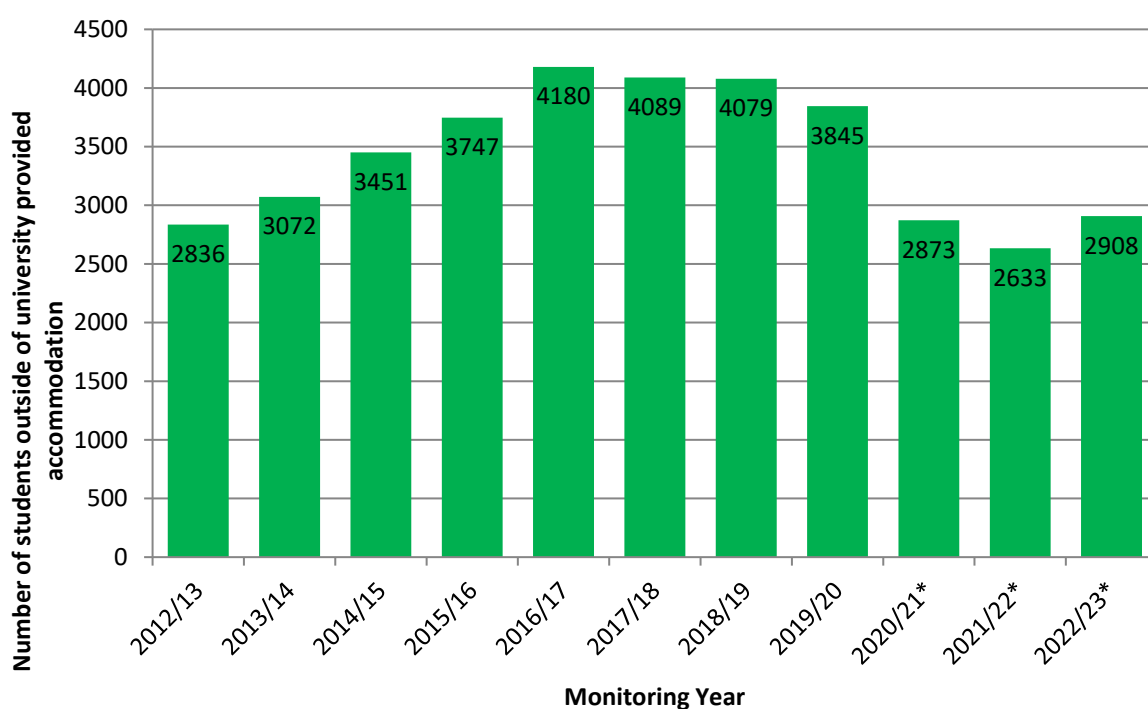


Figure 2: Oxford Brookes students only living outside of university provided accommodation 2012/13 – 2022/23
 (*Note: Student numbers for 2020/21 onwards have been rebased on Local Plan 2036)

3.21 When compared to the previous monitoring year, there was an increase in the number of Oxford Brookes students living outside of university provided accommodation in the city in 2022/23. A more detailed breakdown of Oxford Brookes University’s student numbers is provided in Table 8:

Monitoring year	Total number of students	Students needing accommodation in Oxford	Units of University provided student accommodation	Students living outside of university provided accommodation
2012/13	17,115	7,909	5,073	2,836
2013/14	17,053	8,319	5,247	3,072
2014/15	16,553	8,489	5,038	3,451
2015/16	17,149	8,954	5,207	3,747
2016/17	17,069	9,504	5,324	4,180
2017/18	16,988	9,494	5,405	4,089
2018/19	16,579	9,360	5,281	4,079

2019/20	16,673	9,759	5,914	3,845
2020/21	16,878	8,164	5,291	2,873
2021/22	16,199	7,794	5,161	2,633
2022/23	16,050	7,531	4,623	2,908

Table 8: Oxford Brookes University's student numbers 2012/13 – 2022/23

3.22 Oxford Brookes University reports that significant progress has taken place with construction work for the Clive Booth Student Village (CBSV) site, located close to the Headington Campus, since March 2022. This redevelopment, when fully completed, will further increase the University's student accommodation capacity within existing land owned by the University. Oxford Brookes will welcome students into the new CBSV rooms in the 2023/24 monitoring year as part of the first phase of the redevelopment. There will be a further reduction in the University's nomination halls agreements in the next year.

Approved additional academic and administrative floorspace

3.23 Permissions which involve the creation of additional academic and administrative floorspace, which are compliant with the requirements of policies E2 and H9 unless stated otherwise are shown in Table 9:

Application reference	Site location	Development summary	Net increase of academic/admin floorspace onsite (sqm)	Compliance with E2 or H9 requirements
21/03057/FUL	Radcliffe Observatory Quarter, Woodstock Road. Oxford, Oxfordshire, OX2 6GG	The construction of a new humanities building to include; academic faculty space, a concert hall, a theatre, experimental performance lab, lecture hall, public engagement and outreach facilities, new public realm and landscape space with associated access, servicing route, disabled parking facility and covered and open cycle spaces.	22,997	Yes
22/00129/FUL	5 Oxford Castle, New Road, Oxford OX1 1AY	Change of Use from Commercial, Business and Service (Class E) to Local Community and Learning (Class F1). Alterations to fenestration and 1no door on front elevation. Replacement of 1no sign on front elevation and 1no sign on side elevation. (Amended plans)	218	Yes
22/00679/FUL	Headington Hill	Proposed Engineering	2,247	Yes

	Campus, Oxford Brookes University, Headington Hill, Oxford, Oxfordshire, OX3 0BT	Building (F1 Class) including landscape, services, cycle parking and associated works		
22/02143/FUL	Northgate Hall, 18 St Michael's Street, Oxford, Oxfordshire, OX1 2DU	Change of use from Restaurant (Use Class E) to Chapel and Church Hall (Use Class F1).	460.1	Yes
22/03008/FUL	116 - 117 High Street Oxford Oxfordshire OX1 4BZ	Change of use of the basement and ground floor from retail (Use Class E) to part retail to the front ground floor (Use Class E(a)) and part library for College use (Use Class F1(d)) to the rear ground floor and basement.	394	Yes
Total			26,316.1	

Table 9: Approved additional academic and administrative floorspace 2022/23

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

- 3.24 Oxford provides a wide range of services and facilities to both the city's residents and those living in the wider catchment area, therefore it is important that the vibrancy and vitality of Oxford's city, district and local centres are maintained and enhanced through the plan period. The vision for the Oxford Local Plan 2036 is to continue to build on these strengths and to focus growth in these centres.
- 3.25 Policy V1 aims to protect the vitality of the city, district and local centres within Oxford. Policies V2 – V4, meanwhile, provide the framework as to what mix of uses, such as retail or food and drink, (and identified through percentages allocated to each use class) would be acceptable within the shopping frontages of these centres, including the Oxford Covered Market. These policies place a particular emphasis on the minimum proportion of retail units at ground floor level that should be present within each shopping frontage in order to ensure that the function, vitality and viability of each centre is maintained.
- 3.26 During the monitoring period the Oxford Economic Strategy 2022⁵ and the City Centre Action Plan 2022⁶ have been published, both of which have objectives to improve the vibrancy and vitality of the city. The Oxford Economic Strategy focuses on specific actions around the creation of a global city whilst the City Centre Action Plan is a collaboration between Oxford City Council and local stakeholders, with the objective of identifying a set of actions to strengthen the resilience of our city centre, post pandemic.

⁵ [Oxford Economic Strategy 2022](#)

⁶ [City Centre Action Plan 2022](#)

Adapting to the changes to Use Classes Order

3.27 Changes to the Use Classes Order⁷ came into effect on 1 September 2020. Three years have now passed, allowing adaptation to the change to occur. The changes make monitoring of policies based on the former Use Classes referred to in the Local Plan 2036 difficult. In time, the new Local Plan 2040 will frame a new set of policies around the updated use classes order. This emerging policy will allow accurate comparison between future collected data and updated corresponding Use Classes threshold policies. In the meantime, we have provided a simple report of current frontage.

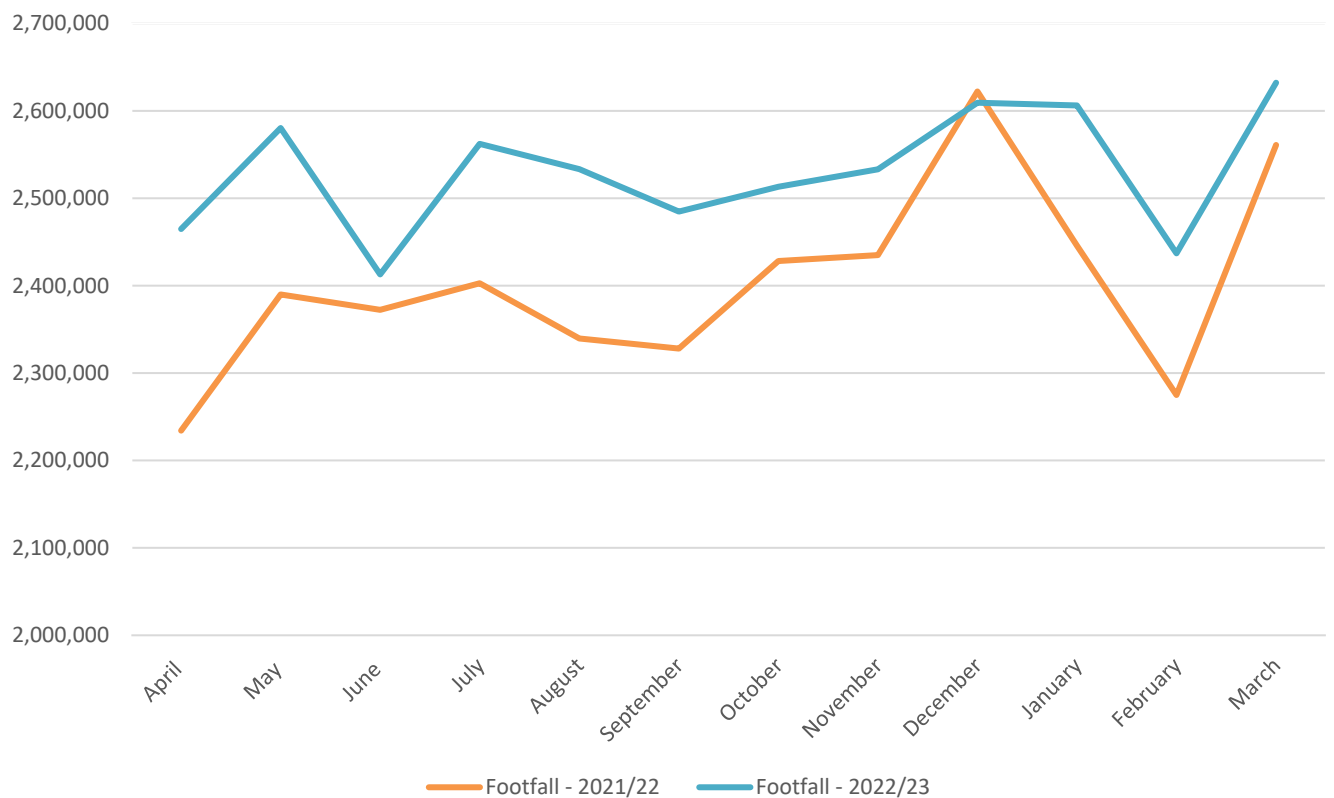
V1 - Ensuring the vitality of centres

3.28 The Local Plan states that permission will be granted for development of town centre uses within the defined city, district, and local centre boundaries if use is appropriate to both the scale, function, and character of the area. The policy also states that the city centre will continue to be a primary location for retailing as well as other town centre uses. Continuing to provide a wide diversity of uses to shoppers will create an attractive destination for people visiting the city. One means of understanding how the centres are performing in terms of vitality is to assess how many people are using these areas throughout the year.

3.29 Figure 3 shows a footfall comparison of the 2021/22 and the 2022/23 monitoring periods. Both periods of data record their two highest footfalls in both December and March. The key and consistent trend from this comparison shows that for the vast majority of the year footfall is higher each month during 2022/23 than 2021/22. On average 2022/23 sees more than 100,000 more people per month than in 2021/22.

⁷ Current Use Classes - updated 1 September 2020:

<https://www.planningportal.co.uk/permission/common-projects/change-of-use/use-classes>



V2 - Shopping frontages in the city centre

3.30 Policy V2 sets out how shopping frontages are managed within the city centre. The policy sets out that planning permission will only be granted for proposed development that would not result in the proportion of units at ground floor level in Class A1 or other Class A uses falling below set thresholds. When applying the policy, in response to the change to the Use Class Order, the threshold required by the Policy to be Use Class A is instead applied to Use Class E. Figure 4 shows that the proportion of E Class Use in the city centre primary frontage is 97%, a very similar figure to last year. Within secondary areas of the city centre E Class uses have decreased very slightly down to 75%. This is likely due to the higher proportion of Sui Generis uses which remain within secondary frontage areas. Further to this, some ground floor units are now being used by university colleges for laboratory and development space. We anticipate that this will increase.

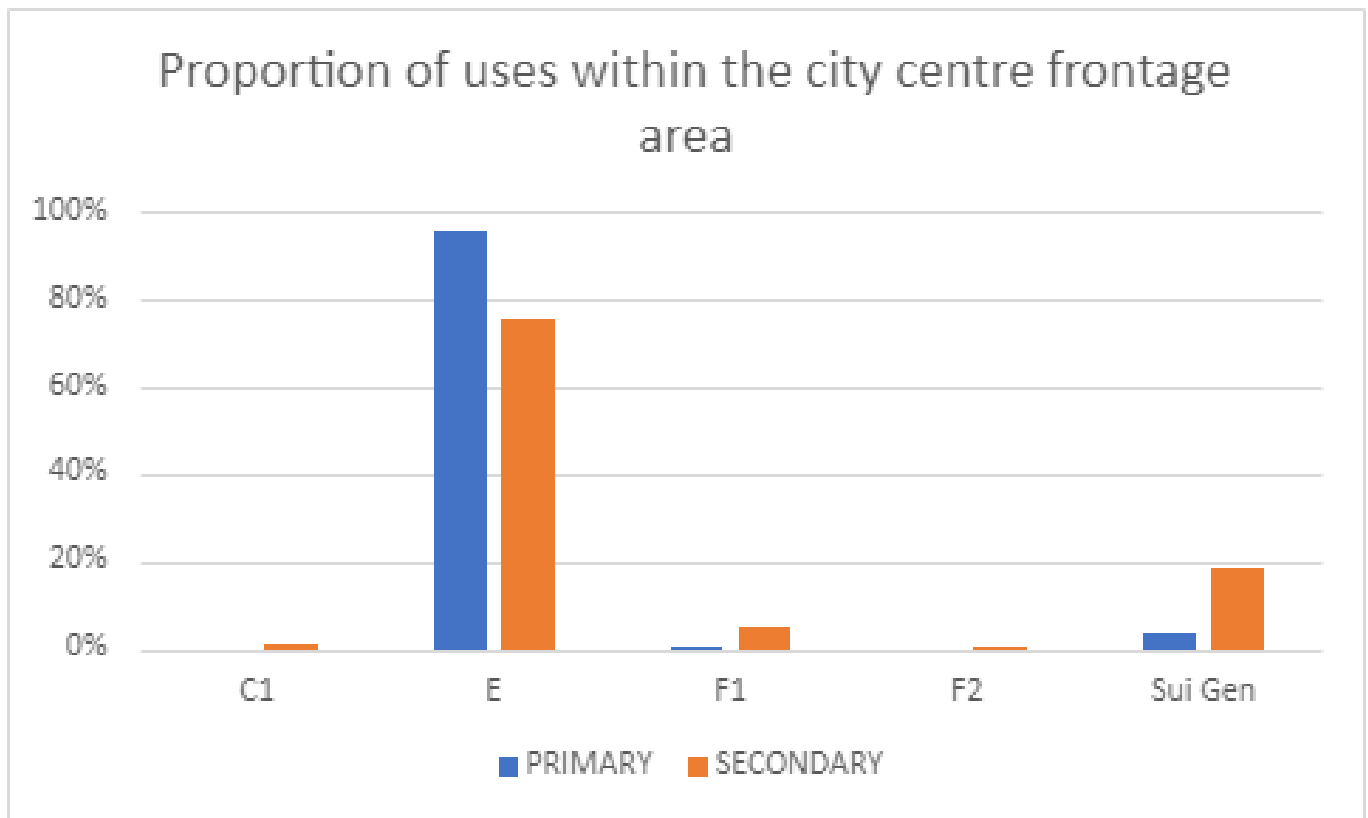


Figure 4: Proportion of uses in the City Centre primary and secondary retail frontages

V3 – Covered Market

3.31 During the 2022/23 monitoring year there were two (change of use) applications permitted in the Covered Market shown in Table 10, one was a change to Sui Generis and the other was a subdivision. The change of use to Tap Social drinking establishment will benefit from extended opening hours opening until 11pm three nights a week:

Application reference	Site location	Development summary
22/00522/FUL	60-62 Covered Market, Market Street, Oxford, OX1 3DX	Change of use of former Hedges butcher retail unit (Ea) to Tap Social licensed drinking establishment (Sui generis).
22/00662/LBC	115 - 120 Covered Market, Market Street, Oxford, OX1 3DZ	Subdivision of existing retail units, internal refurbishment works and alterations to shopfronts. (Amended description).

Table 10: Permissions granted within the Covered Market

V4 - District and local shopping centre frontages

3.32 Outside of the city centre area, Oxford’s district and local shopping centre frontages also play an important role in providing a wide range of services across the city.

3.33 In order to help maintain a balance of uses, Policy V4 sets out for each district centre its own

individual targets in terms of A1 provision and Class A provision which is now categorised as Class E. Figure 5 shows the percentage of use class share across Oxford’s district centres. Similar to last year’s AMR, Headington, Summertown and Cowley continue to sit above the 85%. East Oxford, predominantly of the Cowley Road, remains lower in comparison to other district centres at just under 80% mainly due to a large proportion of Sui Generis uses which now includes drinking establishments and hot food takeaways within the district.

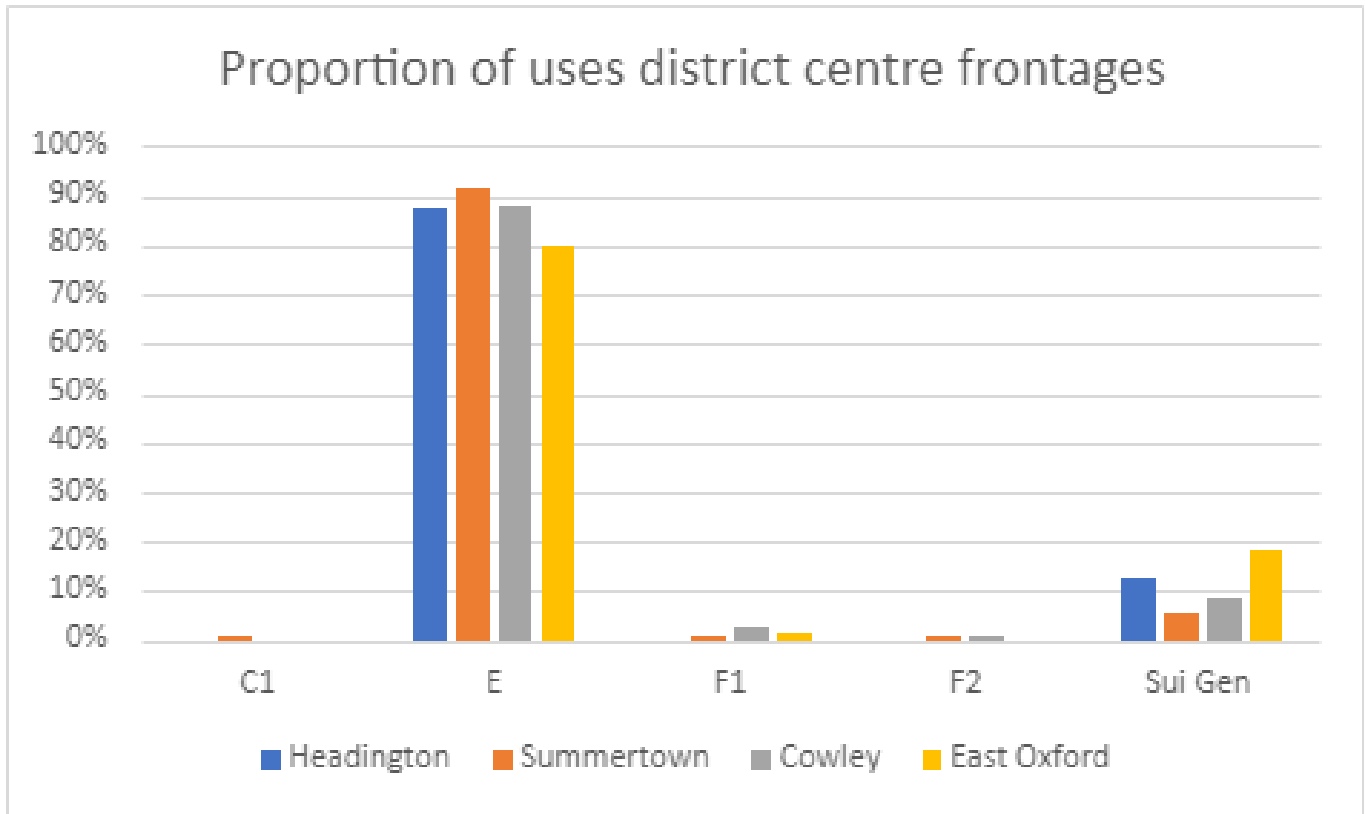


Figure 5: Proportion of uses across Oxford’s district centres retail frontages. Source: Oxford City Council.

Sustainable tourism

3.34 Tourism is an important element of Oxford’s economy. The city is world famous and attracts a number of visitors and overnight stays; it is a crucial destination of the national tourism industry. There has been a steady increase in people back in the city post the pandemic and footfall is now exceeding pre pandemic levels.

3.35 Policy V5, ‘Sustainable Tourism’, seeks to encourage development of new tourist accommodation in the most sustainable locations which are not dependent upon the private car and that do not involve the loss of residential dwellings or affect the amenity of neighbours. The policy seeks to preserve as much of the existing offer of short stay accommodation as possible. Policy V5 encourages new tourist attraction in accessible locations well related to existing facilities and where such uses can contribute to regeneration.

Application reference	Site location	Development summary
21/03582/FUL	The Deaf and Hard of Hearing Centre	Permission granted for an additional 130 hotel bedrooms (Use Class C1).
22/01913/FUL	326 Abingdon Road	Permission granted that resulted in a loss of 11 rooms to create 4 x 3 bed dwellings (Use Class C3)
22/02836/FUL	Crown House, 193 Cowley Road	Change of use of first floor offices (Use Class E(ii)) to guest house (Use Class C1) creating 9 rooms

Table 11: Short stay accommodation permissions granted

Chapter 4: Strong, vibrant and healthy communities

Housing completions

4.1 In the 2022/2023 monitoring year, 554 (net) dwellings were completed in Oxford. The cumulative number of dwellings completed in the 7 years since the start of the Local Plan period (2016/17 to 2022/23) is 3,780 dwellings (net) with the application of ratios for communal accommodation (student, care and other communal accommodation completions) (Table 12).

Year	Housing Type					Total dwellings completed (net)
	Market Dwellings Completed	Affordable Dwellings Completed	Student Rooms Completed (Number of Equivalent 'dwellings') See table 15 for details	Care Home Rooms Completed (Number of equivalent 'dwellings')	Other communal accommodation Completed (Number of equivalent 'dwellings') See table 16 for details	
2016/17	284	20	295 (118)	-6 (-3)		419
2017/18	170	17	452 (180)	0(0)		367
2018/19	158	105	187 (75)	36 (20)		358
2019/20	118	104	1337 (535)	59 (33)		790
2020/21	322	144	628 (251)	-11 (-6)		711
2021/22*	243	293 274**	131 (52)	-13 (-7)	34 (19)	581
2022/23	142	273	266 (107)	0 (0)	57 (32)	554
TOTAL:	1,437	937	3296 (1318)	65 (37)	91 (51)	3,780

Table 12: Net additional dwellings completed broken down by housing type, since the start of the Local Plan period.

*note the 2020/21 AMR reported 293 affordable dwelling completions, this was incorrect and should have been 274.

4.2 The completed 3,780 dwellings exceeds the 3509 dwellings (net) projected to be completed by 2022/23 in the Local Plan's housing trajectory. Figure 6 shows the Local Plan housing requirement (based on the stepped trajectory of 475 dwellings per annum between 2016/17 to 2020/21 and 567 dwellings per annum between 2021/22 to 2035/36) compared to completions and projections.

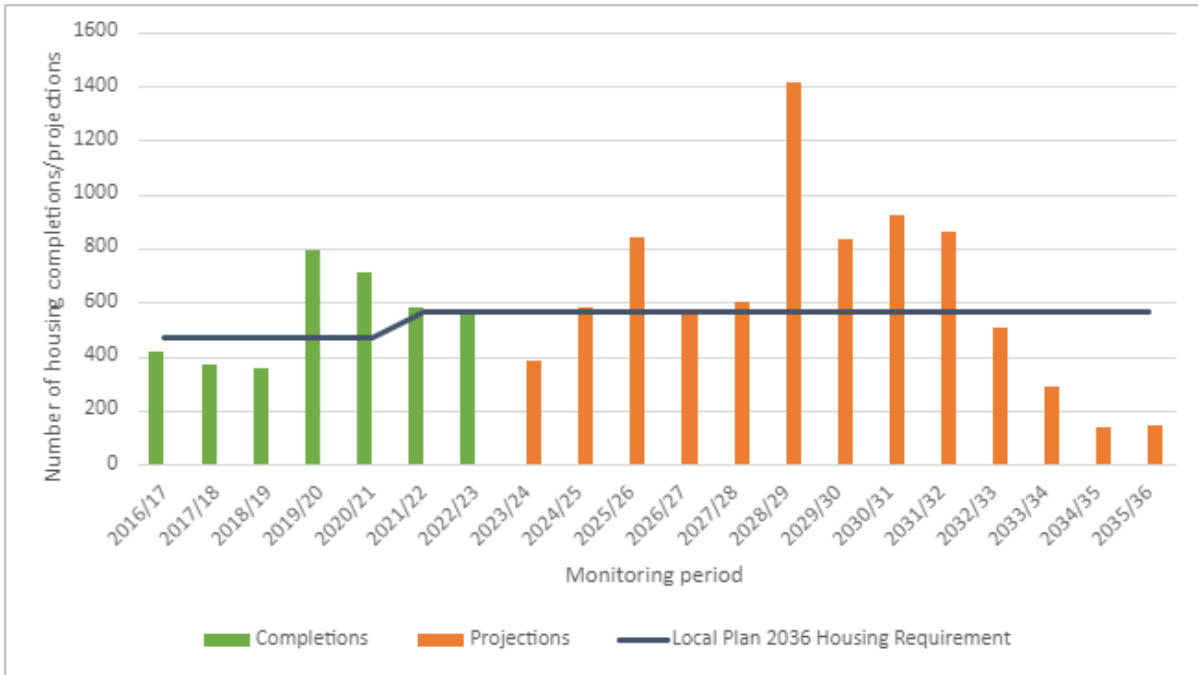


Figure 6: Local Plan 2036 housing requirement compared to completions and projections

4.3 Figure 7 provides the same information expressed as a comparison between cumulative requirement and cumulative supply over the Local Plan period. From 2023/24 onwards these are projected numbers.



Figure 7: Cumulative Requirement and Cumulative Supply over the whole Local Plan period (including projections from 2023/24).

4.4 Table 12 shows that of the 554 total completions in 2022/23, 273 were affordable dwellings. Table 13 shows a breakdown of the sites that delivered affordable housing during the monitoring year including the affordable tenure:

Site Location	Planning application reference	No. of affordable homes permitted on the site	No. of affordable homes completed in 2022/23.	Affordable Tenure Split
Barton Park Phase 3	19/00518/RES	83 of 207 (40% affordable)	40	40 social rent
Land North of Littlemore Mental Health Centre (St Nicholas Place)	17/03050/FUL	70 of 140 (50% affordable)	4	4 social rent
Wolvercote Paper Mill	20/02303/FUL	97 of 197 (50% affordable)	8	8 Social rent
Littlemore Park, Armstrong Road	18/02303/RES	273 of 273 (100% affordable)	178	107 social rent, 71 Shared ownership
Former Murco Service Station, Between Towns Road (The Curve)	18/03287/FUL and 22/01661/VAR	38 of 38 (100% affordable)	38	16 social rent, 2 intermediate rent, 20 shared ownership
St Paul's House, Walton Street	19/02531/FUL	5 of 9 (55% affordable)	5	5 social rent

Table 13: Affordable dwellings completed 2022/23 including tenure split

4.5 Since the start of the Local Plan period there have been a total of 937 affordable homes built (Figure 8). (Note that there was a small error in the previously reported figure of affordable completions in 2021/22, (the correct figure is 274 as shown below.)

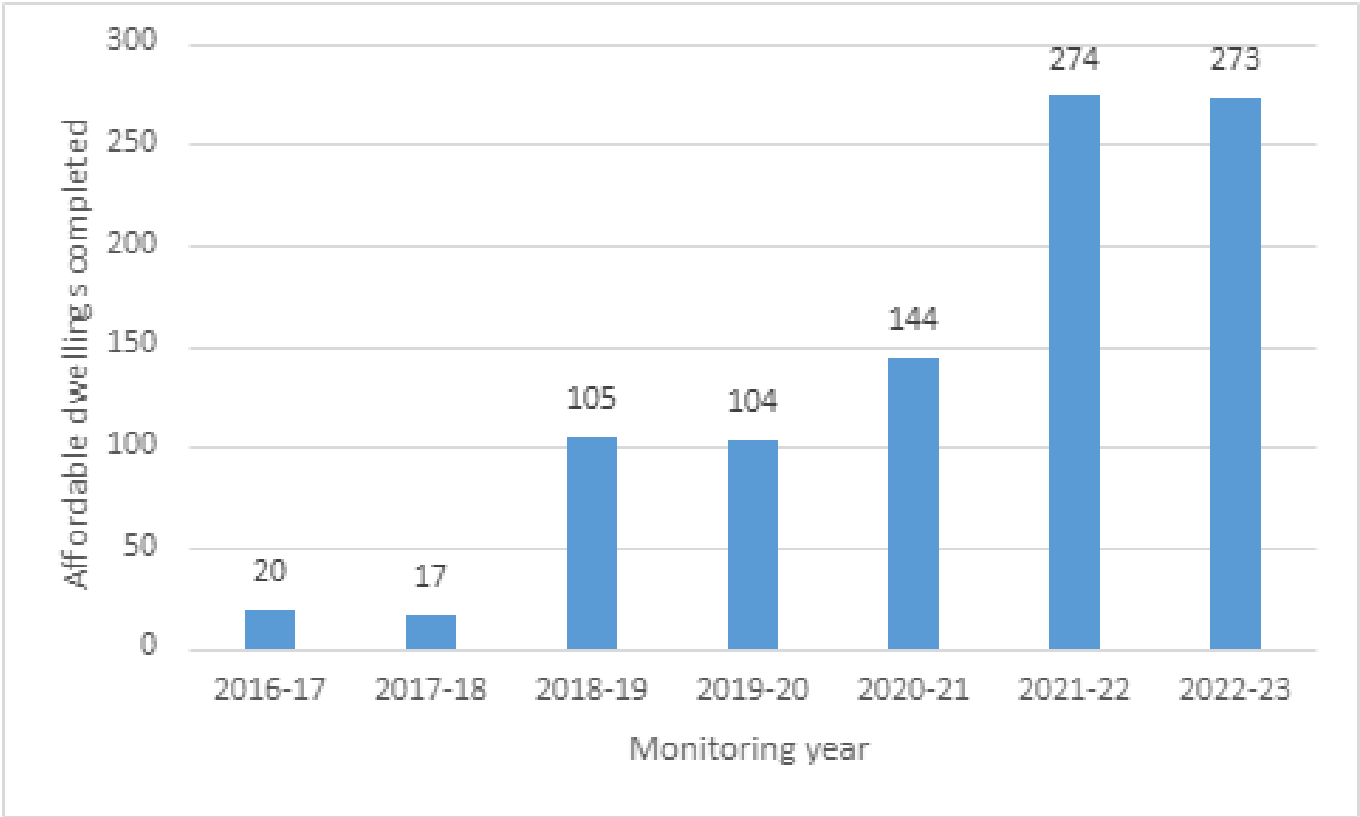


Figure 8: Net affordable dwellings completed 2016/17 - 2022/23

4.6 The Council is committed to delivering more affordable housing in Oxford and has been identifying land in its ownership capable of delivering affordable homes and bringing this forward wherever possible. Of the 273 affordable dwellings completed in 2022/23, 83 were delivered on City Council land as set out in Table 14:

City Council owned site	Planning application reference	No. homes for social rent completed	No. homes for shared ownership completed	Total No. of affordable homes completed
Barton Park Phase 3	19/00518/RES	40	0	40
Former Murco Service Station Between Towns Road	18/03287/FUL and 22/01661/VAR	18	20	38
St Pauls House Walton Street	19/02531/FUL	5	0	5

Table 14: Affordable homes completed on City Council land (by tenure) 2022/23

Housing delivery on allocated sites

4.7 Housing delivery is a complex process and even the most straightforward of developments can take many years to complete. Since the start of the Local Plan period (2016/17), 5 allocated sites have recorded completions. For the 2022/23 monitoring period 210 completions on allocated sites were recorded, the majority of which have come from Littlemore Park. The wider context though is that allocated sites play a small role relative to the total 554 completions that have occurred this year.

OLP2036 Site Allocation (SP no.)	Site Name	Planning status	19/20 total	20/21 total	21/22 total	22/23 total	Completions recorded to date
SP19	Churchill Hospital	Completed	0	0	19	32	51
SP30	St Catherines College Manor Road Oxford Oxfordshire OX1 3UJ	Completed	31	0	0	0	31
SP44	Littlemore Park, Armstrong Road (Newman Place)	Completed	0	0	88	178	266
SP47	Former Nielsen House Conversion	Completed	0	134	0	0	134
SP64	William Morris Close Sports Ground	Completed	0	0	86	0	86

Table 15: Completions recorded on Local Plan site allocations 2019/20- 2022/23 (n.b. there were no completions on site allocations between 2016 – 2019).

Changes of use

4.8 Of the 554 dwellings completed during the 2022/23 monitoring year, 10 dwellings were delivered through the change of use of existing buildings from non-residential to C3 residential. These change of use applications are set out in the table below (Table 16).

Planning application reference	Type of Change of Use	No. And Tenure completed (net)
21/01054/FUL	COU from F1(a) to C3	4 market
19/01383/FUL & 20/02773/CPU	COU from A (1) & (2) to C3	3 market
18/03054/FUL & 19/01797/FUL	COU from B1/D1 to C3	3 market

Table 16: Net additional dwellings completed through non-residential to C3 residential changes of use 2022/23

4.9 All dwellings delivered through changes of use from non-residential to residential in 2022/23 were market housing. Of the five applications, four required planning permission, with the remainder submitting an application for a 'Certificate of Proposed Use'. There were no completions via prior approval for change of use during the monitoring year.

Student accommodation completions

4.10 As per Planning Practice Guidance⁸, student accommodation can be counted in housing land supply figures. In the 2022/23 monitoring year 266 (net) units of student accommodation were completed in Oxford. Using the ratio of 2.5:1 (as set out in Paragraph 10 of the Housing Delivery Test Measurement Rule Book⁹) this equated to 107 C3 equivalent dwellings to Oxford's housing market (Table 17). This 107 'equivalent dwellings' figure is included within the 554 total dwellings figure shown in Table 10 above.

Monitoring Year	Number of student rooms completed	Ratio Applied	Number of equivalent 'dwellings'
2016/17	295	2.5:1	118
2017/18	452	2.5:1	180
2018/19	187	2.5:1	75
2019/20	1337	2.5:1	535
2020/21	628	2.5:1	251
2021/22	131	2.5:1	52
2022/23	266	2.5:1	107

Table 17: Student housing completions and equivalent 'dwellings' – 2016/17 – 2022/23

Care home completions

4.11 As per Planning Practice Guidance, care homes can be counted in housing land supply figures. In the 2022/23 monitoring year there were no completions resulting in a net gain or net loss of any care accommodation.

