Agenda



Scrutiny Committee

Informal Remote Meeting

This is an informal meeting of the members of the Scrutiny Committee to enable remote attendance. It is not being held as a committee meeting under the provisions of the Local Government Act 1972.

This meeting will be held on:

Date: Thursday 11 April 2024

Time: **6.00 pm**

Place: **Zoom - Remote meeting**

For further information please contact:

Lucy Brown, Committee and Member Services Officer

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

- may register in advance to speak to the committee in accordance with the committee's rules
- may record all or part of the meeting in accordance with the Council's protocol

Information about speaking and recording is set out in the agenda and on the <u>website</u> Please contact the Committee Services Officer to register to speak; to discuss recording the meeting; or with any other queries.

Committee Membership

Councillor Lucy Pegg (Chair)

Councillor Mike Rowley (Vice-Chair)

Councillor Mohammed Altaf-Khan

Councillor Lubna Arshad

Councillor Shaista Aziz

Councillor Tiago Corais

Councillor Lizzy Diggins

Councillor Dr Sandy Douglas

Councillor James Fry

Councillor Chris Jarvis

Councillor Dr Christopher Smowton

Councillor Imogen Thomas

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	İ
3	Chair's Announcements	<u>.</u>
4	Minutes	9 - 14
	Minutes from 04 March 2024.	
	Recommendation: That the minutes of the meeting held on 04 March 2024 be APPROVED as a true and accurate record.	
5	Work Plan and Forward Plan	15 - 22
	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.	
	The Committee is recommended to confirm its agreement to the work plan, or agree any amendments as required.	
6	Report back on recommendations and from Scrutiny Panel meetings	23 - 44
	At its meeting on 13 March 2024, Cabinet considered the following reports from Scrutiny and made responses to the recommendations:	
	Oxfordshire Food Strategy Action Plan	
	 Request for Exceptional Circumstances Relief from the Community Infrastructure Levy 	
	 Allocation of Preventing Homelessness Budget 2024/25 	
	Corporate Key Performance Indicator Review	

Since the Scrutiny Committee's previous meeting on 04 March 2024, the following Panels have met:

- Housing and Homelessness Panel (07 March 2024)
- Climate and Environment Panel (20 March 2024)
- Finance and Performance Panel (26 March 2024)
- Companies Scrutiny Panel (Shareholder and Joint Venture Group, 27 March 2024)

The Committee is asked to:

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

7 Adult Exploitation

45 - 54

Scrutiny Committee, at its meeting on 04 July 2023, requested a report on Adult Exploitation. Cllr Mark Lygo, Cabinet Member for Safer and Inclusive Communities and Nicola Bell, Anti-Slavery Coordinator Oxfordshire have been invited to present the report and answer questions. The Committee is asked to consider the report and agree any recommendations.

8 Tourism Review Group Update

55 - 66

Scrutiny Committee, at its meeting on 04 July 2023, requested a Tourism Review Group Update report. Cllr Susan Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships and Ted Maxwell, City Centre and Green Transport Lead have been invited to present the report and answer questions. The Committee is asked to note and comment on the report.

9 Oxford City Council Annual Business Plan 2024-2025

67 - 130

Cabinet, at its meeting on 17 April 2024, will consider a report from the Head of Corporate Strategy seeking approval for the Oxford City Council Annual Business Plan priorities 2024-25; and providing an update on delivery of the Annual Business Plan 2023-24. Cllr Susan Brown, Leader of the Council, Mish Tullar, Head of Corporate Strategy, Lucy Cherry, Policy and Partnerships Officer and Clare Keen, 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.

10 Dates of future meetings

Scrutiny Committee

- 05 June 2024
- 02 July 2024
- 06 August 2024
- 03 September 2024
- 08 October 2024
- 04 November 2024
- 02 December 2024
- 14 January 2025
- 29 January 2025
- 03 March 2025
- 01 April 2025

Standing Panels

Housing & Homelessness: 03 July 2024; 07 August 2024; 10 October 2024; 07 November 2024; 06 March 2025

Finance & Performance: 06 June 2024; 04 September 2024; 04 December 2024; 15 January 2025; 07 April 2025

Climate & Environment: 11 June 2024; 05 September 2024; 20 November 2024; 26 February 2025; 27 March 2025

Companies Scrutiny Panel will meet on the same dates as the Shareholder and Joint Venture Group (SJVG): 24 April 2024; 26 June 2024; 25 July 2024; 06 November 2024; 05 December 2024; 19 March 2025; 23 April 2025

All meetings start at 6.00 pm.

Information for those attending

Recording and reporting on meetings held in public

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

The Council asks those recording the meeting:

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

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

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

Councillors declaring interests

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

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

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". The matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

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 Registerable Interests*** then you must declare an

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

Members Code - Non Registrable Interests

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

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

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

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

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

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

- *Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.
- ** Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.
- *** Other Registrable Interests: a) any unpaid directorships b) any Body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority c) any Body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.



Minutes of a meeting of the Scrutiny Committee on Monday 4 March 2024



Committee members present:

Councillor Pegg (Chair) Councillor Rowley (Vice-Chair)

Councillor Altaf-Khan Councillor Arshad
Councillor Corais Councillor Diggins
Councillor Douglas Councillor Fry

Councillor Jarvis Councillor Smowton

Officers present for all or part of the meeting:

David Butler, Head of Planning & Regulatory Services
Lorraine Freeman, CIL, Data Analysis and Reporting Team Leader
Lan Nguyen, Senior Data Analyst
Hagan Lewisman, Active Communities Manager
Tom Garrood, Zero Carbon Oxford Officer
Mish Tullar, Head of Corporate Strategy
Lucy Cherry, Policy and Partnerships Officer
Alice Courtney, Scrutiny Officer
Lucy Brown, Committee and Member Services Officer

Also present:

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

Apologies:

Councillor(s) Aziz and Thomas sent apologies.

88. Declarations of interest

There were no declarations of interest made.

89. Chair's Announcements

There were none.

90. Minutes

The Committee resolved to APPROVE the minutes of the meeting held on 06 February 2024 as a true and accurate record.

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

91. Request for Exceptional Circumstances Relief from the Community Infrastructure Levy

Cllr Douglas joined the meeting.

David Butler, Head of Planning and Regulatory Services introduced the report which sought Cabinet approval to award Discretionary Exceptional Circumstances Relief (DECR) for the Community Infrastructure Levy (CIL) charge on the BMW Mini Plant for a total sum of £832,421. He highlighted that the BMW Cowley Plant was the successful recipient of a Government grant to enable the plant to prepare for the sole production of the new electric Mini models. He advised that whilst the DECR Policy was introduced by Oxford City Council in 2019, this was the first application received.

Lorraine Freeman, CIL, Data Analysis and Reporting Team Leader, and Lan Nguyen, Senior Data Analyst, also attended the meeting to speak to the item and answer the Committee's questions.

During discussion, the Committee noted the following:

- The project was in a viability deficit regardless of whether or not DECR was granted.
- The risk register at Appendix 2 detailed the likely impact of the Council not awarding DECR for this application.
- The application was judged to be appropriate and eligible in line with the DECR Policy.
- Conversations were ongoing with BMW in relation to the need for investment in public electric vehicle infrastructure in Oxford.
- Other local authorities had granted DECR, however officers did not have any specific examples to hand.
- The option to submit an application for DECR was open to anyone; all applications would be judged on merit, with a very strict framework around awarding DECR.
- Any CIL funding from the development would have been spent on infrastructure generally across the city, as CIL monies went into a single pot that was not application specific. CIL money was not allocated to projects until there was a high degree of certainty that CIL would be received by the Council.
- The project would not increase the number of jobs at the Cowley Plant, it was more around sustaining the life of BMW/Mini as an employer in Oxford.
- There was no option to grant a partial CIL exemption, the Council was required to either grant DECR or not.

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

- That the Cabinet, in the making of its decision, has regard to the relative insignificance of the value of the proposed CIL exemption compared to the overall project viability gap and thus the limited impact that the CIL exemption, if agreed, would have on influencing and/or changing the behaviour or intentions of BMW.
- That the Cabinet, in the making of its decision, has regard to the existence of other entities that are able to provide subsidies of a similar scale, in particular Central Government.

3. That the Council, should the CIL exemption be approved by Cabinet, asks BMW to provide a statement setting out how it will mitigate the impact of the development without the use of CIL monies.

David Butler, Head of Planning and Regulatory Services, Lorraine Freeman, CIL, Data Analysis and Reporting Team Leader and Lan Nguyen, Senior Data Analyst left the meeting and did not return.

92. Oxfordshire Food Strategy - City Action Plan

Hagan Lewisman, Active Communities Manager, introduced the report from the Executive Director (Communities and People) which sought Cabinet endorsement of the City Food Action Plan that accompanied the Oxfordshire-wide Food Strategy which had been developed in partnership with the County Council, District Councils, representatives from Good Food Oxfordshire and Oxfordshire community food groups. The Food Strategy was endorsed by Cabinet in June 2022. The Active Communities Manager highlighted that the City Food Action Plan supported the delivery of a number of the Council's priorities, with strong links to the Council's Thriving Communities Strategy, which was key to addressing inequalities and improving the health of the City's residents.

Tom Garrood, Zero Carbon Oxford Officer attended the meeting to speak to the item and answer the Committee's questions.

During discussion, the Committee noted the following:

- The food pipeline for community larders could on some occasions be patchy
 depending what surplus was available from FareShare, which was sometimes why
 there was not a huge variety of different fruit and veg; work was being done with
 charities and partners related to the specific food needs of different community
 groups.
- Work had been undertaken with community larders in relation to food storage such as funding fridges and freezers to mitigate food quality issues as well as campaigns to support the donation of specific food products and logistical low cost support of the provision of a community van.
- Whilst more deprived areas were listed within the report as priority areas of the city where action would take place, the areas identified were at the ward level only; setting priority areas at the sub-ward level would ensure that smaller pockets of deprivation across the city were picked up.
- On reviewing the action plan there was one key action relating to diet changes (promoting healthier diets), there were no actions specifically relating to diet changes in the action plan, there were actions around increasing education on sustainable diets.

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

- 1. That the Council engages with local food larders with a view to improving the variety of fruit and veg available, having regard to the outcome of the recent study undertaken at Oxford City Farm in relation to mothers and the impact of the cost of living crisis.
- 2. That the Council reviews its policy in relation to the management of leftover food from Town Hall events so that it does not go to waste.

- That the Council promotes reducing food waste and encouraging diet change as the most impactful factors from a climate perspective, as well as reducing food miles.
- 4. That the Council, working with the community, explores options for the collection of food waste from larger generators of food waste within the city and distribution among food larders; and adds this to the City Action Plan.
- 5. That the Council re-evaluates the priority areas of the city where activity will take place set out in the City Action Plan, which are currently set at the ward level, with a view to setting priority areas at a sub-ward level to more accurately reflect levels and pockets of deprivation across the City.

Hagan Lewisman, Active Communities Manager and Tom Garrood, Zero Carbon Oxford Officer left the meeting and did not return.

93. Voluntary Adoption of the Socio-economic Duty

Cllr Susan Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships, introduced the report which proposed the Council's voluntary adoption of the socio-economic duty (SED) set out under the Equalities Act 2010, but not applied in England, with implementation in a way that minimised legal and resourcing impacts. She highlighted the importance of obtaining a balance between ensuring the SED was deliverable whilst mitigating the potential added risks related to legal implications and resource constraints. She added that the report was as a result of a motion passed by Full Council in 2022, which requested that the Head of Corporate Strategy submit a report to Cabinet with options for the implementation of the SED.

Mish Tullar, Head of Corporate Strategy advised that further work would be required to establish an implementation plan for the SED, which would allow the Council to ensure the provision of comprehensive training for all officers and Members.

Lucy Cherry, Policy and Partnerships Officer also attended the meeting to speak to the item and answer the Committee's questions.

During discussion, the Committee noted the following:

- The Council had assessed SED implementation approaches across several other local authorities, and it was found that they had integrated the SED within their existing Equalities Impact Assessment process; Oxford City Council would seek to do the same.
- Further work would be required to develop an implementation plan for the SED; it
 was expected this would take place during the 2024/25 Council year. Cllr Brown and
 officers did not believe that this should delay the adoption of the SED.
- Oxford University, a member of the Oxfordshire Inclusive Economy Partnership, would be encouraged along with other members to undertake further initiatives inclusive of the SED.
- It was recognised that the proposal to implement the SED, whilst in response to a
 motion passed by Council, had originated from the Child Poverty Review Group,
 which was commissioned by the Scrutiny Committee. Cllr Brown apologised for the
 work of the Child Poverty Review Group not being recognised within the report and
 confirmed that this could be addressed going forward to ensure appropriate
 recognition.

It was hoped that by following a light touch approach to implementing the SED, it
would ensure that the Council was able to integrate the approach into all working
practices, rather than it becoming a bureaucratic 'tick box' exercise.

The Committee noted the report; there were no recommendations.

Cllr Brown, Leader of the Council and Cabinet Member for Inclusive Economy and Partnerships, Mish Tullar, Head of Corporate Strategy and Lucy Cherry, Policy and Partnerships Officer left the meeting and did not return.

94. Work Plan and Forward Plan

The Committee noted the updated Forward Plan, which had been published as a supplement to the agenda.

The Committee reviewed the updated Work Plan set out in the agenda and confirmed its agreement to consider the following reports at the April meeting:

- Integrated Performance Report Q4 2022/23
- Oxford City Council's Corporate Business Plan Priorities 2024/25 and Progress of the 2023/24 Priorities
- Tourism Review Group Update
- Adult Exploitation

The Scrutiny Officer advised the Committee that any changes to the Forward Plan after this meeting but ahead of the April meeting may result in changes to the Work Plan, and if so, any changes would be agreed by the Scrutiny Officer in consultation with the Chair of the Scrutiny Committee.

95. Report back on recommendations and from Scrutiny Panel meetings

The Chair presented the report on recommendations.

The Committee noted that on 07 February 2024, Cabinet considered recommendations related to three reports, responses to which were set out in the agenda pack:

- Capital Strategy 2024/25 to 2027/28
- Treasury Management Strategy 2024/25
- Report of the Budget Review Group 2024/25

The Committee noted that the Scrutiny Officer had followed up on the following actions from the January 2024 Committee:

- The Cabinet response to the public address from the Leisure Services Contract Award was shared with the public speaker and Committee on 12 February 2024.
- The discrepancy regarding domestic abuse training identified between the response
 to recommendation 4 on the DAHA Accreditation and Domestic Abuse Review
 Group Update report and responses to the initial recommendations of the Domestic
 Abuse Review Group had been followed up. Officers had confirmed that domestic
 abuse training would be offered in 2024 for all Members.

The Scrutiny Officer advised that the Climate and Environment Panel had met on 27 February 2024; it was the first time the Panel had met with its new membership of six following the changes to the political composition of the Council. The Panel considered

four items: Biodiversity Net Gain; Citywide Retrofit Strategy; Heat Network & Zoning; and the Net Zero Masterplan. Two recommendations were made in respect of the Biodiversity Net Gain item and a further two recommendations were made in respect of the Citywide Retrofit Strategy item, which would be submitted to Cabinet in March. The Panel was due to meet again on 20 March 2024 for its final meeting of the municipal year.

96. Dates of future meetings

The dates of future meetings were noted. The Committee was reminded that the April Committee meeting would be held remotely via Zoom as an informal remote meeting.

The meeting started at 6.04 pm and ended at 7.50 pm

Chair	Date: Thursday 11 April 2024

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

April 2024 to July 2024

Published on 02/04/24



Cabinet - 17 April 2024

ITEM 43: ID: **I**036309 Oxford City Council's Corporate Business Plan Priorities 2024/25 and Progress of the 2023/24 Priorities.

A report seeking approval of the Council's annual Business Plan priorities for 2024/25, and to present an update of the Council's 2023/24 priorities.

ITEM 44: ID: 1036185 Oxfordshire Health & Wellbeing Strategy 2024-2030

To note the Oxfordshire Health and Wellbeing Strategy 2024-2030. The Health and Wellbeing Strategy is the primary strategy for health and wellbeing in Oxfordshire and is a statutory duty of the Oxfordshire Health and Wellbeing Board.

ITEM 45: ID: 1036442 **ZEZ Pilot Scheme Income and Cost Sharing Agreement**

To seek support for Oxfordshire County Council's proposed income and costs sharing agreement with Oxford City Council in relation to the ZEZ pilot scheme.

ITEM 46: ID: 1036591 Use of Retained Right to Buy Receipts to increase the provision of more affordable housing

The report seeks project approval and delegations to enable the spending of Retained Right to Buy Receipts for the purpose of delivering more affordable housing, through new build or acquisition activity.

ITEM 47: ID: 1036626 **Approval of a Vexatious Behaviour Policy**

To seek approval of a Vexatious Citizen Policy setting out how, in exceptional circumstances and via the process set out in there, the Council may place limits on the way those citizens deemed vexatious can interact with the Council, its officers

and Councillors.

ITEM 48: IT Services Procurement ID: 1036624

To seek project approval and delegated authority to award a contract to migrate systems and services to an Azure-centric hosting environment.

Cabinet - 12 June 2024

ITEM 50: Update to the 2011 Traffic Order ID: I036011

Update to the 2011 Traffic order to incorporate any previous variations and create a new Traffic Order and authorise the introduction of a tariff at Sunnymead, Bury Knowle and Rose Hill Community Centre.

ITEM 51: Integrated Performance Report for Q4 2022/23 ID: I033291

To update Cabinet on finance, risk and corporate performance matters as at 31 March 2023.

ITEM 52: Bertie Place Affordable Housing Scheme ID: 1034756

Cabinet, on 9 August 2023, resolved to:

- 2. Subject to the completion of the statutory procedure to appropriate the land at Site A and the subsequent decision of the Cabinet to appropriate the land, to:
 - (a) **Grant project approval** for the build and acquisition of affordable homes developed by OCHL for which budgetary provision has been made in the Council's Housing Revenue Account in respect of Bertie Place; and
 - (b) Delegate authority to the Head of Housing in consultation with the Head of Law and Governance and the Head of Financial Services / S151 Officer to enter into a Development Agreement with OCHL to facilitate the development, secure the purchase of the completed affordable homes, to be held in the HRA, and to enter into any related agreements and contracts to facilitate the development within this project approval and budget for Bertie Place. Acquisition costs are specified within the confidential appendix.

ITEM 53: Thriving Communities Strategy Update
ID: I035286

Cabinet, at its meeting on <u>14 December 2022</u>, resolved that an annual progress update be provided to Cabinet on the Oxford Thriving Communities Strategy 2023-2027. This will be the first annual update.