Other communal accommodation completions

4.12 Other communal accommodation can also be counted in housing land supply figures as per

⁸ <https://www.gov.uk/guidance/housing-supply-and-delivery#calculating>

⁹ <https://www.gov.uk/government/publications/housing-delivery-test-measurement-rule-book/housing-delivery-test-measurement-rule-book>

guidance set out in the Housing Delivery Test Measurement Rulebook. In the previous monitoring report¹⁰, 19 affordable units at the Churchill Hospital site (application 19/01039/FUL) were included within the completion figures for affordable dwellings (Table 15). This was an error, and these units should have been recorded as communal accommodation, with a ratio applied as they consisted of key worker accommodation provided as cluster units. Table 16 above therefore shows these units as communal accommodation and also includes a revised figure for the number of affordable units completed in the 2021/22 monitoring year.

- 4.13 In the 2022/23 monitoring year, a further 57 additional communal rooms were completed at the Churchill Hospital site. Using a 1.8:1 ratio of rooms to dwellings delivered this equates to a C3 equivalent figure of 32 (Table 18).

Monitoring Year	Number of Other Communal Rooms Completed	Ratio Applied	Number of Equivalent 'dwellings'
2021/22	34	1.8:1	19
2022/23	57	1.8:1	32

Table 18: Other communal completions and equivalent 'dwellings' – 2021/22 – 2022/23 (note there were no completions for other communal pre 2021)

Housing permissions

- 4.14 Whilst housing completions are important for considering housing supply and delivery, they only show part of the picture. It is also relevant to consider planning permissions to understand the number of dwellings that the City Council is permitting.
- 4.15 Table 17 shows C3 self-contained dwellings permitted (net) since the start of the Local Plan period. This considers C3 dwellings gained and lost through new build completions, demolitions, changes of use and conversions. It includes outline permissions but excludes these where reserved matters have subsequently been permitted to avoid double counting.

Year	Dwellings permitted (net)
2016/17	304
2017/18	524
2018/19	504
2019/20	277
2020/21	278
2021/22	1,346
2022/23	1,209
TOTAL	4,442

¹⁰ https://www.oxford.gov.uk/downloads/file/8303/authority_monitoring_report_2021-2022

Table 19: Net additional C3 dwellings permitted since the start of the Local Plan period. Note: This does not include dwelling equivalent figures for C2 student accommodation and care home rooms.

4.16 Table 19 shows that over the 2022/23 monitoring period, planning permission was granted for 1209 C3 residential dwellings. These permissions have been included in the ‘cumulative supply’ (Figure 7 above). Of the 1209 permitted dwellings, 821 are market dwellings, 383 are affordable dwellings and 5 are self-build (permitted under the application for St Frideswide Farm (21/01449/FUL).

Affordable housing permissions

4.17 Local Plan policy H2 requires a minimum of 50% affordable provision on qualifying self-contained residential development sites, with a capacity for 10 or more dwellings or which exceed 0.5 hectares. At least 40% of the overall number of units on the site should be provided as on-site social rented dwellings. In March 2022 the government introduced changes to planning practice guidance that affect policy H2. There is now a requirement for an element of all affordable homes to be First Homes. A First Homes Policy Statement Technical Advice Note (TAN 16)¹¹ was published in March 2022 setting out how the First Homes requirements affect policy H2. Although the First Homes requirement came into force immediately there have been no permissions to this date.

4.18 The majority of permissions in the 2022/23 monitoring year have been small scale developments that did not meet the threshold for applying Policy H2. There were 3 residential permissions that met the threshold as shown in Table 20, all exceeded the policy requirement:

Planning Permission Reference	Site Address	No. of new homes (net)	Affordable Housing Provision	Affordable Tenure
21/01449/FUL	St Frideswide Farm	134	50%	84% Social rented; 16% Shared Ownership
21/02580/FUL	Marston Paddock	40	50%	20% Intermediate; 80% Social Rented
21/03538/FUL	Lanham Way	10	100%	50% Social Rented; 50% Shared Ownership

Table 20: Proportion of affordable housing where there is a policy requirement (permissions) 2022/23

4.19 In addition to the applications set out in Table 20 above, Policy H2 also requires a financial

¹¹ HYPERLINK

"https://www.oxford.gov.uk/downloads/file/7907/tan_16_first_homes"https://www.oxford.gov.uk/downloads/file/7907/tan_16_first_homes

contribution to be secured towards delivering affordable housing elsewhere in Oxford from new student accommodation of 25 or more student units (or 10 or more self-contained student units). Alternatively, this can be provided onsite where it is agreed that the provision is appropriate. The exception to this is where the proposal is within an existing or proposed student campus site, or the proposal is for the redevelopment of an existing purpose-built student accommodation site owned by a university to meet the accommodation needs of its students. Over the 2022/23 monitoring period there were no applications that met the threshold for applying Policy H2.

- 4.20 Local Plan policy H5 seeks to protect Oxford's existing housing stock by resisting the net loss of any dwellings. There is however some flexibility within the policy to allow a loss where there are exceptional justifications. Over the 2022/23 monitoring period, there were no applications permitted that resulted in the loss of dwellings.

Employer-linked affordable housing permissions

- 4.21 Policy H3 allows planning permission to be granted on specific sites for employer-linked affordable housing. Over the 2022/23 monitoring period, the Council did not receive or approve any applications for employer-linked affordable housing.

Self-build and community-led housing permissions

- 4.22 Community-led housing is one element of the government's agenda to increase supply and tackle the housing crisis. Community-led housing projects can include both group self-build and cohousing. Community-led housing requires meaningful community engagement throughout the process, with the local community group or organisation ultimately owning or managing the homes to benefit the local area or community group. The approach of Policy H7 is to help encourage sufficient self-build and custom housebuilding to come forward to meet demand, to support community-led housing, and to guide applications that come forward for these housing types. Over the 2022/23 monitoring period, the Council approved an application at St Frideswide Farm which included the provision of 5 self-build plots (21/01449/FUL).

Self and Custom-Build Register

- 4.23 The City Council is required¹² to keep a register of individuals and groups who are seeking to acquire serviced plots of land in Oxford on which to build their own homes. The Planning Practice Guidance encourages authorities to publish headline information related to their Self-build and Custom Housebuilding Registers in their AMRs. During the 2022/23 monitoring year the local connection test was also added to the application process for the register. Consequently, the register has been split into Part A and Part B, those who have a local connection to Oxford and those who do not. This change allows the city council to determine true local demand for self and custom-build plots.
- 4.24 Over the 2022/23 monitoring year there has been an increase of 7 individuals on the Oxford Self

¹² by the Self-build and Custom Housebuilding Act 2015

and Custom Build Register and an increase of just under 5 percent in the total number of plots required as shown in Table 21 below.

Number of Individuals on the Oxford Self and Custom Build Register	Total number of plots required for all those on the register
126 individuals and 1 association with 20 members (2021/22)	146 plots (13% increase from previous monitoring year) (2021/22)
133 individuals and 1 association with 20 members (2022/23) 71 people – Part A (a connection to Oxford) 62 Part – B (no local connection to Oxford)	153 plots (5% increase from previous monitoring year) (2022/23)

Table 21: Oxford’s Self and Custom Build Register Headline Information

Student accommodation permissions

4.25 Over the 2022/23 monitoring year, there were 2 planning permissions that involved the provision of student accommodation. Table 22 below sets out whether these were compliant with the requirements of policy H8 which seeks to limit the provision of new student accommodation to designated sites within the city.

Application reference	Site location	Development summary	Net increase/decrease of rooms onsite	Compliance with policy H8 criteria
22/01842/FUL	17 and 19 Norham Gardens, Oxford	Partial demolition and alteration of C2 accommodation (17 Norham Gardens), demolition of C2 accommodation building (Brockhues Lodge), erection of 3 no. C2 accommodation buildings	72	Yes
22/00841/FUL	Cotswold House 110C Banbury Road Oxford	Demolition of existing rear sheds and external rear fire escape. Erection of two storey rear extension with glazed link to provide 8no. additional student rooms and refurbishment of existing property to provide 11no. additional student rooms.	19	Yes

Table 22: Planning permissions issued in 2022/23 for new student accommodation

4.26 Local Plan policy H9 seeks to link the delivery of new/ redeveloped and refurbished university academic facilities to the delivery of university provided resident accommodation. This has been considered in the previous Chapter of this AMR (Section 3.9) as it is connected to Policy E2.

Older persons and specialist and supported living accommodation permissions

4.27 Local Plan policy H11 sets out criteria against which applications for older persons and specialist and supported living accommodation will be considered. The Policy also indicates that existing extra-care accommodation should be protected unless it is to be replaced elsewhere or it can

be shown that it is surplus to requirements. Over the monitoring period there were no applications permitted for older persons or specialist / supported living accommodation.

Housing land supply

- 4.28 Paragraph 73 of the NPPF states that local authorities should assess their housing supply against the housing requirement set out in adopted strategic policies, or against their local housing need where these policies are more than 5 years old. The Oxford Local Plan 2036 was adopted in June 2020 and includes a housing requirement of 475 homes per annum from 2016/17 to 2020/21, and 567 homes per annum from 2021/22 to 2035/36 (Policy H1). This requirement is therefore being used as the basis for 5-year land supply calculations.
- 4.29 Against this requirement, the City Council has identified a deliverable supply of 2,955 homes (row I in Table 23 below). This includes the forecast supply from large sites, including those which have been allocated in the Local Plan 2036 and outstanding permissions from small sites (commitments), plus a windfall allowance. Beyond this, a minimum buffer of 5% is required to ensure choice and competition in the market¹³. This gives a housing land supply of 5.49 as shown in Table 23.

	Local Plan 2036 Housing Requirement	Figure
A	Annual Requirement	567 (2023/24 - 2027/28)
B	Next 5 years requirement (A (567 x 5))	2835
C	Surplus	271
D	Next 5 years requirement with surplus included (B - C)	2564
E	5-year requirement (with 5% buffer applied) (D x 105%)	2692
F	Supply from large sites - (2023/24 - 2027/28)	2451
G	Outstanding permissions on small sites of less than 10 dwellings (commitments) (2023/24 - 2025/26)	272
H	Windfall allowance (2026/27 - 2027/28)	232
I	Total supply (F+G+H)	2955
	5-year land supply ((I/E) x 5)	5.49

Table 23: Oxford's housing land supply 2023/24 – 2027/28

- 4.30 The PPG identifies that a 10% buffer can be applied to ensure 5-year housing land supply is “sufficiently flexible and robust”¹⁴. The application of a 10% buffer has been used previously by the City Council and is a more cautious approach, taking account of potential fluctuations in the market (row E in table 24 below). Even with a more cautious approach and the higher 10% buffer

¹³ <https://www.gov.uk/guidance/national-planning-policy-framework/5-delivering-a-sufficient-supply-of-homes>

¹⁴ <https://www.gov.uk/guidance/housing-supply-and-delivery>

applied, this gives a housing land supply of 5.24 years.

	Local Plan 2036 Housing Requirement	Figure
A	Annual Requirement	567 (2022/23 - 2026/27)
B	Next 5 years requirement (A (567 x 5))	2835
C	Surplus	271
D	Next 5 years requirement with surplus included (B - C)	2564
E	5-year requirement (with 10% buffer applied) (D x 110%)	2820
F	Supply from large sites - (2022/23 - 2026/27)	2451
G	Outstanding permissions on small sites of less than 10 dwellings (commitments) (2022/23 – 2024/25)	272
H	Windfall allowance (2025/26 – 2026/27)	232
I	Total supply (F+G+H)	2955
	5-year land supply ((I/E) x 5)	5.24

Table 24: Oxford’s housing land supply 2022/23 – 2026/27, adjusted with a 10% buffer

Cultural and community facilities

4.31 It is important that new development in Oxford is supported by the appropriate infrastructure and community facilities. Providing and improving access to educational, health and community facilities greatly improves the quality of life for residents, builds strong communities and helps to address inequalities. The local plan through Policy V7: Infrastructure and cultural and community facilities seeks to protect existing facilities and will support improvements and more intensive use of existing sites, as well as protect against the loss of such facilities without the provision of new or improved replacements that are similarly accessible. Community facilities can include community centres, schools, children’s centres, meeting venues for the public or voluntary organisations, public halls and places of worship, leisure and indoor sports centres, pavilions, stadiums, public houses, club premises or arts buildings that serve a local community.

Permissions for new community facilities

4.32 During the monitoring period there were no applications involving new community facilities and spaces.

Permissions for temporary changes of use

4.33 Over the 2022/23 monitoring period, the Council did not receive or approve any applications for temporary changes of use.

Assets of community value

- 4.34 The Community Right to Bid allows defined community groups to ask the Council to list certain assets as being of 'community value'. The Localism Act (2011) and the Assets of Community Value Regulations (2012) set out the opportunities and procedures to follow for communities wishing to identify assets of community value and have them listed. If an asset is listed and then comes up for sale, the right gives communities six months to raise finance and put together a bid to buy it.
- 4.35 If the proposed asset is properly nominated, is in the Oxford City Council administrative area, meets the definition, the City Council must add it to the List of Local Assets of Community Value and inform all specified parties (including a parish council if relevant). The Council must also place the asset on the local land charges register and, if the land is registered, apply for a restriction on the Land Register. Table 25 sets out the current register of successfully nominated assets of community value. There have been three additions, noted as new, to this list and The Kassam Stadium has expired over the monitoring period.

Reference	Date nomination requested	Date of decision	Name of Asset	Address of Asset	End of listing period
19/001	10.12.19	05.02.20	East Oxford Community Centre	44B Princes Street, Oxford, OX4 1DD	05.02.25
20/001	13.05.20	16.07.20	The George Inn PH (retained pub land only)	5 Sandford Road, Littlemore, Oxford	16.07.25
20/003	04.11.20	16.12.20	Cowley Workers Social Club	Between Towns Road, Oxford, OX4 3LZ	16.12.25
22/002	04.07.22	12.08.22	Summertown United Reformed Church (new)	294A Banbury Road, Summertown, Oxford	12.08.27
22/001	31.03.22	26.05.22	Bullnose Morris PH (new)	Watlington Road, Cowley, OX4 6SS	26.05.27
22/003	22.11.22	20.01.23	The Prince of Wales PH (new)	73, Church Way, Iffley, Oxford OX4 4EF	20.01.28

Table 25: Current list of assets of community value

Chapter 5: Oxford’s Historic Environment

Enhancing Oxford’s heritage

- 5.1 Designated heritage assets are protected by statutory legislation. The management of change to them is controlled and guided by national, Government planning policies as well as by local (Local Plan) planning policies and by national and local planning guidance that supports the objectives of those planning policies. Policy DH3 sets out that development proposals and proposals for alterations and changes to heritage assets should not cause harm to the significance, including the setting of a designated heritage asset (listed buildings, registered parks and gardens, scheduled ancient monuments and conservation areas).
- 5.2 Historic England’s ‘Heritage at Risk’ programme identifies the heritage assets that are most at risk of being lost as a result of neglect, decay, or inappropriate development across England. Two heritage assets in Oxford remain as being identified as being at risk according to Heritage England (Table 26). The church of St Thomas and Martyr has risen from a level C to level A priority category. The Church of the Holy Family is Grade II listed and was also included in the heritage assets at risk list in the previous AMR. The building is in a very poor state of repair and consequently is no longer in active use by the church or wider community, having been declared a dangerous structure in 2018 and deemed no longer fit for the purpose for which it was originally designed or for community use. The cost of repair of the building and in particular its roof was considered unfeasible, a position that has been supported by Historic England. The Council agreed that the Grade II listed building could be demolished in April 2021. An application for redevelopment to provide a new church building and community facilities was received in March 2020 (20/00688/LBC). This application has not been determined during this monitoring period and will be reported on again the next AMR. The Rewley Road Swing Bridge has been removed from the register as a series of repairs have been completed on the bridge and the bridge is now no longer considered to be at risk.

Heritage Asset	Condition	Priority Category
Church of St Thomas the Martyr, St Thomas Street	Poor	A - Immediate risk of further rapid deterioration or loss of fabric; no solution agreed. Was Category C
Church of the Holy Family, Blackbird Leys	Very bad	A - Immediate risk of further rapid deterioration or loss of fabric; no solution agreed.

Table 27: Heritage assets at risk in Oxford (August 2023)

- 5.3 The National Planning Policy Framework requires that local planning authorities should make information about the significance of the historic impact gathered as part of the development management process publicly accessible. As one of the ways to meet this requirement, the City Council produces the Archaeological Annual Monitoring Statement (2022)¹⁵ which provides a short overview of the scope and impact of development led archaeology in Oxford.

¹⁵ [Archaeological Annual Monitoring Statement 2022](#)

APPENDICES

Appendix A: Oxford's planning policy documents

Document	Date of Adoption
The Development Plan	
This includes a number of policy documents that have been prepared and adopted separately.	
Oxford Local Plan 2036 & Policies Map	June 2020
Northern Gateway Area Action Plan	July 2015
Barton Area Action Plan	December 2012
Headington Neighbourhood Plan	July 2017
Summertown and St Margaret's Neighbourhood Plan	April 2019
Wolvercote Neighbourhood Plan	May 2021
Supplementary Planning Documents (SPDs)	
Diamond Place SPD	July 2015
West End and Osney Mead SPD	November 2022
Technical Advice Notes (TANs)	
TAN 1: Housing	January 2021
TAN 2: Employment and Skills	May 2021
TAN 3: Waste Storage	January 2021
TAN 4: Community Pubs	December 2020
TAN 5: Health Impact Assessments	May 2021
TAN 6: Residential Basement Development	January 2021
TAN 7: High Buildings	October 2018
TAN 8: Biodiversity	April 2021
TAN 9: Green Spaces	January 2021
TAN 10: Shopfronts and Signage	July 2021
Tan 14: Sustainable Design and Construction	June 2022
TAN 15: Heritage and Sustainability Guidance for Householders	April 2021
Other planning policy documents	
Annual Monitoring Report	Produced annually
Community Infrastructure Levy Charging Schedule	October 2013
Local Development Scheme	May 2021
Statement of Community Involvement	June 2021

Appendix 2

Infrastructure Funding Statement

1 April 2022 to 31 March 2023
Published December 2023



Planning Policy
Planning, Sustainable Development and Regulatory Services

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Published December 2023

Contents

Introduction	4
1: Report relating to financial year 2022/2023 on the Community Infrastructure Levy	5
2: Report relating to financial year 2022/2023 on S106 Planning Obligations.....	12
3: Infrastructure projects to be funded wholly or partly by CIL.....	19

Introduction

The Infrastructure Funding Statement (IFS) is a report which sets out the amount of developer contributions from the Community Infrastructure Levy (CIL) and Section 106 Agreements (S106) have been **received, allocated and spent** on the infrastructure priorities of Oxford City Council for the previous financial year (**April 2022 - March 2023**). In accordance with the Community Infrastructure Levy Regulations, any authority that receives a contribution from development through the Levy or Section 106 planning obligations must prepare an Infrastructure Funding Statement. (CIL PPG paragraph 173 Reference ID: 25-173-20190901).¹

This IFS is prepared in accordance with Schedule 2 of the CIL regulations² and CIL regulation 121A. Developer contributions were previously monitored on the AMR, but now are recorded separately in the IFS.

This Infrastructure Funding Statement Includes:

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

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

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

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

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

³ https://www.oxford.gov.uk/downloads/file/8131/oxford_idp_schedule_for_publication

1: Report relating to financial year 2022/2023 on the Community Infrastructure Levy

68

Community Infrastructure Levy (CIL)				
Requirement		Amount	Comment	
1.	(CIL Regulations: Schedule 2) The matters to be included in the CIL report are—			
A	the total value of CIL set out in all demand notices issued in the reported year;	£2,731,229.02		
B	the total amount of CIL receipts for the reported year;	£2,096,995.17		
C	the total amount of CIL receipts, collected by the authority, or by another person on its behalf, before the reported year but which have not been allocated;	£0		
D	the total amount of CIL receipts, collected by the authority, or by another person on its behalf, before the reported year and which have been allocated in the reported year;	£13,554,223.75		
E	the total amount of CIL expenditure for the reported year;	£2,215,869.50		
F	the total amount of CIL receipts, whenever collected, which were allocated but not spent during the reported year;	£16,786,553.00	CIL is allocated for spend during the Budget setting process for Capital Programme schemes - See part 3: <i>Infrastructure projects to be funded wholly or partly by CIL</i>	
	in relation to CIL expenditure for the reported year, summary details of—			
G	i	the items of infrastructure on which CIL (including land payments) has been spent, and the amount of CIL spent on each item;		
			Bullington Community Centre	£698,496.00
			B0086 Extension to Seacourt Park & Ride	£137,846.00
			City-Wide Cycling Improvements, including cycle lanes and parking	£34,991.00
			East Oxford Community Centre	£437,559.00
		£ 1,379,850.00	Blackbird Leys Regeneration	£70,958.00

Community Infrastructure Levy (CIL)												
	ii	the amount of CIL spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part);	£0									
	iii	the amount of CIL spent on administrative expenses pursuant to regulation 61, and that amount expressed as a percentage of CIL collected in that year in accordance with that regulation;	£104,186.07	5%								
	h	in relation to CIL receipts, whenever collected, which were allocated but not spent during the reported year, summary details of the items of infrastructure on which CIL (including land payments) has been allocated, and the amount of CIL allocated to each item;	See Section 3									
		the amount of CIL passed to—										
	i	any parish council under regulation 59A or 59B; and	£81,935.49	<table border="1"> <tr> <td>Littlemore Parish Council</td> <td>£78,257.82</td> </tr> <tr> <td>Old Marston Parish Council</td> <td>£0</td> </tr> <tr> <td>Risinghurst & Sandhills Parish Council</td> <td>£0</td> </tr> <tr> <td>Blackbird Leys Parish Council</td> <td>£3,677.68</td> </tr> </table>	Littlemore Parish Council	£78,257.82	Old Marston Parish Council	£0	Risinghurst & Sandhills Parish Council	£0	Blackbird Leys Parish Council	£3,677.68
Littlemore Parish Council	£78,257.82											
Old Marston Parish Council	£0											
Risinghurst & Sandhills Parish Council	£0											
Blackbird Leys Parish Council	£3,677.68											
	ii	any person under regulation 59(4)	N/A									
	j	summary details of the receipt and expenditure of CIL to which regulation 59E or 59F applied during the reported year including—										
	i	the total CIL receipts that regulations 59E and 59F applied to;	£127,386.02									

Community Infrastructure Levy (CIL)

91

	ii																									
		the items of infrastructure to which the CIL receipts to which regulations 59E and 59F applied have been allocated or spent, and the amount of expenditure allocated or spent on each item;	£649,897.94	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr style="background-color: black; height: 10px;"> <td colspan="2"></td> </tr> <tr> <td style="padding: 2px;">CIL payments to ward Councillor budgets</td> <td style="text-align: right; padding: 2px;">£75,000.00</td> </tr> <tr> <td style="padding: 2px;">Headington Neighbourhood Fourm: Headington Regeneration Design</td> <td style="text-align: right; padding: 2px;">£39,916.67</td> </tr> <tr> <td style="padding: 2px;">Headington Neighbourhood Fourm: Headington Flower Baskets 2022</td> <td style="text-align: right; padding: 2px;">£2,671.25</td> </tr> <tr> <td style="padding: 2px;">Headington Neighbourhood Fourm: Christmas Lights 2022</td> <td style="text-align: right; padding: 2px;">£5,010.00</td> </tr> <tr> <td style="padding: 2px;">Headington Neighbourhood Fourm: Trees at Bury Knowle Park</td> <td style="text-align: right; padding: 2px;">£4,500.00</td> </tr> <tr> <td style="padding: 2px;">Summertown and St Margaret's Neighbourhood Fourm: Alexandra Park Playground Murals</td> <td style="text-align: right; padding: 2px;">£600.00</td> </tr> <tr> <td style="padding: 2px;">Summertown and St Margaret's Neighbourhood Fourm: Cutteslowe Primary School Improvements</td> <td style="text-align: right; padding: 2px;">£7,500.00</td> </tr> <tr> <td style="padding: 2px;">Summertown and St Margaret's Neighbourhood Fourm: Neighbourhood Forum Publicity Project</td> <td style="text-align: right; padding: 2px;">£2,495.00</td> </tr> <tr> <td style="padding: 2px;">Summertown and St Margaret's Neighbourhood Fourm: Cutteslowe Community Association</td> <td style="text-align: right; padding: 2px;">£958.33</td> </tr> <tr> <td style="padding: 2px;">Summertown and St Margaret's Neighbourhood Fourm: SHARE Oxford</td> <td style="text-align: right; padding: 2px;">£1,002.50</td> </tr> </table>			CIL payments to ward Councillor budgets	£75,000.00	Headington Neighbourhood Fourm: Headington Regeneration Design	£39,916.67	Headington Neighbourhood Fourm: Headington Flower Baskets 2022	£2,671.25	Headington Neighbourhood Fourm: Christmas Lights 2022	£5,010.00	Headington Neighbourhood Fourm: Trees at Bury Knowle Park	£4,500.00	Summertown and St Margaret's Neighbourhood Fourm: Alexandra Park Playground Murals	£600.00	Summertown and St Margaret's Neighbourhood Fourm: Cutteslowe Primary School Improvements	£7,500.00	Summertown and St Margaret's Neighbourhood Fourm: Neighbourhood Forum Publicity Project	£2,495.00	Summertown and St Margaret's Neighbourhood Fourm: Cutteslowe Community Association	£958.33	Summertown and St Margaret's Neighbourhood Fourm: SHARE Oxford	£1,002.50
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Community Infrastructure Levy (CIL)

				Summertown and St Margaret's Neighbourhood Fourm: Sunnymead Nature Reserve Benches	£5,046.00
				Summertown and St Margaret's Neighbourhood Fourm: Jubilee Bunting	£723.00
				Summertown and St Margaret's Neighbourhood Fourm: Christmas Lights 2022	£1,647.00
				Summertown and St Margaret's Neighbourhood Fourm: Alexandra Park - Planting and Notice Board	£7,500.00
				Summertown and St Margaret's Neighbourhood Fourm: Fruit Trees and flowers: Establishing Pollinator Gardens	£5,000.00
				Summertown and St Margaret's Neighbourhood Fourm: Library of Things - Thermal Imaging Cameras (x2)	£610.80
				Summertown and St Margaret's Neighbourhood Fourm: Cutteslowe Community Association - Kitchen Improvements (Domus)	£6,000.00
				Wolvercote Neighbourhood forum: White Hart Community Pub Ltd	£656.35

Community Infrastructure Levy (CIL)				
			Wolvercote Neighbourhood forum: Cutteslowe Park Woodland Trail	£2,005.83
			Wolvercote Neighbourhood forum: Five Mile Drive Noticeboards	£1,250.00
			Wolvercote Neighbourhood forum: John Roland Clock and Portrait	£1,776.00
			Wolvercote Neighbourhood forum: Wolvercote Local History Society: John Rowland's portrait	£824.00
			Wolvercote Neighbourhood forum: Wolvercote and Wytham Midsummer Festival: Gazebos Event Shelters for Wolvercote and Wytham Midsummer Festival activities	£866.67
			Wolvercote Neighbourhood forum: St Peter's Bellringers: Video and Livestreaming equipment	£3,546.94
			Wolvercote Neighbourhood forum: Wolvercote Monday Lunch Club Voluntary Group: Oven and Cooker	£714.00
			Wolvercote Neighbourhood forum: Cutteslowe Community Centre Kitchen Refurbishment	£10,000.00
			Wolvercote Neighbourhood forum: Lower Wolvercote Playground Improvements	£8,077.60

Community Infrastructure Levy (CIL)												
				<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Young Peoples Pathway Contribution</td> <td style="text-align: right;">£65,000.00</td> </tr> <tr> <td>City Centre Restart</td> <td style="text-align: right;">£37,000.00</td> </tr> <tr> <td>Tackling homelessness</td> <td style="text-align: right;">£52,000.00</td> </tr> <tr> <td>Community Grants Programme</td> <td style="text-align: right;">£300,000.00</td> </tr> </table>	Young Peoples Pathway Contribution	£65,000.00	City Centre Restart	£37,000.00	Tackling homelessness	£52,000.00	Community Grants Programme	£300,000.00
Young Peoples Pathway Contribution	£65,000.00											
City Centre Restart	£37,000.00											
Tackling homelessness	£52,000.00											
Community Grants Programme	£300,000.00											
	summary details of any notices served in accordance with regulation 59E, including—											
k	i	the total value of CIL receipts requested from each parish council;	£0									
	ii	any funds not yet recovered from each parish council at the end of the reported year;	£0									
	the total amount of—											
l	i	CIL receipts for the reported year retained at the end of the reported year other than those to which regulation 59E or 59F applied;	£1,795,067.11									
	ii	CIL receipts from previous years retained at the end of the reported year other than those to which regulation 59E or 59F applied;	£10,823,354.85									
	iii	CIL receipts for the reported year to which regulation 59E or 59F applied retained at the end of the reported year;	£0	All retained CIL has been forward allocated to projects in j) ii)								
	iv	CIL receipts from previous years to which regulation 59E or 59F applied retained at the end of the reported year.	£2,730,868.90									
2	For the purposes of paragraph 1—											
a	CIL collected by an authority includes land payments made in respect of CIL charged by that authority;		N/A									


Community Infrastructure Levy (CIL)			
b	CIL collected by way of a land payment has not been spent if at the end of the reported year—		N/A
	i	development (within the meaning in TCPA 1990) consistent with a relevant purpose has not commenced on the acquired land; or	N/A
	ii	the acquired land (in whole or in part) has been used or disposed of for a purpose other than a relevant purpose; and the amount deemed to be CIL by virtue of regulation 73(9) has not been spent;	N/A
c	CIL collected by an authority includes infrastructure payments made in respect of CIL charged by that authority;		N/A
d	CIL collected by way of an infrastructure payment has not been spent if at the end of the reported year the infrastructure to be provided has not been provided;		N/A
e	the value of acquired land is the value stated in the agreement made with the charging authority in respect of that land in accordance with regulation 73(6)(d);		N/A
f	the value of a part of acquired land must be determined by applying the formula in regulation 73(10) as if references to N in that provision were references to the area of the part of the acquired land whose value is being determined;		N/A
g	the value of an infrastructure payment is the CIL cash amount stated in the agreement made with the charging authority in respect of the infrastructure in accordance with regulation 73A(7)(e).		N/A

2: Report relating to financial year 2022/2023 on S106 Planning Obligations

S106 Obligations																																																		
Requirement		Amount	Comment																																															
96 a	<p>(CIL Regulations: Schedule 2)The matters to be included in the section 106 report for each reported year are—</p> <p>the total amount of money to be provided under any planning obligations which were entered into during the reported year;</p>	£878,560.00	<table border="1"> <thead> <tr> <th>Site name</th> <th>Planning Reference</th> <th>Date of Agreement</th> <th>Trigger</th> <th>Amount</th> <th>Contribution Use</th> </tr> </thead> <tbody> <tr> <td>Land at Jericho Canal Side, OX2 6BX</td> <td>20/01276/FUL</td> <td>30/01/2023</td> <td>Prior to occupation of development</td> <td>£655,000.00</td> <td>Provision of replacement bridge at Mount Place Oxford</td> </tr> <tr> <td>Land at Jericho Canal Side, OX2 6BX</td> <td>20/01276/FUL</td> <td>30/01/2023</td> <td>Prior to occupation of development</td> <td>£7,000.00</td> <td>Provision of two signage boards one at Walton Well and one at Aristotle Lane entrance to Port Meadow</td> </tr> <tr> <td>Land at Jericho Canal Side, OX2 6BX</td> <td>20/01276/FUL</td> <td>30/01/2023</td> <td>Prior to implementation of development</td> <td>£50,000.00</td> <td>Towards affordable housing</td> </tr> <tr> <td>Land at Jericho Canal Side, OX2 6BX</td> <td>20/01276/FUL</td> <td>30/01/2023</td> <td>Late stage review - see agreement for formula</td> <td>Late stage review contribution</td> <td>Affordable Housing late stage review</td> </tr> <tr> <td>Marston Paddocks, Butts Lane, OX3 0QN</td> <td>21/02580/FUL</td> <td>22/07/2022</td> <td>Prior to commencement</td> <td>£16,560.00</td> <td>Greenbelt mitigation to be used to enhance play facilities at the said park or for such other Green Belt projects in the locality that the City Council deems appropriate if this contribution cannot be used for this purpose</td> </tr> <tr> <td>Marston Paddocks, Butts Lane, OX3 0QN</td> <td>21/02580/FUL</td> <td>22/07/2022</td> <td>Prior to commencement</td> <td></td> <td>To be used for the planting of a hedge at the park or for such other projects in the locality that the City Council deems to be appropriate if the contribution cannot</td> </tr> </tbody> </table>	Site name	Planning Reference	Date of Agreement	Trigger	Amount	Contribution Use	Land at Jericho Canal Side, OX2 6BX	20/01276/FUL	30/01/2023	Prior to occupation of development	£655,000.00	Provision of replacement bridge at Mount Place Oxford	Land at Jericho Canal Side, OX2 6BX	20/01276/FUL	30/01/2023	Prior to occupation of development	£7,000.00	Provision of two signage boards one at Walton Well and one at Aristotle Lane entrance to Port Meadow	Land at Jericho Canal Side, OX2 6BX	20/01276/FUL	30/01/2023	Prior to implementation of development	£50,000.00	Towards affordable housing	Land at Jericho Canal Side, OX2 6BX	20/01276/FUL	30/01/2023	Late stage review - see agreement for formula	Late stage review contribution	Affordable Housing late stage review	Marston Paddocks, Butts Lane, OX3 0QN	21/02580/FUL	22/07/2022	Prior to commencement	£16,560.00	Greenbelt mitigation to be used to enhance play facilities at the said park or for such other Green Belt projects in the locality that the City Council deems appropriate if this contribution cannot be used for this purpose	Marston Paddocks, Butts Lane, OX3 0QN	21/02580/FUL	22/07/2022	Prior to commencement		To be used for the planting of a hedge at the park or for such other projects in the locality that the City Council deems to be appropriate if the contribution cannot					
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Marston Paddocks, Butts Lane, OX3 0QN	21/02580/FUL	22/07/2022	Prior to commencement		To be used for the planting of a hedge at the park or for such other projects in the locality that the City Council deems to be appropriate if the contribution cannot																																													

S106 Obligations								
Requirement	Amount	Comment						
							be used for this purpose	
		Land South West Of St Frideswide Farm, OX2 8EH	21/01449/FUL	25/08/2022	Prior to implementation of planning permission	£50,000.00	Towards replacement floodlights on the pitches at the Hockey Club to mitigate the impact of light spillage on future occupiers	
		Land South West Of St Frideswide Farm, OX2 8EH	21/01449/FUL	25/08/2022	Prior to implementation of planning permission	£100,000.00	Improvements to Cutteslowe Tennis Court including but not limited to resurfacing, relining and court lighting to mitigate the impact of the Green Belt development	
b	the total amount of money under any planning obligations which was received during the reported year;	£360,588.57	Site name	Planning Reference	Date Payment Received	Category	Available Balance	Contribution Use
			21 Salford Road, OX3 0RX	15/02282/OUT	13/09/2022	Affordable Housing	£360,588.57	Towards affordable Housing
c	the total amount of money under any planning obligations which was received before the reported year which has not been allocated by the authority;	£0						
d	summary details of any non-monetary contributions to be provided under planning obligations which were entered into during the reported year, including details of—	N/A	Site name	Planning Reference	Date of Agreement	Trigger	Contribution Use	
			Marston Paddocks, Butts Lane, OX3 0QN	21/02580/FUL	22/07/2022	Not to commence development until contractual arrangements for the transfer to registered provider	Provision of Affordable Housing (20 Units)	

S106 Obligations						
Requirement	Amount	Comment				
		Land Southwest of Frideswide Farm, OX2 8EH	21/01449/ FUL	25/08/2022	Not to implement the planning permission until the contractual arrangement for the transfer of the affordable units to a registered provider	Provision of Affordable Housing (67 Units)
		Land Southwest of Frideswide Farm, OX2 8EH	21/01449/ FUL	25/08/2022	3.1 Prior to implementation of the planning permission 3.2 Prior to occupation of 30 dwellings 3.3 Prior to occupation of 60 dwellings 3.4 Prior to occupation of 133 dwellings 3.5 Prior to occupation of 60 dwellings 3.6 Open Space Certificate 3.7 Future maintenance of Public open space, play area, community pavilion and SUDS	Open space land scheme: 3.1 Open space land scheme to be submitted to and been approved in writing by OCC 3.2 At least one of the LAPS has been provided and available for public use 3.3 Play area to be provided and ready for public use 3.4 Open Space Land (incl. Community Pavilion) is provided and ready for public use 3.5 SUDS to be provided on the land 3.6 From date of issue the Open space land, play area and pavilion shall be made available for public use & maintain 3.7 After a period of not less than 2 years from issue of open space certificate
		Land Southwest of Frideswide Farm, OX2 8EH	21/01449/ FUL	25/08/2022	4.1 Prior to implementation to submit scheme to council 4.2 Certificate prior to implementation	Biodiversity scheme to be submitted to council and approved 4.2 to provide a certificate to council from the organisation or body referred to in para 1 of sch 3 to evidence the purchase of 1.77 habitat units
		Deaf and Hard of Hearing	21/03582/ FUL	28/12/2022	Prior to occupation	To ensure that the community use agreement referred to in para 1.1 provides for the community venue

S106 Obligations							
Requirement		Amount	Comment				
			Centre, 10 Littlegate Street, OX1 1RL			space to be retained for a class F2 community use with public access subject always to the community use agreement	
			Land at Jericho Canal Side, OX2 6BX	20/01276/FUL	30/01/2023	Prior to occupation of 50% of residential units	Construct Boatyard and Community Centre to shell standard prior to occupation of more than 50%
			Land at Jericho Canal Side, OX2 6BX	20/01276/FUL	30/01/2023	Prior to occupation of 50% of residential units	Canal Works - Works arising from the development affecting the Canal for indicative purposes
			Land at Jericho Canal Side, OX2 6BX	20/01276/FUL	30/01/2023	Prior to occupation of 50% of residential units	Public realm - Not to cause or permit occupation of more than 50% of the residential units prior to obtaining the written approval of the council to a public realm maintenance use and management strategy
i	in relation to affordable housing, the total number of units which will be provided;	87	Site name	Planning reference	Date of agreement	Affordable units	
			Marston Paddocks, Butts Lane, OX3 0QN	21/02580/FUL	22/07/22	20 	
			Land Southwest of Frideswide Farm, OX2 8EH	21/01449/FUL	25/08/22	67	
ii	in relation to educational facilities, the number of school places for pupils which will be provided, and the category of school at which they will be provided;	N/A	Responsibility of Oxfordshire County Council				
e	the total amount of money (received under any planning obligations) which was allocated but not spent during the reported year for funding infrastructure;	£13,945,694.31					

S106 Obligations																	
Requirement		Amount	Comment														
f	the total amount of money (received under any planning obligations) which was spent by the authority in the reported year (including transferring it to another person to spend);	£20,072.54	See full breakdown in 3(h)(i)														
g	in relation to money (received under planning obligations) which was allocated by the authority but not spent during the reported year, summary details of the infrastructure on which the money has been allocated, and the amount of money allocated to each item;	£13,945,694.31	<table border="1"> <thead> <tr> <th>S106 Contribution Category</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>Affordable Housing</td> <td>£12,294,478.39</td> </tr> <tr> <td>Open Space and Leisure/ Green Infrastructure</td> <td>£1,106,153.26</td> </tr> <tr> <td>Community Facilities</td> <td>£237,000.00</td> </tr> <tr> <td>Highways/ Transport and Travel</td> <td>£227,029.75</td> </tr> <tr> <td>Economic Development</td> <td>£56,062.91</td> </tr> <tr> <td>Other (E.g. works of art)</td> <td>£24,970.00</td> </tr> </tbody> </table>	S106 Contribution Category	Amount	Affordable Housing	£12,294,478.39	Open Space and Leisure/ Green Infrastructure	£1,106,153.26	Community Facilities	£237,000.00	Highways/ Transport and Travel	£227,029.75	Economic Development	£56,062.91	Other (E.g. works of art)	£24,970.00
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			Economic Development	£56,062.91													
Other (E.g. works of art)	£24,970.00																
h	in relation to money (received under planning obligations) which was spent by the authority during the reported year (including transferring it to another person to spend), summary details of—																

S106 Obligations								
Requirement		Amount	Comment					
			Site name	Planning Reference	Date Payment Received	Category	Amount	Contribution Use
i	the items of infrastructure on which that money (received under planning obligations) was spent in this year, and the amount spent on each item;	£20,072.54	Shotover View Centre, Crauford Road, OX4 2RA	10/01897/FUL	14/06/2011	Open Space and Leisure/ Green Infrastructure	£366.00	Towards provision or enhancement of allotment facilities in the vicinity of the land.
			Lawn Upton House, Sandford Road, OX4 4PU	13/00739/FUL	31/12/2014	Open Space and Leisure/ Green Infrastructure	£600.00	Towards Open Space/Park Ecology
			Lawn Upton House, Sandford Road, OX4 4PU	13/00739/FUL	31/12/2014	Open Space and Leisure/ Green Infrastructure	£1,687.49	Improvements to play area
			36 38 40 London Road And 2 Latimer Road, OX3 7PA	15/00858/FUL	08/02/2022	Affordable Housing	£17,419.05	Towards affordable housing
ii	the amount of money (received under planning obligations) spent on repaying money borrowed, including any interest, with details of the items of infrastructure which that money was used to provide (wholly or in part);	£0						
iii	the amount of money (received under planning obligations) spent in respect of monitoring (including reporting under regulation 121A) in relation to the delivery of planning obligations;	£0						
i	the total amount of money (received under any planning obligations) during any year which was retained at the end of the	£0						

S106 Obligations		
Requirement	Amount	Comment
4		
a	N/A	Responsibility of Oxfordshire County Council
b	N/A	Responsibility of Oxfordshire County Council
5		
a		
b		
c		

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

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

The funding of projects and schemes from CIL is set annually as part of the wider budget setting process for the Capital Programme with minor budget adjustments being made throughout the year, if and when necessary. The programme below sets out how funding from CIL is to be allocated to different infrastructure projects for the reported year and upcoming 5 years - however, this is currently under review. As part of the budget setting process, which at the time of reporting has not yet completed (completion expected Feb/Mar 2024), projects and allocations may change. The following table in this section only shows the funding from CIL and does not show full scheme costs or other funding sources.

Table 3.1 – CIL Capital Programme (December 2023)

Strategic Projects	Links to wider strategies and Infrastructure Delivery Plan (IDP)	Infrastructure Category	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £
CIL Balance Brought Forward			(11,571,913)	(15,071,673)	(5,140,144)	(5,080,144)	(5,020,144)
Oxford and Abingdon Flood Alleviation Scheme	IDP; Oxfordshire Infrastructure Strategy (OxIS)	Green/Blue Infrastructure		250,000			
Bullingdon Community Centre	IDP	Community Facilities	698,496	253,427			
B0086 Extension to Seacourt Park & Ride	IDP	Transport/ Highways	137,846				
Controlled Parking Zones	IDP, Local Plan, Local Transport Plan (LTP), OxIS	Transport/ Highways		500,000			
City-Wide Cycling Improvements, including cycle lanes and parking	IDP, Local Plan, LTP	Transport/ Highways	34,991	85,009	60,000	60,000	60,000
East Oxford Community Centre	IDP	Community Facilities	437,559	4,982,480			
Blackbird Leys Regeneration	Local Plan	Community Facilities	70,958	3,429,042			
Oxford Station Masterplan (Feasibility)	IDP, Local Plan, OxIS	Economic Development, Transport		133,363			
City Centre Restart (capital)	COVID-19 City Restart Measures	Public Realm		100,000			
Infrastructure Feasibility Budget	IDP, Local Plan, OxIS	Economic Development, Transport		175,208			
Development of Zero Emissions Zones	IDP, LTP, Local Plan	Transport/ Highways		23,000			
Total Projected Funding			1,379,850	9,931,529	60,000	60,000	60,000
Total Forecast Receipts in year			4,879,610				
Balance Carried Forward			(15,071,673)	(5,140,144)	(5,080,144)	(5,020,144)	(4,960,144)

Appendix 3 – Risk Assessment

Risk ID	Risk						Corporate Objective	Gross Risk		Residual Risk		Current Risk		Owner	Date Risk Reviewed	Proximity of Risk (Projects/ Contracts Only)
Category-000-Service Area Code	Risk Title	Opportunity/Threat	Risk Description	Risk Cause	Consequence	Date raised	1 to 5	I	P	I	P	I	P			
CEB-001-PS	Reputational risk (Authority Monitoring Report)	Threat	Failure to achieve Planning Policy targets	There could be a range of causes, some of which may be external (e.g., the state of the economy) and some internal (failure to properly implement policies).	Reputation of the City Council could be adversely affected in the eyes of the community and stakeholders.	1 November 2023	1, 2, 3, 4, 5	2	1	2	1	2	1	Head of Planning Services		
CEB-001-PS	Reputational risk (Infrastructure Funding Statement)	Threat	Funding of infrastructure via developer contributions could be perceived as inadequate	There could be a range of causes, some of which may be external (e.g., the state of the economy) and some internal (failure to appropriately assign funding).	Reputation of the City Council could be adversely affected in the eyes of the community and stakeholders.	1 November 2023	1, 2, 3, 4, 5	2	1	2	1	1	1	Head of Planning Services		

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Appendix 4

Initial Equalities Impact Assessment screening form

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

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

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

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

The Council also requires officers to specifically consider whether:

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

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

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

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

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

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

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

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

This Authority Monitoring Report provides information as to the effectiveness of the policies in the Local Plan. It is not within its scope to make any changes to adopted policies however it does provide useful information as to the effectiveness of policies which can be fed into the review of the Plan to 2040.

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

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

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

N/A

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

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

N/A

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

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

N/A

Lead officer responsible for signing off the EIA: Alexander Sutton and Lan Nguyen

Role: Planner, Senior Data Analyst and Reporting Officer, Authors of AMR and IFS

Date: 1 November 2023

Note, please consider & include the following areas:

- Summary of the impacts of any individual policies

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

To: Cabinet
Date: 13 December 2023
Report of: Head of Business Improvement
Title of Report: Equalities Update

Summary and recommendations	
Purpose of report:	To (i) present and seek approval for the publication of the annual Workforce Equality Report 2023, the Gender Pay Gap Report, Ethnicity Pay Gap Report and Disability Pay Gap Report; and (ii) to share current progress on the Workforce Equalities Report and Action Plan.
Key decision:	No
Cabinet Member:	Nigel Chapman
Corporate Priority:	All
Policy Framework:	Corporate plan 2020-24
Recommendations: That Cabinet resolves to:	
<ol style="list-style-type: none"> 1. Approve the contents of the Workforce Equality Report 2023; 2. Delegate authority to the Head of Business Improvement to publish the Workforce Equality Report and to make any changes as may be required before publication following Cabinet discussion; 3. Approve the contents of the Gender Pay Gap, Ethnicity Pay Gap and Disability Pay Gap reports for this year; and 4. Delegate authority to the Head of Business Improvement to publish the Gender Pay Gap table at paragraph 14 before 30 March 2024, the Ethnicity Pay Gap table at paragraph 24 and the Disability Pay Gap table at paragraph 30 on the Council website. 	

Appendices	
Appendix 1	Workforce Equality Report (2023)
Appendix 2	Gender Pay Gap and Distribution of Council staff by Grade, Gender and Age

Appendix 3	Ethnicity Pay Gap and Distribution of Council staff by Grade and Ethnicity
Appendix 4	Disability Pay Gap and Distribution of Council staff by Grade and Disability

INTRODUCTION

1. In 2022 we launched our [Equality, Diversity and Inclusion Strategy](#), developed using the Local Government Association Equalities Framework, which outlines four areas of focus for equality, diversity and inclusion (EDI).

- Understanding and Working with our Communities
- Leadership and Organisational Commitment
- Responsive Services and Customer Care
- Diverse and Engaged Workforce

Our commitment to equality, diversity and inclusion influences how we work with our residents, staff and elected members. We want Oxford City Council to have a workforce that reflects the community it serves, and to be seen as an employer of choice that values and draws strength from diversity.

2. This report is focused on our workforce, however it is important to recognise the wider context of the Council's equalities work and how workforce equalities fits within the strategic framework.
3. The Council's People Strategy defines the Council's ambition for its workforce to have the right people, with the right skills, highly motivated, high performing and business-efficient delivering the best outcomes to the people of Oxford. The strategy articulates the respectful, inclusive and supportive culture that will nurture a more representative workforce – taking a more authentic approach that focuses beyond key performance indicators.
4. The People Strategy is divided into six key themes to address the external context the Council faces and enable our business goals. These link every aspect of a person's career cycle, ensuring the highest standards of leadership and fostering a culture which is inclusive. These themes are:
- High Performing and flexible workforce
 - Attract, reward and retain talent
 - Support Development
 - Create a culture of wellbeing, diversity and engagement
 - Promote, champion and support inspirational leaders
 - People Team transformation
5. The key priorities within these themes are:
- Recruitment and retention of talented and experienced people

- Leadership and management development to build an inclusive and high-performing organisation
- Providing more career development opportunities
- Improving the diversity of the workforce
- Excellence in basic people service delivery

WORKFORCE EQUALITIES REPORT

6. The Council is an employer committed to increasing the diversity of its workforce and providing an inclusive environment with equality of opportunity for all employees. The Council is committed to making sure its workforce is representative of the diverse population it serves.
7. Presentation of the Workforce Equalities Report (WER), at Appendix 1, is an annual report that the Council is obliged to publish every year under the Equality Act 2010 (the Act). The WER provides an update on equalities-related activities of the Council. It is a 'snap shot' of how diverse the workforce is, what recruitment has taken place and contains data trend analysis for a three year period (1 April 2020 to 31 March 2023) for the key protected characteristics in the Act. The WER also provides comparative population data and a breakdown of the Council's staffing in relation to key equalities reporting areas.
8. The WER covers aspects of the employment lifecycle and highlights what the Council has done in terms of recruitment and retention to increase the diversity of its workforce, in addition to embedding the Public Sector Equality Duty and Equality Act 2010 best practice.
9. The main items to note are as follows:
 - Recruitment activity decreased compared to the previous year, with 98 new starters joining the Council compared to 142 in the previous year. There were also fewer leavers than the previous year (75 leavers). Overall, the headcount of the organisation increased by 3% over the year.
 - Over half of the workforce are women (59.7%), which is above that of the population of Oxford at 48.2%. This year, the proportion of women in senior roles has decreased by 1%, now making up 49% of roles at grade 11 and above.
 - There was a decrease in the representation of minority ethnic groups in the workforce over the reporting period to 14.2% from 14.6% in the previous year. This is close to the Council's target of 15% by 2024, but lower than the local population of Oxford. 2021 Census data shows that 27.7% of the population of Oxford is from minority ethnic groups. This is total population including children and students and the economically active population is less diverse. Recruitment data suggests a small increase in the proportion of candidates from minority ethnic groups applying for roles, but a decrease in those appointed to roles with the Council. Recruitment data does not cover

all recruitment activity but only direct, online applications so more work is required to make sure we have an accurate, overall picture.

10. Key achievements in the last 12 months include:

- Our People Strategy continues our ambition to put inclusion and respect at the heart of how we develop policy, practice and the behaviour that influences our culture.
- We are building a more inclusive culture through learning sessions and more internal communication. Over 400 employees have attended lunch and learn sessions. Topics have included Holocaust Memorial Day, Islamophobia Awareness, Black History Month, Neurodiversity and Staff Networks.
- We have updated and completed an engagement survey that now includes a question on belonging to help us to better understand the experience of different groups, with a positive response from 81% of participants.
- The Recruitment Consultant and EDI Specialist in the People Team are new roles in the last 12 months that are working together to extend the reach of our advertising, especially in local, diverse communities.
- We held a well-being at work week to support health, physical and mental well-being and received very positive feedback.
- Our employee networks continue to offer employees the opportunity to discuss the issues that affect them and they support our Equalities Steering Group.
- We introduced Trans and Non-binary options for personal data.
- We have continued to embed our new approach to equality impact assessments and provided training and support where needed.

11. The WER sets out our priority aims and specific actions for 2023/2024.

Continue work to improve diversity of our workforce by building inclusive recruitment practices to improve the diversity of candidates and recruits and offering development for aspiring managers. This will include:

- Guidance and inclusive recruitment training for managers
- Introducing more inclusive recruitment practices including a requirement for more diverse panels for senior roles
- Strengthening contacts with schools, colleges and local community networks
- Offering work experience for students in our targeted schools
- Positive action leadership development programme for a cohort of under-represented groups at senior levels
- Work with Activate Learning to develop skills in local communities and develop more apprenticeship opportunities
- Working in and with communities to improve the reach of recruitment

Continue to build inclusive leadership practices and culture. This will include:

- EDI training for managers and employees
- Ongoing lunch and learn sessions to raise awareness and build inclusion and a sense of belonging for all groups
- Regular communications on best practice and ideas to inspire change
- Building the influence and strength of our Equalities Steering Group to better integrate Equality, Diversity, Inclusion and Belonging with policy, service design and operational delivery
- Design a structured approach to staff networks to increase the number and establish a clear purpose and opportunities to influence
- Establish a new REACH staff network for Race, Ethnicity and Cultural Heritage

Improve the understanding of our workforce and individual employee experiences. This will include:

- Improved collection of personal data in people processes
- Reaching out to individuals to learn about their experience of the organisation
- Ongoing staff surveys and evaluation of results
- Developing a data dashboard to better measure and share the workforce profile and the effectiveness of recruitment processes
- Working closely with Union colleagues and their equality and diversity leads
- Continue to build inclusive leadership practices and culture
- Improve the understanding of our workforce and individual employee experiences.

In addition, the Council will review and increase its target for the percentage of employees from minority ethnic groups.

GENDER PAY GAP

12. The Council is required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish an annual report that provides details of the Council's gender pay gap using a number of key measures: basic pay; bonus; the proportion of male and females receiving a bonus; and pay quartile data (basic pay) for male and female staff. Due to the government's gender pay reporting cycle, the pay data that the Council must publish by 31 March 2024 relates to Council pay data at the 'snapshot date' of 31 March 2023.

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

- Mean* gender pay gap (basic pay);

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

* The mean hourly rate is calculated by totalling the hourly rates of all employees and dividing by the number of employees.

** The median hourly rate is the middle value when all hourly rates are placed in order from lowest to highest.

The second methodology relates to reporting on the bonus pay gap. However, the Council does not currently make any bonus payments so has no data to report for this element.

14. The Council's gender pay gap details for the snapshot date of 31st March 2023 is as follows:

31 March 2023	
Mean gender pay gap (basic pay)	7.5%
Median gender pay gap (basic pay)	0.7%
Mean gender bonus gap	0%
Median gender bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

Pay Quartiles by Gender

Quartile	Males %	Females %
Top	48.69	51.31
Upper Middle	43.16	56.84
Lower Middle	35.08	64.92
Lower	36.32	63.68

15. Comparisons between the Gender Pay Gap as at 31st March 2022 and 31st March 2023 are shown in Table 1 of Appendix 2. This data shows that:

- The mean gender pay gap has decreased from 8.0% in 2022 to 7.5% in 2023, but remains in favour of males. This is probably because pay at the lowest pay grade has increased proportionately more than for other grades. This was because of a significant increase in the living wage rate due the high cost of inflation. Also, female representation in the highest earning half of the workforce has increased.
- The median gender pay gap has decreased significantly from 11.4% in 2022 to 0.7% in 2023 remaining in favour of males. The median pay gap calculation can be distorted by two factors. The first is salary sacrifice schemes as the value of

salary sacrifice payments are excluded from pay when calculating each employee's hourly rate of pay. This has the effect of reducing the pay rate for individuals taking part in salary sacrifice schemes. The second factor is our grading structure. Median pay fell in grade 6 for women last year but falls within grade 7 this year. A small movement in the number of employees around median pay can have a large impact on median pay if a grade boundary is crossed. There is a 10% difference in pay between the top of grade 6 and bottom of grade 7. However, this positive change to the median pay gap is consistent with the increase in female representation in the highest earning half of the workforce.

- The gender composition has changed marginally from the previous report with female representation decreasing by 1% to 59.7% of the workforce.

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

- 59.7% of the Council's work force is female. 54% of females work on a part-time basis, compared to 9% of all male staff who work on a part-time basis. The high number of part time females is the most significant contributing factor impacting on the Council's mean gender pay gap. The graphs show that the females working part time are predominantly younger and on lower grades compared to the small number of males working part time who are older and on higher pay.

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

- In 2022 the overall gender pay gap was 14.9%, decreasing from 15.1% in 2021, and still down from 17.4% in 2019 (before the pandemic). The pay gap for the Council compares well with this data.
- The gender pay gap is lower nationally for full time employment at 8.3% (up from 7.7% in 2021)
- The gender pay gap for those in part time employment nationally has reduced from -3.0% to -2.8% (in favour of females).
- Whilst for full time employment the pay gap is 3.2% or below for age groups under 40, it is higher for those 40 and over at approximately 11%.
- The ONS warns that there is still some volatility in the data when comparing year on year data following the pandemic.

18. Nationally the gender pay gap is higher for all employees than it is for full time or part-time employees. This is because women fill more part time jobs which have a lower hourly median pay compared to full time roles.

19. The table below shows the Council's mean hourly rate of pay for part time female staff is £18.32 and the median rate is £16.94. Part-time workers are, on average, paid at lower rates of pay because they tend to occupy lower-level roles.

Employment	Average	Pay Gap	Average Female Salary (per hour)	Average Male Salary (per hour)
Full Time	Mean	4.66%	£20.09	£21.08
Part Time	Mean	-0.27%	£18.32	£18.27
Full Time	Median	0%	£19.17	£19.17
Part Time	Median	2.58%	£16.94	£17.39

ETHNICITY PAY GAP

20. Ethnicity pay gap reporting remains voluntary. The Government has published guidance for employers on reporting the ethnicity pay gap. The guidance uses the same methodology that is used for calculating the gender pay gap. This is the method that we have and will continue to use to calculate the Council's ethnicity pay gap.

21. The provision of ethnicity information is voluntary and for the Council's workforce 13.5% of the data is not known. For the purpose of this report the categories have been grouped into three classifications:

- Minority ethnic groups
- White
- Not known

22. It is important to note that whilst the classifications have been grouped to provide a useful overview, this does not inhibit the Council from undertaking a deep-dive to better understand impact at specific ethnicity level. However, it is worth noting that given the size of the smaller cohorts when assessing specific ethnicities, it is important to be careful in how the information is interpreted and compared. The Government guidance, recommends that when calculating data it should be at the most specific level that is possible, however, it also recommends a minimum group size of 50 for published data. The current number of employees from minority ethnic groups is relatively small, representing 14.2% of the workforce.

23. Appendix 3 provides details of the Council's ethnicity pay gap.

24. The Council's ethnicity pay gap details for the snapshot date of 31st March 2023 are below:-

31 March 2023	
Mean ethnicity pay gap (basic pay)	10.8%
Median ethnicity pay gap (basic pay)	11.6%
Mean ethnicity bonus gap	0%
Median ethnicity bonus gap	0%

Pay quartiles by Ethnicity

Quartile	Minority Ethnic Groups %	White %
Top	9.04	90.96
Upper Middle	12.12	87.88
Lower Middle	20.61	79.39
Lower	24.85	75.15

25. Comparisons between the Ethnicity Pay Gap as at 31st March 2022 and 31st March 2023 are shown in Table 1 of Appendix 3. This data shows that:

- The mean ethnicity pay gap has decreased from 14.4% in March 2022 to 10.8% in March 2023.
- The median ethnicity pay gap is static at 11.6%.
- The representation of minority ethnic groups has increased in the top and lower middle quartiles and decreased in the other two. The increase in the upper quartile from 7.23% to 9.04% is the main reason for the decreasing pay gap.

26. The non-reporting of personal information impacts the reliability of this data. 13.5% of the whole workforce, including 44% of new starters in the current year, have not declared information.

DISABILITY PAY GAP

27. This is the third year that the Council has reviewed its disability pay gap. The methodology used is the same as that already used for the gender and ethnicity pay gap reporting.

28. The provision of disability information is voluntary and for the Council's workforce 10.9% of the data is not known. For the purpose of this report the categories have been grouped into three classifications:

- Disabled
- Non-disabled
- Not known

29. The current proportion of the workforce at the Council declaring a disability is 10.7%.

30. The Council's disability pay gap details for the snapshot date of 31st March 2023 are below:-

31 March 2023	
Mean disability pay gap (basic pay)	4.9%
Median disability pay gap (basic pay)	0.0%
Mean disability bonus gap	0%
Median disability bonus gap	0%

Pay Quartiles by Disability

Quartile	Disabled %	Non-disabled %
Top	9.32	90.68
Upper Middle	16.77	83.23
Lower Middle	9.94	90.06
Lower	12.42	87.58

The data shows the mean disability pay gap is 4%. The representation of disability in the top pay quartile has increased to 9.15% in March 2022 from 8.33% March 2021.

The Council has no median disability pay gap. This compares favourably with a national median pay gap of 13.8% in 2021.

31. Appendix 4 provides a table and graphic representation of disability by grade. There is a notably higher level of employees with a disability in grades 5-8.
32. The non-reporting of information impacts the reliability of this data. At 10.9% of the whole workforce the number of people not reporting on disability is higher than the proportion of people reporting to have a disability at 10.4% and 50% of new starters in the current year have not declared information.

SEXUAL ORIENTATION PAY GAP

33. The pay gap for sexual orientation is included for the first time this year but the data is based on 31 employees out of 526, with 220 employees not declaring personal data on sexual orientation. The data may not represent the true picture. A breakdown of the data is not provided because of the small number and risk of identifying individuals.

31 March 2023	
Mean sexual orientation pay gap (basic pay)	8.2%
Median sexual orientation pay gap (basic pay)	11.6%
Mean sexual orientation bonus gap	0%
Median sexual orientation bonus gap	0%

MEASURING PROGRESS / OUTCOMES

34. This WER is useful in providing a set of indicators to measure the performance of the organisation from a pay gap perspective as part of the Council's equalities aspirations. Alongside this, the Council's staff survey will help to set outcomes and measure progress – the focus being on qualitative related outcomes such as trust and belonging, career progression and inclusive management.

FINANCIAL IMPLICATIONS

35. A base budget of £60,000 is in place to support the Council's on-going commitment to building a more diverse workforce and inclusive culture.

LEGAL IMPLICATIONS

36. The Equality Act 2010 (the Act), section 149 introduced the Public Sector Equality Duty. It requires that in everything the Council does, it must have due regard to the need to: eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

41. A relevant protected characteristic is defined in section 4 of the Act as; age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnerships.

42. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require the Council to publish information annually about how it complies with the Public Sector Equality Duty. The information must include, in particular, information relating to persons who share a relevant protected characteristic who are:

- (a) Its employees; and
- (b) Other persons affected by its policies and practices.

43. This report does not address the requirement in the 2017 regulations to publish information relating to persons other than employees affected by the Council's policies and practices. That duty is to be discharged separately.

44. The Regulations also impose obligations on the Council to publish information relating to the “gender pay gap” in the organisation on the snapshot date of 31st March in any year. In particular, the Council is required to publish the difference between the average hourly rate of pay paid to male and female employees; the difference between the average bonus paid to male and female employees; the proportions of male and of female employees who receive bonuses; and the relative proportions of male and female employees in each quartile pay band of the workforce. The information must be published within 12 months of the relevant snapshot date.
45. The Workforce Equality Report and the Action Plan have been prepared in compliance with the requirements of the Act.

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Background Papers: None

Oxford City Council Workforce Equalities Report 2021-2023

Contents

Introduction	2
Definitions	5
Headlines	8
Oxford City Council Workforce Profile: Trends	9
Oxford City Council Workforce Profile: Analysis	10
Oxford City Council Management Profile	18
Attraction, Recruitment and On-Boarding	20
Priority Actions - 2023/2024	24
Appendices	25
Recruitment Activity Data Tables 2020/21 to 2021/23	25
New Starters Data Tables 2020/21 to 2022/23.....	26
Leavers Data Tables 2020/21 to 2022/23.....	27

Planned Publication Date January 2024

Introduction - Message from Chief Executive

During the last 18 months we have supported our staff and citizens during the cost of living crisis, coping with extra demand for services. We remain committed to improving access and inclusion for our staff and the people we serve. Many in our communities continue to face difficulties in a challenging financial environment and so a common theme across all of our work is to tackle inequality and meet the needs of our diverse local communities. It is our strong belief that a diverse workforce that is more representative of our city and a culture of inclusivity and respect is critical to providing the best services to our residents and to bringing out the best in our people.

The 2021 Census data demonstrates that Oxford has become increasingly diverse across its communities. This drives even further our commitment to equality and diversity. To achieve greater equality we will continue to improve our efficiency and effectiveness and performance so that we can deliver the best services for our citizens.

In 2022 we launched our [Equality, Diversity and Inclusion Strategy](#), developed using the Local Government Association Equalities Framework, which outlines four areas of focus for equality, diversity and inclusion (EDI).

- Understanding and Working with our Communities
- Leadership and Organisational Commitment
- Responsive Services and Customer Care
- Diverse and Engaged Workforce

Our work during the last year our work has included:

- Implementing improved technology for our staff to improve efficiency and the effectiveness of hybrid working
- Leadership development to build inclusive management practices and support staff to deliver the best outcomes
- Extended the reach of recruitment advertising to encourage more diversity in the people applying for jobs
- Improving career development opportunities to attract, develop and retain talent
- Building a more inclusive culture and sense of belonging through lunch and learn sessions and other EDI focused sessions for staff
- Progress towards our target of 15% for the proportion of the workforce from minority ethnic groups

This report is internally focused on the City Council as an employer, providing a picture of our workforce profile, data trend analysis for a three year period (1 April 2020 to 31 March 2023) for some of the key protected characteristics under the Equality Act, comparative population data and a breakdown of the City Council's staffing for key equalities reporting areas. We have also provided data in relation to key people processes such as attraction of candidates for jobs, recruitment, on-boarding and leavers.

Not every employee chooses to share their personal data so reporting is based on that data that has been reported. We continue to work with staff to raise awareness of how we use this data, encouraging them to disclose personal data to improve our insight and help us monitor and track our progress.

Caroline Green
Chief Executive

About the data

Sources of Data

- The demographic data from the 2021 Census is now available and has been used in this report.
- The Council is analysing data collected from applicants and employees over a rolling three year period to enable greater insight into trends and to confirm the relevance of the current equality action plan and identify any new approaches.

Who the report includes

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

Provision of equality data

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

Non-reporting

- We strongly encourage completion of non-mandatory equality data (all data except sex) and provide assurances in relation to confidentiality and use of the data. However, as provision of the data is entirely voluntary we do not have a full picture for the whole of our workforce and integrity of the data analysis is affected.

Presentation of data

- For the majority of information presented in the report, percentages have been used. When information has been broken down further, data has been presented in number format due to the small numbers involved.
- Data is either for the whole years of 1st April 2020 to 31st March 2021, 1st April 2021 to 31st March 2022 and 1st April 2022 to 31st March 2023 or on specific dates as at 31st March in 2021, 2022 and 2023.

Definitions

Minority Ethnic Groups

People declaring themselves as Asian or Asian British (Indian, Pakistani, Bangladeshi, Chinese, Any other Asian background); Black, Black British, Caribbean or African (Caribbean, African, Any other Black, Black British or Caribbean background); Mixed or multiple ethnic Groups (White and Black Caribbean, White and Black African, White and Asian, Any other mixed or multiple ethnic background); Other ethnic group - Arab, Any other ethnic Group.

Sex

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

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

Gender

The UK Government defines gender as a social construction relating to behaviours and attributes based on labels of masculinity and femininity: gender identity is a personal, internal perception of oneself and so the gender category someone identifies with may not match the sex they were assigned at birth.

Individuals may see themselves as a man, woman, as having no gender, or as having a non-binary gender – where they identify as somewhere on a spectrum between a man and a woman.

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

Disability

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

Sexual Orientation

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

LGB

Lesbian, gay and bisexual (LGB).

White

People declaring themselves as English, Welsh, Scottish, Northern Irish or British; Gypsy or Irish Traveller; Roma; Any other White background.

Equality, diversity and inclusion achievements – 2022/2023

We have undertaken a number of activities to proactively support our employees and to meet the goals we set out in our Equalities Action Plan.

- Our People Strategy continues our ambition to put inclusion and respect at the heart of how we develop policy, practice and the behaviour that influences our culture.
- We have completed an engagement survey to help us to understand what our employees think of us as an employer and their experience of working at the authority. The survey now includes a question around belonging and one to test if we are a flexible employer.
- Our recent apprentice recruitment was successful in recruiting a diverse cohort of younger people to develop skills and experience for a successful future.
- Our specialist recruitment consultant has extended the reach of recruitment advertising to attract a more diverse field of candidates and this includes sharing job opportunities with local communities.
- To build a more inclusive culture and foster a greater feeling of belonging we have delivered eleven lunch and learn sessions attended by 458 employees including topics such as Islamophobia, Holocaust Memorial Day, LGBTQ+, neurodiversity, anxiety at work, South Asian Heritage Month, Black History Month and employee networks.
- We delivered a well-being at work week offering support for physical and mental well-being.
- Our employee networks continue to offer employees the opportunity to discuss the issues that affect them and they support our Equalities Steering Group.
- We have now implemented our new approach to equality impact assessments, offering training and support where needed.
- Delivered EDI training for Members and begun Inclusive Recruitment Training for managers.
- Built links with local schools to offer work experience opportunities and established a relationship with Oxford Brookes University to offer students internships - with a priority for students from ethnically diverse backgrounds.

Equality, Diversity and Inclusion in our teams From Ian Brooke, Head of Community Services

One of the aims of the Thriving Communities Strategy is to foster a sense of belonging - We want everyone in Oxford to feel a sense of local pride, be free to be who they are and to feel like they belong.

There is a clear synergy between internal and external equalities work impacting not just our staff but also the lives of our residents and communities. To that extent, here are some key areas of work that complements the workforce diversity work within the Council:

- The Equality, Diversity, and Inclusion Strategy was shortlisted for a Local Government Chronicle (LGC) award which showcased how we re-designed and embedded inclusion and diversity at every stage of the Council's Grant Review process. Through this work, we now evaluate each grant more inclusively and have embedded EDI impact as a compulsory grant funding criterion. The LGC award application also showed strong place leadership through the work around the Anti-Racism Charter and demonstrated an innovative approach through our Locality Model.
- Our Locality networks (Locality Managers working with patch-based officers from other teams and partners) have continued to put equalities into action with all our work in communities very much focused through an EDI lens. This includes our cost of living support, food banks and effectively targeting grants such as the Houseful Support Fund where they will have the most impact.
- We have strengthened our commitment to be inclusive and embed a culture of continuous learning by designing and organizing fortnightly locality learning sessions, these sessions have included areas such as Inclusive Communication, neurodiversity, Gender, and Race. These sessions are attended predominantly by council employees with some partner agencies such as the County Council and social landlords attending.
- We are actively supporting our leaders to take informed and inclusive decisions, which has included EDI training sessions for our Cabinet members. We have re-designed our Equality Impact Assessment process to improve the way we address and respond to equality and inclusion in our work and service delivery.

Headlines

Total Workforce: The number of people employed by the Council has increased from 754 on the 31st March 2022 to 777 on the 31st March 2023 as more people joined the Council than left. During 2022/23, turnover was lower than in the previous year, at 9.8% on average. There was less recruitment activity, with 98 new starters joining the Council, compared to 142 in the previous year.

Gender: Over half of the workforce are women (59.7%), which is above that of the population of Oxford at 48.2%. This year, the proportion of women in senior roles has decreased very slightly by 1% to 49%.