ITEM 54: ID: **I**035427 Oxford City Council Corporate Strategy 2024/2028

A report to make recommendation for Cabinet to adopt the Council's Corporate Strategy 2024/2028 following consultation.

ITEM 55: ID: **I**036374 Redesignation of Summertown and St. Margaret's, and Wolvercote Neighbourhood Areas and Neighbourhood Forums

To consider Neighbourhood Area and Forum Redesignation for Summertown and St. Margaret's, and Wolvercote. The designations expire after 5 years and therefore require redesignation, subject to criteria being met.

ITEM 56: ID: **I**036056 **Oxfordshire Councils Charter**

For the Cabinet to approve the Oxfordshire Councils' Charter, a framework for better partnership working in Oxfordshire, including Shared Commitments and Principles. The Charter has been a collaborative effort between Oxfordshire County Council, Oxford City Council, Cherwell District Council, West Oxfordshire, South Oxfordshire District Council and Vale of While Horse, along with consultation with all of the Parish Councils within the County and the Oxfordshire Association of Local Councils.

ITEM 57: ID: 1036603 Procurement of Pay by phone & ANPR (Automatic Number Plate Recognition) services for Oxford City Council car parks

To seek approval and delegations to retender the pay by phone and ANPR contracts for the car parks portfolio.

ITEM 58: ID: **1036604** **Modification to CIL Review**

To consider modifications made to the CIL review following consultation.

ITEM 59:

2024/25 Corporate Property & Housing Property Budget

ID: I036380 Drawdown and Delegations

To seek approval and delegation to officers for the spend of the approved 2024/2025 budget.

Cabinet - 10 July 2024

ITEM 60: Council of Sanctuary Framework ID: 1036230

Cabinet report to seek approval of the Council of Sanctuary framework and authorisation to apply for Council of Sanctuary Award status.

ITEM 61: Oxford City Council Safeguarding Report 2023/24 ID: I036210

To provide the annual update on safeguarding activities within oxford City Council including the annual self-assessment, partnership work and annual action plan.

ITEM 62: Appointments to Outside Bodies 2024/25 ID: 1036501

A report to agree appointments to charities, trusts, community associations and other organisations for the 2024/25 Council year.

ITEM 63: Integrated Performance Report Q4 2023/24 ID: I036502

To update Cabinet on finance, risk and corporate performance matters as at 31 March 2024.

ITEM 64: Housing, Homelessness & Rough Sleeping Strategy 2023-28
ID: I036541 Action Plan

The Housing, Homelessness and Rough Sleeping Strategy 2023-2028 Action Plan is reviewed and updated annually, to ensure that the Strategy can adapt to changing circumstances. This report will present progress made against all actions in the Year 1 Action Plan and present the draft Year 2 Action Plan for approval.

ITEM 65: ID: 1036649	Temporary Accommodation Demand and Mitigations
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A report to update Cabinet on increased Homelessness and Temporary Accommodation use in Oxford, and seeking approval for a series of mitigations to help bring temporary accommodation use down and lower cost.

ITEM 66: ID: 1036770	Citizen Experience Strategy Progress Report
To provide a comprehensive update on the delivery of the Citizen Experience Strategy.	

ITEM 67: ID: 1032290	Joint Venture LLP for South Oxford Science Village
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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

April 2024 to June 2024

April 2024 – confirmed reports

Committee/Panel	Meeting date	Reports
Scrutiny Committee	11 April	Oxford City Council's Corporate Business Plan Priorities 2024/25 and Progress of the 2023/24 Priorities
		Tourism Review Group Update
		Adult Exploitation
Companies Scrutiny Panel	24 April	Business of the Shareholder and Joint Venture Group (members of the Companies Scrutiny Panel are invited to attend and participate)

June 2024 – provisional reports

Committee/Panel	Meeting date	Reports
Scrutiny Committee	05 June	Scrutiny Operating Principles 2024/25
		Thriving Communities Strategy Update
		Oxford City Council Corporate Strategy 2024/28
Finance and Performance Panel	06 June	Integrated Performance Report Q4 2022/23
		Social Value/Impact in Procurement
Climate and Environment Panel	11 June	Net Zero Masterplan
Companies Scrutiny Panel	26 June	Business of the Shareholder and Joint Venture Group (members of the Companies Scrutiny Panel are invited to attend and participate)



Agenda Item 6



To: Cabinet

Date: 13 March 2024

Report of: Scrutiny Committee

Title of Report: Oxfordshire Food Strategy – City Action Plan

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: Enable an Inclusive Economy; Support Thriving

Communities: Pursue a Zero Carbon Oxford

Policy Framework: Council Strategy 2020-24

Recommendation: That the Cabinet states whether it agrees or disagrees

with the recommendations in the body of this report.

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

Introduction and overview

1. The Scrutiny Committee met on 04 March 2024 to consider a report concerning the Oxfordshire Food Strategy – City Action Plan. The report, which is due for Cabinet consideration on 13 March 2024, recommends that Cabinet agrees the City Food Action Plan, delegates authority to the Executive Director (Communities and People) in consultation with the Cabinet Member for Planning and Healthier Communities to make any amendments to the Action Plan which are necessary following approval by other local authority partners and delegates authority to the Executive Director (Communities and People) to negotiate and enter into the necessary grant agreements to deliver the City Food Action Plan.

. 23

2. The Committee would like to thank Hagan Lewisman (Active Communities Manager) and Tom Garrood (Zero Carbon Oxford Officer) for attending the meeting to answer questions.

Summary and recommendations

- 3. Hagan Lewisman, Active Communities Manager introduced the report. The Oxfordshire Food Strategy was endorsed by Cabinet in June 2022 and there was a commitment to submit a more detailed action plan in due course. This report fulfilled that commitment. The City Food Action Plan had been developed in partnership and formed part of a systemwide response to address food security.
- 4. The Committee asked a range of questions, including questions relating to the variety of fruit and veg available at food larders; the provision of hot meals for elderly residents; the Town Hall policy for leftover food from events; sustainability; deliverability of the Action Plan; and priority areas for activity.
- 5. In particular, Members noted that there was often a lack of variety of the fruit and veg on offer at food larders. The Committee agreed that variety was important and the Council should work with local food larders to ensure more variety. It was noted that a study had recently been undertaken at Oxford City Farm in relation to mothers and the impact of the cost of living crisis, the findings of which the Council could draw upon to inform this work.

Recommendation 1: That the Council engages with local food larders with a view to improving the variety of fruit and veg available, having regard to the outcome of the recent study undertaken at Oxford City Farm in relation to mothers and the impact of the cost of living crisis.

6. Members also highlighted numerous experiences of leftover food from events hosted at the Town Hall being unable to be redistributed to other organisations such as food larders in order to prevent food waste. Instead, leftover food was thrown away. The Committee felt strongly that the Council should be leading by example in relation to reducing food waste and the Town Hall policy should be reviewed and amended so that leftover food did not go to waste going forward.

Recommendation 2: That the Council reviews its policy in relation to the management of leftover food from Town Hall events so that it does not go to waste.

7. During discussion on sustainability, the Committee noted there was often a focus on reducing food miles when considering lessening the environmental impact of the food system. However, the Committee agreed that reducing food waste and making diet changes (e.g. eating more plants) were far more impactful in terms of positive impact on the environment. It was agreed that the Council should be promoting the latter two factors. Recommendation 3: That the Council promotes reducing food waste and encouraging diet change as the most impactful factors from a climate perspective, as well as reducing food miles.

8. The Committee discussed larger generators of food waste within the City, such as restaurants, and noted that more could be done in relation to working with those organisations to collect and redistribute food which would otherwise go to waste. Members highlighted that there were some active members of the community already seeking to address this and the Council could work with those individuals in order to effect change. The Committee agreed that an action related to this should be added to the Action Plan.

Recommendation 4: That the Council, working with the community, explores options for the collection of food waste from larger generators of food waste within the city and distribution among food larders; and adds this to the City Action Plan.

9. The Action Plan identified several priority areas for activity within the City that were set at the ward level. However, the Committee pointed out that there were various pockets of deprivation across Oxford that were at the sub-ward level and were not captured within the priority areas already identified. The Committee was of the view that the ward level did not accurately reflect the levels of deprivation across the City and agreed that this should be reviewed so that priority areas were set at sub-ward levels.

Recommendation 5: That the Council re-evaluates the priority areas of the city where activity will take place set out in the City Action Plan, which are currently set at the ward level, with a view to setting priority areas at a subward level to more accurately reflect levels and pockets of deprivation across the City.

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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 04 March 2024 concerning the Oxfordshire Food Strategy – City Action Plan. The Cabinet is asked to amend and agree a formal response as appropriate.

Recommendation	Agree?	Comment
 That the Council engages with local food larders with a view to improving the variety of fruit and veg available, having regard to the outcome of the recent study undertaken at Oxford City Farm in relation to mothers and the impact of the cost of living crisis. 	Yes	The Council has been supporting the local food larders by initiatives such as funding fridges and fridge-freezers, with campaigns to donate food produce, by providing a low cost community van to help with logistics, through supplying Household Support Fund when available and through our partnership work with SOFEA on the food pipeline. We will continue to explore opportunities to support food larders and help increase the range of fruit and vegetable offered.
That the Council reviews its policy in relation to the management of leftover food from Town Hall events so that it does not go to waste.	Yes	The Town Hall management team are working with the current caterer on reducing food waste and further opportunities around this. Currently the caterer works with the customer in advance on their food requirements, trying to ensure that minimal cooked food is left over and that all uncooked food will be re-used within their business.
 That the Council promotes reducing food waste and encouraging diet change as the most impactful factors from a climate perspective, as well as reducing food miles. 	In Part	We believe that this is mostly covered in the City Food Action Plan within the third item under the heading of 'Build vibrant food communities with the capacity and skills to enjoy food together'. The lead organisation is GFO and the Council can provide a supporting role.
4) That the Council, working with the community, explores options for the collection of food waste from larger generators of food waste within the city and distribution among food larders; and adds this to the City Action Plan.	No	Whilst this is a positive aspiration, there is a real risk that this is something that becomes particularly resource intensive given the scale of the ask both to the Council and to the wider system. As such it is likely to put

		delivery of the action plan at risk.
5) That the Council re-evaluates the priority areas of the city where activity will take place set out in the City Action Plan, which are currently set at the ward level, with a view to setting priority areas at a sub-ward level to more accurately reflect levels and pockets of deprivation across the City.	In Part	For some actions a citywide focus is appropriate, however for others a much more targeted approach is already advocated. For example, under 'Tackle food poverty and diet-related ill-health' the outcome on item 1 is 'Better understanding of the drivers of food insecurity at a hyper-local level enables targeted interventions and reduction in food insecurity'. We will continue to target resources to where they are most needed where we have capacity to enable it.



To: Cabinet

Date: 13 March 2024

Report of: Scrutiny Committee

Title of Report: Request for Exceptional Circumstances Relief from

the Community Infrastructure Levy

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: Enable an Inclusive Economy; Support Thriving

Communities; Pursue a Zero Carbon Oxford

Policy Framework: Council Strategy 2020-24

Recommendation: That the Cabinet states whether it agrees or disagrees

with the recommendations in the body of this report.

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

Introduction and overview

1. The Scrutiny Committee met on 04 March 2024 to consider a report concerning a Request for Exceptional Circumstances Relief from the Community Infrastructure Levy (CIL). The report, which is due for Cabinet consideration on 13 March 2024, recommends that Cabinet approves the award of Discretionary Exceptional Circumstances Relief for CIL on the BMW Mini Plant and delegates authority to the Head of Planning & Regulatory Services to make any necessary minor corrections not materially affecting the report and to send the recommended outcome in writing to the claimant, as required by Regulation 57(7) of the CIL Regulations (as amended).

. 29

2. The Committee would like to thank David Butler (Head of Planning & Regulatory Services), Lorraine Freeman (CIL, Data Analysis and Reporting Team Leader) and Lan Nguyen (Senior Data Analyst) for attending the meeting to answer questions.

Summary and recommendations

- 3. David Butler, Head of Planning & Regulatory Services introduced the report, which provided the background to substantial upgrades to the existing BMW Cowley plant proposed under planning application 23/02166/FUL which was approved in December 2023 and set out the rationale for the recommendation to award Discretionary Exceptional Circumstances Relief (DECR) for the Community Infrastructure Levy (CIL) charge on the development.
- 4. The Committee asked a range of questions, including questions relating to the value of the proposed CIL exemption compared to the overall value of the project; the valuation judgement; the weight afforded to the environmental impact of electric vehciles being made in Oxford versus elsewhere; the likelihood of BMW pursuing the project if the Council did not grant a CIL exemption; subsidies; whether the Council was working with BMW in relation to investment in public electric vehicle infrastructure; similar CIL relief granted by other local authorities; legal risk in relation to equality of treatment of other local employers in relation to CIL exemption; and the positive impacts of the proposed development on the local and regional economy.
- 5. In particular, the Committee noted that the value of the proposed CIL exemption (£832,421) compared to the overall value of the project was insignificant, amounting to less than 0.1% of the total project cost. As such, the Committee was of the view that whether or not the CIL exemption was granted by the Cabinet would have very little bearing on whether or not BMW chose to pursue the already unviable project. The Committee agreed that the Cabinet should have regard to this fact in reaching its decision.

Recommendation 1: That the Cabinet, in the making of its decision, has regard to the relative insignificance of the value of the proposed CIL exemption compared to the overall project viability gap and thus the limited impact that the CIL exemption, if agreed, would have on influencing and/or changing the behaviour or intentions of BMW.

6. In addition, the Committee discussed the availability of other subsidies provided by other organisations (e.g. Central Government) and agreed that the Cabinet should have regard to this during consideration of whether or not to grant the CIL exemption, as other subsidies were available external to the Council.

Recommendation 2: That the Cabinet, in the making of its decision, has regard to the existence of other entities that are able to provide subsidies of a similar scale, in particular Central Government.

7. The Committee noted that, if the CIL exemption was agreed, there would be no funding from the development provided through CIL to mitigate the impact of the development. The Committee agreed that oshould the CIL exemption be granted,

the Council should ask BMW to provide a statement as to how it would mitigate the impact of the development without the use of CIL, given that it would be a significant development.

Recommendation 3: That the Council, should the CIL exemption be approved by Cabinet, asks BMW to provide a statement setting out how it will mitigate the impact of the development without the use of CIL monies.

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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 04 March 2024 concerning the Request for Exceptional Circumstances Relief from the Community Infrastructure Levy. The Cabinet is asked to amend and agree a formal response as appropriate.

Recommendation	Agree?	Comment
1) That the Cabinet, in the making of its decision, has regard to the relative insignificance of the value of the proposed CIL exemption compared to the overall project viability gap and thus the limited impact that the CIL exemption, if agreed, would have on influencing and/or changing the behaviour or intentions of BMW.	No	Consideration of the value of the subsidy is mandated as part of the Subsidy Control Act and so it already forms part of the decision-making process.
2) That the Cabinet, in the making of its decision, has regard to the existence of other entities that are able to provide subsidies of a similar scale, in particular Central Government.	No	The application for exceptional relief relates specifically here to the CIL liability, and no other body would be able to grant such an exemption.
3) That the Council, should the CIL exemption be approved by Cabinet, asks BMW to provide a statement setting out how it will mitigate the impact of the development without the use of CIL monies.	Yes	CIL money is not used to mitigate impacts of a specific development (CIL should not be confused with Section 106 agreements that specify measures in relation to specific planning applications). Nevertheless, and noting that the statement is not a requirement of the Relief process, this will be requested of the applicant.

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To: Cabinet

Date: 13 March 2024

Report of: Housing and Homelessness Panel

Title of Report: Allocation of Preventing Homelessness Grant 2024/25

Summary and recommendations

Purpose of report: To present Panel of the Scrutiny Committee

recommendations for Cabinet consideration and decision

Key decision: No

Scrutiny Lead

Member:

Cllr Lizzy Diggins, Panel Chair

Cabinet Member: Cllr Linda Smith, Cabinet Member for Housing

Corporate Priority: Support Thriving Communities; Enable an Inclusive

Economy

Policy Framework: Housing, Homelessness & Rough Sleeping Strategy

2023-28; Asset Management 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 Housing and Homlessness Panel met on 07 March 2024 to consider a report on the Allocation of Preventing Homelessness Grant 2024/25. The report, which is due for Cabinet consideration on 13 March 2024, recommends that Cabinet approves the allocation of the Preventing Homelessness Budget and identified Housing Revenue Account funds to commission homelessness services in 2024/25 as detailed in Table 1 of the report; approves a commitment of £798,532 from the Preventing Homelessness budget to fund supported accommodation provision from Matilda House for the period of 01 September 2024 to 31 March 2027; approves the Council entering into the lease of the Floyds Row premises to St Mungo's on the basis set out in the report; and various delegations of authority.

. 35

2. The Panel would like to thank Councillor Linda Smith (Cabinet Member for Housing), Richard Wood (Housing Strategy and Needs Manager), Ossi Mosley (Rough Sleeping & Single Homelessness Manager) and Francesca Barr (Senior Rough Sleeping Officer) for attending the meeting to present and answer questions.

Summary and recommendations

- 3. Cllr L Smith, Cabinet Member for Housing introduced the report; this report was submitted to Cabinet annually and set out the scale of the work the Council did to realise its ambition of nobody having to sleep rough in the City.
- 4. The Panel asked a range of questions, including questions relating to Oxfordshire Homelessness Alliance funding; the lease for Floyds Row; the impact of the services which were due to be cut; women's homelessness provision; the impact of inflationary pressures on the budget and service delivery; the Council's engagement with Central Government to highlight key issues relevant to Homelessness Services; and Severe Weather Emergency Protocol (SWEP) funding.
- 5. In particular, the Panel queried what happened to SWEP funds in the event that there was an underspend in any given year. The Panel was advised that funds could be moved around between different budgets or rolled forward to the following year; the money was always spent in one way or another. In discussion, the Panel agreed that SWEP funding was vital and should be earmarked exclusively for SWEP purposes; as such it should be rolled forward to future years if there was any underspend, as this would help ensure financial resilience for that provision.

Recommendation 1: That the Council carries forward any underspend in SWEP funds to the next financial year, specifically earmarked for SWEP to ensure financial resilience of that vital provision.

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

The document sets out the draft response of the Cabinet Member to recommendations made by the Housing and Homelessness Panel on 07 March 2024 concerning the Allocation of Preventing Homelessness Grant 2024/25. The Cabinet is asked to amend and agree a formal response as appropriate.