Ethnicity: Data indicates a small decrease in the representation of employees from minority ethnic groups in the workplace to 14.2%, a negligible shift down from 14.6%. The current target is 15%. The proportion of minority ethnic candidates applying for jobs has increased to 32%, but the proportion appointed has decreased to 14% from 21% in the previous year. Minority ethnic representation in management roles has more than doubled to 9% (26% of managers have not declared their ethnicity). New Census data puts the economically active population from minority ethnic groups at 27.7%, up by 9%.

Disability: 10.4% of workforce has declared a disability, which is relatively stable when compared to the previous two years and compares favourably with the local population at 9.2%. Data suggests the proportion of candidates with a disability applying for and appointed to roles increased marginally last year. Disabled employees are fairly well represented at lower grades but has halved to just 2% of senior roles (grade 11+).

Age: The average employee age of 45 is in line with the local population where, at 34% of the total population, the 35-49 age band of Oxford residents is the largest. The largest employee group is the 51-60 age band.

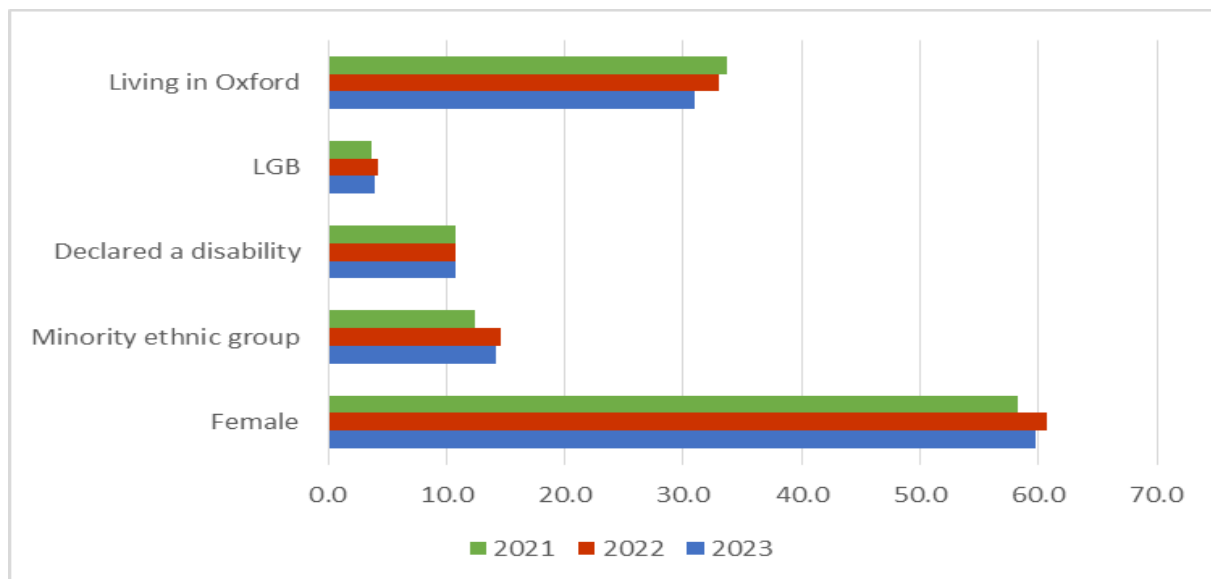
Sexual Orientation: 4.0% of the Council workforce identifies as bisexual, lesbian or gay. The previous comparator, which was the Annual Population Survey 2018, suggested that 2.2% of the UK population identifies as bisexual, lesbian or gay. The 2021 Census, however, indicates that 4.2% of economically active residents in Oxford (excluding full time students) identify as bisexual, lesbian or gay. Currently data we collect during recruitment is limited.

Religious Belief and Non-belief: 35.4% of the workforce have declared as Christian compared with 41% in Oxford, with 27.5% atheist/humanist/no belief compared to 40% in Oxford and 29.6% have not provided information. 3.7% of the workforce is 'other', 1.9% is Muslim (Oxford 7.2%) and 0.4% Sikh (Oxford 0.4%).

Staff living within Oxford: the proportion of staff living in Oxford City is 30.89%, which is a reduction of 2% from the previous year.

Oxford City Council Workforce Profile: Trends

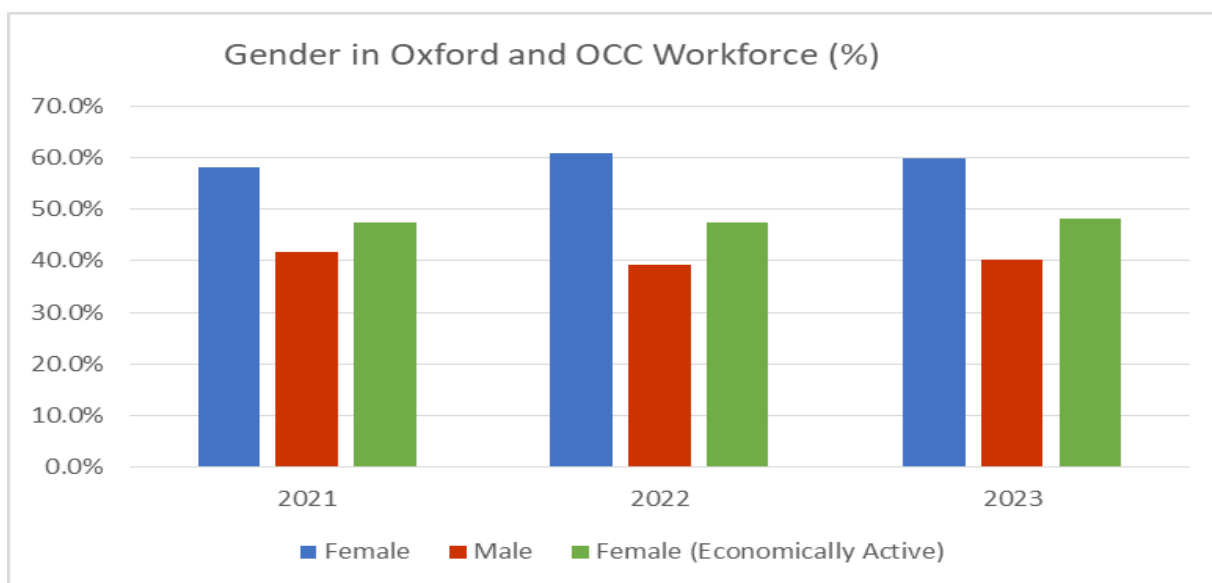
Category	2021	2022	2023
Total Workforce	703	754	777
New Starters	60	142	98
Leavers	64	107	75
Average Age	45	44	45



Year	Female	Minority ethnic group	Declared a disability	LGB	Living in Oxford
2023	59.7	14.2	10.7	4.0	30.9
2022	60.7	14.6	10.7	4.2	33.0
2021	58.2	12.4	10.8	3.6	33.7

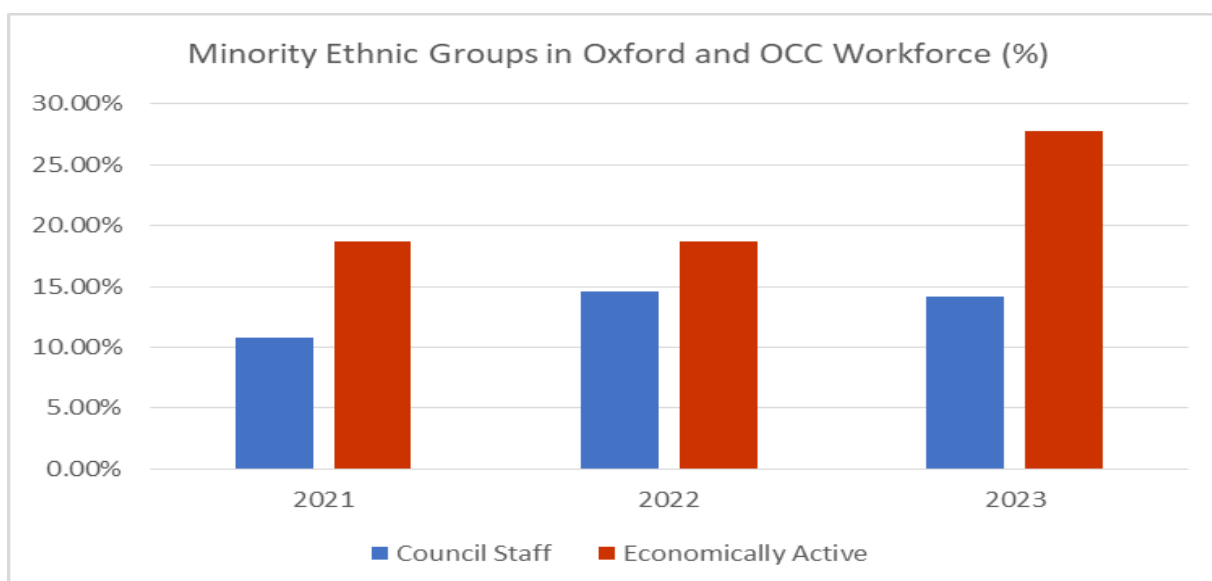
Oxford City Council Workforce Profile: Analysis

The table below shows the proportion of males and females employed by Oxford City Council compared with economically active females in Oxford



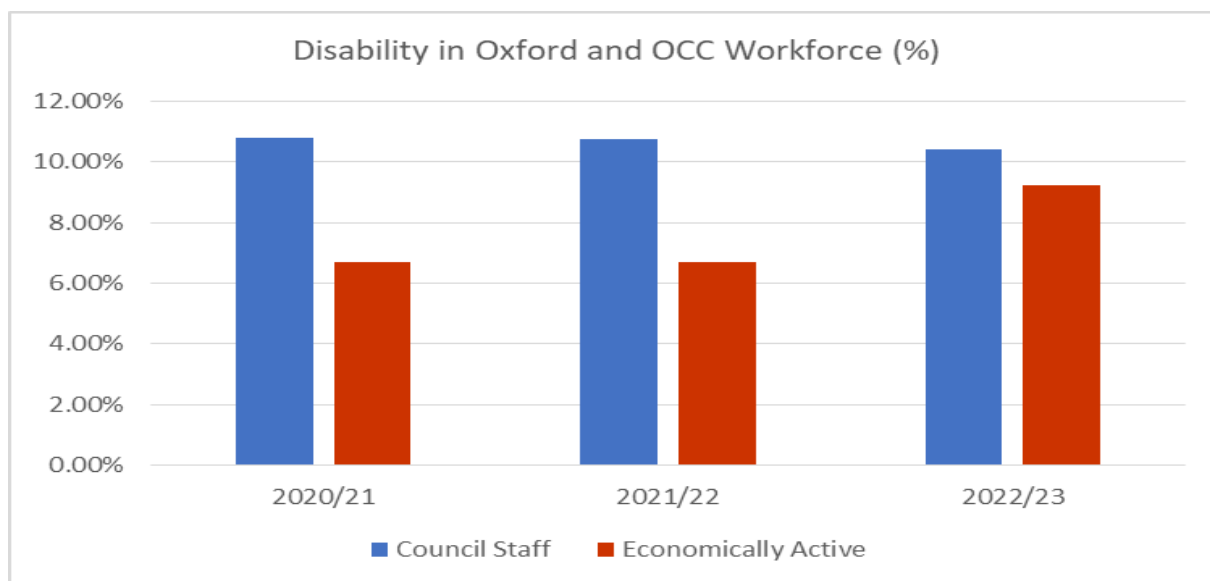
Gender	2021	2022	2023
Female	58.2%	60.7%	59.7%
Male	41.8%	39.3%	40.3%
Female (Economically Active)	47.5%	47.5%	48.2%

The table below shows the proportion of Oxford City Council employees declaring themselves to be from a minority ethnic group compared with economically active population in Oxford declaring themselves to be from a minority ethnic group



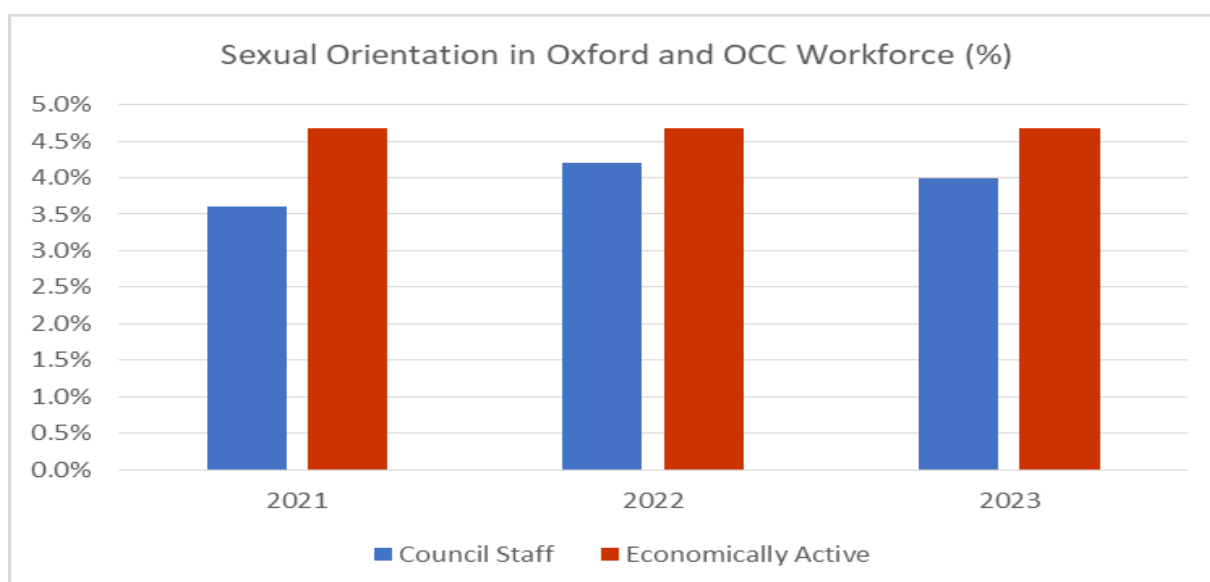
Minority Ethnic Group	2021	2022	2023
Council Staff	10.8%	14.6%	14.2%
Economically Active	18.7%	18.7%	27.7%

The table below shows the proportion of Oxford City Council employees declaring a disability compared with the economically active population in Oxford declaring a disability



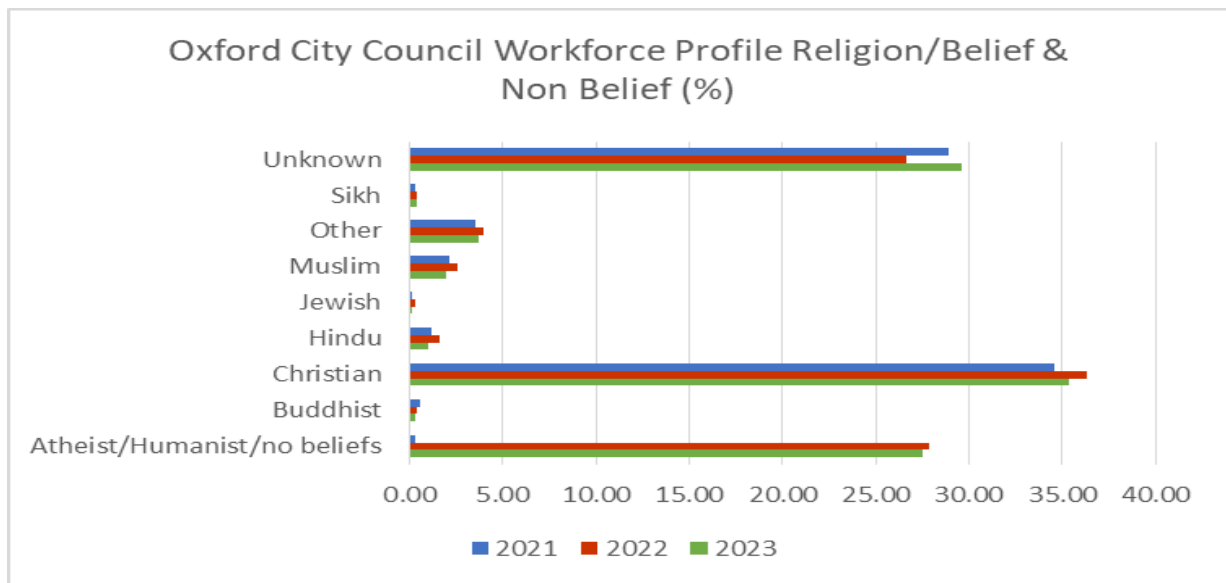
Disability	2021	2022	2023
Council Staff	10.8%	10.7%	10.4%
Economically Active	6.7%	6.7%	9.2%

The table below shows the proportion of Oxford City Council employees declaring themselves as LGB compared with the economically active population in Oxford.



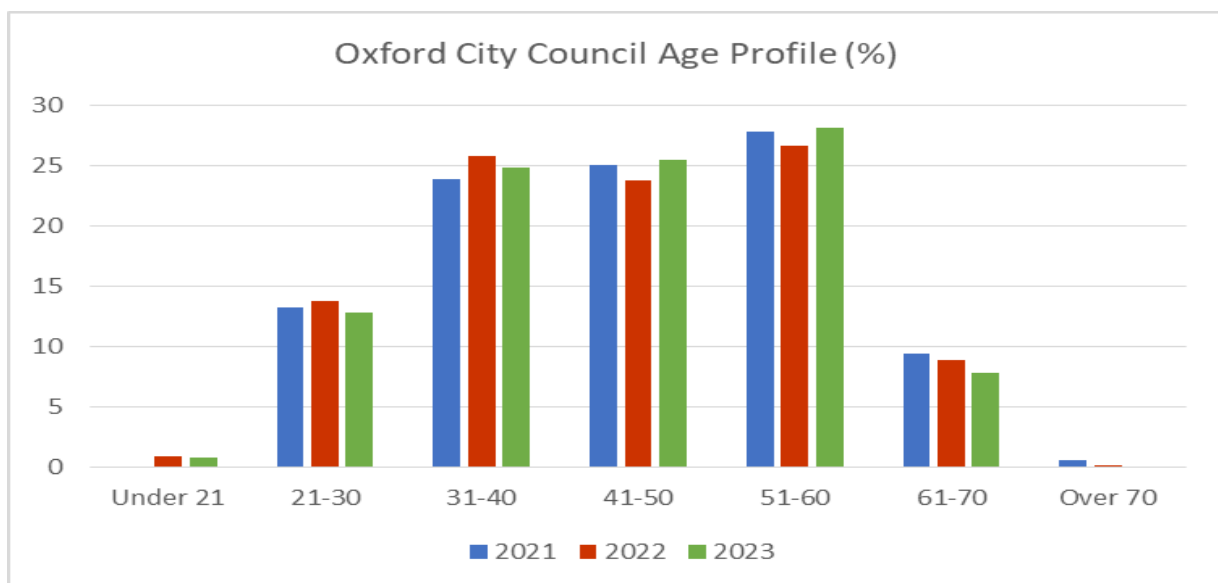
LGB	2021	2022	2023
Council Staff	3.6%	4.2%	4.0%
Economically Active*	4.7%	4.7%	4.7%

The table below shows Oxford City Council's workforce profile by religion/ belief or non-belief



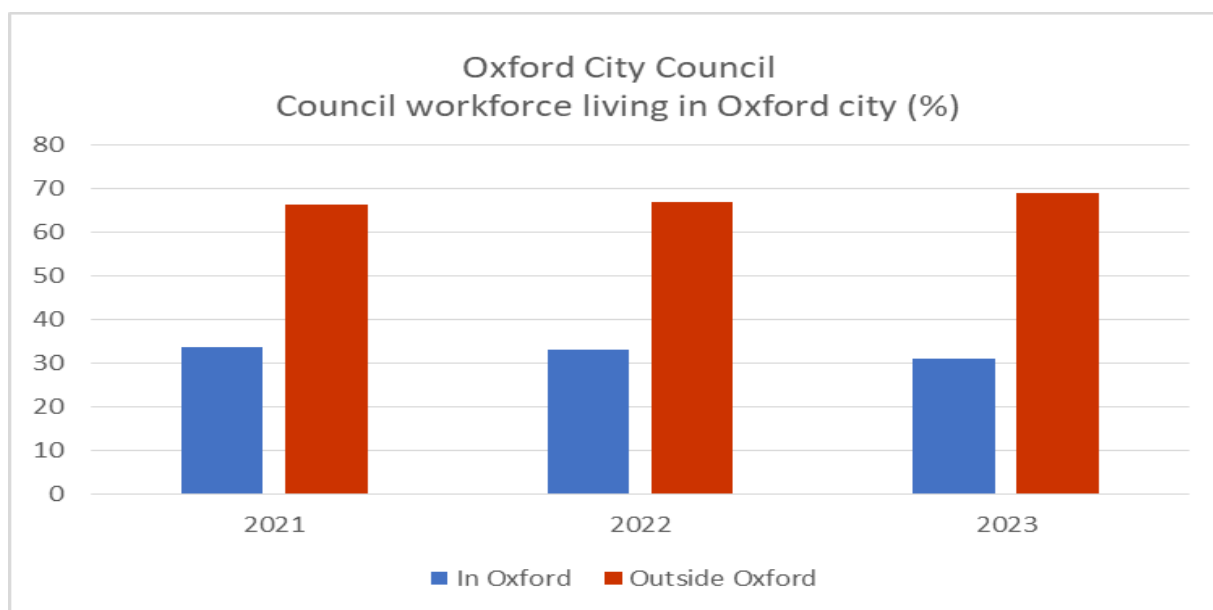
Religion/Belief & Non Belief	2021	2022	2023
Atheist/Humanist/no beliefs	28.73%	27.85%	27.54%
Buddhist	0.57%	0.40%	0.26%
Christian	34.57%	36.33%	35.39%
Hindu	1.14%	1.59%	1.03%
Jewish	0.14%	0.27%	0.13%
Muslim	2.13%	2.52%	1.93%
Other	3.56%	3.98%	3.73%
Sikh	0.28%	0.40%	0.39%
Unknown	28.88%	26.66%	29.60%

The table below shows Oxford City Council's workforce profile by age band



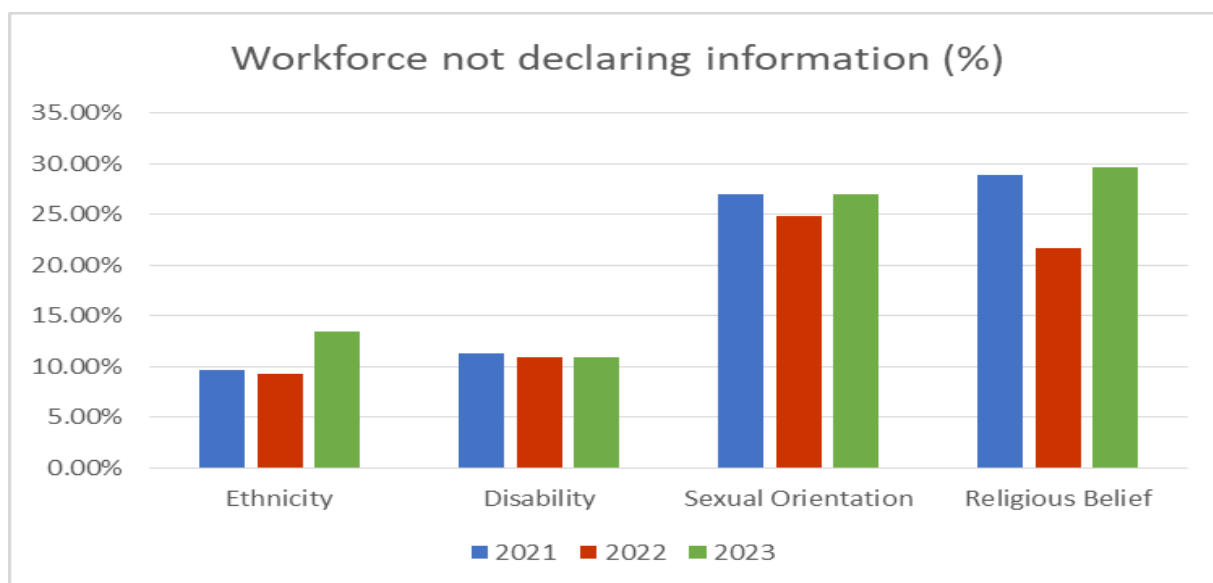
Age Band	2021	2022	2023
Under 21	0	0.93%	0.77%
21-30	13.23%	13.79%	12.87%
31-40	23.9%	25.86%	24.84%
41-50	25.04%	23.74%	25.48%
51-60	27.87%	26.66%	28.19%
61-70	9.39%	8.89%	7.85%
Over 70	0.57%	0.13%	0

The table below shows Oxford City Council's workforce profile by where they live



Location	2021	2022	2023
In Oxford	33.71	33.02	30.89
Outside Oxford	66.29	66.98	69.11
Total	100%	100%	100%

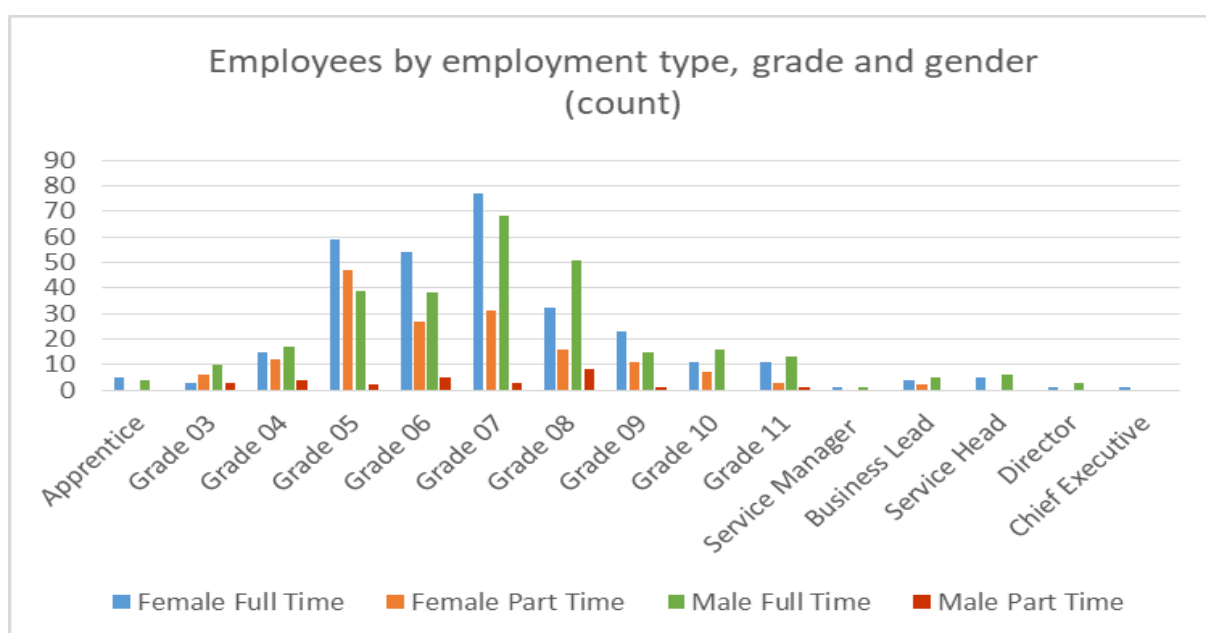
The table below shows the proportion of Oxford City Council employees who have not declared information by each characteristic



Characteristic not declared	2021	2022	2023
Ethnicity	9.67%	9.28%	13.51%
Disability	11.24%	10.90%	10.88%
Sexual Orientation	27.03%	24.80%	26.93%
Religious Belief	28.88%	21.62%	29.60%

Workforce Profile by Grade and Employment Type

Grade	Female Full Time	Female Part Time	Female Total	Male Full Time	Male Part Time	Male Total	Total
Apprentice	5	0	5	4	0	4	9
Grade 03	3	6	9	10	3	13	22
Grade 04	15	12	27	17	4	21	48
Grade 05	59	47	106	39	2	41	147
Grade 06	54	27	81	38	5	43	124
Grade 07	77	31	108	68	3	71	179
Grade 08	32	16	48	51	8	59	107
Grade 09	23	11	34	15	1	16	50
Grade 10	11	7	18	16	0	16	34
Grade 11	11	3	14	13	1	14	28
Service Manager	1	0	1	1	0	1	2
Business Lead	4	2	6	5	0	5	11
Service Head	5	0	5	6	0	6	11
Director	1	0	1	3	0	3	4
Chief Executive	1	0	1	0	0	0	1
Totals	302	162	464	286	27	313	777



Workforce Profile Summary

- The total workforce number has increased since March 2022 from 754 to 777. The proportion of women employed by Oxford City Council is 59.7% and compares favourably with Oxford demographic data of 48.2%.
- The number who have not declared their ethnicity has increased from 9.28% in 2022 to 13.51% in 2023. This needs to be addressed to help provide a more comprehensive and accurate picture of our workforce.

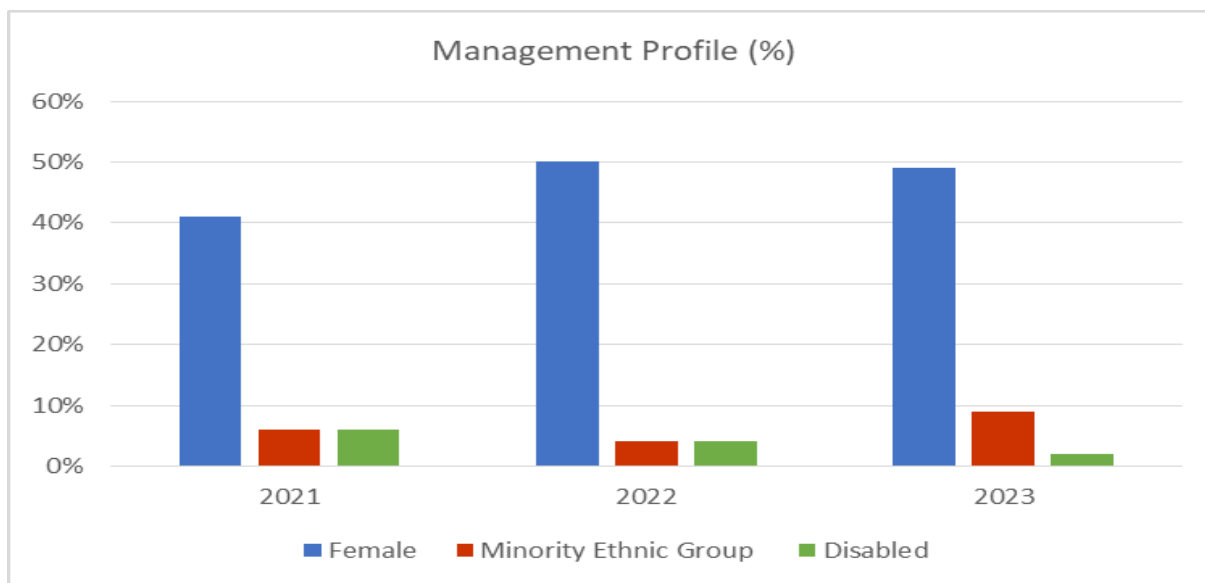
- The proportion of the workforce who have not declared their sexual orientation, ethnic group and religion/ belief or non-belief have all significantly increased since last year. The proportion of those not declaring whether they have a disability was static. This is a reversal of the trend in the previous year when the numbers not declaring information reduced. This impacts the integrity of the data.
- Minority ethnic groups represented 14.2% of the Council's workforce at 31st March 2023, a marginal decrease from last year. This exceeds the Council's target of 13.5% by 31 March 2022. The new target for 2023 is 15%, a small increase. However, based on the 2021 Census, the economically active minority ethnic population of Oxford is 27.7%. This is an increase of 9% since the 2011 Census.
- The proportion of economically active residents in Oxford who considered themselves to have a disability in the 2021 Census was 9.2%. The proportion of staff who consider themselves to have a disability remained steady every year at around 10.8% and is greater than the proportion of economically active individuals in Oxford.
- The average age of the workforce is 45. Other than the under 21 age band there is very little change year on year. The changes to the under 21 age band are reflective of apprentice recruitment campaigns. 75% of the Council's workforce is fairly evenly split between the three decade groups within the 30 to 60 age range. The population of Oxford was markedly younger according to previous data but the largest group is now the 35 to 49 years group.
- The number of staff who identify as lesbian, gay or bisexual has marginally decreased from 4.2% to 4.0%. The proportion of economically active residents in Oxford who identified as lesbian, gay or bisexual in the 2021 Census was 4.7%. The number of people not declaring this information has increased from 24.8% in 2022 to 26.93% in 2023.
- The proportion of employees who consider themselves to be atheist or have no religion has remained relatively stable, currently at around 27.5%, which compares to 40% of the population in Oxford. The number of staff who consider themselves to be Christian has decreased marginally to 35.4%. The number not declaring their religion is relatively high at 29.6%, compared to the Oxford population where 7.3% of religious belief is unknown. The proportion of staff not declaring this information has increased from 21.62% in 2022 to 29.6% in 2023.
- The proportion of staff living outside the city centre has risen from 66.98% in 2022 to 69.11% in 2023. The increase of 2% in the last year is likely to reflect the new working arrangement enabling more home working and therefore being able to attract staff from a wider geographical area. This is also likely to be related to the fact that Oxford remains the most expensive place to live in the UK outside London. Also, the City Council is able to attract talent from across the country due to its ambitious agenda and reputation, flexible and remote working arrangements and employee benefits.
- There is a fairly good representation of women in roles up to Grade 9. There are significantly more women than men in grades 5 to 7, which account for 64% of all females.

- Almost quarter of the Council's workforce is part time – the majority working part time are women with only 27 men working less than full time hours. There is a fairly even spread of part time workers across all grades up to grade 10, but fewer in management roles above grade 11. Full time staff are able to work flexibly and this is generally appreciated as a good benefit.