Recommendation	Agree?	Comment
That the Council carries forward any underspend in	In Part	In the event of the £30,000 budget for Severe Weather
SWEP funds to the next financial year, specifically		Emergency Protocol (SWEP) being underspent in any
earmarked for SWEP to ensure financial resilience of		year, the intention would be to use this money to cover any
that vital provision.		other in-year overspends on Preventing Homelessness
·		Grant (PHG) funded services, or to fund similar services in-
		year for homeless people, in consultation with the Cabinet
		Member for Housing and the Head of Financial Services
		(Section 151 Officer).
		If there are no such pressures, an option will be to
		recommend to Cabinet and Council a carry forward of the
		budget to next year's PHG budget to use for SWEP or
		other services, but this would be subject to the approval of
		the Head of Financial Services, who has to consider the
		impact on the wider Council budget.

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To: Cabinet

Date: 13 March 2024

Finance and Performance Panel Report of:

Title of Report: Corporate Key Performance Indicator Review

Summary and recommendations

Purpose of report: To present Panel of the Scrutiny Committee

recommendations for Cabinet consideration and decision

Key decision:

Scrutiny Lead Member:

Councillor James Fry, Panel Chair

Cabinet Member: Councillor Susan Brown, Leader of the Council

Corporate Priority: ΑII

Policy Framework: Draft Corporate Strategy 2024-28

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

- The Finance and Performance Panel met on 22 January 2024 to receive a presentation related to the Corporate Key Performance Indicator (KPI) Review. It was recommended that the Panel receive a presentation followed by an opportunity for discussion; and agree any recommendations.
- 2. The Panel would like to thank Cllr Susan Brown (Leader of the Council), Mish Tullar (Head of Corporate Strategy) and Sally Hicks (Business Intelligence Unit Lead) for attending the meeting to present and answer questions.

Summary and recommendations

3. Cllr Brown, Leader of the Council introduced the item; the development of corporate KPIs was in the very early stages and was being done alongside development of the draft Corporate Strategy 2024-28.

39

4. The Panel raised a number of points and made various suggestions for consideration as part of the development of corporate KPIs. During discussion around the 'number of affordable homes completed in the year by Oxford City Council' KPI, the Panel noted that the term 'affordable homes' was not necessarily widely understood by residents and communities. There was also a distinction between affordable and social homes, which the Panel agreed should be drawn out within the measure. In addition, the Panel noted that the Council had significant levers to influence the number of homes delivered within Oxford over and above those delivered directly by the Council. As such, the Panel was of the view that the KPI should be expanded to include a figure for direct delivery and a figure for total delivery across Oxford as a whole.

Recommendation 1: That the Council splits the KPI related to 'number of affordable homes completed in Oxford in the year by Oxford City Council' into number of social homes completed and number of affordable homes completed; and expands the measure to include number of homes completed by the Council (direct delivery) versus the number of homes completed overall across the city (total delivery).

5. In relation to the 'number of Oxford Living Wage employers' KPI, the Panel agreed that reporting an abstract number was not helpful as it did not provide any context. The Panel suggested that this KPI should be presented as a percentage of total employers across Oxford, or given a specific denominator so that the measure was meaningful.

Recommendation 2: That the Council contextualises the KPI related to 'number of Oxford Living Wage employers' by presenting that figure as a percentage or including a specific denominator.

6. When discussing the KPI related to 'number of Community Employment Plans which third parties commit to', that Panel agreed that it was important to drill down into that figure in order to show how many jobs had been created locally as a result of those Plans, as this would add context.

Recommendation 3: That the Council expands the KPI related to 'number of Community Employment Plans which third parties commit to' to also include the number of jobs created as a result of those Community Employment Plans.

7. The Panel considered the KPI related to 'number of children leaving primary school who are able to swim a length' and had a discussion around whether this measure was the best proxy for drawing out and tackling inequalities. It was noted that other measures may be more appropriate in terms of indicators of deprivation; and that the Council should engage with Oxford and District Action on Child Poverty to explore existing measures which could feed into the KPIs under the 'Thriving Communities' priority. It was noted that addressing the causes of poverty was largely outside of the Council's control.

Recommendation 4: That the Council engages with Oxford and District Action on Child Poverty to explore appropriate measures of deprivation which already exist and could feed into the KPIs under the 'Thriving Communities' priority, noting that addressing the causes of poverty is largely outside the Council's control.

8. In relation to KPIs under the 'Zero Carbon Oxford' priority, the Panel noted that the KPI related to 'Oxford greenhouse gas emissions measured by the Government tracking towards net zero by 2040' was influenced by a number of different things, not all of which were in the Council's control. The Panel felt that this should be recognised by splitting this KPI into emissions which were in the Council's direct control, those which the Council had some influence over and those which were not within the Council's control.

Recommendation 5: That the Council splits the KPI related to 'Oxford greenhouse gas emissions measured by Government tracking towards net zero by 2040' into the Council's own emissions, emissions within the city that the Council has a degree of influence over and emissions within the city that are outside the Council's control.

9. The Panel noted the proposal not to have a corporate level KPI related to air quality. However, given the Council had a statutory responsibility in relation to air quality, the Panel was of the view that it would be appropriate for a KPI related to air quality to sit at the corporate level.

Recommendation 6: That the Council includes a corporate KPI related to air quality.

10.In relation to the KPI related to 'percentage of ethnic minority staff in total workforce', the Panel agreed that this measure would be much more meaningful if it focused on the pay gap, rather than the percentage of staff. The Panel further discussed that it would be helpful if this KPI was broadened out to consider the range of equality, diversity and inclusion issues (e.g. gender, disability, sexual orientation).

Recommendation 7: That the Council reframes the KPI related to 'percentage of ethnic minority staff in total workforce' to focus on pay gap; and broadens out the KPI to focus on a wider range of equality, diversity and inclusion issues.

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43

Appendix A Draft Cabinet response to recommendations of the Finance and Performance Panel of the Scrutiny Committee

The document sets out the draft response of the Cabinet Member to recommendations made by the Finance and Performance Panel on 22 January 2024 concerning the Corporate Key Performance Indicator Review. The Cabinet is asked to amend and agree a formal response as appropriate.

Recommendation		Comment
1) That the Council splits the KPI related to 'number of affordable homes completed in Oxford in the year by Oxford City Council' into number of social homes completed and number of affordable homes completed; and expands the measure to include number of homes completed by the Council (direct delivery) versus the number of homes completed overall across the city (total delivery).		The 'number of affordable homes completed in Oxford in the year' - which includes all social rented and shared ownership housing - is felt to be the best overarching figure for a Corporate Level KPI. However, the other subsets of this measure referenced will also be included at Service Level.
2) That the Council contextualises the KPI related to 'number of Oxford Living Wage employers' by presenting that figure as a percentage or including a specific denominator.		As discussed, we ask for this information and hope to be able to provide it in future.
3) That the Council expands the KPI related to 'number of Community Employment Plans which third parties commit to' to also include the number of jobs created as a result of those Community Employment Plans.		This is a relatively new initiative, with the key initial focus being to create as many Community Employment Plans as possible. Over time, the economic development team plans to source and publish information on the number of jobs created.
4) That the Council engages with Oxford and District Action on Child Poverty to explore appropriate measures of deprivation which already exist and could feed into the KPIs under the 'Thriving Communities' priority, noting that addressing the causes of poverty is largely outside the Council's control.		The KPIs for the Thriving Community priority are still under development and the recommendations of the Scrutiny Panel comments are noted.
5) That the Council splits the KPI related to 'Oxford		The KPIs proposed already include both: i) City Council

greenhouse gas emissions measured by Government tracking towards net zero by 2040' into the Council's own emissions, emissions within the city that the Council has a degree of influence over and emissions within the city that are outside the Council's control.	GHG emissions tonnes pa – tracking towards zero by 2030 and ii) Oxford GHG emissions measured by Government tracking towards zero by 2040.
6) That the Council includes a corporate KPI related to air quality.	Air quality will continue to be measured and the data published at service level, however this won't be one of the three Corporate KPIs for Zero Carbon Oxford. Rather it is proposed that in addition to the two carbon measures – Council and City - there will be a metric around residents' satisfaction with parks and green spaces.
7) That the Council reframes the KPI related to 'percentage of ethnic minority staff in total workforce' to focus on pay gap; and broadens out the KPI to focus on a wider range of equality, diversity and inclusion issues.	Each year the Council publishes a significant number of measures around its inclusive employment practices, including the representation of different groups within the workforce and pay gaps. With just one of these measures to be selected as a Corporate KPI for Well Run Council, it is felt the percentage of ethnic minority staff in the total workforce is the right one.

Agenda Item 7



To: Scrutiny Committee

Date: 11 April 2024

Report of: Anti-Slavery Coordinator Oxfordshire

Title of Report: Adult Exploitation and Modern Slavery

Summary and recommendations

Purpose of report: To provide an update on the prevalence of adult

exploitation and modern slavery and work being

undertaken to address this.

Key decision: No

Cabinet Member Councillor Mark Lygo, Cabinet Member for Safer and

with responsibility: Inclusive Communities

Corporate Priority: Support Thriving Communities

Policy Framework: Council Strategy 2020-24

Recommendation(s): That the Committee resolves to:

Note and comment on the report and agree any recommendations.

Appendices		
Appendix 1	Oxfordshire Structure	

Introduction and background

- 1. In partnership with the other Oxfordshire councils and with funding through the Community Safety Fund from the Office of the Police and Crime Commissioner, the new role of Anti-Slavery Coordinator Oxfordshire (ASCO) was introduced in January 2022.
- 2. The role is to lead on Oxfordshire's response to adult exploitation and modern slavery and sits within Oxford City Council. Since January 2022, there has been the development of a pathway and multi-agency structure in tackling this crime which is included in the "Oxfordshire's Response to Adult Exploitation Guidance & Pathways" document shared and embedded in all frontline services across Oxfordshire.

Data Collection

3. A central recording system was developed for collection of relevant data that would ensure a greater understanding of the prevalence of exploitation and modern

. 45

- slavery, and identify trends, threats, risk, and harm thus allowing us to know where we needed to focus targeted work.
- 4. All cases are referred to the ASCO and the following data is referrals from January 2022 when data started being collected up until end of December 2023 and shows totals for both Oxford City and Oxfordshire to compare.
- 5. Any concern around potential exploitation is referred which can be individuals or premises businesses/organisations.

Table 1

	Total Number of Cases Reported to ASCO
Oxford City	126
	(101 individual; 25 business/premises)
Oxfordshire	253
	(210 individual; 43 business/premises)

- 6. The numbers encompass direct referrals to ASCO, and we also receive data from Thames Valley Police who share details received by them of those referred into the National Referral Mechanism (NRM). The NRM data is for victims identified in our area, usually by UKVI and therefore we do not have direct contact with them. There were 76 direct referrals for the city and 50 from NRM.
- 7. It is also important to note that data is collected for both local authority area were victim identified resides and local authority area where exploitation occurred as this can be different e.g., someone in labour exploitation may work in Oxford but live in Didcot. So, although there have been 126 cases in the city, these are victims who live in the city and does not encompass those who may be being exploited in the city but live elsewhere.
 - Out of 126, 88 were exploited in the city, the other 38 were exploited in other areas
 - There were an additional 43 victims who lived in another authority but exploited in the city.
- 8. The cases identified in the city are broken down into the following types of exploitation:

Exploitation Classification	<u>Oxford</u>	<u>Oxfordshire</u>
Criminal Exploitation	32	70
Cultural Exploitation	1	1
Domestic Servitude	5	12
Financial Exploitation	3	14
Labour Exploitation	43	115

Sexual Exploitation	40	46
Unknown	2	4

Victim Profile

	<u>Oxford</u>	<u>Oxfordshire</u>	
<u>Gender</u>			
Female	46	98	
Male	57	114	
Nationality (Top 3)			
British	26	58	
Albanian	20	35	
Romanian	19	19	
Age Range			
18-24	16	31	
25-34	22	53	
35-44	16	30	
45-54	7	15	
55-64	2	3	
65-74	3	4	
75-84	3	0	
Unknown	34	72	

9. As reports are also for premises or businesses of concern, there will always be some unknown data regarding number and details of potential victims and is logged as one referral until more intel is gathered.

Current Work

10. Nationally, there are high reports of exploitation of overseas workers in the care sector. In Oxfordshire we have carried out a multi-agency approach to raise awareness of this and ensure support is in place for workers who may be identified and that providers are aware of their compliance responsibilities around sponsorship of workers.

Partnership Working and Outcomes

11. Modern slavery is one of the most complex crimes to identify, disrupt and investigate and no one agency can tackle modern slavery alone. A comprehensive, joined up, effective multi-agency approach is required, and our central aim is to use all the means at our joint disposal to disrupt the activity of perpetrators making

Oxfordshire a hostile place from which to perpetrate the exploitation of people. To ensure this work is effective, a 4P's strategy in our approach to tackling modern slavery and exploitation has been implemented, delivered through our multi-agency structure and pathway:

- Pursue prosecute and disrupt individuals and groups responsible for modern slavery and the exploitation of people.
- **Prevent** prevent people from engaging in modern slavery and the exploitation of people.
- **Protect** strengthen safeguards against modern slavery by protecting vulnerable people from being exploited.
- **Prepare** reduce the harm caused by modern slavery through improved victim identification and enhanced support.
- 12. Over the reporting period, we have worked with over 50 partners in the city which includes 80 multi-agency meetings and 38 multi-agency joint visits/operations. We have engaged with 76 victims identified living in the city and supported 43 of those out of the grips of exploitation and continue to work with 33 others.
- 13. Examples of positive outcomes:
 - A brothel was closed which was being run out of a guesthouse with a Closure order on the property. There were also issues identified of financial exploitation by the landlady to long staying guests which was investigated and reported, planning enforcement action taken for use of an outbuilding and penalty issued for waste issues and ongoing investigation into potential unlicensed HMO.
 - A brothel in a residential letting was issued with a Closure order. Notices issued around rubbish and waste, proceedings started for illegal HMO and potential action around landlady of property who was in bankruptcy but taking rental income.
 - We secured immediate safe house accommodation and support through the National Referral Mechanism for a man who was being threatened by a drugs gang and was in fear of his life. He was a British national and it is very rare they are housed through NRM due to the view that they have other options through local authorities, so this was a very positive result.
- 14. Several cases have involved residents who have been affected and the new structure has enabled cooperation and support for them, has given them confidence to report and communicate with us and has shown that as agencies we do take the issue seriously. Feedback off some residents:

"The last 2 months have been very difficult, and I hope the notice will help put an end to the issue. I am very pleased with the outcome. We appreciate your time, hard work and most importantly your patience in dealing with us. You showed great understanding and empathy when working with us. We are very grateful for your & the teams support in dealing with the matter."

Events and Community Engagement

- 15. The city has organised and hosted events in the Town Hall for Anti-Slavery Day both in 2022 and 2023. Both have been well attended and the feedback has been positive. The event last year was particularly momentous as the theme was Lived Experience and we had five survivors of modern slavery speak about their experience and our guest speakers were HRH Princess Eugenie and Julia De Boinville of the Anti-Slavery Collective.
- 16. Community engagement is driven by the data we collect, and the threat, risk and harm so are often more reactive. As a result, we developed and promoted 'weeks of action' which occur each quarter focussing on awareness raising, both public and those most vulnerable. These have included visiting DWP sites and developing and running a webinar for the care sector and visiting care workers.
- 17. We work with survivors within our communities who have benefited from our structure and support, to monitor how our approach has helped them and consult with them on everything we plan around exploitation and modern slavery e.g., development of new resources, community engagement etc.
- 18. Work with local police team on community engagement they are carrying out that aligns with our work.

Achievements

- 19. The pathway and multi-agency protocol structure is working well. Agencies value this approach with following feedback received:
 - "Allows us to share intelligence and be preventative in our own work".
 - "Aids other organisations to potentially learn new information which can then be used to carry out more disruption activities".
 - "It is enabling us to safeguard individuals as well as consider geographic locations or thematic areas where there may be a deeper problem that needs to be looked in to".
 - "Interventions are quicker due to ASCO being able to pull together the relevant professionals to triangulate information and plan to safeguard those at risk and disrupt the perpetrators".
 - "The detailed risk assessments and pathways that have been developed help practitioners feel safe to share and use the agreed frameworks to support escalation of concerns".

- "The level of sharing between the partnership leads to a deeper understanding of concerns within Oxfordshire and nationally, enabling organisations to ensure they are playing an active role in raising awareness and tackling the issues within their own remits".
- "Oxfordshire is shown to be proactive and not just reactive in tackling modern slavery. Also evidences that collaboration and clear processes for communication between agencies and organisations is key".

20. Recognised nationally as good practice:

- Involved in working with the Local Government Association on their new Modern Slavery Guidance. Elements of Oxfordshire's Pathway and Guidance Document were used in the publication and Oxford City acknowledged as a model of good practice that is recommended.
- Invited to be the keynote speaker at a national webinar around our work.
- Invited to other local authorities to talk about Oxfordshire's processes and pathways.
- 21. Member of the Local Government Association Task group, Home Office First Responder's Forum, and the National Network Coordinators Forum.
- 22. Although we only deal with adults, we were instrumental in work with Youth Justice and Exploitation Service in writing bid for Oxfordshire to become a pilot site for Devolved NRM Decision Making for Children and the ASCO also sits on this panel as a decision maker.