Oxford City Council Management Profile

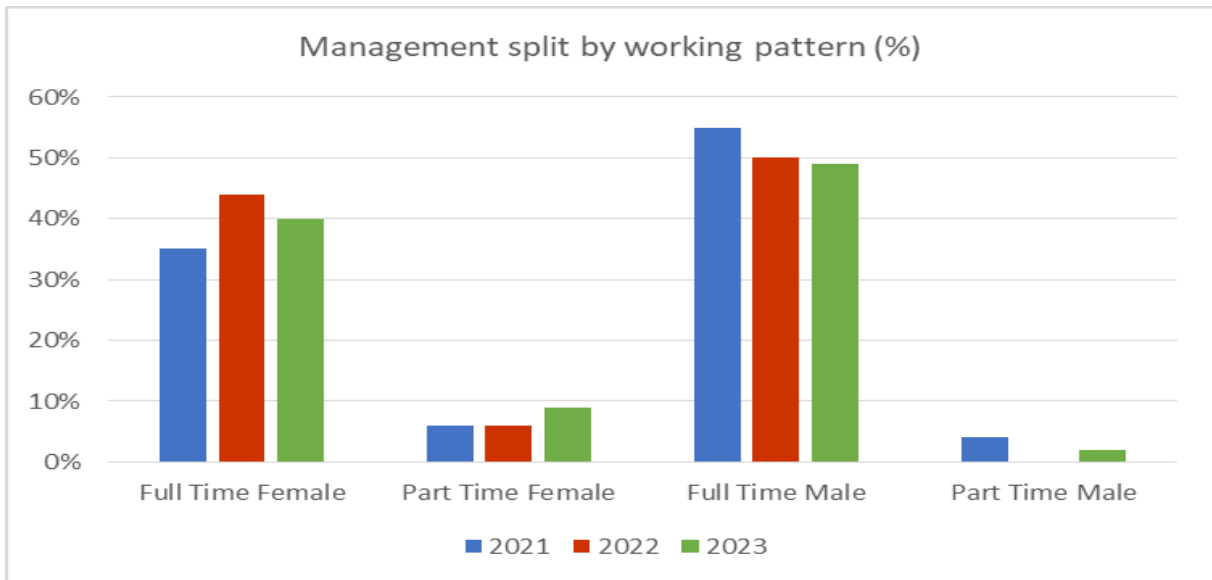
For the purposes of this report, senior managers are defined as those in the following positions:

- Chief Executive
- Executive Directors
- Heads of Service
- Business Leads
- Service Managers
- Grade 11



Characteristic	2021	2022	2023
Female	41%	50%	49%
Minority Ethnic Group	6%	4%	9%
Disabled	6%	4%	2%

Information not declared	2021	2022	2023
Ethnicity	29%	22%	26%
Disability	33%	26%	32%

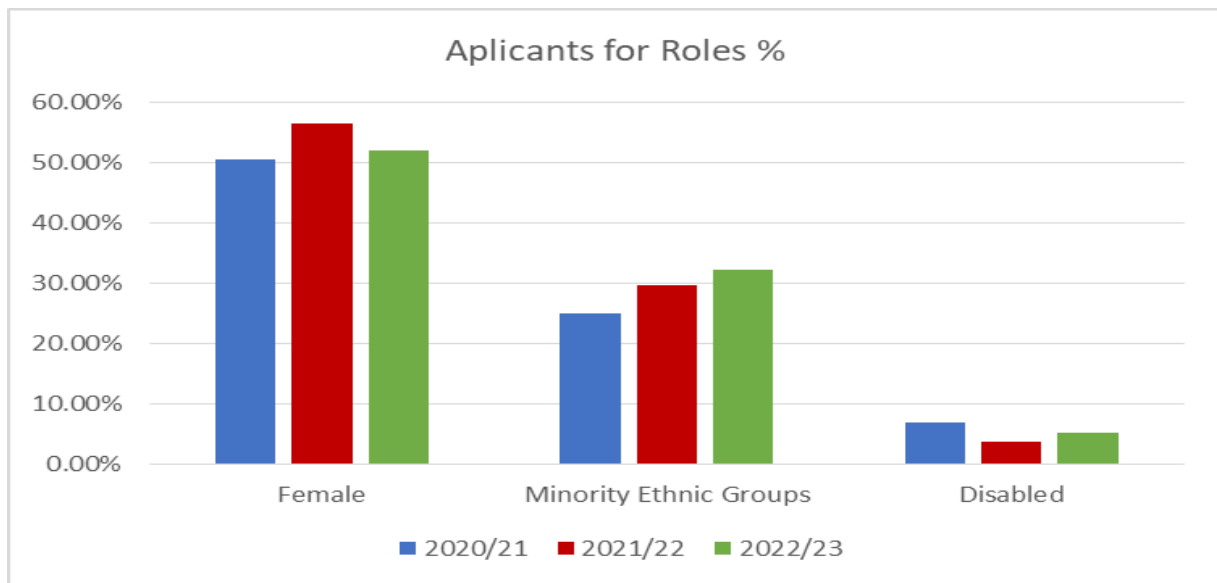


Working Pattern	2021	2022	2023
Full Time Female	35%	44%	40%
Part Time Female	6%	6%	9%
Full Time Male	55%	50%	49%
Part Time Male	4%	0%	2%

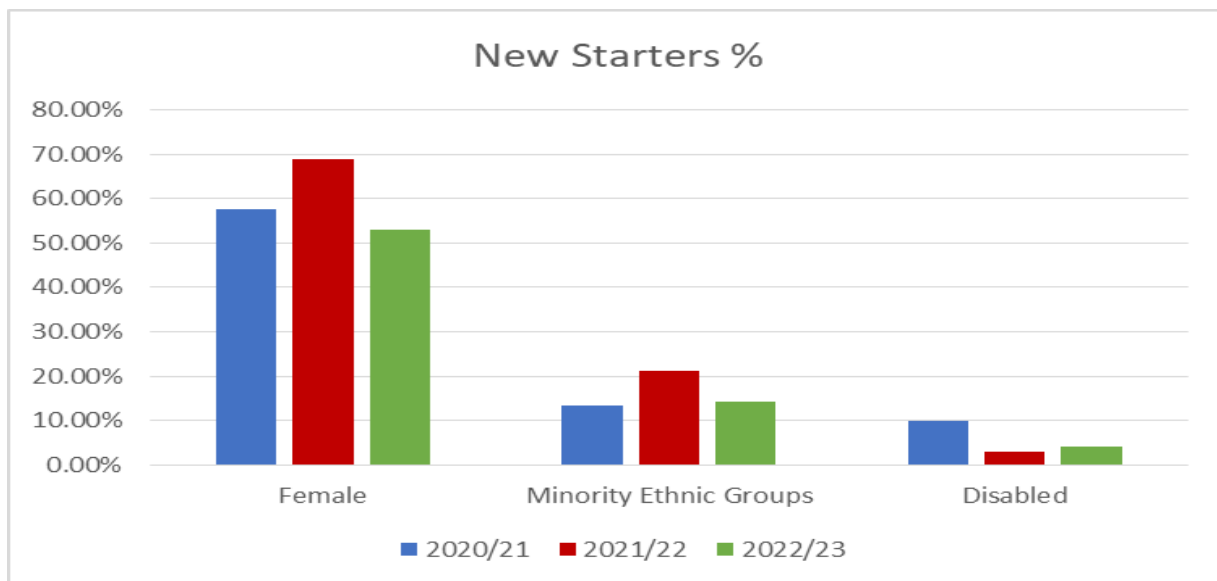
Summary of Management Profile

- Since the last report, the number of women in management roles has decreased by 1%, but is still 8% higher than 2 years ago. They now represent half (49%) of the management workforce, although this is not reflective of the total representation of women in the Council, which is 59.7%.
- The proportion of the managers from minority ethnic groups has doubled from 4% to 9%. It must, however, be noted that a large and increasing proportion of employees (from 22% to 26%) have not declared their ethnicity so we do not have an accurate picture.
- 2% of people in management roles have declared they have a disability which is a decrease from 4% for the previous period. Again, the number of people who have not to declared this information is significant at 32%.
- The proportion of managers who are in part-time roles is low, at only 11% . However, it should be noted that this data does not include all flexible working patterns.

Attraction, Recruitment and On-Boarding



Characteristic	2020/21	2021/22	2022/23
Female	50.57%	56.48%	52.01%
Minority Ethnic Groups	25.05%	29.57%	32.21%
Disabled	6.79%	3.66%	5.23%



Characteristic	2020/21	2021/22	2022/23
Female	57.67%	69.01%	53.06%
Minority Ethnic Groups	13.33%	21.13%	14.29%
Disabled	10.00%	2.82%	4.08%

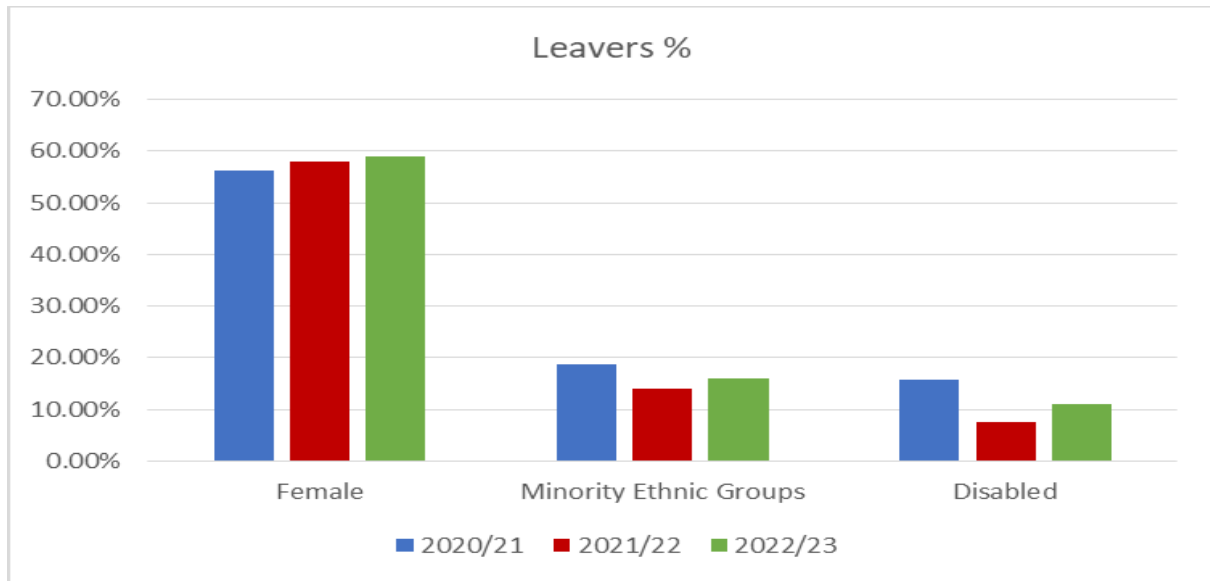
Summary of Attraction, Recruitment and On-boarding

- Over the reporting period, the total number of new starters joining Oxford City Council has fluctuated, dropping in 2020/21 to 60 and then increasing to 142 in 2021/22, its highest level in recent years, and decreasing to 98 in 2022/23. The reduction in 2020/21 can be attributed to the challenging circumstances facing the country during the pandemic and the increased recruitment in 2021/22 due to an increase in the size of the workforce overall and an increase

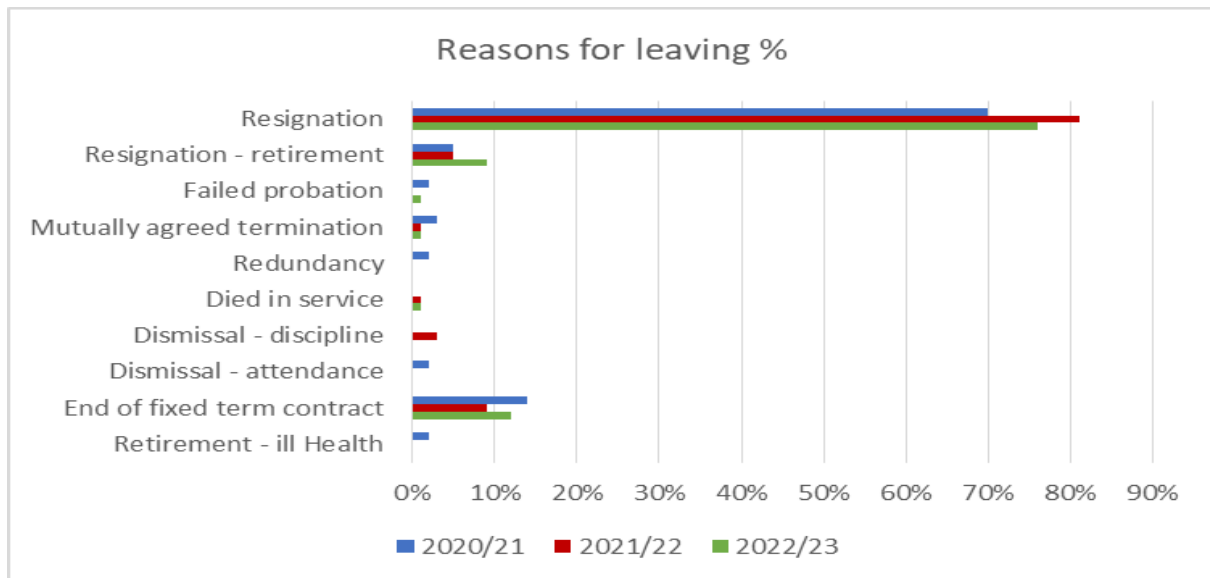
in employee turnover. At 98, the number of new starters in 2022/23 is representative of a more normal level of turnover and may be the start of some stabilisation following the pandemic.

- The data shows that the proportion of female applicants has decreased by 5% to 51% and the proportion of females being appointed decreased by 7% to 53%.
- For data captured on our system, the number of applicants increased marginally even though number of opportunities reduced, indicating that more people were applying for each role.
- There was an increase in applicants from minority ethnic groups of 2% (up to 32%), but only 14% of new starters were from minority ethnic groups, which is a reduction of 7%.
- There was a 1% increase in both applications and new starters declaring a disability at 5% and 4% respectively, but this is significantly lower than in 2020/21 which when 7% of applicants and 10% of new starters declared a disability.
- It is difficult to draw firm conclusions in relation to the two points above as recruitment activity is only captured for applications through the Council's Human Resource Management Information System (HRMIS). A number of new starters will not have come through this route. The number of applicants (via the HRMIS) that do not declare their ethnicity or disability status each year is fairly stable at approximately 9% and 14% respectively. When looking at new starters, the number of people not declaring ethnicity was 43% in 2020/21, dropping to 21% in 2021/22 and rising again in 2022/23 to 44%. The situation is similar for those declaring a disability with the respective numbers for each year being 43%, 24% and 50%.
- The number of leavers reduced significantly last year to 75 from 107 in the previous year. The profile of leavers for females and those declaring a disability was broadly comparable with the overall workforce profile. The number of leavers from ethnic minority groups was higher at 16% compared with 14.2% of the workforce declaring to be from a minority ethnic group.

Leavers



Characteristic	2020/21	2021/22	2022/23
Female	56.25%	57.90%	59%
Minority Ethnic Groups	18.75%	14%	16%
Disabled	15.63%	7.50%	11%



Leaving Reason	2020/21	2021/22	2022/23
Resignation	70%	81%	76%
Resignation - retirement	5%	5%	9%
Failed probation	2%	0%	1%
Mutually agreed termination	3%	1%	1%
Redundancy	2%	0%	0%
Died in service	0%	1%	1%
Dismissal - discipline	0%	3%	0%
Dismissal - attendance	2%	0%	0%

End of fixed term contract	14%	9%	12%
Retirement - ill Health	2%	0	0



Month	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
Number	10	7	6	10	7	4	1	7	3	6	4	10

Leavers Summary

- The average turnover as at the 31st March 2023 was 9.8%.
- Overall the proportion of female leavers has increased over the reporting period (2020-2023). The proportions of minority ethnic and disabled leavers have fluctuated over the period as has the number of people who have not declared information. It is therefore difficult to draw any conclusion in relation to trends. The data for leavers in 2022/23 indicates that the proportion of leavers is broadly representative of the current workforce for females and those declaring a disability, however the proportion of leavers from minority ethnic groups is higher than current representation in the workforce.
- The number of leavers who have voluntarily resigned has increased across the reporting period from 75% in 2021/22 to 81% in 2021/22 and 85% last year. Notably the number of people resigning to retire almost doubled last year from 5% to 9%.
- The top 3 reasons for leaving are Voluntary Resignation, End of Fixed Term Contract and Voluntary Resignation to Retire. This has remained consistent across the reporting period. .

Priority Actions - 2023/2024

Continue work to improve diversity of our workforce by building inclusive recruitment practices to improve the diversity of candidates and recruits and offering development for aspiring managers. This will include:

- Guidance and inclusive recruitment training for managers
- Introducing more inclusive recruitment practices including a requirement for more diverse panels for senior roles
- Strengthening contacts with schools, colleges and local community networks
- Offering work experience for students in our targeted schools
- Positive action leadership development programme for a cohort of under-represented groups at senior levels
- Work with Activate Learning to develop skills in local communities and develop more apprenticeship opportunities
- Working in and with communities to improve the reach of recruitment

Continue to build inclusive leadership practices and culture. This will include:

- EDI training for managers and employees
- Ongoing lunch and learn sessions to raise awareness and build inclusion and a sense of belonging for all groups
- Regular communications on best practice and ideas to inspire change
- Building the influence and strength of our Equalities Steering Group to better integrate Equality, Diversity, Inclusion and Belonging with policy, service design and operational delivery
- Design a structured approach to staff networks to increase the number and establish a clear purpose and opportunities to influence
- Establish a new REACH staff network for Race, Ethnicity and Cultural Heritage

Improve the understanding of our workforce and individual employee experiences. This will include:

- Improved collection of personal data in people processes
- Reaching out to individuals to learn about their experience of the organisation
- Ongoing staff surveys and evaluation of results
- Developing a data dashboard to better measure and share the workforce profile and the effectiveness of recruitment processes
- Working closely with Union colleagues and their equality and diversity leads
- Continue to build inclusive leadership practices and culture
- Improve the understanding of our workforce and individual employee experiences.

Appendices

Recruitment Activity Data Tables 2020/21 to 2021/23

Job applications in 2020/21

Characteristic	Number	Percentage
Female	529	51%
Male	449	43%
Sex Not Declared	68	6%
Minority Ethnic Groups	262	25%
White	686	66%
Ethnicity Not Declared	98	9%
Not Disabled	839	80%
Disabled	71	7%
Disability Not Declared	136	13%
Total Applications	1046	100%

Job applications in 2021/22

Characteristic	Number	Percentage
Female	571	56%
Male	384	38%
Sex Not Declared	56	6%
Minority Ethnic Groups	299	30%
White	624	61%
Ethnicity Not Declared	88	9%
Not Disabled	831	82%
Disabled	37	4%
Disability Not Declared	143	14%
Total Applications	1011	100%

Job applications 2022/23

Characteristic	Number	Percentage
Female	557	52%
Male	440	41%
Sex Not Declared	74	7%
Minority Ethnic Groups	345	32%
White	625	59%
Ethnicity Not Declared	101	9%
Not Disabled	849	79%
Disabled	56	5%
Disability Not Declared	166	16%
Total Applications	1071	100%

New Starters Data Tables 2020/21 to 2022/23

Starters in 2020/21

Characteristic	Number	Percentage
Female	34	57%
Male	26	43%
Minority Ethnic Groups	8	14%
White	26	43%
Ethnicity Not Declared	26	43%
Not Disabled	28	47%
Disabled	6	10%
Disability Not Declared	26	43%
Total Starters	60	100%

Starters in 2021/22

Characteristic	Number	Percentage
Female	98	69%
Male	44	31%
Minority Ethnic Groups	30	21%
White	82	58%
Ethnicity Not Declared	30	21%
Not Disabled	104	73%
Disabled	4	3%
Disability Not Declared	34	24%
Total Starters	142	100%

Starters in 2022/23

Characteristic	Number	Percentage
Female	52	53%
Male	46	47%
Minority Ethnic Groups	14	14%
White	41	42%
Ethnicity Not Declared	43	44%
Not Disabled	45	46%
Disabled	4	4%
Disability Not Declared	49	50%
Total Starters	98	100%

Leavers Data Tables 2020/21 to 2022/23

Leavers in 2020/21

Characteristic	Number	Percentage
Female	36	56%
Male	28	44%
Minority Ethnic Groups	12	19%
White	42	65%
Ethnicity Not Declared	10	16%
Not Disabled	39	61%
Disabled	10	16%
Disability Not Declared	15	23%
Total Leavers	64	100%

Leavers in 2021/22

Characteristic	Number	Percentage
Female	80	58%
Male	45	42%
Minority Ethnic Groups	15	14%
White	68	64%
Ethnicity Not Declared	24	22%
Not Disabled	72	67%
Disabled	8	8%
Disability Not Declared	27	25%
Total Leavers	107	100%

Leavers in 2022/23

Characteristic	Number	Percentage
Female	44	59%
Male	31	41%
Minority Ethnic Groups	12	16%
White	55	73%
Ethnicity Not Declared	8	11%
Not Disabled	55	73%
Disabled	8	11%
Disability Not Declared	12	16%
Total Leavers	75	100%

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Gender Pay Reports as at 31 March 2023

1. Gender Pay Gap comparisons between 31st March 2022 and 31st March 2023

31 March 2023	
Mean gender pay gap (basic pay)	7.5%
Median gender pay gap (basic pay)	0.7%
Mean gender bonus gap	0%
Median gender bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

31 March 2022	
Mean gender pay gap (basic pay)	8.0%
Median gender pay gap (basic pay)	11.4%
Mean gender bonus gap	0%
Median gender bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

Quartile	Males %	Females %
Top	48.69	51.31
Upper Middle	43.16	56.84
Lower Middle	35.08	64.92
Lower	36.32	63.68

Quartile	Males %	Females %
Top	50.82	49.18
Upper Middle	44.81	55.19
Lower Middle	32.24	67.76
Lower	32.79	67.21

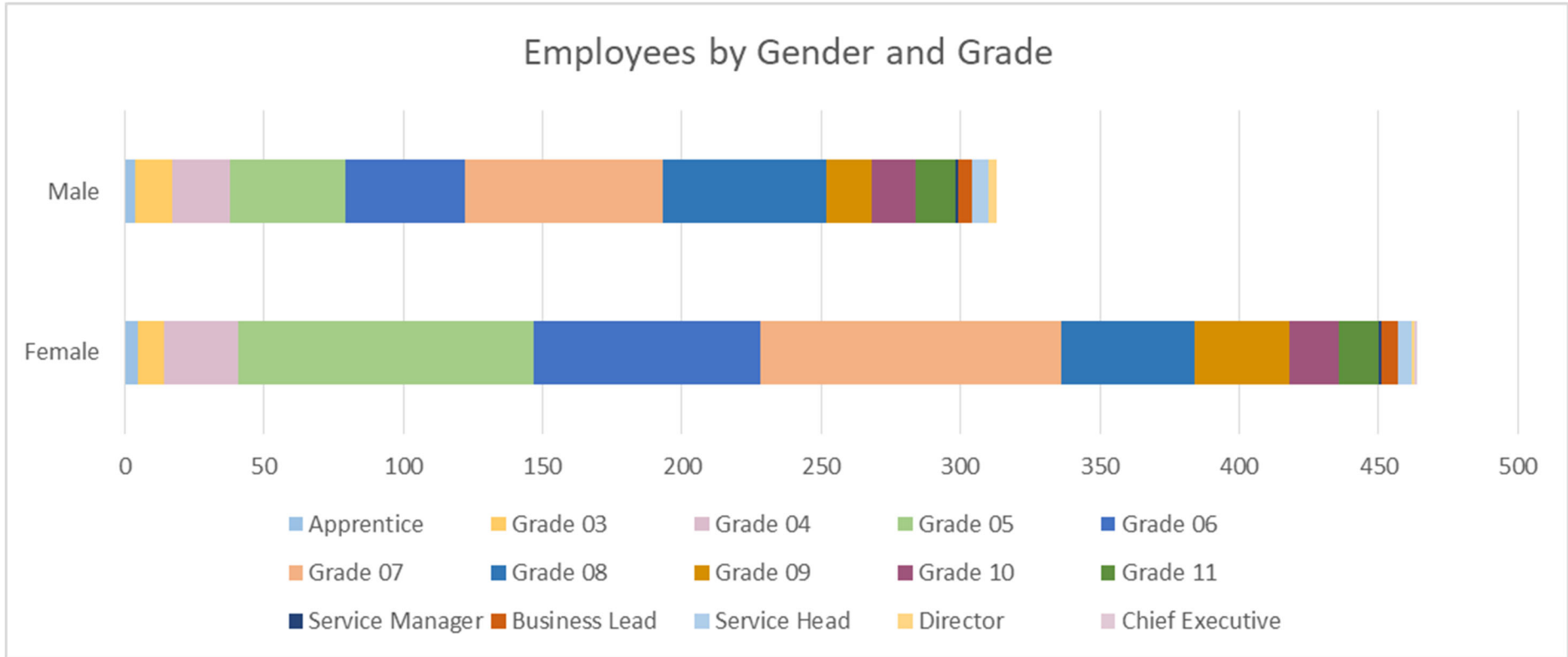
2. Distribution of Council staff by grade and gender (31 March 2023)

Grade	All employees	% All Employees	Female	% Female	Male	% Male
Apprentice	9	1.16%	5	1.08%	4	1.28%
Grade 03	22	2.83%	9	1.94%	13	4.15%
Grade 04	48	6.18%	27	5.82%	21	6.71%
Grade 05	147	18.92%	106	22.84%	41	13.10%
Grade 06	124	15.96%	81	17.46%	43	13.74%
Grade 07	179	23.04%	108	23.28%	71	22.68%
Grade 08	107	13.77%	48	10.34%	59	18.85%
Grade 09	50	6.44%	34	7.33%	16	5.11%
Grade 10	33	4.25%	18	3.88%	16	5.11%
Grade 11	28	3.60%	14	3.02%	14	4.47%
Service Manager	2	0.26%	1	0.22%	1	0.32%
Business Lead	11	1.42%	6	1.29%	5	1.60%
Service Head	11	1.42%	5	1.08%	6	1.92%
Director	4	0.51%	1	0.22%	3	0.96%
Chief Executive	1	0.13%	1	0.22%		0.00%
Totals	777	100.00%	464	100.00%	313	100.00%

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

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

153

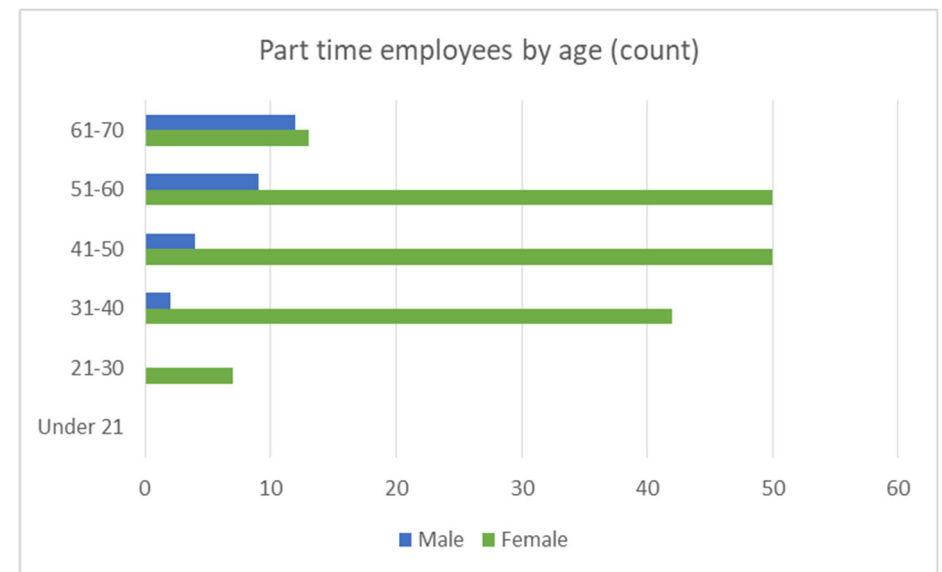
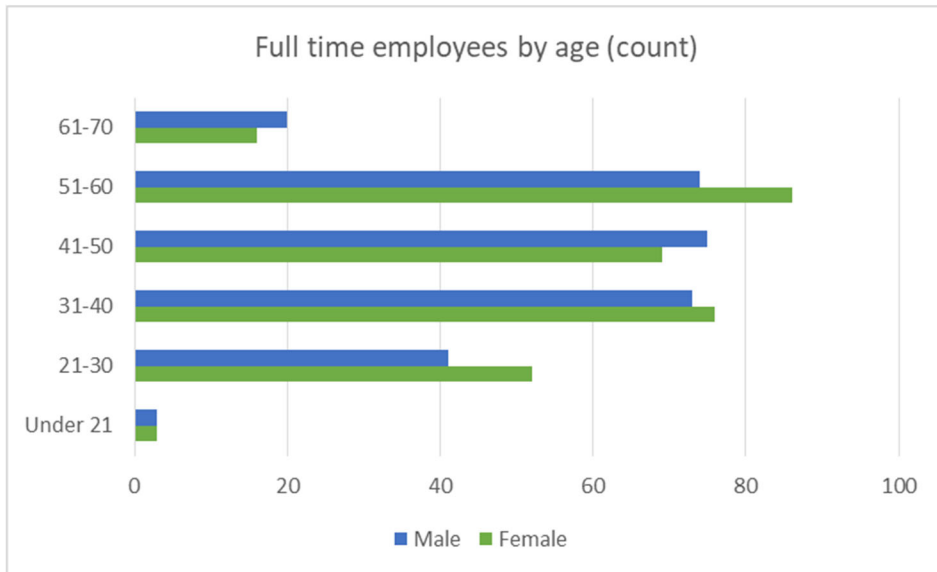
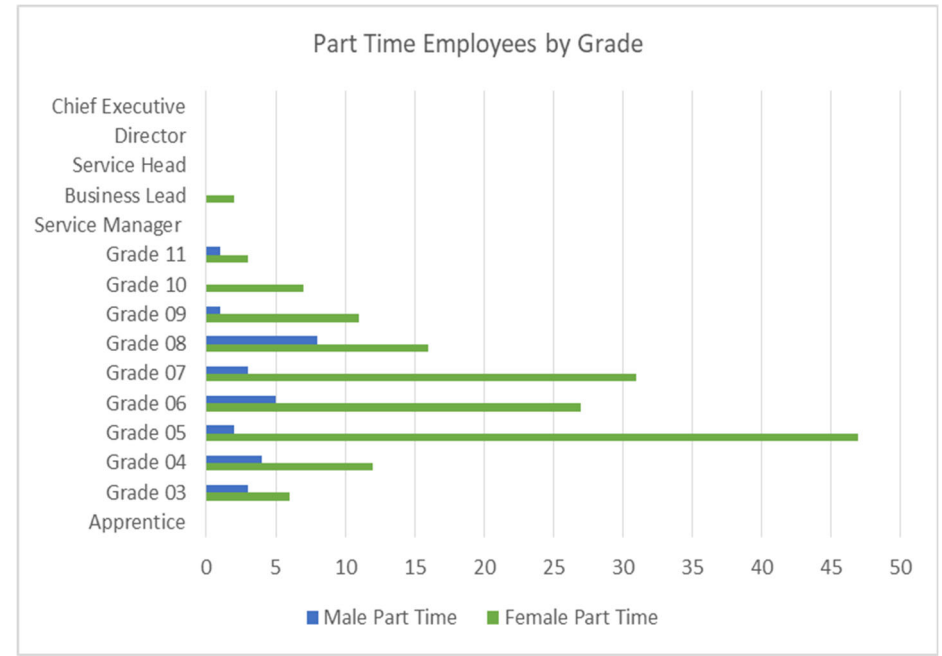
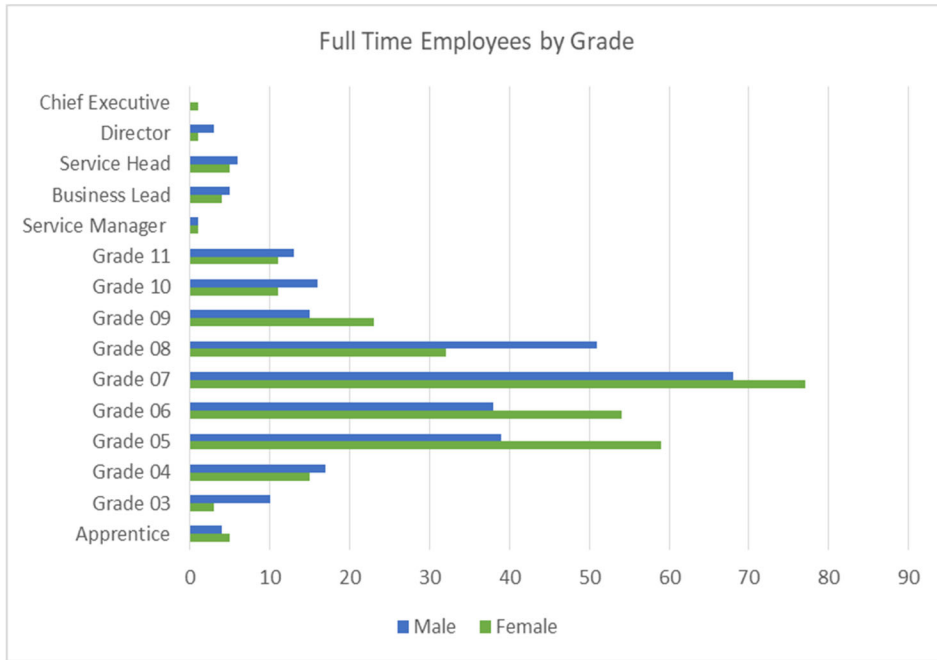


4. Distribution of Council staff by employment type and gender (31 March 2023)

Grade	Female Full Time	Female Part Time	Female Total	Male Full Time	Male Part Time	Male Total	Total
Apprentice	5	0	5	4	0	4	9
Grade 03	3	6	9	10	3	13	22
Grade 04	15	12	27	17	4	21	48
Grade 05	59	47	106	39	2	41	147
Grade 06	54	27	81	38	5	43	124
Grade 07	77	31	108	68	3	71	179
Grade 08	32	16	48	51	8	59	107
Grade 09	23	11	34	15	1	16	50
Grade 10	11	7	18	16	0	16	34
Grade 11	11	3	14	13	1	14	28
Service Manager	1	0	1	1	0	1	2
Business Lead	4	2	6	5	0	5	11
Service Head	5	0	5	6	0	6	11
Director	1	0	1	3	0	3	4
Chief Executive	1	0	1	0	0	0	1
Totals	302	162	464	286	27	313	777

5. Analysis of workforce gender profile by employment type and age

155



6. Comparison of gender pay gap data (as at 31 March 2023) with other organisations (as at 31 March 2022)

REPORTING INDICES	Oxford CC	Cambridge CC	Reading BC
Mean gender pay gap (basic pay)	7.5%	1.7%	0.1%
Median gender pay gap (basic pay)	11.4%	8.4%	3.0%

Pay Quartiles by Gender

Quartile	Male	Female	Male	Female	Male	Female
	%	%	%	%	%	%
Upper	48.69	51.31	53	47	40	60
Upper Middle	43.16	56.84	57	43	41	59
Lower Middle	35.08	64.92	50	50	40	60
Lower	36.32	63.68	50	50	40	60
Workforce composition	40.3	59.7	52.02	47.98	41.1	56.7

REPORTING INDICES	Oxford Brookes University	Oxfordshire CC	Cherwell DC
Mean gender pay gap (basic pay)	10.5%	2.3%	1.6%
Median gender pay gap (basic pay)	4.5%	0%	2.9%

Pay Quartiles by Gender

Quartile	Male	Female	Male	Female	Male	Female
	%	%	%	%	%	%
Top	47.9	52.1	34.8	65.2	52.8	47.2
Upper Middle	43.5	56.5	34.1	65.9	46.8	53.2
Lower Middle	33.1	66.9	40	60	52	48
Lower	32.2	67.8	30.6	69.4	53.2	46.8
Workforce composition	39	61	34	66	51.2	48.8

Ethnicity Pay Reports as at March 2023

1. Ethnicity Pay Gap comparisons between 31st March 2022 and 31st March 2023

31 March 2023	
Mean ethnicity pay gap (basic pay)	10.8%
Median ethnicity pay gap (basic pay)	11.6%
Mean ethnicity bonus gap	0%
Median ethnicity bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

31 March 2022	
Mean ethnicity pay gap (basic pay)	14.4%
Median ethnicity pay gap (basic pay)	11.8%
Mean ethnicity bonus gap	0%
Median ethnicity bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

Quartile	Minority ethnic groups %	White %
Top	9.04	90.96
Upper Middle	12.12	87.88
Lower Middle	20.61	79.39
Lower	24.85	75.15

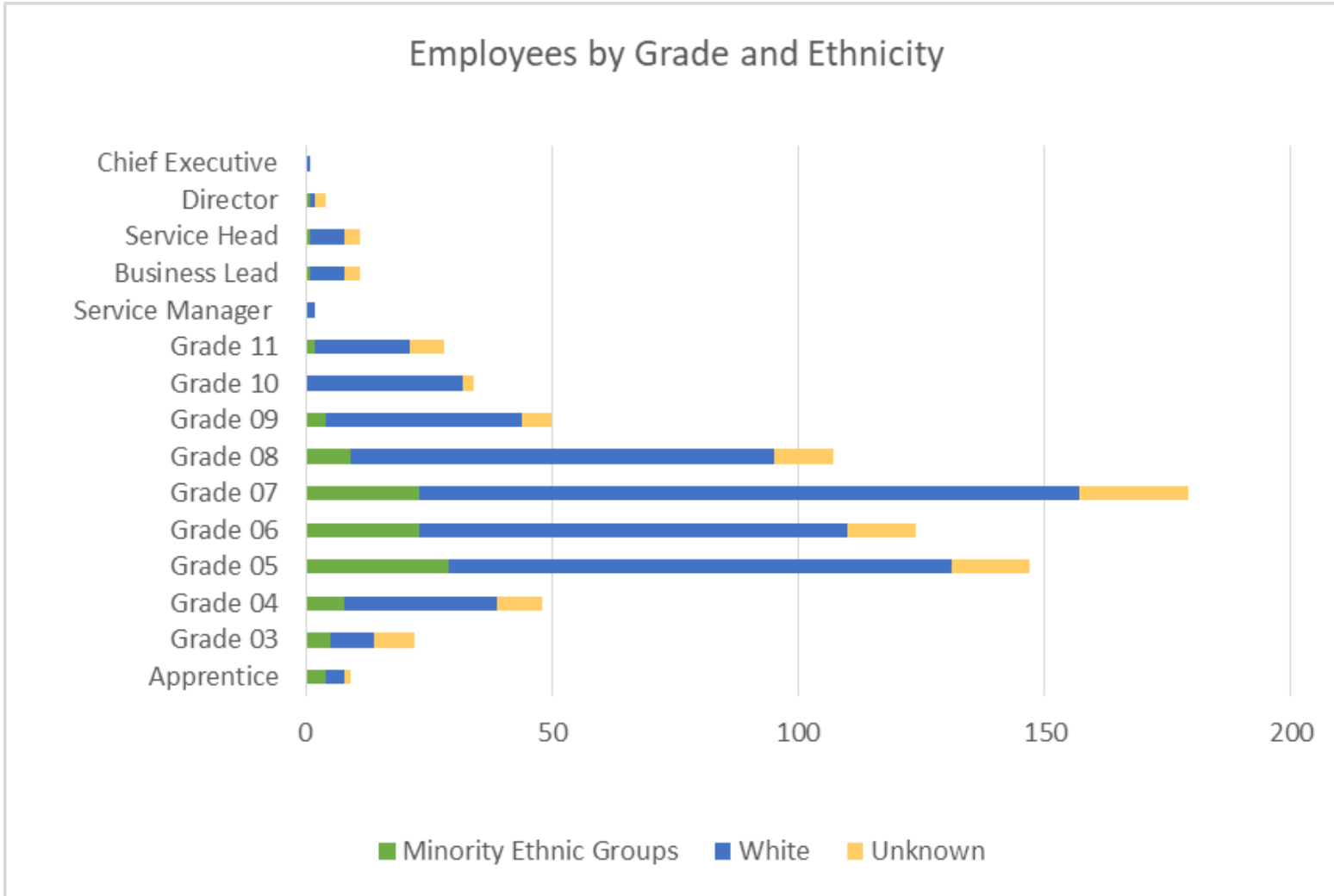
Quartile	Minority ethnic groups %	White %
Top	7.23	92.77
Upper Middle	13.86	86.14
Lower Middle	15.66	84.34
Lower	27.88	72.12

2. Distribution of Council staff by grade and ethnicity (31 March 2023)

Grade	All Employees	% All Employees	Minority Ethnic Groups	% Minority Ethnic Groups	White	% White	Unknown	% Unknown
Apprentice	9	1.16%	4	3.64%	4	0.71%	1	0.95%
Grade 03	22	2.83%	5	4.55%	9	1.60%	8	7.62%
Grade 04	48	6.18%	8	7.27%	31	5.52%	9	8.57%
Grade 05	147	18.92%	29	26.36%	102	18.15%	16	15.24%
Grade 06	124	15.96%	23	20.91%	87	15.48%	14	13.33%
Grade 07	179	23.04%	23	20.91%	134	23.84%	22	20.95%
Grade 08	107	13.77%	9	8.18%	86	15.30%	12	11.43%
Grade 09	50	6.44%	4	3.64%	40	7.12%	6	5.71%
Grade 10	34	4.38%		0.00%	32	5.69%	2	1.90%
Grade 11	28	3.60%	2	1.82%	19	3.38%	7	6.67%
Service Manager	2	0.26%		0.00%	2	0.36%		0.00%
Business Lead	11	1.42%	1	0.91%	7	1.25%	3	2.86%
Service Head	11	1.42%	1	0.91%	7	1.25%	3	2.86%
Director	4	0.51%	1	0.91%	1	0.18%	2	1.90%
Chief Executive	1	0.13%		0.00%	1	0.18%		0.00%
Totals	777	100.00%	110	100.00%	562	100.00%	105	100.00%

3. Graph – Distribution of Council staff by grade and Ethnicity (31 March 2023)

159

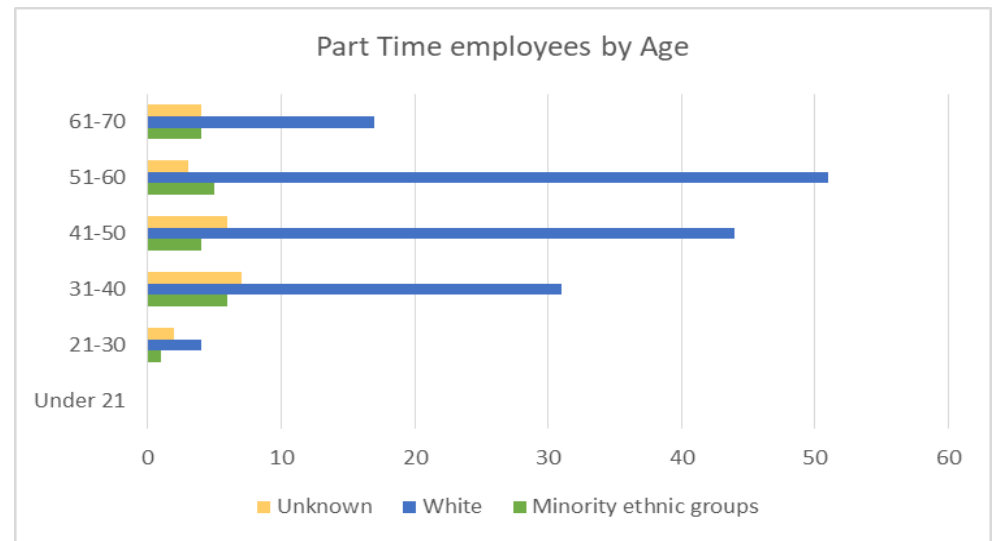
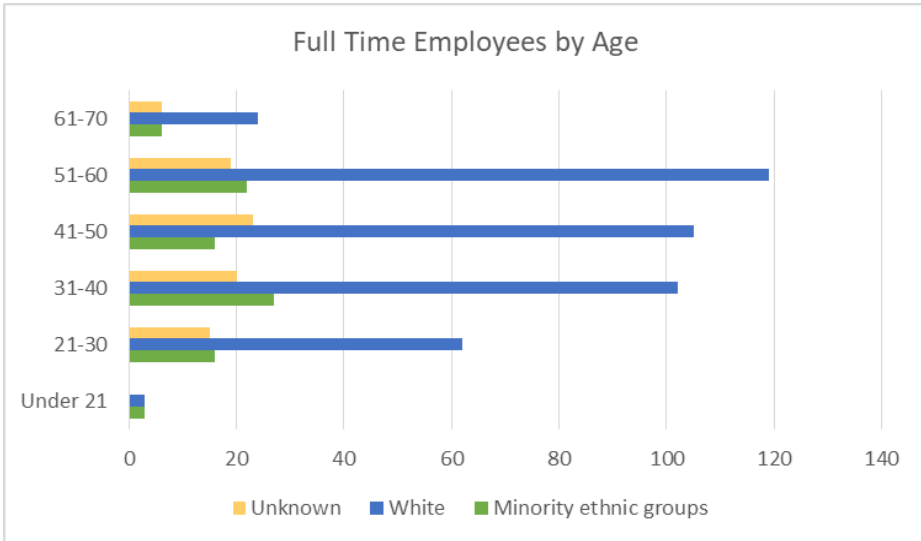
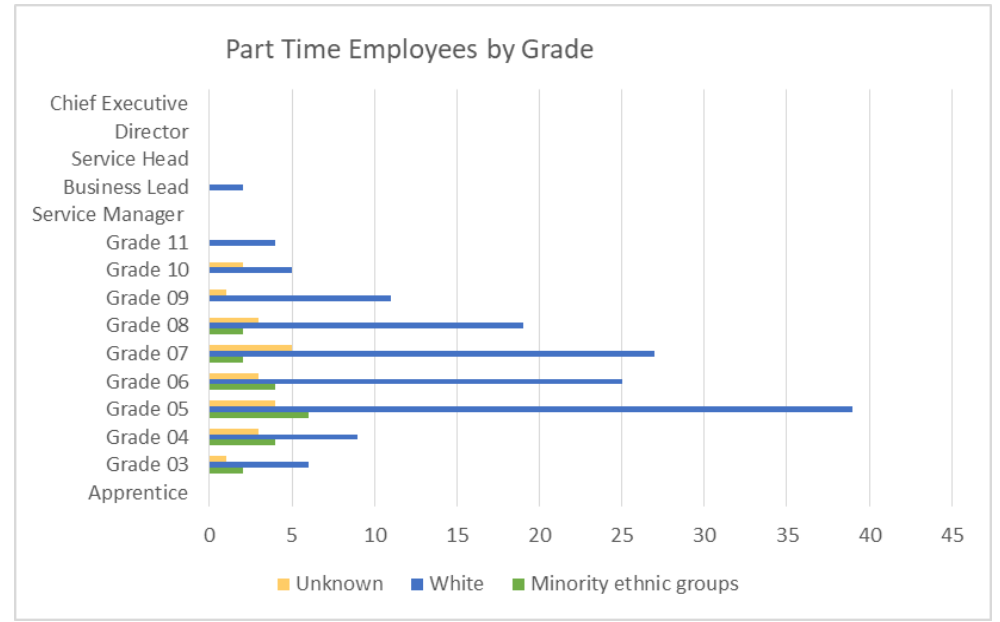
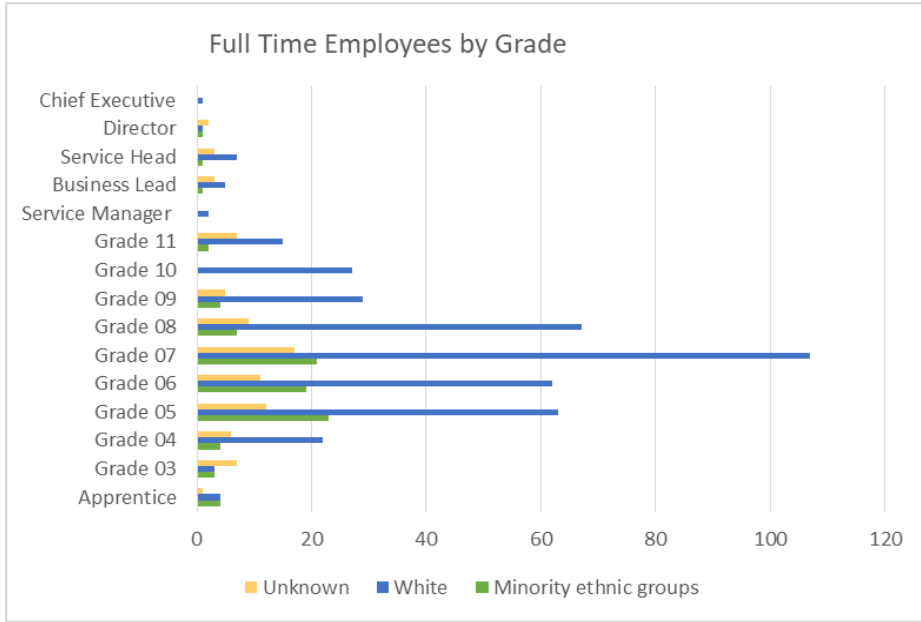


4. Distribution of Council staff by employment type and gender (31 March 2023)

Grade	Minority Ethnic Groups Full Time	Minority Ethnic Groups Part time	Minority Ethnic Groups Total	White Full Time	White Part Time	White Total	Unknown Full Time	Unknown Part Time	Unknown Total	Total All
Apprentice	4	0	4	4	0	4	1	0	1	9
Grade 03	3	2	5	3	6	9	7	1	8	22
Grade 04	4	4	8	22	9	31	6	3	9	48
Grade 05	23	6	29	63	39	102	12	4	16	147
Grade 06	19	4	23	62	25	87	11	3	14	124
Grade 07	21	2	23	107	27	134	17	5	22	179
Grade 08	7	2	9	67	19	86	9	3	12	107
Grade 09	4	0	4	29	11	40	5	1	6	50
Grade 10	0	0	0	27	5	32	0	2	2	34
Grade 11	2	0	2	15	4	19	7	0	7	28
Service Manager	0	0	0	2	0	2	0	0	0	2
Business Lead	1	0	1	5	2	7	3	0	3	11
Service Head	1	0	1	7	0	7	3	0	3	11
Director	1	0	1	1	0	1	2	0	2	4
Chief Executive	0	0	0	1	0	1	0	0	0	1
Totals	90	20	110	415	147	562	83	22	105	777

5. Analysis of workforce ethnicity profile by employment type

161



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Disability Pay Reports as at 31 March 2023

1. Disability Pay Gap comparisons between 31st March 2022 and 31st March 2023

163

31 March 2023	
Mean disability pay gap (basic pay)	4.9%
Median disability pay gap (basic pay)	0.0%
Mean disability bonus gap	0%
Median disability bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

31 March 2022	
Mean disability pay gap (basic pay)	4.0%
Median disability pay gap (basic pay)	0.0%
Mean disability bonus gap	0%
Median disability bonus gap	0%
Proportion males receiving a bonus	0%
Proportion females receiving a bonus	0%

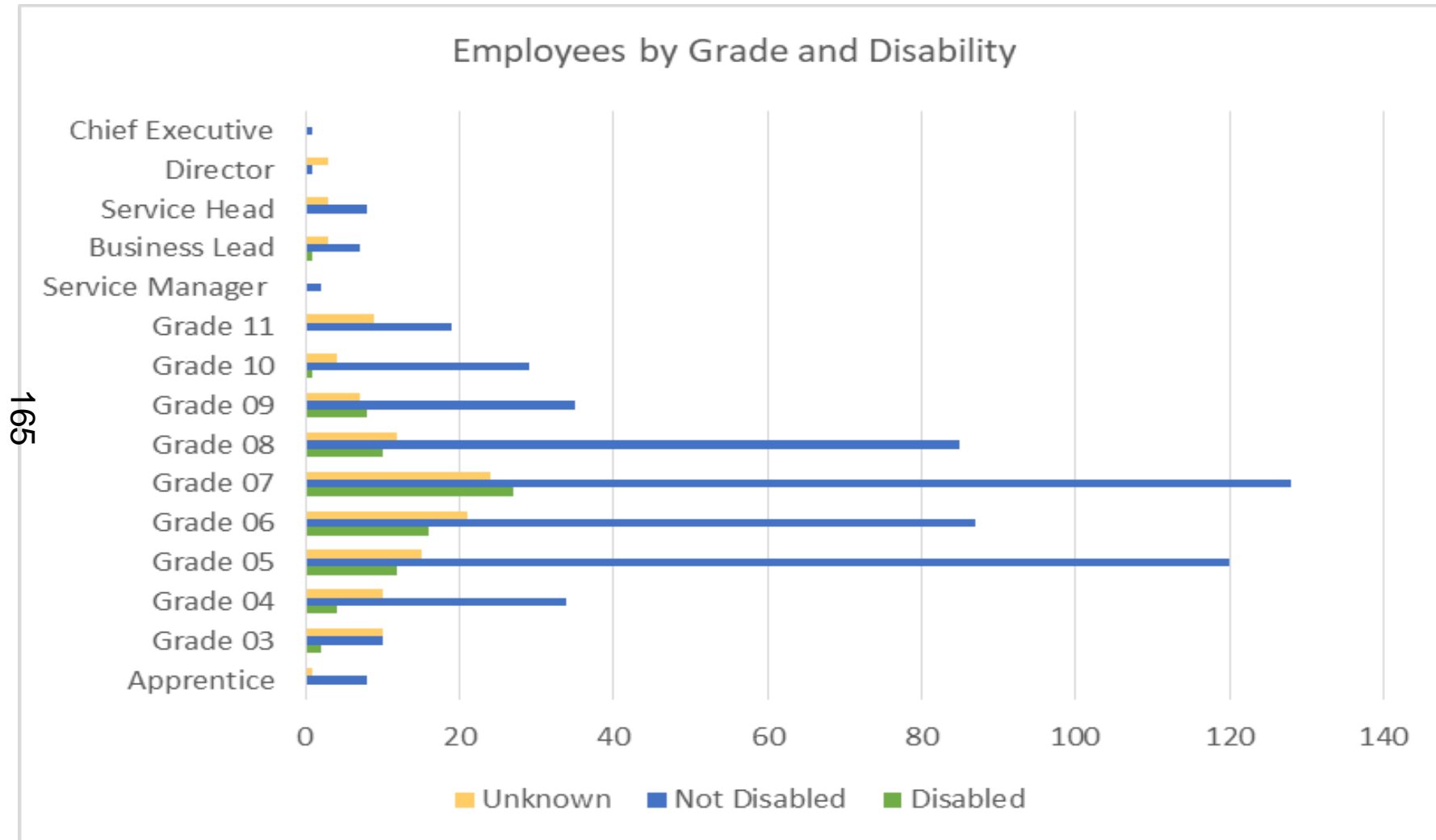
Quartile	Disabled %	Not Disabled %
Top	9.32	90.68
Upper Middle	16.77	83.23
Lower Middle	9.94	90.06
Lower	12.42	87.58

Quartile	Disabled %	Not Disabled %
Top	9.15	90.85
Upper Middle	14.72	85.28
Lower Middle	12.27	87.73
Lower	10.43	89.57

2. Distribution of Council staff by grade and disability (31 March 2023)

Grade	All Employees	% All Employees	Disabled	% Disabled	Not Disabled	% Not Disabled	Unknown	% unknown
Apprentice	9	1.16%	0	0.00%	8	1.39%	1	0.82%
Grade 03	22	2.83%	2	2.47%	10	1.74%	10	8.20%
Grade 04	48	6.18%	4	4.94%	34	5.92%	10	8.20%
Grade 05	147	18.92%	12	14.81%	120	20.91%	15	12.30%
Grade 06	124	15.96%	16	19.75%	87	15.16%	21	17.21%
Grade 07	179	23.04%	27	33.33%	128	22.30%	24	19.67%
Grade 08	107	13.77%	10	12.35%	85	14.81%	12	9.84%
Grade 09	50	6.44%	8	9.88%	35	6.10%	7	5.74%
Grade 10	34	4.38%	1	1.23%	29	5.05%	4	3.28%
Grade 11	28	3.60%	0	0.00%	19	3.31%	9	7.38%
Service Manager	2	0.26%	0	0.00%	2	0.35%		0.00%
Business Lead	11	1.42%	1	1.23%	7	1.22%	3	2.46%
Service Head	11	1.42%	0	0.00%	8	1.39%	3	2.46%
Director	4	0.51%	0	0.00%	1	0.17%	3	2.46%
Chief Executive	1	0.13%	0	0.00%	1	0.17%		0.00%
Totals	777	100.00%	81	100.00%	574	100.00%	122	100.00%

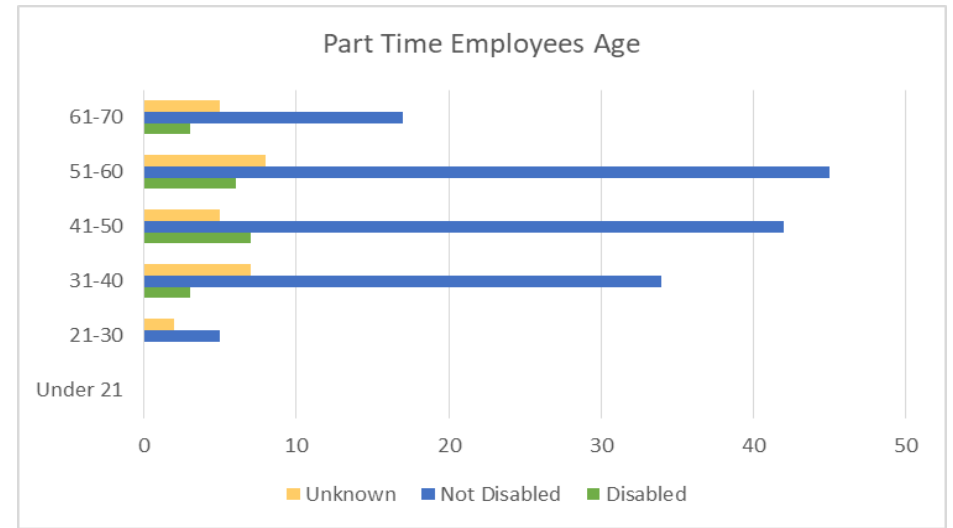
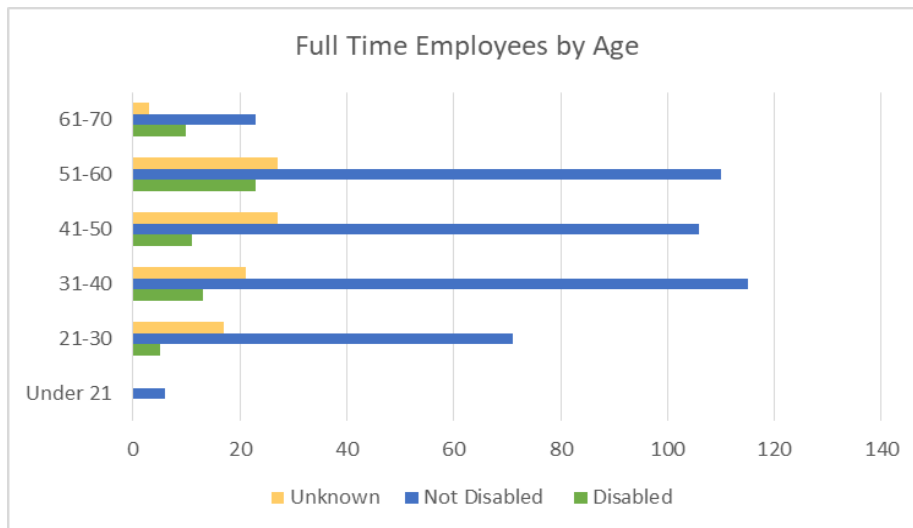
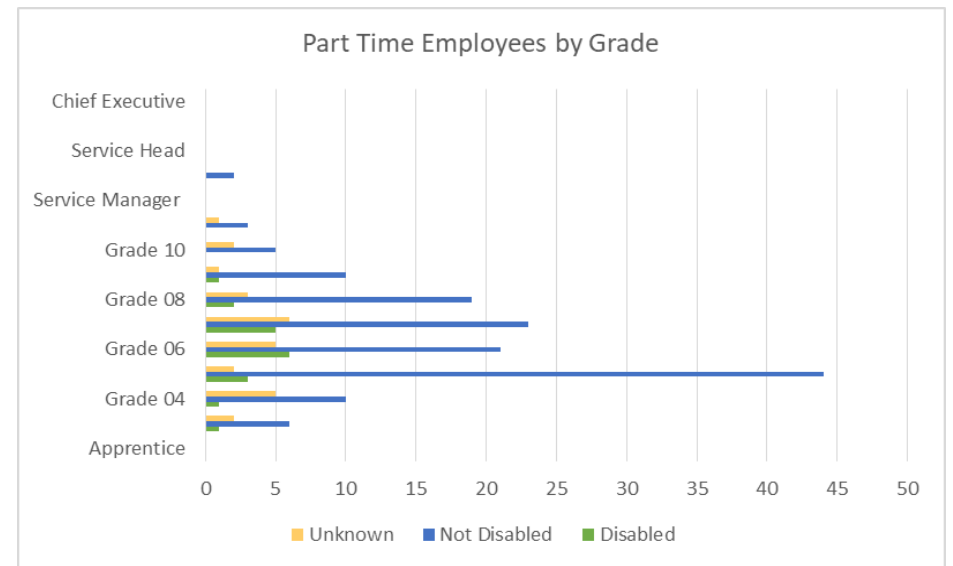
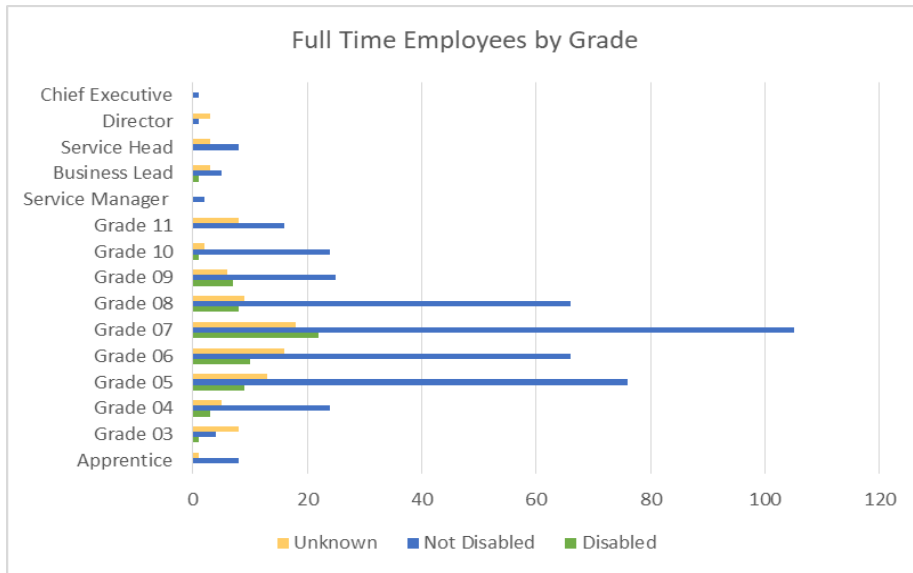
3. Graph - Distribution of Council staff by grade and disability (31 March 2023)



4. Distribution of Council staff by employment type and disability (31 March 2023)

Grade	Disabled Full Time	Disabled Part Time	Disabled Total	Not Disabled Full time	Not Disabled Part Time	Not Disabled Total	Unknown Full Time	Unknown Part Time	Unknown Total	All Employees Total
Apprentice	0	0	0	8	0	8	1	0	1	9
Grade 03	1	1	2	4	6	10	8	2	10	22
Grade 04	3	1	4	24	10	34	5	5	10	48
Grade 05	9	3	12	76	44	120	13	2	15	147
Grade 06	10	6	16	66	21	87	16	5	21	124
Grade 07	22	5	27	105	23	128	18	6	24	179
Grade 08	8	2	10	66	19	85	9	3	12	107
Grade 09	7	1	8	25	10	35	6	1	7	50
Grade 10	1	0	1	24	5	29	2	2	4	34
Grade 11	0	0	0	16	3	19	8	1	9	28
Service Manager	0	0	0	2	0	2	0	0	0	2
Business Lead	1	0	1	5	2	7	3	0	3	11
Service Head	0	0	0	8	0	8	3	0	3	11
Director	0	0	0	1	0	1	3	0	3	4
Chief Executive	0	0	0	1	0	1	0	0	0	1
Totals	62	19	81	431	143	574	95	27	122	777

5. Analysis of workforce disability profile by employment type



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To: Cabinet
Date: 13 December 2023
Report of: Head of Corporate Strategy
Title of Report: Review of Glyphosate use by Oxford Direct Services to manage weeds on behalf of Oxford City Council.

Summary and recommendations	
Purpose of report:	To make recommendations to Cabinet over the use of Glyphosate by Oxford Direct Services to control weeds on behalf of Oxford City Council.
Key decision:	No
Cabinet Member:	Councillor Nigel Chapman Cabinet Members for Citizen Focused Services and Council Companies; Councillor Anna Railton (Cabinet Member for Zero Carbon Oxford and Climate Justice).
Corporate Priority:	Pursue a zero carbon Oxford; Well-run Council
Policy Framework:	Corporate Strategy 2020 -2024

Recommendations:
That Cabinet resolves to:
1. Approve that the Council continues to use Glyphosate for its current limited purposes with this position kept under periodic review until such point as Government changes its advice on use of this herbicide, or another viable, economic and effective treatment emerges; and
2. Approve that the usage of Glyphosate to manage weed intrusion in paved surfaces is delivered uniformly across the city to meet needs.

Appendices	
Appendix 1	Alternative weed treatment review August 2023

Introduction and background

1. Oxford Direct Services (ODS) Streetscene on behalf of Oxford City Council uses Glyphosate (specifically Round Up) - a non-selective, systematic herbicide that is the active substance in many generally available weed killers - to control weeds on highways and streets and other paved areas across the city.
2. A UK ban on the chemical had been set to come into effect on 15 December 2022, aligned with the decision from the European Commission. However, with the UK leaving the EU following Brexit, Britain now makes its own regulatory decisions. Glyphosate remains approved for use in the UK.
3. Following a decision by some councils in England to end the use of Glyphosate, in August 2023 a review was undertaken by the ODS Parks and Opens Spaces team, setting out how Glyphosate is used in Oxford and looked in detail at the cost and effectiveness of alternative weed treatments being trialled in some other council areas across the UK.
4. The review found that significant care was taken in the way that Glyphosate is used by ODS in Oxford to minimise any negative impacts on wider biodiversity. It also found that all of the alternative weed treatments had a higher cost to apply and none had demonstrated the level of effectiveness of Glyphosate.
5. In undertaking the research, it also emerged that Glyphosate is not being used in a small number of locations around the city of Oxford following requests to ODS from some individual ward councillors and local resident groups. This somewhat arbitrary approach is not appropriate or justified.

Officer Recommendation

6. To continue with the tightly controlled application use Glyphosate for its current limited purposes to tackle weed penetration of paved surfaces and invasive species such as Japanese Knotweed, in line with current DEFRA and Environment Agency guidance.
7. This position should be kept under periodic review until such point Government changes its advice on use of this herbicide, or another viable, economic and effective treatment emerges.
8. Furthermore, officers also recommend that the usage of Glyphosate to manage weed intrusion in paved surfaces is delivered uniformly across the city.

Financial implications

9. Alternative weed treatments had a higher cost to apply and none had demonstrated the level of effectiveness of Glyphosate.
10. There are no financial implications if the existing approach to managing weed intrusion is maintained. Adopting other approaches to Glyphosate would require a budget bid.

Legal issues

11. There are not legal issues. Glyphosate – a non-selective, systematic herbicide that remains approved for use in the UK.

Level of risk

12. There is no change in the level of risk from this report.
13. The continued careful management and targeted application of Glyphosate by ODS staff is not thought to create a significant risk to biodiversity or human health.

Carbon and Environmental Considerations

14. Glyphosate is applied topically directly onto individual weeds rather than generally sprayed. It is not applied during windy conditions – due to the risk the chemical could impact other plants.
15. ODS staff using the chemical are trained in its use and wear appropriate PPE.
16. Glyphosate hasn't been used around trees, grass verges and in the city's parks and open spaces for the past decade.
17. There are a variety of studies indicating the use of glyphosate can impair navigation and learning by honeybees, and also alter their gut bacteria, as well as impairing collective thermoregulation in bumblebees.
18. The use of acetic acid created new risks to the insect population and to humans.

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Background Papers: None

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Appendix 1

Alternative weed treatment review 2023

Paper by

Laura Harlock, Parks & Open Spaces Services Manager ODS
Mish Tullar, Head of Corporate Strategy, Oxford City Council
Ian Brooke, Head of Communities, Oxford City Council

Overview

This paper reviews the use of Glyphosate by ODS to manage weeds on behalf of Oxford City Council. It was commissioned by the Cabinet Member for Citizen-Focused Services in 2022. The review, undertaken by the ODS Parks and Open Spaces team, sets out how Glyphosate is used in Oxford and looks in detail at the cost and effectiveness of alternative weed treatments being trialled in some other council areas across the UK.

The review found that significant care was taken in the way Glyphosate is used by ODS in Oxford to minimise negative impacts on wider biodiversity. It also found that all of the alternative weed treatments had a higher cost to apply and none had demonstrated the level of effectiveness of Glyphosate. The use of acetic acid created new risks to the insect population and to humans.

Officer Recommendation

Both City Council and ODS recommend the continued tightly controlled application of Glyphosate to tackle weed penetration of paved surfaces and invasive species such as Japanese Knotweed. This is in line with current DEFRA and Environment Agency guidance. This position should be kept under periodic review as herbicide manufacturers are working to improve the effectiveness of Glyphosate alternatives; and it possible that the regulatory environment may change at some future point.

Introduction

In 2022 Oxford the Citizen-Focused Services portfolio holder asked officers to review the Council's policies around the use of glyphosate – a non-selective, systematic herbicide that is the active substance in many generally available weed killers. This followed a decision by some other councils in England to end its use.

A UK ban on the chemical was set to come into effect on 15 December 2022, aligned with the recommendation from the European Commission. However, with the UK leaving the EU following Brexit, Britain now makes its own regulatory decisions. Glyphosate remains approved for use in the UK. On 13 October 2023, the European Parliament failed to back the European Commission's

recommendation for the removal of a licence for use for Glyphosate, and until the position is resolved, Glyphosate also remains approved for use across the EU.

According to the Plant Protection Production Regulations 2019 as part of the EU exit strategy, all products set to expire under EU legislation are granted a three-year extension. Glyphosate can now legally be used until at least 15 December 2025 in the UK. After this date, legislation may change to ban glyphosate herbicides, but the chemical remains legal for now.

This document highlights approaches being taken by different local authorities to help Oxford City Council to make an informed decision regarding the future use of glyphosate.

Oxford City Council's Current Approach

ODS Streetscene on behalf of Oxford City Council uses glyphosate (specifically Round Up) to control weeds on highways and streets and other paved areas across the city.

Currently glyphosate is applied three times a year across the city between April – September during the growing season. Treatment is applied to the back edges and kerb lines of footpaths and tennis courts, as well as car parking, garage areas and to hard standing in HRA flat sites. The purpose is to protect the integrity of hard paved areas which are damaged and eventually broken up by weeds growing up through cracks.

Glyphosate is *not* routinely in parks and open spaces (other than around the perimeter of tennis courts) – and hasn't been used in this way for at least 10 years in Oxford. It is not used to prevent weeds appearing - in other words if there are no weeds present then the courts are not sprayed. It is also used periodically to eradicate problem weeds like Himalayan Balsam and Japanese Knotweed – by injecting it into the stem (i.e. not sprayed). These vigorous invasive weeds are particularly difficult to eradicate. – currently the areas receiving this treatment are: John Allen Rec, Lockheart Crescent, Burgess Field, Court Place farm, Alex courts and Thames View Road Rec.

Considerable care is taken in its application. Glyphosate is applied topically to directly onto individual weeds rather than generally sprayed. It is not applied during windy conditions – due to the risk the chemical could impact other plants. ODS staff using the chemical are trained in its use and wear appropriate PPE. Glyphosate hasn't been used around trees, grass verges and in the city's parks and open spaces for the past decade.

Review findings

The comprehensive assessment of alternative methods for weed control and removal suggests that all other approaches are significantly more costly and substantially less effective than using glyphosate. Adopting one or more of the other approaches outlined in the document below would require a Budget bid, and the level of success in managing weeds would be in doubt. At the same time, the current careful management and targeted application of glyphosate by ODS staff is not thought to create a significant risk to biodiversity or human health.

Therefore the Head of Corporate Strategy, who has responsibility for biodiversity, the Head of Communities, who commissions ODS Streetscene, the ODS Parks and Open Spaces Manager and the ODS Director of Environmental Services are all in agreement that the Council should continue to use glyphosate for its current limited purposes – until such point Government changes its advise on use of this herbicide, or another viable, cost effective treatment emerges.

In undertaking the research, it also emerged that glyphosate is not being used in a couple of locations around the city of Oxford following requests from some individual ward councillors and local resident groups. This somewhat arbitrary approach is not appropriate or justified and so officers also advise that the use of glyphosate to manage weed intrusion in paved surfaces is delivered uniformly across the city.

Summary of other Councils' approaches to weed treatment

Glyphosate is still the preferred option of weed treatment for other councils. The trials referenced below have helped councils to finds ways of reducing the use of glyphosate e.g. number of applications, reducing areas of use etc. but not completely eliminating its use. This mirrors Oxford City Council's current approach.

The operational factors which need to be taken into account when considering alternative methods of weed treatment (as referenced in the attached report) are the financial investment in labour, machinery and chemicals and the effectiveness of the treatment on eliminating weeds.