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Background Papers: None	

Appendix 1: Oxfordshire Structure

The Multi-Agency operating protocol for Adult Exploitation and Modern Slavery is composed of the following core elements:

Roles	Responsibilities	
ASCO		
	The Anti-Slavery Coordinator will:	
Anti-Slavery	, and the second	
Coordinator	Serve as a single reference point for the multi-agency	
Oxfordshire	partnership.	
	2. Coordinate referrals, alerts, and agency intelligence.	
	3. Serve as a point of reference to members of the	
	partnerships to ensure a robust communication flow.	
	4. Have an oversight of all adult cases of exploitation and	
	modern slavery in Oxfordshire and record details of cases centrally, review threat, risk and harm and collate data to	
	show the prevalence in Oxfordshire.	
	5. Develop and coordinate disruption plans.	
	o. Bovolop and ocordinate disruption plane.	
ASMART	This is a virtual team and is made up of those identified as	
	core partner agencies who will play four main roles. They will:	
Anti-Slavery Multi		
Agency	Assess alerts received around exploitation and modern	
Response Team	slavery concerns (both individuals and premises)	
GLAA	2. Provide a key role in reviewing their own intelligence and	
TVP MS & OIC	proactively share information to enable a decision to be	
Lead; DWP	made on the required response and support the response decision.	
Partnerships	decision.	
Manager;	3. Look at whether the individual may have care and support	
Adult	needs or any capacity issues.	
Safeguarding	, , , , , , , , , , , , , , , , , , , ,	
Manager;	4. Decide whether a single agency response (SAR) or multi-	
Integrated Care	agency response (MAR) is needed. If a multi-agency	
Board;	response is required, they will refer these to ASMARAC.	
VFSS		
Migrant Help	5. Create a multi-disciplinary discussion around disruption	
ASCO	and form action plans. The main purposes of the team	
	around disruption will be to:	
	Review intelligenceCreate a disruption/tactical plan.	
	 Initiate the plan. 	
	 Attend de-briefs on any disruption activity. 	
	 Feedback outcomes to relevant groups 	
Single Agency	Not all exploitation or slavery concerns will require a multi-	
Response	agency response. Where the decision is made that a single	
334 333	agency response is required, the following will happen:	

- Where concerns have already been or can still be managed by the alerting agency, they will continue to lead. They may need to use an existing multi-agency response, but they should continue to act as the lead professional and can seek assistance from Anti-Slavery Coordinator Oxfordshire if required.
- 2. If circumstances change in a case that results in concerns needing to be escalated and meets the requirements of ASMARAC then a referral should be made through Anti-Slavery Coordinator Oxfordshire.
- 3. Single agencies should provide updates to the Anti-Slavery Coordinator Oxfordshire to enable the case to be monitored and recorded data updated.

ASMARAC

Anti-Slavery Multi-Agency Risk Assessment Conference

Relevant partner agencies are invited to come together on case-by-case basis and discuss those referred from ASMART. The criteria for referral into ASMARAC are where it is deemed a multi-agency response is necessary and this is determined if:

- An individual has multiple risks and/or needs that can't be met using a single agency response.
- Effectiveness of response is likely to have a significant impact on the safeguarding of victims and the support they receive.

Getting multi-agency partners together ensures not only a robust needs-based approach to supporting victims but also increases awareness, confidence, and ownership across the partners. The group will discuss case and:

- Look at the signs and indicators present and collectively agree whether the person is a potential victim of slavery and/or trafficking.
- 2. Assess the PV's risks and ensure safeguarding is implemented such as if the victims are safe, the needs of PV and set actions.
- 3. Who would be the best First Responder to complete an NRM referral if not already completed, which agencies would contribute information to be included and who would coordinate and collate detail.
- 4. Discuss and plan any disruption activities.

OMSSG Oxfordshire Modern Slavery Strategic Group	 This group is made up of key agencies across Oxfordshire, including all Community Safety Leads and will: Meet quarterly and review the Oxfordshire Modern Slavery Delivery Plan and the work carried out by the Multi-Agency Operating Protocol teams Ensure effective governance is in place Support and help plan and co-ordinate disruption work both locally, regionally, and nationally Ensure any lessons learned are shared Disseminate information to their wider teams.
OXASN Oxfordshire Anti-Slavery Network	 Key partner agencies from across Oxfordshire come together to talk about slavery issues within Oxfordshire and: Meet quarterly and discuss issues of slavery within Oxfordshire Agencies feedback any barriers they are facing and what their agency is doing in support of exploitation and modern slavery Share good practice Support with key priorities of the Oxfordshire Delivery Plan Disseminate information to their teams and organisations Support disruption work, campaigns, and events
ASOG Anti-Slavery Operational Group	 Representatives from the OXASN meet bi-monthly to ensure: Key priorities from the Oxfordshire Delivery Plan which have been allocated to OXASN as the Lead are delivered at an operational level Support and help plan disruption work, campaigns, and events.



Agenda Item 8



To: Scrutiny Committee

Date: 11 April 2024

Report of: Head of Regeneration & Economy

Title of Report: Tourism Management Review Group Update

Summary and recommendations			
Purpose of report:	Update for Scrutiny Committee on progress regarding Tourism Management since 2021		
Key decision:	No		
Cabinet Member with responsibility:	Councillor Susan Brown, Cabinet Member for Inclusive Economy and Partnerships		
Corporate Priority:	Enable an Inclusive Economy; Pursue a Zero Carbon Oxford		
Policy Framework:	Oxford Economic Strategy 2022; City Centre Action Plan 2022		
Recommendation(s): That the Committee resolves to:			
Note and comment on the report.			

Appendices		
Appendix 1	Recommendations of the Tourism Management Review Group – April 2024 Update	

Introduction and background

- On 29 May 20219, the Tourism Review Group's report and recommendations were submitted to Cabinet and responses agreed: <u>29 May 2019.</u> Of the 21 recommendations, 10 were agreed, 10 were agreed in part and 1 was not agreed – the final report and responses to the recommendations are included in the link above.
- 2. On 6 October 2020, a progress report was submitted back to Scrutiny Committee 06 October 2020. The report and action plan update are accessible via the previous link; the cover report provided some narrative around COVID-19 and the impact on the visitor economy; the action plan update provided an update on all of the 21 recommendations as at September 2020.

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- 3. On 8 September 2021, a further progress report was submitted to Scrutiny Committee <u>08 September 2021</u>. The report and action plan update are accessible via the above link; the cover report provided some narrative around COVID-19 and the impact on the visitor economy; the action plan update provided an update on all of the 21 recommendations as at June 2021.
- 4. At that September 2021 meeting, the Scrutiny Committee made an additional 4 recommendations. These were accompanied by a cover report. The report and recommendations were submitted to Cabinet at its meeting on 15 December 2021 all four recommendations were agreed:
 - a. That the Council plans how it will work with those responsible for tourist travel to Oxford more environmentally sustainable.
 - b. That the Council revives its partnership with City Centre shops to provide a toilet scheme.
 - c. That the Council in its work with partners, pursues a renewed focus on attracting domestic tourists to Oxford
 - d. That the Council reviews and updates its responses to the recommendations made by the Tourism Review Group in light of the changes of Covid and the proposed Oxford Economic Strategy and City Centre Action Plan.
- 5. There has been no further update to the Scrutiny Committee since the report of 8 September 2021. But the Committee agreed earlier this year to request an update, which is now supplied in this report, which contains an overview of the current approach to tourism in this report and an itemised response to the 21 + 4 recommendations in **Appendix 1**.

Overview of tourism in Oxford

- 6. Current data about the tourism sector relates to 2022 and shows significant progress in recovering from the impacts of the pandemic. The Economic Impact Report for Tourism in Oxfordshire (2022) produced by Experience Oxfordshire Local Visitor Economy Partnership (LVEP) demonstrated increases in both visitor numbers and related expenditure in 2022 compared to 2021, with numbers of trips to the county rising by 14% to 26.5 million.
- 7. Spend in nominal terms was up 38% at £2.17 billion and 2022 saw a rise in the number of jobs supported by the visitor economy with some 10% of the county's workforce employed within the sector. Business visits and events showed a significant increase (following a severe dip in numbers over the previous two years) with business tourism accounting for 27% in 2022 compared to only 7% of trips taken to Oxfordshire in 2021.
- 8. Oxford was close second to Cherwell of the Oxfordshire districts in terms of proportion of visitor trips during 2022 and accounted for the greatest proportion of visitor spend (40%). Overnight stays in Oxford were above national average length of 3 nights in 2022, with Oxford had 6.2 nights for overseas visitors and 2.6 for domestic visitors. In 2022, the national average duration of overnight trips in England was 3 nights. Oxford had 6.2 nights for overseas visitors and 2.6 for domestic visitors. There is an equal split in visitor numbers domestically and internationally. No figures are yet available for 2023 but are expected to be more buoyant, as the overseas visitors started to return after the pandemic.

- 9. However, despite these improvements we know there is still work to do to return to pre pandemic levels and ongoing challenges. In 2022 Oxfordshire were still 14% down on the number of trips taken in the county when compared to 2019, with the sector generating 17% less value in real terms. This has impacted on businesses' ability to operate, develop and grow.
- 10. Employment within the sector has grown by 28% year-on-year, but again that's still 17% down, in real term value, on 2019 and while spend is growing, the cost of living increased sharply across the UK in 2022 and the average annual inflation rate for the year was 8% reducing the real terms value of this growth.

How the Council has contributed to progress relating to tourism

- 11. The Council has made progress on tourism as part of both the Oxford Economic Strategy and City Centre Action Plan including work with key partners in the following areas:
 - a. Continuing to work with Oxfordshire County Council (the highway authority) to improve the way people access and move around the city, for example by supporting the decision to implement trial traffic filters in 2022; and establishing an affordable combined parking-and-bus ticket from Park & Rides on a permanent basis in 2023.
 - b. Starting a new joint project with the County Council called the Central Oxfordshire Movement & Place Framework, which is seeking to create a blueprint for public realm improvements in the city, and which is incorporating a coach parking strategy.
 - c. Delivering tangible improvements to the public realm in the city centre alongside the County Council, in order to make create more welcoming places for all, including tourists:
 - i. Broad Street two trial schemes, the latter of which has been made permanent
 - ii. A trial pedestrian-friendly scheme on Market Street (delivery in April 2024, subject to County Council decision-making)
 - iii. Improvements to Gloucester Green
 - iv. The permanent improvement of a pedestrian area on St Michael's Street (delivery scheduled for 2024-25)
 - d. Working with OxLEP, assisting in the delivery of the £1.64 million COMF funded Visitor Economy Renaissance Programme (VERP) which provided grants to eligible businesses; provided nine strategic marketing campaigns; support for a dedicated business trade project; and enabled the creation of Oxfordshire's first Destination Management Plan. The Council was involved in assessing Visitor Economy Grants, overseeing the marketing campaigns through their membership on OxLEP's Culture and Visitor Economy Subgroup, and also being a key member of the Destination Management Plan (DMP) steering group, informing and directing the plan and its recommended actions to support the sector for the next five years (p86-265). The VERP programme was identified through the Oxfordshire Economic Recovery Plan, and prior to that within the Oxfordshire industrial strategy investment plan.

Looking to the future

- 12. Oxfordshire LEP (OxLEP) have also since funded, on behalf of partners including the City council, a DMP Strategic Funding Options paper (to be published by OxLEP in due course) to explore ways to fund the recommended actions described in the DMP. The Future Oxfordshire Partnership (FOP) at its November 2023 meeting agreed to endorse the proposed future governance of the DMP within the FOP to enable shared support for the visitor economy sector across Oxfordshire.
- 13. The existing funding restrictions for tourism management are a significant handicap for the Council, so the exploration of options regarding funding is an important ongoing activity.
- 14. We hope to continue to work with partners across the county through the Future Oxfordshire Partnership (FOP) to reduce negative impacts from tourism and improve the experience of tourists in Oxford, assisting delivery of the recommended actions of the Destination Management Plan.

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Appendix 1 Recommendations of the Tourism Management Review Group – April 2024 Update

This document sets out an update on the 21 recommendations of the Tourism Management Review Group in 2019 and the additional 4 recommendations on the same subject made by the Scrutiny Committee in 2021.

Recommendation	Agreed in 2019 / 21?	Update – April 2024
 That the Council convenes with key partners (e.g. the universities and Experience Oxfordshire) to develop a shared vision for tourism in Oxford. This should also recognise the needs and wishes of residents and be made public and promoted through the Council's media channels. Key principles of the vision should situate Oxford as: 	Yes/In Part	The Council's "City Centre Action Plan" and "Oxford Economic Strategy" (adopted separately in 2022) both place tourism as an important sector in Oxford, highlighting opportunities for improvement. Both documents contain actions regarding sustainable travel and promoting overnight stays. Much of the Council's work towards this
a) A city that welcomes all visitors (local, national and international)		recommendation is through being part of county-wide initiatives:
 A city that aspires to have high quality, low carbon, transport facilities A destination which is best experienced through an overnight stay A gateway to other tourism destinations in the region 		a. Experience Oxfordshire received Local Visitor Economy Partnership (LVEP) status in 2023 from Visit England, which gives it the remit from Visit Britain to provide strong local leadership and governance in the tourism destination of Oxfordshire.
		b. Recommendations were put forward by the Council as part of our contributions to the Oxfordshire Strategic Economic Plan to emphasise the need for high quality, low carbon public transport infrastructure especially to improve connectivity across the county.
		c. The Council contributed to the LEP's "Tourism

		vision and Destination Management Plan (DMP)" which was developed in 2023 and endorsed by the Council in early 2024. The DMP's vision fits with the scrutiny committee's recommendation.
2) That the Council, through its membership on the Boards of Experience Oxfordshire and OxLEP, actively supports local efforts to prepare for the Tourism Sector Deal (such as bidding to become an official Tourism Zone), which would lever in investment to extend the tourism season and improve transport access for visitors to the city.		Please see response to Recommendation 1. The Council's involvement in developing the LEP's DMP in 2023 has superseded previous initiatives on this theme.
3) That the Cabinet reviews the process and assessment undertaken which led to the proposal to phase out funding to Experience Oxfordshire and undertakes to work with partners to jointly ensure there is a suitable and sustainable funding model for destination management in the future.	Yes/In Part	The Council contributed to the DMP in 2023 and the follow-up piece of work which outlined funding routes. It is expected to be an agenda item at a Future of Oxfordshire Partnership (FOP) meeting soon, in order to discuss and agree sustainable local authority funding models for tourism management. The Council has significantly constrained resources and is not able to fund tourism management through its current corporate budgets.
4) That the Board member for Culture and City Centre becomes the Council's representative on the Board of Experience Oxfordshire, and consideration is given to how their portfolio title can better reflect their remit for tourism matters.	No	This recommendation was not agreed by Cabinet.
5) That the Council has a named officer or team to be recognised as the lead on tourism matters.	Yes	The relevant senior officer is the Executive Director for Development. Since January 2023, the Economy, City Centre and Green Transport Lead has been the council's lead on tourism matters.

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6)	That the Council continues to encourage employers within the hospitality and tourism sectors in Oxford to pay the Oxford Living Wage, including the universities and colleges. Further, that the Council's promotional activity around the Oxford Living Wage incorporates customer facing marketing, which encourages conscience driven spending with Oxford Living Wage accredited shops and services.	Yes	Regarding the Oxford Living Wage, there are currently 125 businesses accredited in Oxford, of which 25 are from the hospitality and tourism sectors. The Oxfordshire Inclusive Economy Partnership is engaging employers to become OLW accredited in the city and Real Living Wage accredited in the county. This will boost OLW employers overall, though not targeted to hospitality/tourism specifically.
7)	That the Council, having secured support from the County Council, develops an action plan to become a 'Coach Friendly' city, with key performance indicators and milestones, in accordance with the seven criteria set out by the Confederation of Passenger Transport. This should incorporate short, medium and long term strategic infrastructure plans for improving drop off and layover facilities in the City, linking with key wayfinding routes and providing sufficient facilities for passengers and coach drivers. Key stakeholders including the bus companies and the DMO should be engaged with through this process.	Yes/In Part	The Central Oxfordshire Movement and Place Framework (COMPF), a joint City and County project, will include a coach study. This will include conducting a survey of visitor and tourist coaches including numbers, times and pick up and drop off locations, followed by a strategy for management of coaches and proposals for new pickup and drop off locations. The coach study will engage with key stakeholders such as the Confederation of Passenger Transport and the Coach Tourism Association. Proposals will consider the arrival experience of tourists, safe and convenient drop off and pickups, and will likely explore a time slot system for coaches. The advice and information currently on the Council's website will be reviewed and updated.
8)	That the Council makes representations to Oxfordshire County Council concerning the need to distinguish standalone transport and infrastructure plans for tourist coach access in future strategies and policy documents. Further, the Council takes an active role in raising the	Yes	Please see answer to Recommendation 7.

profile of the tourism sector within key strategic documents, such as the emerging Economic Growth Strategy and Local Transport Plan 5.		
9) That the Council reviews and updates the current drop- off and layover advice for coach operators, as set out on the Council's website, and commits to more frequent engagement with the Confederation of Passenger Transport and the Coach Tourism Association.	Yes	Please see answer to Recommendation 7. The details on the City Council website are all correct as at Jan 2024.
10) That the Council issues and resources a survey to tourist coach companies, in partnership with Experience Oxfordshire and Oxfordshire County Council, to better understand; the number of coaches that enter the City, their movements, and barriers to making best use of existing facilities. This should broadly reflect the research approach taken in Cambridge.	Yes/In Part	Please see answer to Recommendation 7.
11) That the Council remains involved in discussions with similar cities about the introduction of an overnight tourism levy and supports national efforts to lobby for the ability to introduce such a levy. Any plan must capture all providers of commercial paid accommodation, not just hotels, and assurances are needed that the revenue generated will go towards improving the visitor experience. Consideration should be given to the Local Government Association's role in supporting this effort.	In Part	Manchester was the first UK city to introduce an Accommodation Business Improvement District in 2023. Very recently, Cambridge has announced an intention to do the same, subject to a ballot. The City Council is considering the implications, benefits and costs for a similar scheme in Oxford, which could be a new funding stream for schemes related to tourism management.
12) That the Council takes an active role in promoting and supporting digital innovations and tourism products that benefit the city and its residents. For example, the Oxford Pass, Wayfinding apps, the Sociability App and Refill Oxford. Official partner status should be sought if	In Part	The Council has explored digital tourism products, especially around wayfinding. See Answer 17 for more information. A digital wayfinding app would also be used to promote any other schemes e.g. Refill.

considered appropriate.		
13) That the Council writes to local Members of Parliament, inviting the support of Experience Oxfordshire and Oxfordshire County Council, to make the case for the Discover England Fund to continue beyond 2019. Consideration should be given to whether this action is time appropriate in light of any parallel bid to become an official Tourism Zone as part of the UK Tourism Sector Deal (see recommendation 2).	Yes	Completed. In 2022 Experience Oxfordshire received national DMO status.
14) That the Council reviews its current role in the administration and development of an annual events calendar and seeks opportunities to be proactive and strategic in shaping a calendar that will increase the City's appeal to regional domestic visitors.	No	A Marketing Events Group has now been established to look at how all events in the City could be marketed collectively and in a more coherent way for visitors. The City Council website event page now lists all events within the city as does the Experience Oxfordshire website.
15)That the Council undertakes to revive the Community Toilet Scheme with local businesses, and that it is explicitly within the remit of the Council's new City Centre Management function.	In Part	As acknowledged in the CCAP, the provision of toilets in Oxford city centre is, lacking both in numbers and quality. Those toilets that were open, were not widely or cohesively advertised and this has been remedied. To increase provision is challenging due to the historic nature of the city and land ownership. The Community Toilet Scheme is in wide evidence in
		London, as endorsed by the Mayor, but is sporadic across the rest of the UK. Successful schemes rely on the Council providing funding to the businesses and a monitoring system. The City Council is considering the potential for CTS in Oxford, as well as options for increasing the quantity or quality of existing public

		toilets.
16) That the Cabinet commissions an options report concerning the long-term future provision of adequate public conveniences in the City Centre. This should be produced in consultation with Oxford Direct Services.	In Part	Please see answer to Recommendation 15.
17) That provision is made in the Cabinet's draft budget proposals for 2020/21 to include an allocation for updating and/or upgrading the current static maps and signage in the city centre. This should specifically include creative signage between the Westgate Centre, the Covered Market and Cornmarket Street. An ongoing revenue allocation should be provided for their maintenance and review.	Yes/In Part	The City Centre Action Plan identifies wayfinding as a key priority. There are two elements to wayfinding, incorporating both physical infrastructure and digital. The physical infrastructure has been audited and an interim solution to cover up out of date information is being implemented, in advance of any consideration of longer-term options to upgrade and replace the current infrastructure, which will be a significant cost, not included in any budgets. An app has been sourced that would help the city and could be funded by sponsorship. This is being considered by the Council.
18) That the Council considers the potential of the City's waterways as a visitor attraction and leisure asset in future policy making (e.g. planning and licensing) and investment decisions and works to support the Oxford Waterways Project to create new tourism opportunities through regenerating and improving facilities (e.g. in particular, boating facilities).	Yes	Central Oxfordshire Movement and Place Framework (COMPF) includes proposals to improve access to and quality of waterside spaces in Oxford through seating, planting and public realm upgrades along the rivers and canal, as well as wayfinding. More opportunities for visitor mooring spots and electric mooring spots are being explored.
19) That the Council reviews to what extent codes of conduct exist for managing the behaviour of students at language schools (including the management of large groups in public spaces) and seeks to ensure they are	In Part	This action has now been absorbed into the City Centre Action Plan (CCAP) under Street Scene management action 4.2:

being used to safeguard visitors and satisfy the behaviour expectations of residents.		"Work with local partners to create and embed a guide protocol into language school operations." This is a medium-term action and will be reported on through the CCAP.
20) That the Council makes representations to Oxford University, welcoming greater publicity concerning public opening hours for the colleges, and other practical steps to improve resident and visitor awareness of, and access to, the colleges.	Yes	Closed. Experience Oxfordshire provides details of the Opening Hours of Oxford's Colleges as does the University of Oxford.
21) That where business led opportunities arise; the Council should take a full and active role in leveraging in the influence of the business sector to improve the public realm and wider visitor offer.	Yes	Please see answer to Recommendation 11 re: steps to explore new funding streams. In advance of third-party funding, the Council and the County Council have instigated public realm improvements using public funds: • Broad Street – two trial schemes, the latter of which has been made permanent • A trial pedestrian-friendly scheme on Market Street (subject to County Council decision-making) • Improvements to Gloucester Green • The permanent improvement of a pedestrian area on St Michael's Street. Furthermore, the Central Oxfordshire Movement & Place Framework will generate design concepts for public realm schemes which the Council will use in order to negotiate s106 contributions from developers.

In general, businesses and other organisations are engaged regularly through monthly newsletters and at quarterly city centre meetings – known as Talk of the
Town.

1)	That the Council plans how it will work with those responsible for tourist travel to Oxford to be more environmentally sustainable.	Yes	Please see answer to Recommendation 7.
2)	That the Council revives its partnership with City Centre shops to provide a toilet scheme.	Yes	Please see answer to Recommendation 15.
3)	That the Council in its work with partners, pursues a renewed focus on attracting domestic tourists to Oxford.	Yes	Please see answer to Recommendation 1. A focus on increasing overnight domestic tourists came out of the DMP.
4)	That the Council reviews and updates its responses to the recommendations made by the Tourism Review Group in light of the changes of Covid and the proposed Oxford Economic Strategy and City Centre Action Plan.	Yes	That is what this April 2024 Scrutiny Committee report and appendix are seeking to deliver.

Agenda Item 9



To: Cabinet

Date: 17 April 2024

Report of: Head of Corporate Strategy

Title of Report: Oxford City Council Annual Business Plan 2024-2025

Purpose of report:

To seek approval for Oxford City Council's Annual Business Plan Priorities 2024-2025 and to provide an update on delivery of the 2023-2024 Business Plan.

Key decision:

Cabinet Member:

Councillor Susan Brown, Leader and Cabinet Member for Inclusive Economy and Partnerships

All Council Strategy Priorities

Policy Framework: Council Strategy 2020-2024 and draft Council Strategy

2024-2028

Recommendations: That Cabinet resolves to:

- 1. **Agree** the draft Oxford City Council Annual Business Plan Priorities 2024-2025 which set out the Council's priority work for the financial year beginning 1 April 2024;
- 2. **Delegate authority** to the Head of Corporate Strategy in consultation with the Leader to make any further minor amendments to the draft Business Plan priorities before implementation, provided that such amendments do not materially affect the substance of the Business Plan; and
- 3. **Note** the progress made in delivery against the actions set out in the Annual Business Plan 2023-2024.

	Appendices
Appendix 1	Oxford City Council Business Plan Priorities 2024-2025
Appendix 2	Oxford City Council Business Plan 2023-2024 Performance Update
Appendix 3	Risk Register
Appendix 4	Equality Impact Assessment

Introduction and background

- Oxford City Council's (Council) <u>draft Council Strategy 2024-2028</u> will be considered by the Cabinet at its meeting in June 2024 and will succeed the existing <u>Council</u> <u>Strategy 2020-24</u>.
- The draft Council Strategy 2024-2028 updates the Council's objectives to achieve sustainable priorities for people, communities and stakeholder groups in Oxford that create a welcoming, safe, and supportive place for people from all backgrounds to work, live and visit.
- 3. The Council's Business Plan 2024-2025 (Business Plan) is an annual document that sets out publicly the Council's priority work programme activities for the year.
- 4. The Business Plan:
 - a) sets out the first year of activity toward achieving the outcomes set out in the draft Council Strategy 2024-2028
 - b) was developed in conjunction with, and is supported by, the annual budget and medium term financial plan (MTFP) that will allocate resources against the agreed priorities
 - c) will inform the actions laid out in each department Service Plan.
- 5. Progress in delivery of the actions set out within the Business Plan will be tracked through the year 2024-2025, alongside adopted corporate key performance indicators.

Development of the Business Plan 2024-2025

- 6. The process for development of the draft Business Plan 2024-2025 has tracked alongside the process for developing the Council's draft Council Strategy 2024-2028.
- 7. This included a series of workshops and meetings with a number of key strategic stakeholders and anchor institutions who have provided inputs for the draft Council Strategy. These include:
 - The Oxford Strategic Partnership the Council's senior multi-stakeholder partnership
 - Council officers:
 - Corporate Management Team
 - Operational Delivery Group
 - Equalities Steering Group
 - Organisational Change Board
 - Policy Officers Group
 - Locality Learning Session
 - Let's Talk Session
 - The Cabinet
 - The Liberal Democrat Group
 - The Green Group
 - The Oxford Socialist Independents Group
 - Oxford Economic Growth Steering Board including business representatives
 - A City-wide Conversation Forum 'working together to support Oxford's citizens and communities to thrive'

- Oxford's Children and Young People Partnership including children and young people representatives
- Zero Carbon Oxford Partnership Steering Group including major institutions and businesses
- · Parish Councils Forum.
- 8. The Business Plan sets out key actions that typically take the form of projects or new initiatives rather than 'business as usual.' It is not an exhaustive list of such actions.
- 9. It should be noted therefore that there are many important areas of activity that are not captured within the Business Plan but will nonetheless be identified within individual departmental Service Plans.
- During 2024-2025, the number of key actions under each corporate priority has been consistent or reduced when compared with last year 2023-2024 - to help improve the prioritising in the Business Plan.

Document structure

- 11. The Business Plan activities sit against the Council's five draft Council Strategy 2024-2028 priorities:
 - i. Good affordable homes
 - ii. A strong, inclusive economy
 - iii. Thriving Communities
 - iv. Zero Carbon Oxford
 - v. Well-run council.
- 12. Many activities within the Business Plan are cross-cutting in their nature, however each activity has been allocated against one of the five strategic priorities to avoid repetition (Appendix 1).

While the Business Plan will be in delivery from April 2024, it may be subject to some subsequent revision as a result of any changes that the Council chooses to adopt in the draft Council Strategy 2024-2028 prior to its final adoption by the full Council in July 2024. If revisions materially affect substance of the Business Plan, a further report may need to be considered by the Cabinet.

Business Plan 2023-2024 update

- 13. Significant progress has been made in delivery of the 2023-2024 year's Business Plan (Appendix 2).
- 14. Highlight achievements include:

Inclusive Economy

- Work with landowners and developers on the Council's allocated employment and mixed-use sites to bring forward high quality employment space - with some large scale applications receiving planning consent in 2023-2024 including:
 - Oxford Science Park, Clarendon Centre

- Oxford Corridor- Phase 2, Ellison Institute
- Mission Street Development Botley Road.
- ODS Ltd continued to expand its services across the city and county, securing both new public and commercial contracts and providing strong dividend returns to the Council which helped underpin service delivery.
- 1 million more people visited Oxford city last summer compared to 2022 and August's footfall was above pre-pandemic levels – spending more money locally.

Affordable Housing

- Since the selective licensing of private rented properties scheme started, there
 have been over 11,400 applications received, nearly 6,000 draft licences have
 been issued leading to nearly 5,000 final licences being sent.
- The work of the Council's Tenancy Relations Officers continues to prevent illegal eviction, in the year 2023-2024 146 cases resulted in homelessness being prevented in the private rented sector.
- Ox Place:
 - Delivered a further 84 genuinely affordable homes for the people of Oxford
 - Finished three major developments The Curve, Bridges Cross, and Warrens Crescent

Support thriving communities

- A new operator, Serco Leisure, was successfully appointed to manage Oxford's leisure facilities from 30 March 2024. This will enable the facilities to remain open and will bring in significant investment, making the sites more modern and accessible.
- Good progress has been made in 2023-2024 on the refurbishment and extension of East Oxford Community Centre, and the project will be delivered as planned in 2024-2025 to create an inclusive well-used centre.
- Face-to-face service provision was formalised in the Westgate Library alongside Citizens Advice Oxford and extended to deliver housing services for two days per week.

Zero Carbon Oxford

- All OX Place developments are meeting the target of energy efficiency at 40% below national standards other than one historic site; those at planning/ design stage will be electrically heated unless the required grid capacity is not available.
- Work continues through the Zero Carbon Oxford Partnership to extend decarbonisation activities with two new programmes initiated during 2023-2024 with significant external funding.

• Statutory reporting of air quality was completed in June, showing an 8.3% fall in pollutants.

Well run council

- Local Government Chronicle Awards 2024 shortlisted for 4 categories
 - Council of the Year
 - Housing: Oxford City Council with Ox Place The Curve
 - Environmental Services: Electric vehicles dynamic purchasing system
 - Future Places: Electric vehicles dynamic purchasing system.
- Retained Customer Service Excellence accreditation enhancing accessibility to services - including the 11 compliance plus ratings awarded in the last assessment and been awarded another two, increasing the Council's total to 13 compliance plus ratings.
- Designed and implemented an updated Council website that supports increasing and simplifying digital access to a wider range of Council services.

Financial Implications

15. The Business Plan 2024-2025 sets out the high level activities and milestones that are supported in the Council budget 2024-2025. It does not contain additional or specific expenditure commitments.

Legal Implications

16. There are no legal issues arising directly from this report.

Level of Risk

- 17. Delivery of the Business Plan 2024-2025 is linked with the Budget 2024-2025 and the financial and operational health of the Council.
- 18. This is a high level strategic document that does not include risks associated with each of the measures it sets out, however failure to deliver the Business Plan carries a reputational risk to the Council.
- 19. If the Business Plan priorities are not delivered there may be an adverse impact on some of the most vulnerable citizens in the city.
- 20. There are no proposed alternatives to the Business Plan.
- 21. A risk register is provided in Appendix 3.

Equalities Impact

22. The Business Plan 2024-2025 is concerned with high level activities and milestones. It contains specific actions that will support the delivery of the Councils strategic objectives.

- 23. Equality, diversity, and inclusion are together a key focus for all the Council's work. They form a core part of all of the Council's policies and partnerships, for its citizens, staff, and elected members.
- 24. An Equality Impact Assessment is provided in Appendix 4.

Carbon and Environment Implications

- 25. The Business Plan 2024-2025 sets out the first year plans for delivery of the draft Council Strategy 2024-2028 corporate priority: Zero Carbon Oxford.
- 26. The aim relating to Zero Carbon Oxford is to ensure that climate change goals prioritise cutting carbon emissions from the Council's buildings and that traffic pollution is reduced by providing more electric vehicle infrastructure and greater opportunities for active travel.
- 27. Continuing to prioritise Zero Carbon Oxford significantly contributes to helping the Council to achieve its goals of being net zero carbon by 2030 and net zero citywide by 2040.
- 28. There are no strategic decisions being made that will have a direct or indirect impact on carbon and environmental considerations arising from this report.

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Background Papers:	
1	Draft Council Strategy 2024-2028
2	Council Strategy 2020-2024

Priority 1: Good, affordable homes

We will improve existing housing and increase the number of new homes for social rent and to buy and speed up housing for homeless people and rough sleepers in the city.

Year 1 actions – 2024/2025	Lead service area
Bring forward a pipeline of new affordable homes and acquisitions over the next five years, to be owned and managed by the Council.	Development, Regeneration and Economy
Work with Registered Providers* to increase the number of new affordable homes for Oxford residents over the next five years, to meet local housing needs.	Development, Regeneration and Economy
*Registered Providers are organisations providing social housing in addition to that provided by local authorities	
Reach agreements with neighbouring districts on nomination rights, to ensure that those in housing need in the city can access new developments as they complete.	Housing
Continue to meet the challenges of increasing homelessness and temporary accommodation (TA) use through:	Housing
- The development of homelessness prevention services	
- Bringing forward more temporary accommodation and move on accommodation	
- Reviewing our approach to housing allocations	
Continue progress on commitments in the Countywide Rough Sleeping and Single Homelessness Strategy, working with partners to move to a housing-led approach.	Housing
Continue the expansion of our Housing First offer, making more units available with person-centred support, building on our past success to reduce rough sleeping.	Housing
Deliver improved services for tenants and leaseholders, ensuring we are fully compliant with the Social Housing (Regulation) Act and the RSH Regulatory Standards.	Housing
Improve tenant engagement and involvement activities, to give better accountability and ensure that tenants' views inform how services are delivered.	Housing
Drive efficiency and value for our investment in our Council homes, by refreshing our HRA business plan, developing our asset management strategy, and developing a 5 year capital investment programme.	Housing

Undertake independent Examination of the Local Plan 2040	Planning and Regulatory Services
	Services

Priority 2: Strong, fair economy

We will support economic growth, including significant new business and housing developments that provide good quality jobs for people in Oxford.

Year 1 actions – 2024/2025	Lead service area
Work to deliver a phased increase in commercial space in Oxford, including at Oxford West End (OxWed), Oxford Science Park, ARC Oxford, and Oxford North.	Development, Regeneration and Economy
Continue to progress regeneration schemes in key areas of the city to support local economic development, including Oxpens, Blackbird Leys, East Oxford Community Centre and Templar's Square.	Development, Regeneration and Economy
Work with developers and key stakeholders of large-scale regeneration projects to develop an employment and skills framework which will help developments deliver Community Employment and Procurement Plans, including more local apprenticeships and local job opportunities.	Development, Regeneration and Economy
Work with partners in the Oxford Inclusive Economy Partnership and OxLEP to develop an Oxfordshire-wide apprenticeship and skills development framework.	Development, Regeneration and Economy
Promote the Oxford Living Wage (OLW) and increase the number of OLW employers, working with key partners to deliver events and messaging including a specific job fair to support local people into OLW jobs.	Development, Regeneration and Economy
Support proposals and investment bids for the Cowley Branch Line by progressing the Full Business Case (FBC) and Infrastructure Place Study (IPS).	Development, Regeneration and Economy
Deliver good community engagement on our work on regeneration and new developments to help shape our aims, ensure there is support from partners and anchor institutions, and communicate how it benefits the city and residents.	Development, Regeneration and Economy

Priority 3: Thriving Communities

We will focus on areas of highest inequality to improve health, wellbeing, skills and employment opportunities and equal access for everyone.

Year 1 actions – 2024/2025	Lead service area
Undertake a strategic review of Community Services, which will maintain our service offer, ensure our facilities are inclusive, and generate cost savings of £650k from the Council's total budget by 2025/2026.	Community Services
Maximise co-location* opportunities of other services such as health programmes within our buildings, encouraging partners to use space within leisure centres and community facilities and collaborate with other partners.	Community services
*co-location refers to external organisations using space in our community buildings eg. Physiotherapy clinics in leisure centres,	
Manage the successful transition to a new operator for Oxford's leisure centres and an improved service for residents in the first year.	Community Services
Focus on needs in deprived neighbourhoods by adopting a localities and thriving communities approach, building stronger local partnerships, and ensuring development and regeneration projects are designed to support healthy active lifestyles and community wellbeing.	Community Services, Planning & Regulatory Services, Regeneration
Deliver a broad range of physical activity programmes in partnership, and join up opportunities through our community health development officers to encourage those who are inactive to become more active and to support healthy and nutritious diet.	Community Services
Work with community groups such as community associations, friends of parks groups and other community groups to add value to our parks through volunteering and fundraising.	Community Services
Achieve Local Authority of Sanctuary status by 2025 to support refugees and asylum seekers establish successful lives in Oxford.	Housing
Manage the redevelopment of two new community centres, in east Oxford and Blackbird Leys, and the Youth Hub at Leys Leisure Centre, to provide sustainable, inclusive, accessible centres that meet evolving community needs.	Planning & Regulatory Services, Regeneration
Deliver a broad range of cultural programmes in partnership, and join up opportunities through our cultural partners and social prescribers to support mental health and wellbeing.	Community Services

Priority 4: Zero Carbon Oxford

We will prioritise climate change goals to cut carbon emissions from buildings, and develop low carbon infrastructure and support households, businesses and institutions to save energy and cut emissions

Year 1 actions - 2024/2025	Lead service area
Deliver the first phase of the £7.6 million programme to retrofit c300 council homes utilising the Social Housing Decarbonisation Fund.	Housing
Deliver the Government Funded project to develop an approach to <i>Insetting</i> – which will involve creating green finance mechanisms to support local retrofit projects that have insufficient funding to proceed.	Corporate Strategy
Develop a Retrofit Programme and associated action plan to guide how the Council can best direct its resources and support grant bids to retrofit its own properties and support the retrofit of other homes and buildings in the city.	Corporate Strategy
reduction solutions for homeowners, landlords and tenants, including those in fuel poverty and those that can self-fund.	Corporate Strategy
Deliver an Oxford Biodiversity Strategy and Action Plan and support the development of an Oxfordshire Local Nature Recovery Strategy.	Corporate Strategy
Evaluate and develop opportunities for generating Biodiversity Net Gain (BNG) units on Council land and embed the internal practices for evaluating, securing, monitoring, and reporting BNG through the planning process.	Corporate Strategy
Define and agree the overarching scope of Local Area Energy Planning in Oxfordshire and help develop a LAEP for the city of Oxford.	Corporate Strategy
Support the proposed development of a heat network in Oxford and develop opportunities for Oxford to become a Heat Network Zone.	Corporate Strategy
Undertake a review of the Council's Waste & Recycling operation and work with neighbouring collection and disposal authorities to ensure both it and our countywide system are best placed to accommodate changes being introduced nationally. Trial new approaches to drive up local rates of recycling and reduce contamination of materials to be recycled.	Corporate Strategy
Develop a Climate Adaptation Plan with the County Council, involving Zero Carbon Oxford Partnership partners and other stakeholders.	Corporate Strategy

Priority 5: Well run council

We will be more efficient with our resources by offering better digital services, prioritising our activities and balancing spending with income growth.