Commissioning Authority (hyperlink leads to original document)	Approach trialled	Outcomes	Further info
York City Council 2021	Acetic Acid and Nonanoic Acid	<ul style="list-style-type: none"> • Areas treated with acetic acid and nonanoic acid showed less weed die back than glyphosate. • Several properties had large weeds growing where the pavement meets the property. The weeds had survived the treatment and continued to grow. Complaints from the test area were more frequent than non-test areas and visually the areas were weedier. • Acetic acid isn't recommend as it has health risks to both the applicant and the public. The recommend strength to kill weeds can also burn the skin. 	Recommendation after trial was that the principle treatment needs to remain as Glyphosate. This was approach was approved.
Bristol City Council 2017	Acetic Acid and hand weeding	<ul style="list-style-type: none"> • For acetic acid and hand weeding the weeds started to re-emerge within a month. Comparison sites treated with glyphosate weeds stayed low for five to six months. • Acetic acid can be as effective as glyphosate in removing the surface appearance of weeds if used more frequently. However the cost becomes prohibitive. • 3.6 times higher costs for acetic acid applications than glyphosate. 	<p>Estimated cost of each method is £60k per application for glyphosate, £216k per application for acetic acid and £392K per application for hot foam.</p> <p>Removing glyphosate completely at the moment, especially on hard surfaces and in control of invasive weeds, is not the right option.</p>
London Borough of Hounslow 2022	Clear all weeds manually without the use of chemical treatments, (except for Japanese knotweed) e.g. using hand tools and mechanical sweepers.	<ul style="list-style-type: none"> • Dedicated teams to focus on just this service. • Programme for 2023 starts earlier in the year and will extend into early November. • Extra teams on standby to support the weeding teams when required. • Main roads and high profile areas will be treated by mechanical sweepers. 	<p>The budget spent on glyphosate has been reused to employ more operatives to manually remove weeds.</p> <p>20 wards are visited once every two weeks March – November.</p>

London Borough of Hammersmith & Fulham 2017	Hot foam treatment across parks and estates and hot water treatment for roadside weeds.	<ul style="list-style-type: none"> Had to invest in completely new equipment and train staff on its correct use. Due to the size of some of the weeds, more than one treatment is required but teams also weed by hand to ensure unsightly weeds are kept to a minimum. 	
Cardiff City Council 2021	Three trialled: glyphosate(3xtimes a year) , acetic acid (4x a year) and hot foam herbicide (3x a year)	<ul style="list-style-type: none"> Across 18 different environmental impact categories, hot foam had the highest impact in all but one, with the environmental impact of glyphosate being lowest in all but two. Total product usage per season km was lowest, at 1.05 litres for glyphosate, compared to 16.25 litres of acetic acid (16 times more herbicide), and 22.9 litres of hot foam (22 times more than glyphosate) Hot foam required 2671 litres of water per kilometre - 65 times more water than glyphosate, which required 41 litres per season kilometre. Acetic acid required 33.75 litres per kilometre Applying glyphosate used less fuel - just 0.18 litres of diesel per km treated, compared to 0.19 litres for acetic acid, and 12.33 litres of diesel, plus 2.13 litres of petrol for hot foam – that’s 63 times more diesel and 100% more petrol than required for glyphosate It took 0.16 hours of labour to treat one kilometre with glyphosate, compared to 0.23 hours for acetic acid, and 4.89 hours for hot foam Glyphosate was also the product that worked best – generating only four complaints, compared to 22 for acetic acid, and 29 for hot foam 	Cardiff CC use WEEDit technology to apply glyphosate and has been for the past 20 years. As taken off WEEDit website: WEEDit uses infrared technology to intelligently detect and automatically spot-treat weeds resulting in: <ul style="list-style-type: none"> Vastly reduced (up to 80%) herbicide usage Minimised off-target spray drift Increased operator productivity Reduced number of complaints by the public Enables local authorities to meet the objectives of their environmental policies
South Lanarkshire Council 2021	4 methods trialled: Hot Foam Hot Steam New Way Spray Mankar Ultra Low Volume lance	<ul style="list-style-type: none"> Trials didn’t identify any suitable replacement that could be used across all land types. Hot Foam alternative while not applicable for widespread usage, found to be suitable for areas such as parks to reduce glyphosate use. The service, through discussions with local groups/individuals will look to progress the removal of herbicides from an agreed area during 2022 	Trial for four methods based on a 1-hectare area so costs, time taken etc weren’t monitored. New Way Spray (natural herbicide containing Acetic Acid) Mankar Ultra Low Volume lance (new handheld herbicide applicator)

<p>Brighton & Hove Council 2019</p>	<p>Clear all weeds manually without the use of chemical treatments</p>	<ul style="list-style-type: none"> • 26 seasonal staff normally take on to deal with the increased amount of weeding needed during the spring and summer months. • Use sweepers to help remove weeds • Made residents aware that weeds would be more visible • In 2022 the Council set up Weed Warrior : <p>Weed Warriors carry out a variety of weed management and vegetation control tasks on highways across the city.</p> <p>The scheme covers streets with 20mph speed limits or less and other hard landscaped public spaces.</p> <p>Volunteers asked to commit 15 minutes of weeding activities but encourage more if people are able to do so.</p>	<p>A lot of press interest in this approach as there has been a high number of complaints: https://www.hortweek.com/backlash-brighton-hove-asks-volunteers-help-clear-weeds/parks-and-gardens/article/1815247</p> <p>https://www.theguardian.com/uk-news/2021/aug/22/council-accused-of-taking-rewilding-too-far-as-weeds-take-root-in-brighton</p> <p>https://www.brighton-hove.gov.uk/news/2022/tackling-weeds-our-pavements</p>
<p>Cambridge City Council 2019</p>	<p>Stop treating weeds in certain areas of city e.g. parks and open spaces</p>	<ul style="list-style-type: none"> • Not using herbicides on the city's parks and open spaces. • Setting up a volunteer scheme in which residents can 'adopt' their street and, among other things, treat weeds without using herbicide. • Continue to use herbicides on streets elsewhere in the city, with the aim of further reducing its use in 2023. 	<p>Set up in 2023 - The Happy Bee Streets scheme, aim to improve biodiversity in neighbourhoods through community weeding. Council give support to groups with tools and advice to manage their pavements in ways that better support wildlife and public health.</p>
<p>APSE 2020</p>	<p>Network Query: Interested to hear from APSE Member councils that have successfully introduced new methods of weed control / treatment. Particularly from council's who have utilised brushes on sweepers as a means of weed control / management.</p>	<p>Cheltenham Borough Council: trialled foam, electric, strimming etc – no one solution seems to do it at the moment and manual clearance takes a lot longer than weed spraying.</p> <p>London Borough of Redbridge: still use a glyphosate based weed killer as treatment on the weeds. Only treat areas as needed, e.g. some areas only receive 2 treatments per year. In 2017 trialled a vinegar based treatment, called New Way Spray. Treatment did not fully kill off the weeds and ended up having to abandon the trial at the beginning of the second treatment and revert back to the glyphosate weed killer.</p> <p>Wirral Metropolitan Borough Council: Proactive in their approach to finding alternatives to Glyphosate and have trialled many methods:</p> <ul style="list-style-type: none"> • Alltec fully electric machine,uses heat to kill the cells in the vegetation, instantly see weeds wilt but they spring 	

		<p>back and this method has little effect on the removal of weeds.</p> <ul style="list-style-type: none"> • Maxwind Pedestrian steam with nylon brush, steam is used to kill the cells in the vegetation, little effect on killing weeds. • Johnston CN101 1m2 Sub-compact sweeper (carbon fibre brushes), had little effect on picking up larger weeds and only shreds the leave of the main stem. Using a nylon brush ensures that the infrastructure of the path aren't damaged. • Foam- requires considerable setup & running costs and heavy goods vehicle to transport. Slow, very little control of areas treated during application. Restricted to certain sites. • Manually -removing weeds, method is very time consuming and labour intensive, scraping weeds will not completely kill the weed as the root will still be in the ground and the weed will simply grow back. • Green Gobbler 30% Vinegar- following on from positive results from our contractors trials, now began a programme of testing on our highways. 	
Exeter	No treatment of weeds	<p>Devon County Council had previous contracted Exeter City Council to undertake glyphosate treatment of city pavements and highways to control weed damage. However, in March 2023 Devon County Council ended its funding for the work. The County Council says it will continue to deal with weeds as part of routine highways maintenance</p>	<p>Exeter City Councillors have expressed concern that there may now be a risk to the integrity of pavement surfaces across the city.</p>

Cost of implementation in Oxford City

Glyphosate alternatives	Method	Cost per km	Water use per km	Fuel use per km (doesn't include vehicle fuel/ machine use only)	Cost per application	Applications per year
Hot water	Hot water can be applied as a spot treatment for weeds in turf or cracks. The principle behind these machines is simple: hot water melts the waxy coating on weed leaves or breaks down the plant's cellular structures. Treated plants are unable to retain moisture and dehydrate within hours or a few days.	£133.33	3,500 litres of clean water per km	15litres	£203,461.58	3 applications a year
Hot foam	Kills unwanted vegetation, including weeds, moss and algae, using the precise application of hot water insulated by a specially formulated biodegradable and organic foam. The foam stops the heat from escaping to the atmosphere, keeping the heat on the plant for longer, ensuring a more effective kill than other alternative methods of commercial weed killer. As this method is vehicle mounted, traffic management and potential rolling lane closures will need to be factored in.	£221.46	3,500 litres of clean water per km	15litres	£337,947.96	3 concentrated applications a year
Acetic acid - Vinegar based treatment	"New Way Weed Spray" was applied as a spray application via a knapsack sprayer. This product carries the COSHH warning symbol, "corrosive" and on the latest label version to "Risk to non-target insects or other arthropods"	£58.26	Not required	N/A	£88,904.76	4 applications

Manual weed control	A pedestrian operated; self-propelled with a weed brush attachment. This will brush weeds from the pavement surface at surface level. Footpath closures may need to be in effect for public safety due to potential of flying debris. Also there may need to be parking suspensions in operation to clear gullies. Arisings will require removal from site and disposal to a suitable green waste transfer facility.	£133.19	Not required	6 litres	£203,247.94	Every 2 weeks, March -October
Current method - Glyphosate	Controlled Droplet Applicators (CDA) used to apply glyphosate. As this is a pedestrian operation, staff can walk along the footpaths, alleyways and verges without stepping into the carriageway, there is no need for traffic management.	£10.48	Not required	N/A	£15,992.48	3 applications a year

Notes

There is approx 1,526km of hard standing ODS manages within Oxford City

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To: Cabinet
Date: 13 December 2023
Report of: Chief Executive
Title of Report: Local Government Association Corporate Peer Review:
 Council Action Plan

Summary and recommendations	
Purpose of report:	To update Cabinet on the Council's Action Plan in response to the Corporate Peer review feedback and recommendations (July 2023).
Key decision:	No
Cabinet Member:	Councillor Susan Brown, Leader of the Council
Corporate Priority:	Well-run Council
Policy Framework:	None.

Recommendations: That Cabinet resolves to:	
1.	Approve the Council's Action Plan in response to the July 2023 Corporate Peer review feedback and recommendations; and
2.	Note the progress that has already been made towards the July 2023 Peer Review recommendations, which are set out in the Action Plan.

Appendices	
Appendix 1	Oxford City Council Local Government Peer Challenge Feedback report, July 2023
Appendix 2	Oxford City Council Action Plan in response to the July 2023 Corporate Peer review feedback and recommendations

Introduction and background

1. The Council invited in a Local Government Association (LGA) Peer Review Team to conduct a review in July 2023, and this was followed by a feedback report detailing the strengths of the Council, the issues considered, and areas for further improvement and key recommendations. (Appendix 1).

2. A report was taken to Cabinet (October 2023) updating members on the key scope and process, recommendations from the July 2023 Peer Review Team, and to outline the future Action Plan.
3. The Peer Review Team made ten key recommendations that it believes will help the Council progress the work on which it has embarked. The recommendations and the Council's responses are as follows:
 - Recommendation 1 - Co-design shared outcomes: Convene anchor institutions working together on shared outcomes and drive how these are delivered and procured.
 - New actions include:
 - Launch of the Oxford West End Website
 - Establishing a developer led- skills and employment group
 - Embedding the Delivery and Place making partnership to engage on key work streams
 - Use partnerships and subgroups to inform development of our Corporate Strategy 2024/2028
 - Develop a Place and Movement Framework for City Centre and Northern Quarter
 - Deliver co-location pilot with the NHS at Leys Pools and Leisure Centre
 - Expand the Zero Carbon Oxford Partnership.
 - Recommendation 2 – Prioritisation: Match ambitious plans to resources required to deliver and be deliberate about adding and removing projects when something new is added; Strategically sequence projects; Look to up-skill and agilely move around staff to resource our priorities.
 - New actions include:
 - Support clearer prioritisation through review of the Corporate Strategy 2024/2028
 - Ensure full assessment of capacity and resources required to deliver
 - More robust approach to stopping or re-profiling projects
 - Provide more flexible resource and assessment of roles with transferable skills to support projects more flexibly.
 - Recommendation 3 - Corporate centre / Programme Management: Ensure corporate control of all projects; Consider making permanent the current Project Management Office structure and investing in project management specialists; Look to upskill and equip staff with the necessary training; Ensuring corporate grip, overseeing the multiple projects - Fit for the Future change projects, capital programme, and the IT improvements.
 - New actions include:
 - Development for project management skills
 - Preferred Corporate KPIs selected for reporting against the Corporate Strategy 2024/2028.

- Recommendation 4 - Performance management: A framework properly linked to outcomes and aligned to the new strategy; intelligent use of data to improve service quality; a consistent performance and data driven culture embedded.
 - New actions include:
 - Preferred Operational KPIs for reporting against service delivery
 - A new automated performance dashboard
 - Revive use of insight and data tools and raise awareness of data available.
- Recommendation 5 - Leveraging and communicating the regeneration: Continue and go further with inclusive economy campaigning. Seeking to inform how the exciting regeneration projects can benefit all local residents.
 - New actions include:
 - Up weight our inclusive economy campaign
 - Link to work underway to develop a “Place Narrative” for Oxfordshire
 - Focus on how we engage our communities in our work on regeneration
 - Establish a partnership group of developers and landowners to look to co-ordinate and produce a framework for working on Community Employment Planning
 - Future iterations of our change capacity to continue to utilise internal resource creatively.
- Recommendation 6 - Organisational structure: When looking at structures – have an outcome focused mind-set, using data to drive policy and performance; Flexible use of resources to allow for agility to serve the delivery of projects; Having recruitment, retention and progression in mind.
 - New actions include:
 - Capital budget bids to support improvements to ways of working and our systems are included within this budget round
 - Setting out the long-term vision for use of the Town Hall.
- Recommendation 7 - Hybrid working/ IT infrastructure: Technologies and systems improved; More in person/ events/ team meetings – providing reason to be in; Team principles should be refreshed and emphasised.
 - New actions include:
 - OneDrive and SharePoint implementation
 - Improved capacity, resilience and development of our ICT support team
 - Internal communications campaign to promote in person collaboration and ways to bring people together.
- Recommendation 8 - Corporate Management Team and Cabinet: Forward plan meetings between the Corporate Management Team and Cabinet to co-design policy and keep all Cabinet members informed of projects across the Council.

- New actions include:
 - Reinstatement regular and structured Corporate Management Team and Cabinet briefing meetings (completed)
 - Implement one Leader's Meeting a month as an invite for full Cabinet (completed).
 - Recommendation 9 - Prepare for the May 2024 induction process, continue to strengthen the training provision: for new members, new and existing Cabinet; Members – e.g. an annual Cabinet development day; Building capacity and expertise for the future.
 - *New actions include:*
 - Undertake an audit/canvas what training members want/need
 - Actively promote training and development opportunities to Members
 - Review and update, with a view to expanding, the member development programme
 - Review and redevelopment of the member induction training programme.
 - Recommendation 10 - The Oxford Model: Ensure there is an alignment between the Council's corporate plan and the business plans of the companies; Alignment of cultural values enabling a commercially focussed approach with the ethical and social values of the Council to deliver the Council's strategic ambition; Ensure effective client arrangements which act as a mechanism to prevent the escalation of operational matters to the shareholder; Ensure that as appropriate the organisation, partners and residents have a clear and consistent understanding of the reasons for and the intended benefits of the oxford Model.
 - New actions include:
 - Recruit to permanent strategic commissioning and clienting role
 - Develop and publish an agreed definition of the Oxford Model
 - Undertake review of Commissioning and Clienting arrangements
 - Clarify role, responsibilities of OCC clients as part of appraisal objectives
 - Review company governance against recently published LATCo guidance
 - Work with ODS and OX Place on development of model to respond to changes in council funding streams
 - Ensure a single budget setting timetable is understood.
4. This report provides an update on the progress of the Council's Action Plan in response to the ten key recommendations made by the Peer Review Team.

Action Plan (Appendix Two)

5. The Council's Corporate Management Team and Heads of Service have continued to proactively consider, discuss and reflect on the recommendations of the Peer

Review Team, and commenced work early to start developing an Action Plan. The Action Plan is appended to this report at appendix two and the Cabinet is asked to approve the action plan.

6. The Action Plan is published in line with the LGA reporting timelines “within eight weeks of the CPC report’s publication”.
7. An annual report will be taken to Cabinet providing an update on progress against the Action Plan.

Future key milestones

8.



Financial implications

9. All strands within the Action Plan (appendix two) will need to align with the Council's Medium Term Financial Plan utilising existing resources and capacity.
10. Some individual actions will be subject to successful budget bids (e.g. Capital budget bids to support improvements to ways of working and our systems are included within this budget round) or securing additional funding (e.g. Secure funding through Future Oxfordshire Partnership for the Oxfordshire Inclusive Economy Partnership manager to continue progressing work streams).
11. A £150k per annum bid in the budget for monitoring will be used to create a small permanent Corporate Project Management Office, this will provide support to projects across the organisation and lead on reporting into the Corporate Management Team and other corporate boards. It will also be used to bring together reporting and management on risk, corporate KPI's and other assurance activity.

Legal issues

12. There are no legal implications for the Council arising from this report.

Level of risk

13. There are no risk implications for the Council arising from this report.

Equalities impact

14. An Equalities Impact Assessment is not necessary for this report. Equalities Impact is intrinsically built into the Council’s policies and alongside the key strategies. The Council will continue to monitor equalities impact as programmes grow and develop.

Carbon and Environmental Considerations

15. There are no carbon and environmental implications for the Council arising from this report.

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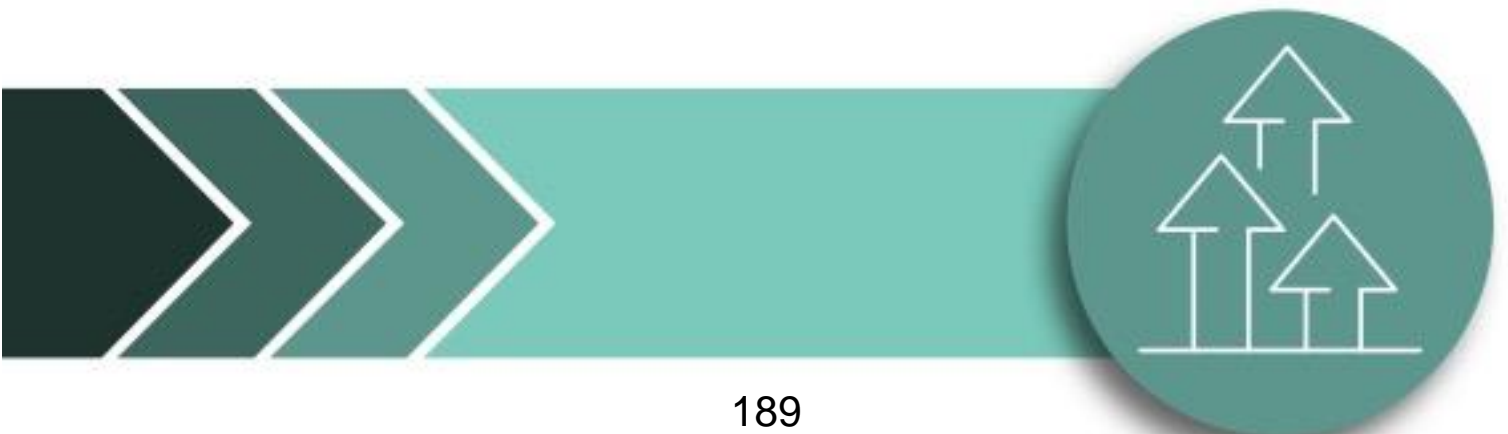
Background Papers: None	
1	Oxford City Council - Corporate Peer Challenge Position Statement, July 2023 (Confidential)

LGA Corporate Peer Challenge

Oxford City Council

11 – 14 July 2023

Feedback report



1. Executive summary

Oxford City Council is a particularly ambitious district council with a successful track record of delivery. The council demonstrates leading practice in several areas, most notably on net zero. The council should be brave and continue to act as an exemplar for other local authorities in tackling the climate emergency. Oxford has been named the greenest city in England¹ and it has the fourth highest recycling rate in the country.

These are considerable achievements, but the peer team picked up that not all partners were aware of the extent of the work. More can be done to communicate the co-benefits such as reduced energy bills and improved health outcomes which in turn ensures this is relatable for all.

The city of Oxford has the potential to “*be an unrivalled world-class city for research, learning and breakthrough innovation.*” The council has an important role to play in making this a reality. The rare characteristics of the city make the council’s ambitious plans a possibility. Its exciting potential allows for transformative regeneration across the city, with development and growth sought after from both public and private sector partners.

There is a feeling of a ‘tale of two cities’ in Oxford, the wealth and grandeur of the city centre alongside pockets of considerable deprivation. The council has an important role to play to communicate how investment and regeneration can benefit the whole city. The council is committed to tackling inequality and its causes. Good examples such as the introduction of the Oxford Living Wage exist.

The council is a good partner and is respected for its convening role in collaboration and place shaping. The council “*punches above its weight*” in managing stakeholder relationships and leading cross-sector partnerships, such as the Future Oxfordshire Partnership (FOP), working as custodians of the city.

The council is an effective place leader and delivers good services for residents. The council should look to work even closer with other anchor institutions such as the universities and colleges, the NHS and the County Council. There are opportunities for further collaboration in areas such as capital programmes, procurement and

¹ <https://www.endsreport.com/article/1811920/ends-green-cities-index-2023-overall-rankings>

looking at the entire public estate.

There are though, challenges for county-wide working, particularly around the alignment on a vision for house building and growth. The council needs to actively co-ordinate and co-operate with neighbouring local planning authorities. This is particularly important given the level of unmet housing need within the district.

The council benefits from effective leadership both politically and managerially. The capabilities of members and officers are widely held in high esteem both internally and externally. Relationships between members and officers are positive and based on mutual trust and understanding of their respective roles.

The council's governance system appears to be functioning well. Audit and scrutiny are both highly regarded and adequately resourced. There is an established risk framework with mitigations set out against high-risk areas. Member training is offered but could benefit from a refresh ahead of the May 2024 election.

Oxford City Council is an employer of choice because of its rare positioning. The council has been proactive in establishing a positive culture where staff wellbeing is prioritised. There are good relationships with the unions, who feel listened to and have an influential voice. The importance of equality, diversity and inclusion (EDI) is recognised, as evidenced by the council's EDI strategy being shortlisted for the 2023 *Local Government Chronicle (LGC) Diversity and Inclusion* award.

The council has been ambitious and clear about its position on generating income through commercial opportunities and has developed a commercial approach to achieve its intended outcomes. The council has called this approach 'The Oxford Model'. The model looks to maintain and grow income from a variety of sources such as rent, dividends from local authority owned companies and car parking income. The level of commercial income the council has been able to generate has protected service provision to date. However, the opportunities to maximise this income within the local government legislative environment and given the broader economic context will slow the income growth down. This will therefore require more difficult service decisions to be made in the medium-term. The council should be on the front foot planning for these.

The council has a good record of delivering against its financial strategies and budgets. There is a strong understanding of the council's financial position across the

council. The *Medium-term Financial Plan* (MTFP) is broadly balanced. Although, this is dependent on achieving forecasted returns from the wholly owned companies, commercial income and delivering savings through transformation. These mechanisms are notoriously difficult to deliver against budget and will require a sustained focus on monitoring and challenging actual positions throughout the years to guarantee a high rate of deliverability.

The council has a substantial capital programme which is another example of Oxford City Council's considerable ambition. Capital programmes by their very nature are difficult to deliver to time and budget and require relentless monitoring of risks to ensure that the programme delivers the outcomes required. This seems especially so for the Oxford City Council programme given significant slippage in the capital programme in previous years. It is important the council allocates the appropriate level of resources and project management expertise to oversee the delivery of the capital programme.

The council would benefit from a single core function, overseeing the multiple projects across the council providing corporate control and grip through greater use of digital tools. By bringing together the council's project managers, business intelligence unit and the Programme Management Office (PMO) the council can strengthen oversight, utilising project management experts to have the greatest impact. This will give members and officers greater visibility over use of resources and value for money enabling prioritisation of scarce resources.

The council's 'Fit for the Future' change programme is progressing. This programme seeks to modernise services, achieve efficiencies and deliver improved outcomes. It intends on doing this through utilising technology, service redesign and culture change. When looking at service and organisational structure it is important that the council's considerable ambition is considered in the context of organisational capacity. As the council pivots itself from delivering services to being place leaders, the transformation programme will be instrumental in delivering the cultural, behavioural and structural changes required to successfully deliver the outcomes.

The council has introduced an internal board structure to oversee the fit for the future change programme which appears effective. Programme tracking and scrutinising of projects is crucial as the transformation journey is fundamental to the achievement of

the council's corporate priorities and the MTFP. Care must be given to the fact that the internal resources of this programme will be the same internal resources delivering business as usual activity and other delivery programmes which will create an issue with prioritisation. This will be one of the greatest issues that the leadership team will need to address.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

2.1 Recommendation 1: Co-design shared outcomes

Convene the city's anchor institutions to work together in developing shared outcomes and collectively drive how these are delivered and procured.

2.2 Recommendation 2: Prioritisation

Match the council's ambitious plans to the resources required for their delivery. Be deliberate about adding and removing projects when something new is added. Strategically sequence the council's projects. Look to upskill and agilely move around staff to resource priorities.

2.3 Recommendation 3: Corporate centre / Programme management office

Ensure there is corporate control on the many projects the council is progressing. Consider making permanent the current PMO structure and invest in the council's project management specialists. Look to upskill and equip staff with the necessary training for performance and project management. A team based within the corporate centre of the organisation should oversee the council's multiple projects including the fit for the future change projects, savings programme, capital programme and the IT improvements. This will help the council in maintaining a corporate grip on project progress and see developments in the round.

2.4 Recommendation 4: Performance management

The council should refresh its performance management framework in line with the new *Council Strategy*. This framework should be linked to outcomes. The council

should look to use data more intelligently to improve service quality. A consistent performance and data-driven culture needs to be embedded.

2.5 Recommendation 5: Communicating the regeneration

The council should continue and go further with its inclusive economy campaign. Seeking to inform and demonstrate how the exciting regeneration projects can benefit all local residents.

2.6 Recommendation 6: Organisational structure

When looking at the organisational structure the council should have an outcome-focused mindset, using its data to drive policy and performance. The council should use its resources flexibly to allow for agility in serving the delivery of projects. Recruitment, retention and progression should be at the forefront when considering an organisational structure.

2.7 Recommendation 7: Hybrid working / IT infrastructure

The council's IT systems need to be improved; this is particularly important now most staff are remotely based. The council should look to put on more in-person events and team meetings, providing reasons for staff to come into the office. The team principles for hybrid working are important and should be refreshed and emphasised regularly.

2.8 Recommendation 8: Corporate Management Team (CMT) and Cabinet

Forward plan meetings between the CMT and Cabinet to co-design policy and keep all Cabinet members informed of projects across the council.

2.9 Recommendation 9: Member development

In preparing for the May 2024 member induction process, the council needs to strengthen its training provision for new and existing members. Training should also be developed for new and existing Cabinet members. An annual Cabinet development day should be considered. In strengthening the member development programme, the council is building capacity and expertise for the future.

2.10 Recommendation 10: The Oxford Model

- As with any model of delivery it is important the council regularly and systematically assures itself it is getting value for money, quality of service and achievement of its intended outcomes. The council should look to benchmark itself with other councils with wholly owned companies and consider an independent review to gain assurance on value for money and service quality.
- Ensure there is an alignment between the *Council Strategy* and the business plans of the wholly owned companies.
- The council should strengthen its client arrangements. This would then act as a mechanism to prevent the escalation of operational matters to the shareholder.
- The council should deliver communications and dedicated training for all staff on the reasons for and the intended benefits of the Oxford Model. This will strengthen the organisation's understanding of the approach the council has taken.

3. Summary of the peer challenge approach

3.1 The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Lead Peer: Mark Davies, Chief Executive, Lancaster City Council
- Labour Member Peer: Alan Waters, Former Leader, Norwich City Council
- Liberal Democrat Member Peer: Cllr Stuart Bray, Leader, Hinckley & Bosworth Borough Council
- Officer Peer: Tracie Langley, Chief Operating Officer and s.151 Officer, Cornwall Council
- Officer Peer: Rob Meldrum, Director of Financial Services, London Borough of Hounslow
- Officer Peer: Angela Woodhouse, Director of Strategy, Insight and Governance, Maidstone Borough Council

- LGA Peer Challenge Manager: Harry Parker

3.2 Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

In addition to these themes, the council asked the peer team to provide observations and feedback on the council's wholly owned companies and investment portfolio and the council's fit for the future change programme designed to deliver cost savings and improve services. These are covered in the financial planning and management and capacity for improvement sections respectively.

3.3 The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent four days onsite at Oxford City Council, during which they:

- Gathered information and views from more than 65 meetings, in addition to further research and reading.
- Spoke to more than 130 people including a range of council staff together with members and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback

4.1 Local priorities and outcomes

Oxford is a globally recognised international city with a fast growing and dynamic economy. The city has a world-renowned university sector, medieval heritage and is the tourism gateway for the rest of Oxfordshire and the Cotswolds. The city receives approximately eight million annual visitors, generating £780m for the local economy².

Oxford has one of the youngest populations in the country with a median average age of 31. There are more than 36,000 full-time students aged 16 years or over. The city is also one of the most ethnically diverse areas in the South East, with 46 per cent of residents identifying as an ethnic group other than White British³.

The characteristics of the city make the ambitious plans the council have a possibility. Oxford is experiencing a huge demand for science, technology and commercial space. At the same time, it has an acute housing crisis both in terms of availability and affordability. These factors pose challenges and offer opportunities to the council.

Oxford City Council is a very ambitious district council which is committed to its vision of: 'building a world-class city for everyone'. The council has an established *Council Strategy 2020 – 2024* which is complemented by an *Annual Business Plan* published

² https://www.oxford.gov.uk/download/downloads/id/2629/74_sustainable_tourism.pdf

³ https://www.oxford.gov.uk/info/20131/population/459/oxfords_population

each March setting out the actions and intended outcomes it will undertake that year, linked to the council's overarching priorities. The four council priorities to: enable an inclusive economy; support thriving communities; deliver more affordable housing and pursue a zero-carbon Oxford are well understood and are embedded in the decisions and work the council is progressing. The peer team were impressed at the extent the political message and corporate priorities were lived and breathed within the organisation, and indeed the recognition of these corporate priorities by the council's residents, partners and neighbouring councils.

The council is currently undertaking a refresh of its *Council Strategy* for the next four years. It is important to maintain the alignment to the *Oxford 2050 Vision* and the *MTFP* throughout this development. The peer team would also encourage the council when setting the revised strategy to focus on intended outcomes which would then drive collaborative behaviours across the organisation.

During the review, the peer team heard consistently that the council needs to prioritise the most important measures, as “*we [currently] try to do everything.*” While the peer team welcomed the strategic nature of the council priorities, the council should look to ensure the considerable number of actions and strategies that sit beneath it are suitably prioritised.

As part of the development of the new *Council Strategy*, the council's performance management framework should be refreshed. Corporate performance management should be improved with a framework providing rigour in tracking and scrutinising progress on delivering priorities. This refreshed performance framework should have a greater focus on outcomes as well as outputs.

The council's leadership recognise the need to improve in this area, embedding a performance culture organisation wide. The council should consider using [LG Inform](#) to benchmark its performance against other councils. Over time this could provide a basis for identifying areas of concern and deploying early intervention strategies. The council should also look at utilising specialised platforms such as Microsoft Power BI, implementing automations to bring forward consistency across the organisation.

An area where the council is leading the local government sector is on the net zero agenda. This was recognised at the *2023 Municipal Journal Awards* with the council winning the award for ‘Leadership in Responding to the Climate Emergency’.

In September 2019, Oxford City Council was the first local authority to host a citizens' assembly on climate, demonstrating its commitment to the cause and public consultation on the matter. Ambitious plans were generated and committed to as part of the assembly, such as reducing the council's carbon footprint to net zero by 2030. A legacy arrangement from the citizens' assembly was the establishment of the Zero Carbon Oxford Partnership (ZCOP), a partnership of Oxford's main institutions and large employers collectively committed to Oxford achieving zero-carbon status as a city by 2040.

The council have brought forward several projects to achieve net zero, including: the implementation of the public sector decarbonisation scheme, investment in renewable energy production and the electrification of the council's fleet of vehicles. An impressive example of delivery, which saw the council win the *2023 LGC Award* for 'Climate Response', was for the Energy Superhub Oxford, which is Europe's most powerful electric vehicle (EV) charging hub. EV infrastructure is a particular strength in the district, Oxford has the fifth largest number of EV charging devices per 100,000 people in England⁴.

Central to the council's leadership on net zero has been its commitment to partnership working. The council has worked in tandem with Oxfordshire County Council to bring forward the Zero Emission Zone (ZEZ) pilot. The ZEZ was introduced in February 2022 and charges all diesel and petrol vehicles entering the zone between 7am - 7pm. Joint working with the County Council on the pilot scheme's planning, engagement and communications was essential in the roll out and continues to be pivotal.

The wide-ranging measures and often politically brave decisions the council have undertaken underlines its commitment to significantly reduce air pollution and carbon, improve people's health and shift transport away from fossil fuels.

Along with every urban centre in the UK, Oxford has considerable inequalities: both in terms of income and life expectancy. The council recognises this: "*we're one of the most unequal cities in the country.*" This is demonstrated with the Index of Multiple Deprivation recording that 10 out of the 83 neighbourhoods in Oxford are among the

⁴ <https://www.endsreport.com/article/1823072/fantastic-achievement-oxford-named-englands-greenest-city>

20 per cent most deprived nationally⁵.

The council has a strong and evidenced commitment to tackling inequality and its causes. The council have successfully implemented the [Oxford Living Wage](#), which has been set at 95 per cent of the London Living Wage. The council and its companies pay this, and the council is influencing local businesses to participate in the scheme and encourages payment of the living wage in all procurements.

The inequality in the city clearly plays out when looking at housing affordability. In 2022, Oxford was named the UK's least affordable city for housing, at 15.1 times the average salary, compared to 9.9 at the national average and 14.2 in London⁶.

The council has ambitious plans for new homes, with a rolling target for 1,600 over the next four years. There are impressive examples of housing delivery such as Barton Park, a council joint venture with Grosvenor which has delivered 885 homes, 50 per cent of which are affordable.

A central part to delivering the ambitious house building numbers is through the council's wholly owned housing company, OX Place. The council set up the company in 2016 to increase the supply of social housing in the city in a cost-effective way. To date, OX Place has delivered 321 homes, with a further 1,600 homes in its forward pipeline. As part of the council's Housing Revenue Account (HRA) business plan the council will purchase 1,214 properties from OX Place over a 10-year development programme.

The council owns a stock of just over 7,800 properties, which is set to increase with the HRA purchases. This expansion will involve significant capital investment and associated borrowing over the next 10 years. With this projected level of activity, the company's project planning needs to be commensurate with business plans. This is especially important given the troubling economic environment with increased construction costs and higher interest rates.