Year 1 actions - 2024/2025	Lead service area
Ensure new commitments in the Medium-Term Financial Plan 2024-28 include full assessment of capacity and resources required to deliver.	Financial Services
Continuously review activity against the Council Strategy 2024- 28 to ensure we are focusing on things which have biggest impact on delivering priorities and return on investment.	Corporate Strategy
Improve our recruitment to be more inclusive, with stronger local recruitment and more apprenticeship roles. Provide better development opportunities through a formal programme for aspiring managers and broader opportunities for all staff, and launch a staff network for race, ethnicity and cultural heritage.	Business Improvement
Create a corporate PMO and ensure the next iteration of the Council's change programme utilises internal capacity.	Business Improvement
Build a robust governance framework for health and safety to deliver our responsibilities under the Health and Safety at Work act and other regulations.	Business Improvement
Undertake review of ODS Commissioning and Clienting arrangements and develop strategic framework for commissioning.	All service areas
Work with ODS and OX Place on development of the Oxford Model to respond to changes in council funding streams.	Development, Regeneration and Economy
Continue improving our citizen contact channels to increase the use of digital self-service, whilst also providing integrated face-to-face and outreach services when needed to ensure no one is left behind.	Business Improvement
Strengthen the cyber resilience of the Council through a series of targeted initiatives.	Business Improvement
Deliver local elections and provide induction to new Councillors to enable them to provide community and political leadership.	Law & Governance

Priority 1: Enable an inclusive economyOxford needs a more inclusive economy in which wealth is distributed across our communities and where all citizens can share the benefits of growth.

	Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
Deliver	Our Council-owned companies will have increased their profits to	Continue to provide capital investment to enable the Council's wholly owned housing company, Ox Place, to continue to deliver new housing	The Council continues to support OX Place to finance both their developments and their acquisitions of properties built at Barton.
79	help maintain the services we provide, and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy	ODS to continue to look to expand its reach across the city and county, by securing new public and commercial contracts. Council to work with partners in the Oxfordshire Resources and Waste Partnership to influence Government changes in waste & recycling and mitigate impacts on ODS.	ODS continued to expand its services across the city and county, securing both new public and commercial contracts and providing strong dividend returns to the Council which helped underpin service delivery.
	our goods and services.	Embed the Council's new Procurement Strategy, which ensures social value is a key part of the assessment process for new contracts.	Work continues on embedding the strategy. Our evaluation of tenders includes 10% for the inclusion of social value. The Match my Project tool was launched and allows community organisations to upload projects where businesses working for Oxford can deliver for free as part of the contracted social value.
		Deliver on the Procurement Strategy action plan, including rolling out Contract Management and Training, finalising the 'OxTOMS' tool for the measurement and management of social value in our procurement, and reviewing how to further incorporate Equality, Diversity & Inclusion (EDI) and sustainability into the procurement process.	Progress continues on the actions within the Procurement Strategy. The Procurement Act 2023 published by the Government will bring with it more implications for the public sector in relation to procurement.
		Deliver Home Improvement Agency contract for South Oxfordshire District Council and Vale of White Horse District Council subject to winning bid.	The contract for South Oxfordshire District Council and Vale of White Horse District Council was awarded to the Council.

	2. Our staff will be more skilled and confident in delivering services our citizens want and our workforce will better reflect Oxford's diverse population.	Embed Oxford's Equality, Diversity and Inclusion Strategy and delivery action plan.	Our People Plan has incorporated actions to be more inclusive as an employer such as around flexible working, being a Disability Confident employer, broadening the reach of our recruitment advertising, giving voice to our employees and building a learning culture. Engagement and awareness raising with staff has been achieved through Leadership Conversations, Lets Talk and Lunch & Learn sessions, covering a range of matters from Islamophobia, the Holocaust, menopause, and feeling empowered to raise concerns.
Partner	3. Oxford's economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all.	Ensure the development of the draft Local Plan 2040 supports economic growth in the city in an inclusive and sustainable way by allocating much needed employment space, balanced with housing and other key uses and infrastructure needs. Explore the inclusion of an affordable workspace policy to support start- ups and third sector groups to contribute to a more inclusive economy.	The draft Local Plan 2040 effectively balances these needs and includes a specific policy with the aim of delivering Affordable Workspaces in appropriate locations.
80	4. We will have secured different types of new workspace in the city to support business and employment growth	Publish the Asset Management Action Plan and review progress over the first year. Identify new income streams from the Council's assets to support the Council's broader ambitions, including workspace.	We are slightly behind on this due to staff capacity challenges, so it will be published in 24/25. The Odeon redevelopment is an example of a new income stream that will be realised through regeneration of an existing asset.
		Commence the redevelopment of new and enhanced Council-owned employment space at Cave St - Standingford House, including the provision of affordable workspace.	This will no longer be delivered in this business plan period. A full explanation is provided in the Council's <u>December 2023 Cabinet report</u> .
		Complete and open new Council- owned city centre workspace at 1-3 George Street, including the provision of affordable workspace.	Works have completed at the site however due to delays and the loss of the Cave Street project the affordable workspace operator could not make this site work on its own. The site currently being marketed for a tenant with aim for occupation during 2024/25.

		Continue to work with landowners and developers on our allocated employment and mixed-use sites to bring forward high quality employment space, including across the growth areas identified in the economic strategy at Oxford North, Oxford West End, Oxford Science Park, Oxford Business Park, and Headington.	Work in this area is ongoing, linked to LP2040 policy, with some large- scale applications consented in 2023/24 including: Oxford Science Park, Clarendon Centre Oxford Corridor- Phase 2, Ellison Institute Mission Street Development – Botley Road.
		Support the evolution of the Botley Road retail parks into laboratory-led commercial development in line with the Botley Road planning brief.	A development brief has been completed. Mission Street is under construction and an application for additional space was consented during 2023-2024.
81	5. The movement of people and goods into and within the city will have improved, resulting in less traffic congestion, better air quality and faster journey times.	Partner with Oxfordshire County Council to move towards delivery of the core transport schemes including Traffic Filters, Workplace Parking Levy and wider rollout of the Zero Emission Zone and better use of our Park & Ride assets.	The approach to Park and Ride joint ticketing was made permanent by both the Council and Oxfordshire County Council in 2023 to continue to support the utilisation of the facilities. Oxfordshire County Council is progressing work on core transport schemes, with the Council playing a key stakeholder role rather than partner.
		Commence work on the detailed design and planning (including a full business case) to open up the Cowley Branch Line to passenger services. Undertake feasibility work for supporting cycle and pedestrian connections linked to the two proposed new stations. Continue to work with landowners to explore how best to secure a local contribution to future delivery.	Work by Network Rail on the full business case and outline designs remains on programme. Work on sustainable connectivity and movement around both stations is also underway. Engagement at local and national level regarding funding strategy for the delivery phase has happened too.
Influence	6. We will improve the resilience of the city centre and its relevance to more of our citizens	Continue to work with other major retail owning landlords in the city centre to support the delivery of the City Centre Action Plan.	A Cornmarket Landlord task force meets twice a year to discuss a vision for the Street, share plans, improve the look for empty units and encourage the desired tenant mix. This includes Lothbury which owns the Clarendon Centre. Every 6 months the Council attends a Bursar meeting to look at empty units across the city for collaboration and idea sharing. Quarterly meetings are held with Westgate.

	Work with Oxfordshire County Council to scope out and secure funding for a city centre movement action plan, to identify improvements to pedestrian, cycle and bus routes.	"Central Oxfordshire Movement & Place Framework" commenced during 2023, including securing Growth Deal funding for dedicated Council resource for the project. A Council officer was recruited in October 2023.
	Implement key city centre action plan projects, including: further improvements to pedestrianised St Michael Street and work to implement the Covered Market masterplan, including developing a planning application, bringing forward major improvements to Market Street, the creation of a new public square in the market, and improved entrances.	St Michael's Street public realm improvement has had its delivery phase pushed into 2025 in order to bring UK Shared Prosperity Fund funding to the project. The Market Street experiment in pedestrian-friendly scheme has been designed, engaged on and will be implemented subject to Oxfordshire County Council's Experimental Traffic Regulations Order approval. A wider regeneration scheme for Covered Market is now subject to a multi-disciplinary commission, with procurement process underway in early 2024.
7. The city centre will be expanding to the west. Attractive new areas will be emerging around Oxford station, in Oxpens and Osney Mead - but not at the expense of the	Facilitate the Oxford West End strategic board, involving local and central government, and landowners to coordinate and align priorities and development in line with the West End and Osney Mead SPD, design guide and strategic framework.	This continues to be facilitated to support the regeneration of this area.
health and vibrancy of the existing city centre.	Submit a planning application for Osney to Oxpens Pedestrian and Cycle Bridge across the river and if permitted, commence delivery.	A planning application has been approved and delivery will now start.
	Work with partners at Network Rail, Oxfordshire County Council and Great Western Railways to refine options for redeveloping the eastern side Oxford Station including Becket Street car park.	An options report is underway to inform an understanding on feasibility and viability of the masterplan and inform the delivery approach.
	As part of the OxWED joint venture, secure planning permission for the redevelopment of Oxpens to deliver a mix of residential and commercial floor space, a hotel and significant public open space.	A planning application has been submitted and is under consideration

	8. More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting practices that deliver clean economic	Partner with key developers to facilitate successful Community Employment Plans and exploration of meanwhile uses in the city.	Partner developers involved in Community Employment & Procurement Plans (CEPPs) are encouraged to explore meanwhile use and/or affordable workspace as part of their sites. CEPPs in 2023-2024 included Oxford North, Barton Park with new CEPPs in development for: Oxford Science Park, Clarendon Centre, and Oxford Corridor - Phase 2, Ellison Institute, and Mission Street Development – Botley Road.
	growth which benefits all residents.	Agree and deliver pledges as a signatory to the Oxfordshire Inclusive Economy Charter (OIEP).	The Council, ODS and OX Place have all agreed pledges as part of the OIEP charter and an annual audit of the Council as an organisation (against all pledges) agreed with Scrutiny Committee.
83	9. Oxford will have improved the workforce skills it needs through higher educational attainment and more training for the jobs of the future.	Work with key partners including OxLEP and the Oxfordshire Inclusive Economy Partnership to increase the sector-based higher and advanced level apprenticeship programmes delivered locally, and promote the increased use of the new Community Employment Plan Toolkit across Oxford's new developments.	OxLEP and OIEP - especially the Inclusive Employers Working group - are working together on an ongoing basis to promote apprenticeships. The Economic Development Team has been promoting use of OxLEPs CEPPs guidance and toolkit when supporting the drafting of CEPPs in all key city developments.
		Work with OxLEP and neighbouring authorities on a refreshed economic strategy for Oxfordshire.	The Council's Regeneration and Economy team have supported the consultation/writing/finalisation of the Oxfordshire Strategic Economic Plan, which was endorsed by the Council in January 2024. Delegated Officers will work to deliver this as part of the emerging action plan. The Council is represented on the Oxfordshire Strategic Economic Plan working group, contributing on an ongoing basis

Priority 2: Deliver more, affordable housing

Intervention is needed to address Oxford's housing crisis where existing homes are unaffordable for many and demand for good quality homes outstrips what is available.

	Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
Deliver	1. We will have increased the supply of high quality, energy efficient, accessible, and affordable housing, including new council housing as well as other types of homes to rent and for sale at different prices.	Implement the new Housing, Homelessness and Rough Sleeping Strategy 2023-28, with an annual review and refresh of the strategy action plan.	The Housing, Homelessness & Rough Sleeping Strategy 2023-2028 was implemented in April 2023. Quarterly progress reviews of the Year 1 action plan have been completed with the Housing Senior Management Team overseeing progress, and quarterly and a six monthly report/s delivered.
84	unierent prices.	Work alongside OX Place to progress the development of sites as laid out in the OX Place Business Plan	There is an active development programme in delivery. 7 schemes are due to complete in 2023-2024.
		Identify further opportunities for improving the quality and energy efficiency of existing Council-owned housing stock, as well as redevelopment opportunities, where appropriate.	The Council has successfully bid for Social Housing Decarbonisation fund wave 2.2, the next funding the Council will be eligible for is likely to be in Autumn 2024. Officers continue to research alternative funding sources. A strategic review of the HRA was completed over the Summer 2023, we will now be taking forward recommendations which includes; developing our asset management plan and a 5 year capital investment programme to drive efficiency.
		Create a framework to enable the development of small sites owned by the Council for housing, including community-led housing, or to agree other possible uses for these sites.	Small sites have been mapped and initially assessed re deliverability and potential capacity. Further work will take place to look to parcel sites and bring them forward into housing delivery (if possible) is planned for 2024-2025. A January 2024 Cabinet approved initially bringing forward 5 small sites as a first stage to this.

		2. In regeneration projects such as Blackbird Leys, our new housing will be high quality with improved public spaces and served by good public transport and cycling and walking routes.	Secure planning permission for new affordable homes as part of the regeneration of the district centre at Blackbird Leys and, through our joint venture OxWED, at Oxpens. Continue to look to secure additional affordable homes at Oxford North, including on land owned by the City Council.	All schemes are in progress.
		3. More Council and private sector tenants will have been supported to stay in their homes when they face the prospect of eviction.	Embed new ways of working within our homelessness services that are focussed on prevention, including advice, guidance, and support with household's finances.	Despite the unprecedented increase in homelessness demand over the last 12 months, we have seen significant transformation across homelessness services. One homelessness prevention team has been created and following significant training and upskilling, all officers in the team are now able to take statutory homelessness applications. A review of our current procedures on evictions has concluded with a new pre-action protocol being implemented across the council.
60	2		Evaluate our service offer to Private Rented Sector (PRS) landlords and tenants and use approaches that work to reduce evictions.	The work of the Tenancy Relations Officers continues to prevent illegal eviction, in the year to date 146 cases resulted in homelessness being prevented in the Private rented sector.
	Partner	4. More developers, housing associations and others will view Oxford as a good place to build a range of different housing types.	Develop a Local Plan 2040 to set the planning policy framework for the city which will form the basis of planning decisions over that period; involving development of an evidence base, engagement, and consultation with stakeholders and the public and an awareness of changing government policy. Work closely with neighbouring authorities on cross-boundary issues including housing provision.	LP2040 has progressed through to Regulation 19 stage consultation which closed in Jan '24. Responses to the consultation are now being processed with the intention to submit the draft Plan for inspection by the end of March '24.

5. Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs.	Work closely with neighbouring authorities to deliver homes and associated infrastructure on the allocated Oxford's unmet need sites around the edges of the city. Work with neighbours to help frame both the policies of the Oxford Local Plan 2040 and the policies of their Local Plans to ensure Oxford's needs continue to be addressed and delivered.	Work is ongoing through regular liaison, Statements of Common Ground being drawn up with neighbouring authorities regarding housing need, although substantial difference remain between the city and, in particular, South & Vale.
6. Working with housing associations we will have delivered more move on accommodation for people in need.	Collaborate with the key registered providers and explore opportunities for the further development of homes locally. Use enabling grants where appropriate, to help facilitate this.	The delivery of more affordable housing is being supported by a grant from s.106 contributions to a registered provider to increase the provision at Barton Park. Strategic meetings with other RPs seek to help identify further development opportunities.
7. Working with landlords we will have improved the quality and energy efficiency of privately rented homes in Oxford.	Progress and embed the Selective Licensing scheme by commencing enforcement against unlicensed properties and carrying out an inspection programme to check for compliance. In addition, continue to ensure compliance in Houses in Multiple Occupation (HMOs) using the existing HMO licensing scheme.	In terms of processing since the scheme started, there have been over 11,400 applications received, 6,000 draft licences have been issued and leading to 5,000 final licences being sent.
	Extend and improve the online application system Metastreet to HMO licensing.	This is not currently progressing – the work is linked to the replacement of the UNIFORM system and options are continuing to be considered.
8. New housing including new urban extensions will be being built to create strong communities with good local amenities and sustainable transport links into the city. Sites valued by local people for leisure and recreation will be protected.	Work with neighbouring authorities, Oxfordshire County Council, and landowners to influence the planning applications coming forward for the urban extensions to the South, East and North of the city that will address Oxford's unmet housing needs. Through this process ensure that pedestrian, cycle and public transport movement and more broadly shared infrastructure planning and delivery are aligned.	Work is ongoing on with adjacent sites such as Land North of Bayswater Brook.

Priority 3: Support thriving communities

Oxford's diverse communities should be equipped, supported and enabled to tackle inequality and ensure everyone is able to play a full part in the life of our city.

	Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
Deliver	1. Our services, grants, community and leisure facilities, parks and cultural events will have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford's communities.	Work with key partners to tackle health inequalities and help underpin our leisure and community services including the Primary Care Networks, Integrated Care Systems, and partners in our Active Lifestyles Commissioning Group.	Two leisure to active wellbeing workshops were delivered with circa 45 colleagues from across the health sector, Sport England and National Governing Bodies attending. Community Insight Profiles were completed with Public Health funding in Barton, Rose Hill, Littlemore and the city centre. Community grant funding is taking place for all areas with £25k per area to fund initiatives by local groups which serve to reduce health inequalities and address the recommendations of the Community Insight Profiles. The Council is working in partnership with local Primary Care Networks, the Integrated Care Board and NHS England (via NTAF) to deliver health promotion events across the city.
7		Work with key partners through the Active Lifestyles Commissioning Group to develop and design our new Active lifestyle model. Increase referrals from targeted groups into social prescribing activities. Maximise opportunities from the success of GO Active and Move Together programmes and increase the number of people physically active.	Pilots have been delivered in line with the Council's active wellbeing approach in the Leys, Rose Hill and Barton. These include co-working days, health checks/smoking cessation services and inclusive preventative activity programmes.
		Mobilise a new model for operation of Oxford's three leisure centres, seasonal heated outdoor pool and ice rink.	A new operator, Serco Leisure, has been successfully appointed to manage Oxford's leisure facilities from next year. This will enable the facilities to remain open and will bring in significant investment, making the sites more modern and accessible.

	T	Ta	
		Confirm a plan to secure long	A Project Board has been set up for this and new locations have been
		term replacement of the ice	identified and being worked through. This will continue into next year.
		rink.	
		Enable arts, culture, sport,	Grants are in place to enable and support this, with regular reviews on
		community activities and	the impact. The grants criteria are also aligned with the Council's
		grants to provide and promote	vision.
		opportunities for everyone and	
		foster a sense of pride and	
		belonging in Oxford's leisure,	
		cultural and community	
		assets.	
		Expand the offer in Oxford	The offer is there and being marketed to new users and has resulted in
		Town Hall via its events	numerous new bookings that included the Interfaith Partnership and
		spaces, the Museum of	continuing previous arrangements such as the LGBTQ+ Glitterball.
		Oxford and café to attract a	
		wider audience from the local	
		community and beyond with	
		the aim of becoming one of	
		the leading events and	
		cultural venues in the city.	
		Commence refurbishment and	Good progress has been made this year and the project will be
Φ		extension of East Oxford	delivered as planed next year to create an inclusive well-used centre.
		Community Centre.	
	2. Children and young people's	With Oxfordshire County	Our Youth Ambition Programme is further aligned with the County
	resilience and confidence will	Council, which is now	Council's youth services. A new Youth Hub will be created in
	have increased through the	investing in youth service	partnership with the County Council at the Leys Pools and Leisure
	educational and recreational	provision in Oxford, review our	Centre, this will be followed by further investment into the centre with
	activities we offer.	Youth Ambition programme	our new leisure partner.
		and seek closer partnership	
		working to achieve a more	
		efficient and effective joint	
		approach to support children	
		and young people.	
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	3. As a good landlord, we will have worked with our Council tenants and residents to strengthen local communities; and worked with other major landlords to improve the services they provide.	Embed the new locality-based model for supporting our tenants and residents, shaped by their views and needs, and work with other landlords to improve engagement and service delivery.	A more collaborative culture has been developed through a range or colligative tools such as our community solutions databases, quadrant meetings across the city to ensure we have more joined up solutions. The council's leadership team regularly hold meetings in community venues and visit local community groups to ensure we are visible and connected with local communities.
89		Transform the way we deliver services to our tenants leading to improved satisfaction rates aligned to RSH Tenant Satisfaction Measures. This work will be informed by: - responses to the latest tenant and leaseholder survey, - recommendations of an external review of our Landlord Services function, - a review of our tenants' engagement and tenants' involvement function, - changes to building safety regulation, - changes to the Decent Homes standards - ensuring compliance with the Social Housing White Paper. Deliver a rolling stock condition survey which will validate our initial capital investment programme to improve the standard of the Council's housing stock and	The transformation programme of Landlord services is underway and has evolved to consider wider implications of compliance with the Social Housing Act. Within landlord services, critical work has begun to stabilise the service by recruiting to vacant posts, and longer-term work will be developed to support compliance with enhanced regulations. A surveying tool, MLCS3, has been procured and we have started the stock condition survey programme, with the aim of completing 3,000 surveys by the end of 2023-2024. This is a two-year programme ensuring that we have detailed and accurate information on our council properties to inform our Capital investment programme.
		other buildings.	

		Introduce a new asset management system to create and deliver a proactive longer-term repairs and maintenance programme.	Following completion of the HRA strategic review we will be taking onward recommendations. These include refreshing our HRA business plan, developing our asset management, and 5-year capital investment programmes to drive efficiency and value for money whilst also ensuring compliance with the Social Housing Act (SHA) and Decent Homes standards.
	4. Our parks and public spaces will remain clean, safe, and well maintained, and will be accessible to more people to people to enjoy the health and wellbeing benefits they provide.		There will be on-going investment in play and teen facilities to maintain standards.
Partner	5. Working with neighbouring councils and partners, we will prevent homelessness, move people in temporary accommodation more rapidly into secure housing, and ensure that no one has to sleep rough on the streets of Oxford.	Work with partners to continue to implement the countywide rough sleeping and single homelessness strategy to reduce homelessness and rough sleeping. Work with commissioning partners and the alliance of organisations delivering services to evaluate the delivery of a housing-led approach – including supporting people through more flexible and responsive services to ensure that the new services are effective.	The Council continues to work with and provide leadership with countywide partners as we progress the Oxfordshire Homelessness Strategy. Progress on advancing work within the Strategy across the county includes: the planning within the Alliance on the transformation of its housing offer and moving to a housing led/Housing First model, benchmarking of local authorities in how we approach prevention and housing allocation. A new countywide action plan has been agreed upon, focusing on driving delivery over the next 12 months.
	6. Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in improving the city and the lives of citizens.	Increase participation, inclusivity and accessibility of Oxford's three leisure centres, seasonal heated outdoor pool and ice rink, and community centres, arts venues and parks, ensuring they work for everyone. Continue to integrate council	The Leisure for All grant programme has supported several local groups to set up or establish inclusive activities taking place within leisure centres. Formalised face-to-face service provision is being delivered in the
		services and seek out opportunities to better align	Westgate Library alongside Citizens Advice Oxford, and this has been extended to deliver Housing services for two days per week.

	7. Increasing numbers of people who walk and cycle around the city, benefitting their health and wellbeing.	our work with partner agencies, including co- location and co-production. Work closely with advice centres and other community and voluntary sector organisations to extend their	A multi-partner forum was held at Blackbird Leys Community Centre, joining up the Thriving Communities Strategy and Citizens Experience Strategy, and a series of actions were agreed across key themes promoting better health outcomes, reducing digital exclusion, improving
	wellbellig.	support and reach across Oxford's diverse communities, linking with Locality Teams (Council teams that support residents), Welfare Reform and the Contact Centre.	employability skills and increasing access to services. Customer Service Officers are attending community larders to offer support to citizens visiting with various queries, mainly to signpost; this will run as a pilot in two areas of the city with a view to expand. Community spaces across the city now have advice centre drop-ins.
2		Embed healthy place-shaping by integrating health prevention into neighbourhoods, helping to create more connected neighbourhoods with cycle and walking routes and providing affordable public transport, particularly focusing on areas with the greatest health inequalities.	The Council made the combined Park & Ride parking and bus ticket arrangement permanent and retained current price level until April 2024. Oxford Greenways project - seeking to create an agreed list of priority active travel routes from outside Oxford into key employment and other sites in Oxford – was commissioned in late 2023, with work underway in early 2024.
	8. Our work with Thames Valley Police will keep communities safe and help reduce hate crime, human trafficking, modern slavery, domestic abuse, sexual violence, drug-related crime and antisocial behaviour.	Chair the Oxford Safer Communities Partnership to tackle the city's community safety priorities - modern slavery, serious violence, disruption of organised crime, violence against women and girls, and anti-social behaviour.	The Oxford Safer Communities Partnership has in place multi-agency groups and project to tackle its priorities. These include violence against women and girls in the night-time economy, modern slavery pathways, organised crime plans and a Laycock Award winning serious violence reduction project.
	9. Vulnerable people will continue to be safeguarded against harm.	Continue to work towards Domestic Abuse Housing Alliance accreditation - work started in December	A Project Manager is in post and the review of current practice is underway.

		2022 and may take up to two years for full accreditation.	
Influence	10. Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities.	Embed the Oxford Anti-racism Charter.	27 organisations and individuals have signed the charter thus far and 30+ local organisations came together to share experiences, make connections, and take anti-racist actions in September 2023. Black History Month was celebrated through a community-based event with Health Partners and other organisations, Thames Valley Police, Councillors, and over 100 residents coming together under the strong leadership of Community Champions. Strong female community leaders were celebrated and what sisterhood means to them.
92		Explore opportunities to improve the inclusivity and sustainability of Oxford's community facilities and review opportunities as they arise through a business case.	A more positive and productive partnership has been developed between the Council and community associations which have been encouraged to do more outreach and ensure the facilities are accessible by diverse communities. The Council has also encouraged a range of activities and groups to help centres increase their bookings revenue by marketing the centres within the city. Blackbird Leys Community Centre is currently undergoing consultations from local communities and groups to ensure the new space is adequate and able to service the diverse communities in the area.
	11. Citizens will increase their active engagement in civic and political life.	Encourage greater participation in the electoral process, particularly in the light of the Parliamentary and County boundary reviews, and introduction of voter identification requirements.	A bespoke communications plan is being delivered for May 2024 elections, including a specific focus on voter ID, postal vote changes and overseas voter changes.
		Encourage greater participation in open democracy by embedding the hybrid arrangements for all Council and Committee meetings, to live stream all such meetings and improve accessibility by enabling hybrid attendance.	All public committees are livestreamed, and apart from Council and the Licensing Sub-Committees, all non-committee members can be attended remotely.

Priority 4: Pursue a zero carbon Oxford

In 2019 Oxford City Council declared a Climate Emergency and held the Oxford Citizens' Assembly on Climate Change. The clear message from citizens was that they want the city to continue to take a lead in reducing emissions and increasing biodiversity, while ensuring this does not impact citizens' living standards.

	Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
Deliver	Oxford City Council will have reduced the carbon footprint from its own operations to zero.	Work closely with ODS to develop options for meeting net zero Oxford City Council /ODS Fleet by 2030.	We are continuing to increase cost effective electrification of the ODS fleet, but HGV and larger vehicle electrification remains harder to achieve. Energy constraints, costs and technology currently available are limiting factors.
93		Take further action aligned with the Carbon Management Plan, to reduce or mitigate increases in the Council's energy and water utility costs, consumption and related carbon emissions.	We have taken action to reprocure energy contracts, ensuring that they demonstrate best value for the Council and protecting it wherever possible from change to the energy market.
		Deliver a programme of Carbon Literacy training for relevant Council staff and elected members.	A training course aimed at general staff, tailored specifically for the Council, has been developed. This will be certified by the Carbon Literacy Project. The modules will also be subsequently adapted for Senior staff and elected members.
	2. All new building by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards.	All OX Place housing development at design and planning stage will meet 40% below national standards, be electrically heated with a fabric first approach, using an energy quality assurance service to ensure energy standard are met, where appropriate.	All developments are meeting the target of energy efficiency at 40% below national standards other than one historic site; those at planning/ design stage will be electrically heated unless the required grid capacity is not available. An energy QA service is used for all OX Place-led sites.
	3. We will have a significant programme of energy efficiency improvements across of our existing council housing.	Deliver the Social Housing Decarbonisation Fund (SHDF) retrofit programme, develop retrofit plans for void properties, trial new zero carbon technologies in HRA stock and build capabilities in ODS to deliver retrofit works.	SHDF is a two year programme with works just starting and completion expected in March 2025. Retrofit plans are being developed for EPC below C properties as part of planned programme - ongoing. Trials of low carbon heating have started design with install due later in 2024.

Partner	4. All new building by developers in Oxford will be significantly more energy efficient – moving towards near-zero or zero carbon standards, with some examples of carbon-positive development.	Ensure the Local Plan 2040 provides a clear framework to help underpin the move to zero carbon development.	The Local Plan 2040 Regulation 19 consultation is complete, and it is due to progress to submission to the Planning Inspectorate by end of March 2023.
	5. We will be promoting and enforcing the higher energy efficiency standards that will have been set nationally by the Government for residential and commercial landlords.	Deliver a Technical Advice Note (TAN) to provide further planning guidance on domestic retrofit and EV charger installation.	A TAN on retrofit in historic building and conservation areas is due to be published imminently. Work has yet to start on an EV charger TAN.
94	6. Oxford will have taken a leading role in the adoption of electric vehicles (EVs).	Deliver Phase 2 of the GULO electric vehicle charging infrastructure programme, installing up to 150 additional on- and off-street charge points. Roll out ODS' GUL-e pavement crossing as a solution for on street home charging. Agree an implementation plan to deliver further EV infrastructure in line with the 2022 EVI Strategy.	The EV Implementation Plan has been approved by cabinet. GULO phase 2 delivery is being deferred as this is now due to be transferred to County control as agreed by cabinet in Oct 2023. GUL-e programme is ongoing.
		Work with ODS to develop a business case to guide investment decisions on which areas of the EV infrastructure market offer the best returns for the Council and best value for Oxford.	ODS are working up options with a local chargepoint company to install EVI into 4 Council Car Parks in 2024.
		All new OX Place developments currently in design stage will have EV chargers.	OX Place is specifying and providing EV chargers as required by Planning and Building Regulations Part S. It should be noted that this is subject to District Network Operator electricity capacity issues and some such as Railway Lane will not be able to come online until 2028.

	7. Air quality throughout the city will have improved.	Maintain an enhanced level of air quality monitoring and reporting across the city. Work with the Canal & River Trust to deliver eco-moorings at Aristotle Lane with electricity connections to enable boats to reduce their reliance on solid fuel for heating which will improve air quality.	Statutory reporting of air quality was completed in June 2023, showing an 8.3% fall in pollutants. The eco-moorings project has been initiated, with a partnership agreement signed between the Council and Canal & River Trust.
	8. Our streets, neighbourhoods and open spaces will be greener with more trees and other plants, and increased biodiversity.	Commission a biodiversity strategy for the Council which addresses the environmental crisis and supports delivery of biodiversity net gain implementation.	While the Biodiversity Strategy has been commissioned, work has paused temporarily awaiting determination of budget and resources (such as GIS) required to support a 'State of Nature in Oxford' exercise to create a baseline.
		Seek to establish funding mechanism for planting more street trees in line with the Urban Forest Strategy.	The Council has secured agreement for an additional 70 street trees with Oxfordshire County Council to be planted across winters 2023-2024 and 2024-2025.
95	9. The city will become more resilient to climate change including improved flood defences.	Work with the Environment Agency to provide HIF funding that enables delivery of the Oxford Flood Alleviation Scheme (OFAS). Work with Zero Carbon Oxford Partnership (ZCOP) and Pathways to a Zero Carbon Oxfordshire (PaZCO) partners to develop plans for adaptation to climate change.	Work continues to support the Environment Agency's development of OFAS. A climate adaptation plan has been commissioned by Oxfordshire County Council under the PaZCO action plan, with input and support from both Oxford City Council officers and ZCOP.
Influence	10. We will campaign for the Government to introduce more rigorous energy efficiency standards on new build and bring forward the end of petrol and diesel vehicle sales.	Work with neighbouring authorities through the Future Oxfordshire Partnership to support collaborative delivery of the Zero Carbon Oxford Partnership (ZCOP) and Pathways to a Zero Carbon Oxfordshire (PaZCO) Action Plans, to achieve a zero carbon city and county.	Work continues through ZCOP to extend decarbonisation activities with two new programmes initiated during 2023-2024 with significant external funding. The first focuses on processes for industrial decarbonisation, and the second focuses on "insetting" - or financial mechanisms to enable local-based offsetting solutions.
	11. Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and increase biodiversity.	Guidance in welcome pack provided to all new commercial tenants including building and supply chain energy efficiencies. Use relationship with commercial tenants to encourage reduction of usage of single use plastics. Extend ZCOP learnings, information and support to SMEs	The welcome pack is live and being used. ZCOP workstream learnings have been shared with other local authorities

city's sewage system.	Ongoing engagement with the EA and Thames Water to understand how improvements can be delivered for bathing water, however site has received a second 'Poor' designation. Wider report on water quality investigation for Oxford catchment due to be published in summer 2024.
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Priority 5: Well run council

To achieve our aims, we need to be responsible, reliable, adaptable and innovative as an organisation. We need to think and act strategically and at pace, actively engaging citizens in helping us make the decisions that impact them. We need a diverse workforce that is representative of Oxford and offers opportunities to under-represented or disadvantaged groups. We need a supportive and motivating environment that brings out the best in our people. We need the right structures in place including wholly-owned businesses, joint ventures and partnerships to maximise the resources we can bring to bear. We need strong governance, robust processes and efficient systems to ensure our people are equipped and empowered to deliver their best for Oxford.

Outcome	Year 4 actions (23/24)	Progress update - will this be delivered in 23/24 - if not when (if at all)
1. Implement the Council's Technology and Digital Strategy, exploiting digital solutions and robotics to increase efficiency, reduce the number of IT systems, and shift to Cloud-based systems.	Provide new and redesigned online forms to enable citizens to self-serve.	All existing forms have moved to new Jadu forms package. Other new and redesigned online forms include Housing Needs General Register application form and Garden Waste forms. Revenues/Benefits forms have also been reviewed and updated with a communications campaign to promote them in March 2023. A system rationalisation approach was used with ASM software for case management for People team queries; and for using QL for managing comments and complaints in Oxford City Council and ODS and for member enquiries.
	Design and implement an updated Council website that supports increasing and simplifying digital access to a wider range of Council services.	A new website was launched February 2024.
	Apply process simplification and automation, making processes easier, automating high volume and repetitive tasks.	The Council has developed solutions using Robotic Process Automation across nearly 50 areas of service. These include Business Regulations Food Premises Registration, Garden Waste New Form Checks and Museum Banking Reports.
	Develop information tools to enable data-led decision making.	Power BI dashboards have been created for over thirty data sets. These include Case management for street naming, HMO licencing statistics and Homelessness assessments and prevention.
2. Implement a Citizen Experience Programme to simplify and make more accessible the Council's service offer to residents and businesses - with a 'citizen first' approach that meets their needs.	Develop and implement a Citizen Experience Strategy and Operating model for Citizen- focused services to improve citizens' experiences of accessing Council services, while maintaining Customer	The Citizen Experience Strategy was approved at cabinet in July 2023. The Council Customer Services Excellence accreditation was successfully retained in November 2023.