The council has commissioned a stock condition survey which will help in informing the medium to long term capital programme. The council are aware of the need for estate improvements to maintain compliance with the Decent Homes Standard and

⁵ https://www.oxford.gov.uk/info/20131/population/459/oxfords_population

⁶ <https://data-tool.centreforcities.org/data-tool/#graph=table&city=show-all&indicator=housing-affordability-ratiosingle2019&tableOrder=tableOrder1.1>

to improve the energy efficiency of its stock.

In 2022 the council commissioned Acuity to carry out a Tenants' Satisfaction Survey. This found that:

“Oxford City Council compares well with other landlords. Satisfaction on most of the key measures ... are above the median. However, it falls below the median on ... satisfaction with overall services (6 per cent below) and listening to views and acting upon them (5 per cent below).”

Whilst overall satisfaction is above average, areas for improvement were identified, particularly around historical repairs and maintenance issues. The council have developed an action plan in response to the survey and should continue to progress these as it strives to be an effective corporate landlord.

Oxford City Council have followed good practice with its introduction of a house in multiple occupation (HMO) licensing and a selective licensing scheme for the whole private rented sector where more than 10,000 applications have been received. Both schemes demonstrate the council's commitment to improve the housing conditions in the rented sector.

4.2 Organisational and place leadership

Oxford City Council benefits from strong and effective leadership which is delivering for residents. The council has talented and passionate officers and members who are committed to delivering on the council's priorities. The Leader has demonstrated personal knowledge of local communities and her stable and committed leadership style is recognised across the council and by partners. The Leader has an active presence within national political structures, including being the Labour Group Leader and Vice Chair of the District Councils' Network.

The peer team picked up on the collective leadership which was demonstrated by the Cabinet and the CMT. Both are effectively led by the Leader and Chief Executive respectively. They are respected by partners and have a clear set of priorities. Both take on leadership roles beyond the confines of the council and effectively manage their internal and external facing roles.

The CMT appear to operate openly and effectively with appropriate levels of challenge and influence collectively and individually. There is a healthy tension

between the three statutory officers, a good indicator of strong governance. The council's senior managers are respected both within the council and with external partners.

The council recognises the importance of communications, it has invested and prioritised the function. Capacity is linked to the council priorities, with a mix of internal and external communications officers.

The Chief Executive is conscious of the need to engage with staff and is committed to doing this in a variety of ways, for example the leadership conversations. The peer team commends this visible leadership; however, it was commented on during the CPC that the visibility of the wider CMT could be improved.

A further area which can be improved, one where the council has already committed to updating, is the internal intranet. Regular internal communications are developed such as the weekly connected council bulletin. Not atypical for internal bulletins the read-through rate is quite low, the council should consider using other modes of communication such as utilising video and short clips.

The council described itself to the peer team as a 'campaigning organisation', there are several examples of this, such as the #OxfordNeedsHomes campaign. The council has sought to be an influencing organisation, which it definitely can be with the innovative practice it has delivered, particularly around net zero. However, the council will need to be proactive in responding to the level of interest and external challenge being a campaigning council can generate.

The council would benefit from a single core function, overseeing the multiple projects across the council providing corporate control and grip. By bringing together the council's project managers, business intelligence unit and the PMO the council can strengthen oversight, utilising project management experts to have the greatest impact. The peer team heard that at present project and performance management "*has not been unleashed*" to its full potential.

This central function should oversee the multiple council projects including: the fit for the future change programme, the savings programme, capital programme and the IT improvements. This would enable project managers to identify the inter-dependencies between projects and provide clear identification of any pinch points or duplication. It would also mean robust project management methodologies can be

applied across the organisation, scrutinising progress, minimising project slippage and being more confident about delivery of required outcomes.

In November 2022, Oxford City Council published its new procurement strategy. Within this it sought to embed the council's commitment to community wealth building and delivery of social value through procurement. Innovative commissioning has been demonstrated by the council, a good example is the [EV Dynamic Purchasing System \(DPS\)](#). Some good working has been carried out looking at a more joined-up approach to procurement across the public sector including the NHS and other district councils. The council should look to leverage the good relationships it has with its partners.

Oxford City Council is a trusted and valued partner. The council is committed to working in partnerships and in many instances, both convenes and chairs these, examples include the FOP and the Fast Growth Cities.

The council recognises that the delivery of the council's considerable ambition requires collaboration with partners. The peer team heard that where organisations' individual priorities align, partners collaborate effectively to progress these. The peer team would encourage the council to take this one step further and convene partners to co-design from the outset shared outcomes and drive how these are delivered and procured collectively.

The FOP has a role here, for 2023/24 Oxford City Council's Leader is chairing the partnership. Previously when Oxfordshire had success in securing external funding, it spoke with a unified voice, in doing so achieving the Housing and Growth Deal worth £215m. Oxford City Council can be a leading light in bringing partners together, championing the cause for investment in the county. The County Council and other districts recognise the value of the city council: *"partnerships would collapse ... Oxford is the de facto driving force."*

There are though, challenges for county-wide working, particularly around the alignment on a vision for house building and growth. The council's 2036 Local Plan identifies an additional housing need of 28,000 units, there is capacity within the district for 11,000, leaving an unmet need of 17,000. The Oxfordshire Plan 2050, a strategic housing and infrastructure plan for the county, was unable to reach agreement in August 2022. Despite this ending, it is very important the council

continues to actively co-ordinate and co-operate with neighbouring local planning authorities. This is particularly important given the level of unmet need. The council should look to leverage support from willing districts to align growth plans and work in partnership with the County Council in helping to secure infrastructure funding.

In August 2022 the council, working with partners, were successful in securing £161m for upgrades at Oxford station, which is a crucial part of the wider West End redevelopment. The scale of the planned regeneration is significant and exemplifies the convening powers of the council, demonstrating on a large scale the opportunities that are being enabled through partnership working. The mixed-use development with residential, science, technology and office space is an exciting prospect, one which is needed given the demand for growth.

Oxford has an unrivalled level of intellectual capital and wealth in the broadest sense and key anchor institutions have an important role to play to maximise the opportunities this affords. The council should continue to act as a place led convenor for these anchor institutions, establishing focus on shared outcomes, utilising each other's capacity and expertise. Areas where this should be continued and developed further include on net zero, procurement and tackling inequalities.

Recent management changes at other key partner organisations present opportunities to expand collaboration. An area which was mentioned to the peer team was looking at the collective public estate. In doing so, reviewing capital programmes and consider an asset mapping exercise. The council should look at restarting its [One Public Estate partnership](#) as a governance mechanism and as a potential funding stream.

The peer team were impressed by the clear exposition by members and officers that the council's regeneration plans are people-focused and linked to the priority of tackling inequality. This though will be a challenge as there is still the feeling of a 'tale of two cities' with ambitious regeneration in the city centre at the same time as deprivation and the impact of the cost-of-living crisis being felt throughout the city boundaries. The council should continue and go further with its inclusive economy and growth campaigning, seeking to inform and demonstrate how the exciting regeneration projects can benefit all residents.

The council has worked closely with the County Council's public health team to carry

out four in-depth community ward profiles, these are asset-based to help inform bespoke decision making for each distinct place. For example, the community ward profile has played an important part in the master planning for the regeneration in Blackbird Leys.

Technical delivery in the council's planning department is strong. The peer team heard during the CPC though that there could be improvements in customer service, particularly around pre-application consultation. Whilst this is time consuming, effective customer management and engagement can lead to better applications and stronger overall outcomes.

The council is in the process of reimagining its leisure provision, moving towards an integrated health and wellbeing offer. This aligns with the vision of key partners like the NHS and the County Council: looking at preventative health measures and youth services. This demonstrates the council's willingness to invest and operate beyond its statutory remit. A good example of this is the council's success in being awarded £1.3m from the Youth Investment Fund, a bid which was led by the council on behalf of partners.

4.3 Governance and culture

Good working relationships between members and officers is a characteristic of Oxford City Council. These relationships are built on mutual respect, with a shared understanding of their different roles and responsibilities.

The council benefits from a diverse and talented set of members. The peer team heard of constructive and respectful debate between the different political groups. The council's Cabinet is a varied grouping in terms of age, gender and ethnicity, a leadership group who appear to operate effectively with portfolios aligned to intended outcomes.

The peer team heard from a variety of sources that there would be value in refreshing the informal CMT and Cabinet meetings. These should be refocused and forward planned to provide the necessary space to co-design policy and keep all Cabinet members informed of projects across the council.

Scrutiny is well regarded in the council, there is a commitment to pre-decision scrutiny which adds value to the quality of decision making. The peer team thought

the alignment of the scrutiny panels to priority areas, such as the Climate and Environment Panel and Housing and Homelessness Panel, was good practice. Members feel that they receive good support from officers for scrutiny activities.

The council's Audit and Governance Committee appears to operate effectively, focused on corporate risks and not on operational detail. More generally the peer team were impressed by the council's established risk framework, with a good understanding of the major risks and mitigations in place.

There is a developing challenge that the high number of programmes and projects, as well as the business-as-usual activity, that are being managed in different parts of the organisation, will start to compete for the same internal delivery resources. This will then impact on delivery of key programmes of change and the reporting to the Audit and Governance and Overview and Scrutiny committees will become disjointed. As mentioned earlier, a central PMO with single reporting would reduce this risk.

The peer team would encourage the council to carry out a best practice review of the current member training offer and introduce a fully structured development programme ahead of the May 2024 election. Member training currently sits under the Standards Committee, the peer team feel the council should consider establishing a member working group to oversee and influence the updated offer. The Local Government Association (LGA) can support and compliment a refreshed member development programme.

The training provision should include focused and timely support for specific roles, such as for new Cabinet members and committee chairs. The council should consider an annual Cabinet development day, building capacity and expertise for the future.

A consistent theme throughout the CPC was the need for the council to prioritise the implementation of a member casework system. This would help members keep track of enquiries and respond in a timely way. It would also allow for this source of information to be captured and persistent issues highlighted.

The peer team heard during the CPC that the council's internal processes can at times appear unwieldy. It is sensible for any organisation to regularly review and rationalise internal bureaucracy, meetings, boards and committees to ensure they all

serve a current purpose and add value.

Oxford City Council is a good employer, staff are clearly proud and passionate to work for the council. Officers feel empowered and supported by the council to do their best for the organisation and the city it serves. The council carried out a staff survey in February 2023, the results from this were broadly positive with an overall engagement (satisfaction) score of 82 per cent.

The importance of EDI is recognised at the council. The equalities steering group has an important role to play, which is chaired by the Executive Director for Communities and People. There are good reporting links from this group to CMT and the political leadership. The council enhanced its inclusive leadership ethos with the launch of its Anti-Racism Charter which seeks to address institutional racism and hate crime in the city of Oxford.

The council has a few successful staff networks. The peer team would encourage the council to look to increase the number of networks and put in place senior management sponsors. This would help the organisation to celebrate the council and the city's diversity further.

4.4 Financial planning and management

The council has a well-resourced and effective finance function. This is led by a capable, experienced and well-respected Section 151 Officer. There is a good understanding of the council's financial position across the council. The commercial approach the council has taken has lessened the dependency on core grant and council tax income. With the economic climate and the challenges all councils are facing, ambitious savings and service redesign will be needed in future years.

The peer team agrees with the external auditor that the council's budget processes and financial reporting are of a good standard. Integrated financial and performance reports are considered by Cabinet and Overview and Scrutiny on a quarterly basis.

For the 2023/24 budget the council increased council tax by 2.99 per cent. To balance the budget the council has projected £4m to be brought in through efficiencies and increases in sales, fees and charges. Additional budget pressures have meant a draw on £1.3m from reserves, which in the short term is manageable. Based on current available figures, the council has earmarked reserves and balances

of around £50m although suffice to say that only around £11 million is unallocated or unearmarked.

The council's *MTFP* is broadly balanced over the next four years. This though is dependent on the council achieving target returns from its local authority owned companies, maintaining and growing income from its commercial properties, car parking and other sources while achieving savings of £3.3m through transformation. The *MTFP* highlights other key risks including managing the impact of increased interest rates which potentially affects the viability of capital schemes as well as the capacity within the council group of delivering a capital programme of £767m.

The size of the council's capital programme is very large, particularly for a district council. There are several risks associated with capital programmes of this size, especially with rising construction costs and interest rates. The council will face a challenge in delivering the capital programme, especially given significant slippage in previous years. In 2021/22, 42 per cent of the programme was delivered and it was projected for 2022/23 just 40 per cent would be delivered. A large capital programme is another example of the council's considerable ambition; however, the peer team would question whether there is a gap between the level of ambition and the capacity and resources within the council group.

To date, the council has predominantly used internal borrowing, therefore the Minimum Revenue Provision (MRP) costs are managed. There are plans in the *MTFP* to borrow from the Public Works Loan Board where rising interest rates could have significant implications.

A key element to the delivery of the council's *MTFP* is the successful receipt of dividends and interest payments from the wholly owned companies. OX Place is forecast to deliver £15m worth of dividends by 2026/27. Up until now, only two dividends have been received, both from Oxford Direct Services (ODS), and these have been c.£5m below the planned level. The COVID-19 pandemic disrupted progress and impacted the level of income generated. To ensure the successful receipt of future dividends accurate and timely information will be required to manage this risk and enable the shareholder to effectively scrutinise progress. ODS is due to provide dividends of £14m over the *MTFP*.

Under the Oxford Model the council borrows to finance the activities of OX Place,

lending the money on to the company at a 'subsidy control' compliant interest rate. Approximately £82m has been advanced in 2023/24 to date and this is forecast to rise to £121m by 2026/27. To date this has been financed by internal borrowing with no recourse to external borrowing undertaken by the council, although this position is likely to change over the medium to long term. Interest payments, including the appropriate uplift for subsidy control, provides a financial return to the council for providing this facility.

The council's legacy of considerable assets has been essential to the council balancing its finances. The council receives £12m annually from its commercial assets. Given the importance of the commercial properties the peer team would encourage the council to invest in a dedicated asset management system. At present properties are being managed across multiple spreadsheets. An effective system would optimise the estate management process, providing clearer insight on the assets' condition and income level.

A further way the council is generating income is by being contracted by other councils to deliver services. For example, the council's Home Improvement Agency is delivering home adaptations and repairs for clients on behalf of South Oxfordshire District Council and Vale of the White Horse District Council bringing in £1.4m of income.

The council's accounts for 2021/22 are yet to be signed off by the external auditor. The reason for the delay was due to difficulties in preparations of the statements related to ODS which has held up the production of its account and consequently the Group position of the council. The ODS accounts delay was mainly caused by problems with the implementation of the new housing management system, QL. It is important that the council and its companies learn the lessons from the errors in implementing this system, particularly when considering the wider fit for the future change programme.

Oxford City Council has developed a commercially focused approach to achieve the ethical and social values of the council and deliver the council's agreed outcomes, something which the council calls 'The Oxford Model'. A key element of the Oxford Model is to maintain and grow income from a variety of internal sources. These include rent from its commercial properties, dividends and interest on loans from its

local authority owned companies, car parking income and other service income.

The Oxford Model has generated several positive outcomes, these include the considerable level of commercial income generated which has enabled the council to protect services. The peer team agree with the external auditors that the council is forward-thinking in terms of its commerciality. However, depending on commercial income to protect services will become more challenging as commercial income becomes more difficult to grow.

A strength of the model is the 'circular economy' benefit, with the retention of wealth within the city council group. The council will need to give the companies room to grow and succeed which may need a continual review of the governance and financial arrangements. Concentrating on ensuring that there is a robust business plan in place which is consistently delivered will be key for the successful delivery and growth of dividends back to the council.

Through the establishment of The Oxford Model, it is clear that it has been set up to be as near to direct service delivery as a commercial vehicle could be. Examples of this include staff's terms and conditions as well as the shared ethical and social values. Given how the council has established the companies, as close to direct provision as possible, a tension has been created and caution is required to not fetter the company from operating at its full potential through acting as an independent and commercial entity. The challenge for the council is to achieve more commercial flexibility without compromising the ethical values of the Oxford Model.

As the council proceeds with the refresh of its *Council Strategy* it is essential it looks for closer alignment with the companies' business plans, the *MTFP* and the HRA strategy. This is particularly important around shared priorities and effective planning for future borrowing.

Clear key performance indicators are a necessity so the shareholder can monitor and scrutinise to drive performance in the companies and ensure dividend payments are forthcoming. More generally client arrangements can be improved which are dependent on the strength of relationships. Healthy and robust client arrangements can prevent the escalation of operational matters to the shareholder.

The governance arrangements for the council companies appear robust, with the companies following [CIPFA good practice guidance on Local Authority Trading](#)

Companies.

The council should look to update its training provision for members and officers when in a shareholder capacity. This would support them in having an adequate understanding of each other's roles and responsibilities ensuring Companies Act compliance.

During the CPC the peer team heard from a variety of sources that the council and the companies would equally benefit from an analysis of operating through ODS, so these can be clearly expressed and understood by all parties.

Linked to this, an area where there is room for improvement is to review and ensure there are clear communications about what the Oxford Model is, the reasons for it and the intended benefits. At present, there is a patchy understanding across the organisation, the council should consider delivering a programme of training for members and officers on the Oxford Model and its rationale.

4.5 Capacity for improvement

The council is progressing its overarching transformation programme, which is entitled, the 'Fit for the Future' change programme. This programme seeks to modernise service delivery to achieve efficiencies and improved outcomes for citizens through better use of technology, service redesign, with a heavy focus on people development and culture change. £2m of ongoing savings from 2026/27 have been attributed to the change programme and have been included within the *MTFP*.

The council has adopted an interesting board governance structure for overseeing the fit for the future programme. Programmes are led by heads of service away from their traditional areas of expertise to embed organisational acceptance. The peer team heard reflections from officers that this governance approach feels effective in surfacing and addressing challenges whilst ensuring accountability for delivery.

Alongside the board governance structure, the council have brought forward a change agent network of officers at a variety of levels in the organisation. This is essentially a 'change champion' network and reflects good practice in implementing organisational transformation.

The principles of the fit for the future change programme appear sound. The peer team would encourage the council though to ensure that the transformation

programme is sequenced in a way that will ensure that the most impactful and important outcomes are delivered early and continually question what outcomes the changes are going to deliver.

Throughout the CPC the peer team heard concerns about the organisation's capacity to achieve its level of ambition. It is a necessity to be deliberate about adding and removing projects to enable progress in line with capacity. Strategically sequencing projects for delivery to avoid bottlenecks is an important step which will release capacity. The peer team would also encourage the council to agilely move staff around to service its priorities.

When considering the organisational structure, the peer team would encourage the council to make sure an outcome focused mindset is adopted, implementing a structure which is optimal for the delivery of the council's priorities. When thinking about the structure, the council leadership should have the recruitment, retention and progression of staff in mind.

The council is committed to carrying out a pay and grading review which is an important measure. The council has commissioned an external review of the council's pay data, carrying out a benchmarking exercise with other public sector employers. Staff are aware of the impending review of pay and grading, it is important clear and consistent communications are delivered regarding this.

The whole local government sector is finding recruitment and retention of professional staff extremely difficult. The peer team heard during the CPC that the council has struggled to compete in terms of pay in comparison to similar authorities which is compounding the recruitment challenges. This said though, the peer team heard from officers that the culture at Oxford City Council is a large pull factor, the council should consider how this can best be communicated in a campaign to address vacancies.

The council should look to build on the good work of establishing apprenticeship programmes in planning and environmental health. Consideration should be given to appointing more apprentices across the organisation and looking to participate in graduate schemes as well. This would help the council in 'growing its own' expertise.

The council is in the process of introducing a new programme entitled candid and caring, moving the organisation into a place where honest conversations about

organisational performance are routine. At present there is an inconsistent approach to appraisals. The peer team would recommend the council introduces a refreshed outcome focused appraisal process in line with the new *Council Strategy*. Human Resources has an important role to play to ensure organisational consistency and compliance. A robust appraisal process would assist the council in embedding a performance culture.

The council has embraced remote working, with most staff working full time from home. This is partly down to decisions made to reduce the council's office footprint, and as a result there is now very limited space for staff who wish to work in the office. The majority of the staff the peer team spoke to enjoy the ability to work from home and the flexibility this affords them. The peer team did hear though, that: "*more face-to-face*" working with in person events and team meetings would be welcomed. The value of office working, in terms of providing peer support and development, particularly for new starters remains current. The council have brought in team principles for how often staff should be in the office, these are important and should be refreshed and emphasised regularly.

The council's IT infrastructure is even more important given how remote focused the council are. Hybrid technology and systems need improving, including around a full migration to Microsoft Office and addressing connectivity issues in the Town Hall.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and the LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a one-day onsite progress review, which provides space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Will Brooks, Principal Adviser for the South East, is the main contact between the council and the Local Government Association. Will is available to discuss any further support the council requires – william.brooks@local.gov.uk.

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APPENDIX TWO: LOCAL GOVERNMENT ASSOCIATION: CORPORATE PEER CHALLENGE – JULY 2023

Appendix 2

OXFORD CITY COUNCIL ACTION PLAN

Local Government Association Recommendation	Local Government Association feedback	Ongoing activities that support this	New Actions	Delivery timeline for new actions	Action owner/s
215 <i>Co-design shared outcomes</i>	Convene anchor institutions working together on shared outcomes and drive how these are delivered and procured.	<ul style="list-style-type: none"> West End Strategic Board is a cross sector partnership facilitating the inward investment case for the West End and the work on Cowley Branch Line investment supported by cross sector programme board. 	<ul style="list-style-type: none"> Launch Oxford West End website – communicating our collective vision. Establish developer-led skills and employment working group, initially for the West End. 	March 2024	Head of Regeneration & Economy (Carolyn Ploszynski)
		<ul style="list-style-type: none"> Oxfordshire Inclusive Economy Partnership progressing several work streams that support our Oxford Economic Strategy. 	<ul style="list-style-type: none"> Secure funding through FOP for the partnership manager to continue progressing work streams Continue to participate in the 4 working groups to shape initiatives and interventions Engagement with Oxford University Hospital Trust in the work they are doing to establish an Anchor Vision and anchor network allied to the OIEP 	Feb 2024 Ongoing	Head of Regeneration & Economy (Carolyn Ploszynski)
		<ul style="list-style-type: none"> Economic Growth Steering Board is a cross sector group leading oversight of the delivery of Oxford Economic Strategy. 	<ul style="list-style-type: none"> Use Oxford Strategic Partnership and its subgroups - Economic Growth Steering Board, Zero Carbon Oxfordshire Partnership – to inform development of our Corporate Strategy 2024-28. 	Jan 2024	Head of Corporate Strategy (Mish Tullar)
		<ul style="list-style-type: none"> Cross Sector delivery Board being established to deliver City Centre Action Plan through partnership rather than seen as Public Sector responsibility. 	<ul style="list-style-type: none"> Establish delivery board including agreeing terms of reference and members. 	Dec 2024	Head of Regeneration & Economy (Carolyn Ploszynski)



216

		<ul style="list-style-type: none"> FOP work programme review underway seeking to better align to impacting shared objectives and issues across Oxfordshire. 	<ul style="list-style-type: none"> Engage in the future of OxLEP discussions to ensure the positive partnership working is continued in new model. 	Ongoing	Head of Regeneration & Economy (Carolyn Ploszynski)
		<ul style="list-style-type: none"> Partnership working with county on key transport matters 	<ul style="list-style-type: none"> Embed the Delivery and Place Making officer and member partnership meetings to engage on key work streams affecting the Oxford Develop a Place and Movement Framework for City Centre and Northern Quarter Progress Full Business Case (FBC) and Infrastructure Place Study (IPS) to support proposals and investment bids for Cowley Branch Line Complete commission for Oxford Station Masterplan to identify refined options for engagement 	<p>Ongoing</p> <p>March 2025</p> <p>Summer 2024 (FBC) March 2025 (IPS) March 2024</p>	Head of Regeneration & Economy (Carolyn Ploszynski)
		<ul style="list-style-type: none"> One public estate being reinvigorated locally with more focus on integrated care system and Active Wellbeing programme re Health and Leisure. 	<ul style="list-style-type: none"> Deliver co-location pilot with NHS at Leys Pools & Leisure Centre. Deliver smoking cessation pilot with NHS at Barton Leisure Centre. Engage with OPE team at County to identify further opportunities 	<p>August 2024</p> <p>November 2023</p>	Head of Community Services (Ian Brooke)
		<ul style="list-style-type: none"> Oxford Strategic Partnership involves many of the city's senior stakeholders – both universities, County Council, Oxford University Hospital NHS Trust. 	<ul style="list-style-type: none"> Expand the Zero Carbon Oxford Partnership to include all District Councils and key non-Oxford based institutions to better align work to deliver zero carbon objectives at city and countywide levels. 	Summer 2024	Head of Corporate Strategy (Mish Tullar)
	Prioritisation	Match your ambitious plans to resources required to deliver and be deliberate about adding and removing projects when something new is added.	<ul style="list-style-type: none"> Fit for the Future programme to support more efficient ways of working. Annual Business Plan process to sequence projects. 	<ul style="list-style-type: none"> Support stronger prioritisation through review of Corporate Strategy 2024/2028, focusing on things which have biggest impact on delivering against priorities. Ensure new commitments in Medium Term Financial Plan 2023/24 include 	<p>Spring 2024</p> <p>Feb 2024</p>

217	<p>Strategically sequence your projects.</p> <p>Look to up-skill and agilely move around staff to resource your priorities.</p>		full assessment of capacity and sources required to deliver.		Executive Director for Corporate Resources (Tom Hook)
		<ul style="list-style-type: none"> Officer Boards along with Change Front Door prioritise programmes of work with consideration of resources required and according to agreed criteria. Regeneration & Development has project support through the Capital PMO. 	<ul style="list-style-type: none"> Take a more robust approach to stopping or re-profiling projects where capacity needs to be re-prioritised and communicate clearly with members when this needs to happen. Corporate PMO (see below) to provide flexible resource to support projects Assessment of roles across organisation with transferable skills that could be used more flexibly. 	Ongoing	Corporate management Team & Heads of Service
		<ul style="list-style-type: none"> Governance through the Communities, Development and Organisational Change Boards ensures corporate grip on key projects. 	<ul style="list-style-type: none"> A focused Fit for the Future team post March 2024 will ensure priority change programmes continue. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
Corporate Centre/ Project Management	<p>Ensure corporate control of all projects.</p> <p>Consider making permanent the current PMO structure and investing in your project management specialists.</p> <p>Look to upskill and equip staff with the necessary training.</p> <p>Ensuring you have the corporate grip, overseeing the multiple projects –fit for the future change projects, savings</p>	<ul style="list-style-type: none"> Development Board and the Fit for the Future have project management resource supporting delivery. 	<ul style="list-style-type: none"> The well-established Capital PMO, supporting Development Board, will continue, working with the corporate PMO through a matrixed arrangement. 	Ongoing	Executive Director for Corporate Resources (Tom Hook)
		<ul style="list-style-type: none"> Development Board and the Fit for the Future have project management resource supporting delivery. There is an existing performance framework that reports to CMT, Scrutiny and Cabinet. This is in the process 	<ul style="list-style-type: none"> Budget for a small corporate PMO is within the current Medium Term Financial Plan process. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
			<ul style="list-style-type: none"> Project management skills development will be launched. 	Summer 2024	Executive Director for Corporate Resources (Tom Hook)

	<p>programme, capital programme and the IT improvements.</p>	<p>of being reviewed and refreshed for May 2024.</p> <ul style="list-style-type: none"> • Business Intelligence Unit established. 	<ul style="list-style-type: none"> • Preferred Corporate KPIs selected for reporting against 2024/2028 Corporate Strategy. 	<p>Spring 2024</p>	<p>Executive Director for Corporate Resources (Tom Hook)</p> <p>Head of Corporate Strategy (Mish Tullar)</p>
<p>Performance Management</p>	<p>Framework needs to be properly linked to outcomes.</p> <p>Aligned to the new corporate strategy.</p> <p>Intelligent use of data to improve service quality.</p> <p>A consistent performance and data driven culture needs to be embedded.</p>	<ul style="list-style-type: none"> • There is an existing performance framework that reports to CMT, Scrutiny and Cabinet. This is in the process of being reviewed and refreshed for May 2024. • Business Intelligence Unit established. • Annual campaigns plan includes strand on Inclusive Economy. 	<ul style="list-style-type: none"> • Preferred Operational KPIs selected for reporting against to support service delivery. 	<p>Spring 2024</p>	<p>Executive Director for Corporate Resources (Tom Hook)</p> <p>Head of Corporate Strategy (Mish Tullar)</p>
			<ul style="list-style-type: none"> • Create performance dashboard and automate using Power BI. 	<p>Spring 2024</p>	<p>Executive Director for Corporate Resources (Tom Hook)</p> <p>Head of Corporate Strategy (Mish Tullar)</p>
			<ul style="list-style-type: none"> • BIU to review use of tools such as Local Government Association Inform across council and raise awareness of data available. 	<p>Spring 2024</p>	<p>Head of Corporate Strategy (Mish Tullar)</p>
			<ul style="list-style-type: none"> • Up weight inclusive economy campaign to better communicate regen and development work across the city and how it is benefiting the city and residents. 	<p>Winter 2023/2024</p>	<p>Head of Corporate Strategy (Mish Tullar)</p> <p>Executive Director –</p>

					Development (Tom Bridgman)
Leveraging and communicating the regeneration	Continue and go further with your inclusive economy campaigning. Seeking to inform and demonstrate how the exciting regeneration projects can benefit all local residents.	<ul style="list-style-type: none"> Oxford West End Partnership established to underpin collaborative working to deliver step change regeneration of the western city Centre area 	<ul style="list-style-type: none"> Link to work underway to develop a “Place Narrative” for Oxfordshire, communicating the local benefits of regeneration and development 	Winter 2023/2024	Executive Director – Development (Tom Bridgman) Chief Executive (Caroline Green)
			<ul style="list-style-type: none"> Focus on how we engage our communities in our work on regeneration – to help shape what we are trying to achieve, and get partners / anchor institutions on board with the narrative 	Mid-2024	Head of Corporate Strategy (Mish Tullar) Executive Director – Development (Tom Bridgman)
			<ul style="list-style-type: none"> Establish a partnership group of developers and landowners to look to co-ordinate and produce a framework for working on Community Employment Planning 	Mid- 2024	Executive Director – Development (Tom Bridgman)
		<ul style="list-style-type: none"> Organisational Redesign programme delivering leaner managerial structures. £400k saving delivered as the Council moves to become a smaller and more focused organisation. 	<ul style="list-style-type: none"> There is a further £1 million saving within the Medium Term Financial Plan on management costs. Proposals for the next stage will be brought forward in early 2024 and clearly align structure to outcomes in a sustainable manner. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook) Chief Executive (Caroline Green)
			<ul style="list-style-type: none"> Future iterations of our change capacity to continue to utilise internal resource creatively. Internal progression opportunities are a priority within the People Strategy. 	Ongoing	Executive Director for Corporate Resources (Tom Hook) Chief Executive (Caroline Green)

Organisational structure	When looking at structures – have an outcome focused mind-set, using data to drive policy and performance.	<ul style="list-style-type: none"> • Prioritisation of ICT projects has been undertaken and resources aligned. 	<ul style="list-style-type: none"> • Capital budget bids to support improvements to ways of working and our systems are included within this budget round. Provision for improved Wi-Fi connectivity within the Town Hall is funded. 	Ongoing	Executive Director for Corporate Resources (Tom Hook)
	Flexible use of your resources to allow for agility to serve the delivery of projects. Having recruitment, retention and progression in mind.	<ul style="list-style-type: none"> • Phase 1A and Phase 1B of the Town Hall move are almost complete. 	<ul style="list-style-type: none"> • Phase 2 of the Town Hall – Setting out the long-term vision of the Town Hall currently being developed. 	July 2024	Executive Director – Development (Tom Bridgman)
Hybrid working/ IT infrastructure	Technologies and systems need to be improved.	<ul style="list-style-type: none"> • M365 outlook migration complete for OCC staff. 	<ul style="list-style-type: none"> • OneDrive and SharePoint implementation 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
	More in person events / team meetings –providing reason to be in.	<ul style="list-style-type: none"> • Team principles are regularly reviewed and respond to the needs of the business. 	<ul style="list-style-type: none"> • Quarterly reviews will be encouraged. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
	Team principles are important and should be refreshed and emphasised regularly.	<ul style="list-style-type: none"> • ICT restructure has commenced. 	<ul style="list-style-type: none"> • Improved capacity, resilience and development of our ICT support team. 	Spring 2024	Executive Director for Corporate Resources (Tom Hook)
		<ul style="list-style-type: none"> • Chief Executive Breakfast Sessions (monthly). • All Staff Briefings • Face to Face HoS/CMT sessions in localities. 	<ul style="list-style-type: none"> • Set expectations for in person team meetings for all teams. • Internal communications campaign to promote in person collaboration and ways to bring people together. • Encourage more visibility in the office of CMT and heads of Service. 	Nov 2023 Spring 2024 Ongoing	Chief Executive & Directors Chief Executive (Caroline Green) Chief Executive & Directors
			<ul style="list-style-type: none"> • Reinstate regular and structured Corporate Management Team and Cabinet briefing meetings. 	Complete	Head of Law & Governance (Emma Jackman)
Corporate Management Team and Cabinet	Forward plan meetings between the CMT and Cabinet to co-design policy and keep all Cabinet members informed of projects across the council.				



			<ul style="list-style-type: none"> Implement one Leader’s Meeting a month as an invite for full Cabinet 	Complete	Head of Law & Governance (Emma Jackman)
Member development	<p>Prepare for the May 2024 induction process, continue to strengthen the training provision: for new members, new and existing Cabinet.</p> <p>Members –e.g. an annual Cabinet development day.</p> <p>Building capacity and expertise for the future.</p>		<ul style="list-style-type: none"> Undertake an audit/ canvas of what training members want/ need. 	July 2024	Head of Law & Governance (Emma Jackman)
			<ul style="list-style-type: none"> Actively promote training and development opportunities to Members (Local Government Association resources and training) via weekly update. 	Complete & ongoing	Head of Corporate Strategy (Mish Tullar)
			<ul style="list-style-type: none"> Review and update, with a view to expanding, the member development programme. 	July 2024	Head of Law & Governance (Emma Jackman)
			<ul style="list-style-type: none"> Review and redevelopment of the member induction training programme. 	July 2024	Head of Law & Governance (Emma Jackman)
The Oxford Model	<p>As with any model of delivery it is important the council regularly and systematically assures itself it is getting value for money, quality of service and achievement of its intended outcomes.</p> <p>Ensure there is an alignment between the council’s corporate plan and the business plans of the companies.</p> <p>Alignment of cultural values enabling a commercially focused approach with the ethical and social values of the council to deliver the council’s strategic ambition.</p>		<ul style="list-style-type: none"> Recruit to permanent strategic commissioning and clienting role. 	Spring 2024	Executive Director for Communities & People (Peter Matthew)
			<ul style="list-style-type: none"> Develop and publish an agreed definition of the Oxford Model, identifying shared values and purpose 	Winter 2023/24	Head of Corporate Strategy (Mish Tullar)
			<ul style="list-style-type: none"> Undertake review of Commissioning and Clienting arrangements and develop strategic framework for commissioning. 	Jan 2024	Executive Director for Communities & People (Peter Matthew)
			<ul style="list-style-type: none"> Clarify role, responsibilities of OCC clients as part of appraisal objectives. 	Spring 2024	Directors
			<ul style="list-style-type: none"> Review company governance against recently published LATCo guidance to ensure best practice is embedded. 	Spring 2024	Head of Law & Governance (Emma Jackman)

2024

	<p>Ensure effective client arrangements which act as a mechanism to prevent the escalation of operational matters to the shareholder.</p> <p>Ensure that as appropriate the organisation, partners and residents have a clear and consistent understanding of the reasons for and the intended benefits of the Oxford Model. (e.g. Comms, training).</p>		<ul style="list-style-type: none"> Work with ODS and OX Place on development of model to respond to changes in council funding streams 	Autumn 2024	<p>Executive Director – Development (Tom Bridgman)</p> <p>Executive Director for Corporate Resources (Tom Hook)</p>
			<ul style="list-style-type: none"> Ensure a single budget setting timetable is understood by all parties. 	2024	Head of Financial Services (Nigel Kennedy)