			Service Excellence accreditation. Implement an 'assisted support' model for vulnerable residents and for more complex queries, while maximising support available through the Council's locality-focused teams as well as through community groups and other partners.	The face-to-face service at Westgate Library was improved by moving into a more confidential space in the library. A better face-to-face service is also being piloted in the Westgate for citizens with housing queries. A community solutions database has been developed to ensure consistent and correct signposting.
			Continue the integration of Communities, Housing, Customer Service and Community Safety teams to provide a seamless 'right first time' service to citizens. Use behavioural insight techniques and the Council's links with the advice sector to optimise that service.	A programme to have Customer Service Officers present at larders commenced in February 2024. This allows the officers to utilise their knowledge and experience to help residents with cost of living, benefits advice, council tax or any other relevant council service ensuring they get the help they need there and then. Customer service teams have now implemented a needs assessment questionnaire to support them to be able to ask the correct questions to gather information from citizens.
98	Prog orga obje culti orga	lement a People gramme to support the anisation to deliver its ectives and to create a ure embracing the anisation's values. Build brand of the organisation	Implement a Health and Safety Plan to ensure the wellbeing of staff working on behalf of the Council.	A plan is in place and the team has rolled out a number of training products across the whole organisation, updated the health and safety policy and developed new standards to set out expectations. Governance has been reviewed and strengthened with a new People Board for Health and Safety set up from January 2024. There has been focused work on lone worker safety with additional training and new lone worker devices and Apps rolled out.
	to b cho mar the reso	to become an employer of choice. Transform management structures in the Council to align resources to corporate priorities.	Develop and deploy a Leadership Development Programme for Oxford City Council staff, encouraging people to have confidence in their leaders to create high performing, highly motivated, inclusive and engaged teams.	The "Managing and Motivating Performance" programme was delivered to 150 managers at all levels with the aim of building a higher-performing organisation with open and honest conversations about performance.
			Work with our unions to develop and deploy a new pay deal and revised Reward Strategy for Oxford City Council staff, including a review of pay and	The pay deal has been agreed with both unions, subject to agreement at Council in March 2024. Work on a new reward strategy is continuing.

	grading to improve recruitment and retention of the workforce.	
	Develop a People Team that builds confidence in the organisation and develop and deploy systems and processes that support leaders and staff to thrive at work.	New, specialist roles in recruitment and Equality, Diversity and Inclusion are making a difference and a recent restructure has strengthened management of organisational development to deliver the People Strategy. Work on systems and processes is incremental and the team is delivering improvements whilst maintaining delivery of operational support.
	Design and implement an organisational redesign programme.	A process of deliberate evolution to be a smaller Council has been adopted to date, with a wider organisational redesign being brought forward in early 2024.
4. Implement a Flexible Working Programme to make the best use of technology, modern working practices and space to work in the	Embed the relocation of the Council's main office into the Town Hall together with hybrid working policies and practices.	The relocation was delivered in December 2022 with additional policies and flexible working principles introduced to the organisation in 2022 and reviewed again in 2023 and January 2024.
best way to respond to citizens' needs.	Design and implement Phase 2 of the Future Work Styles project, including a project to digitally scan paper document records and the automation of post and scanning into business as usual	A business case was considered in February 2024, but this will not be delivered in 2023-24, if at all. This is due to the financial cost outweighing benefit.
	Deploy MS365 office suite, including training and awareness programmes for staff of the system and associated applications.	Outlook Migration has been delivered, and OneDrive was also delivered within the year. Both of these projects included training and awareness for all staff.
5. Implement an updated robust and inclusive integrated Business Planning and Medium Term Financial Planning process, which ensures the sustainability of the	Develop and deploy a budget process that integrates with the ongoing identification and delivery of change-based efficiencies.	Efficiencies from the Fit for the Future programme have been embedded into the Council's Medium-Term Financial Plan (MTFP). Such efficiencies will be tracked through the Council's Benefit Tracker which picks up both cashable and non-cashable benefits.
Oxford Model.	Embed the principles of good contract management within the organisation, enabling devolved procurement and ensuring that we get the best value for money out of each contract we have.	Some limited work was undertaken through an update of procurement documentation. However, changes in procurement regulations post-Brexit to be introduced by the Government with effect from October 2024, will require more rigour in terms of contract management including the use of KPIs to be monitored for significant procurement contracts. Communication, a training plan and new governance will be developed to support this.

	Implement a commercial framework in order to strengthen our income generation, trading development and identify new commercial opportunities.	A framework has been pulled together and discussion is ongoing regarding its integration into the Budget setting process in the new financial year.
	Develop and deploy a methodology to review service-based operating models across the organisation.	An operating model for the People Team was agreed, and a new structure deployed. Operating models for Corporate Services are in development.
	Drive additional income from our assets and services within the next four- year Medium Term Financial Plan (MTFP), balanced against an assessment of risk and resource.	The focus on income was taken account of in MTFP budget setting process. Additional income from services and additional initiatives around assets is embedded within Budget and additional resource to drive income included.
100	Strengthen our understanding of what drives demand in our services, both internally and externally, and manage it through a range of interventions in order to provide savings and better outcomes to citizens	Process and Behavioural Insight reviews have identified some of the demand aspects. A corporate toolkit for services to own business intelligence is being developed to be rolled out in spring 2024. A demand management group of managers from across the Council has convened following the leadership and management training.
	Exploit opportunities for joint working with other local authorities to deliver shared support functions and citizenfacing services.	Conversations with potential partners continue periodically. There are limited opportunities currently identified.
6. Implement a Business Intelligence Programme to ensure an evidence-led and evidence-based organisation.	Create a 'virtual business insight unit' with the skills and technology to provide integrated, advanced analysis on demand as well as operational and customer insight to support decision making.	The Business Intelligence Unit (BIU) is set up and is now operating in business-as-usual phase.

Deliver a sustainable business architecture and performance framework that supports our transformation into a data and intelligence-led, needs-driven high performing organisation.	Formation of the BIU supports our transformation into a data and intelligence-led organisation.
Support the delivery of the Council Strategy by providing analytic capability to inform decision and demand and prioritise activities to deliver maximised customer and business value.	A report on levels and channels of customer demand was delivered. Survey questions were added to face-to-face and telephone customer interactions to understand reasons for channel choice and digital exclusion. Analysis of Census 2021 data and a Residents' Survey 2023 was undertaken to support in delivery of the Council Strategy.
Develop and deploy standardised and streamlined performance reports aligned with our policy objectives.	The BIU is currently reviewing KPIs in line with the development of the Corporate Strategy 2024-2028. Phase 2 of the project is to develop Power BI dashboards for the reporting of Corporate Level KPIs.

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Risk Register

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Title	Risk Description	Opp / Threat	Cause	Consequence	Risk Treatment	Date Raised	Owner	Р	- 1	Р	1	Score	Comments	Control / Mitigation Description	Date Due	Action Owner
Delivery of the Business Plan 2024/25	The Business Plan is intrinsically linked with the Council's MTFP and Budget 2024-25 and the financial and operational health of the Council	Threat	Delay to the Cabinet	Interruption to Council business and services. Negative publicity. Adverse impact on some of the most vulnerable citizens in the city.	Avoid	19/02/24	Head of Corporate Strategy	2	4	2	3	6		The Business Business Plan development process has been comprehensive and carefully designed alongside the development of the Councils Corporate Strategy 2024/2028. All strands within the draft Corporate Strategy will need to align with the Council's Medium Term Financial Plan utilising existing resources and capacity. Robust management and monitoring of the Business Plan delivery.		Head of Corporate Strategy
Political changes	Change in Group administration of the Council	Threat	Change in political makeup and manifesto following the Local May elections 2024.		Accept	19/02/24	Head of Corporate Strategy	3	4	3	4	12		Uncontrollable. The Business Plan development process has been comprehensive and carefully designed alongside the development of the Councils Corporate Strategy 2024/2028. Engagement has taken place with all local political group representatives.		Head of Corporate Strategy
Legislation	Unanticipated changes in legislation	Threat	Uncontrollable Political, Economic, Social, Technological, Legal, Environmental factors.	Adverse impact on some of the most vulnerable citizens in the city.	Accept		Head of Corporate Strategy	3	4	2	4	8		Business Plan development process has been comprehensive and carefully designed. Robust management and monitoring of the Business Plan delivery.		Corporate Strategy
Resource capacity to deliver required outcomes	Potential for unanticipated delays in preparing a draft Corporate Strategy 2024 to 2028 to consult on.	Threat	Unanticipated changes to staffing capacity. Uncontrollable Political, Economic, Social, Technological, Legal, Environmental factors.	Adverse impact on some of the most vulnerable citizens in the city.	Avoid	19/02/24	Head of Corporate Strategy	3	3	2	3		Details of projects and actions which contribute to the delivery of the Business Plan priorities will be found in the departmental Service Plan and other delivery plans. Risks are detailed in service and corporate risk registers.	process has been comprehensive and carefully		Head of Corporate Strategy

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Why do an Equalities Impact Assessment (EqIA)?

 Equalities Impact Assessment (EqIA) is part of Oxford City Council's Public Sector Equality Duty (PSED) (Equality Act 2010).

The General PSED enables Oxford City Council to:

- a. identify and remove discrimination,
- b. identify ways to advance equality of opportunity,
- c. foster good relations.
- An EqIA must be done before making any decision(s) that may have an impact on people and/or services that people use and depend on.
- 3. An EqIA form is one of many tools that can simplify and structure your equalities assessment.
- 4. We are passionate about equalities, and we highly recommend that <u>Corporate Management Team (CMT)</u> reports and all projects must attach an EqIA.

For questions, queries, and a chat about how to do your EqIA, please email your EDI officers:

- 1. Mili Kalia milkalia@oxford.gov.uk
- 2. Sobia Afridi- safridi@oxford.gov.uk

Please do refer to our <u>SharePoint Page</u> for support such as FAQs and Examples, etc.

A good EqIA has the following attributes:

1. Comprehensively considers the 9 protected characteristics.

1.	Age	6. Race & Ethnicity
2.	Disability	7. Religion or Belief
3.	Gender Reassignment	8. Sex
4.	Marriage & Civil Partnership	9. Sexual Orientation
5.	Pregnancy & Maternity	

- It has considered equality of treatment towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
- Sufficiently considered potential and real impact of proposal or policy on service users, residents, employees, partners, council suppliers & contractors, and Council Members.
- **4.** Systematically recorded and reported any potential and real impact of your proposal or policy on service users, residents, employees, partners, council suppliers & contractors, and Council Members
- Collected, recorded, & reported sufficient information and data on how your policy or proposal will have an impact.
- 6. Offers mitigations or adjustments if a PSED has been impacted.
- **7.** Provides clear **justifications** for your decisions.
- **8.** It is written in **plain English** with simple short sentence structures.

Section 1: General overview of the activity under consideration

1.	Name of activity being assessed. For example: -New policy, -Review of existing policy, -Changes in service(s), -New project(s), etc.	Oxford City Council Annual Business Plan 2024-2025	2.	The implementation date of the activity under consideration:	01/04/2024		
3.	Directorate/Department(s):	Corporate Strategy	4.	Service Area(s):	Policy and Partnerships		
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	Lucy Cherry Icherry@oxford.gov.uk Clare Keen ckeen@oxford.gov.uk Mili Kalia mikalia@oxford.gov.uk	6.	Contact details, in case there are queries: Please provide: -Name -Email address	Lucy Cherry Policy and Partnerships Icherry@oxford.gov.uk		
7.	Is this a new or ongoing EqIA?	New Extension to existing EqIA	8.	If this is an extension of a previous EqIA, please indicate where the previous EqIA is located and share the link to the said EqIA.	2023-2024 Business Plan EqIA		
9.	Date this EqIA started:	14/02/2024					
10.	Will this EqIA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	Unsure	11	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	Unsure		

Section 2: About the activity, change, or policy that is being assessed.

12.	Type of activity being considered: Check the most appropriate.	☐ Budget	☐ Dec	commiss	sioning	☐ Com	missioning	☑ Chang activity.	Change to an existing tivity.	
		☐ New Activity								
13.	Which priority area(s) within Oxford City Council's Corporate strategy (2020-2024) does this activity fulfil? Please check as needed.			ver more able housing.		Support thriv communities.	_	Pursue a zero carbon Oxford.		
14.	Which priority area(s) within Oxford City Council's Equality, Diversity & Inclusion Strategy (2022) does this activity fulfil? Please check as needed.			Diverse and engaged workforce.			Leadership & organisationa commitment.		Understanding and working with our communities.	
15.	Outline the aims, objectives, & priorities of the activity being considered.	Plan 2024-25 (Pla annual document publically the Cou	Oxford City Council's Busines Plan 2024-25 (Plan) is an annual document that sets out oublically the Council's priority work programme activities for		actions department of the depa	in will inflaid out nent serves in deli set out v		Priorities: The Plan activities sit against the Council's four Council Strategy 2024-28 priorities: Good, affordable homes; Strong, fair economy; Thriving Communities; Zero Carbon Oxford; With a fifth		

The Draft Business Plan 2024-25 sets out the first year of activity toward achieving the outcomes set out in our Council Strategy 2024-28

corporate key performance indicators.

underpinning Priority 5, Fit for the Future.

There are some issues that cut across more than one area of work and require joined up thinking by different teams and partnerships to achieve overarching goals:

Enabling more sustainable transport and active travel helps achieve our goals for health, sustainability and economic activity: Increasing the amount of affordable housing opens up more economic opportunities, lifts families out of poverty, benefits health and helps create thriving communities; Providing safe, accessible and enjoyable public spaces supports local businesses, leisure and community wellbeing.

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16.

Please outline the consequences of not implementing this activity. For example,

- -Existing activity does not fulfil Corporate Objectives,
- -existing activity is discriminatory and not fulfilling Council's PSED, ... to name a few.

The Plan underpins the delivery of the draft Corporate Strategy, and sets the specific priorities for the year ahead and report on progress against adopted key performance indicators. In turn, the Business Plan will be complemented by the Council's annual Budget and Medium Term Financial Plan (MTFP) that will allocate resources against the priorities set.

Our priorties are intrinsically linked with supporting residents / citizens who experience systemic inequalities and will benefit the most from the delivery of these priorities.

If the Plan priorities are not delivered there may be an adverse impact on some of the most vulnerable residents/ citizens in the city.

Section 3: Understanding service users, residents, staff and any other impacted parties.

Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?

Please provide details—

- -when,
- -how many, and
- -the approach taken.

While the Business Plan 2024-25 will be in delivery from April 2024, it may be subject to some subsequent revision as a result of any changes that the Council chooses to adopt in the Corporate Strategy 2024-28 prior to its final adoption by the full Council in July 2024.

Corporate Management Team and Head of Service workshop completed, January 2024

Corporate Strategy 2024-28 consulation (closes 21.03.24):

Officers held a series of workshops and meetings with a number of key strategic stakeholders and anchor institutions who have provided inputs for the draft Corporate Strategy. These include:

- The Oxford Strategic Partnership the Council's senior multi-stakeholder partnership
- The Council: Corporate Management Team
- o Operational Delivery Group
- Equalities Steering Group
- o Organisational Change Board
- o Policy Officers Group
- Locality Learning Session
- Let's Talk Session
- The Cabinet
- The Liberal Democrat Group
- The Green Group (due 21 December 2023)
- The Oxford Socialist Independents Group
- Oxford Economic Growth Steering Board including business representatives
- A city-wide conversation forum 'working together to support Oxford's citizens and Communities to thrive'
- Oxford's Children and Young People Partnership including children and young people representatives
- Zero Carbon Oxford Partnership Steering Group including major institutions and businesses
- Parish Councils Forum
- Public Consulation closes 21 Amrch 2024.

18.	List information and data used to understand who your residents or staff are and how they will be impacted.	Existing annual service area plans where data and insight work has been considered and already built in Census data 2021 IMD- Indices of Multiple Depriviation- 2019							
	These could be-	Socio-economic duty insight and data - benchmarking, etc.							
	-third-party research,	Oxon JSNA- 2023 reports							
	-census data,	Oxon conv. 2020 reports							
	-legislation,	List other sources of data used.							
	-articles,	List other sources of data used.							
	-reports,								
	-briefs.								
19.	If you have not done any consultations or collected data & information, are you	Not applicable							
	planning to do so in the future?	NAME OF THE PARTY							
	Please list the details -	5 X27272							
	-when,								
	-with whom, and								
	-how long will you collect the								
	relevant data.	6 OXFORD							

Section 4: Impact analysis.

20.	Who does the activity impact?	Service Users	Yes	\boxtimes	No	Don't Know	
	Check as needed.	Members of staff	Yes		No	Don't Know	
	The impact may be positive, negative or unknown.	General public	Yes	\boxtimes	No	Don't Know	

Partner / Community Organisation	Yes 🛚	No 🗌	Don't Know
City Councillors	Yes 🖂	No 🗌	Don't Know
Council suppliers and contractors	Yes 🗵	No 🗌	Don't Know

21.

Does the activity impact positively or negatively on any protected characteristics as stated within Equality (Act 2010)?

Check as needed and provide evidence-driven conclusions.

Good Practice is to keep it simple and list your, evidence, insights, and mitigations.

Protected Characteristic	Positive	Negative	Neutral	Data/information/evidence supporting your assessment	Analysis & insight Mitigations
Age			\boxtimes	-17.8% are aged 0-15; (England Average 19.2%) Lower than national average.	Key groups: Children: - After accounting for housing cost, 21%
				-67.5% are aged 16-64, (England average of 62.4%). Higher than the national average.	of children in Oxfordshire live in poverty (Good Food Oxford Report -2021).
				-14.9% aged 65+, England average 18.4%). Higher than the national average	Adults: -15.3% of all adults in Oxfordshire struggle to meet monthly bills/commitments.
				-70.4% of pensioner households have a pension & living alone,	

112		www.oxford.gov.uk	(England average 59.3%). Higher than the national average The proportion of those aged 0-14 years in Oxford is 14%. This is lower than county (17%), regional (17%), and national (17%) averages. In terms of adults in working age (15-64 years)*, they make up for 74% of the total population. This is higher than county (65%), regional (63%), and national (64%) averages. Those aged 65+ years make up for 12% of the population in the city. This is lower than county (18%), regional (19%), and national (18%) averages Council	- Oxford has an expading working age population, the scope to deliver positive impact through the 'Inclusive Economy' strand is promising. However, close monitoring of impact on the following groups are needed- 1. Disability, 2. Sex, 3. Race and Ethnicity. The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. - Corporate Strategy 2024/28 - Equality, Diversity & Inclusion Strategy - Thriving Commnities Stratgey Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Disability (Visible and invisible)			-Households with 1 person living with disability = 23% - Higher than Oxfordshire average (Oxfordshire - 22.5%; England - 25.4%)	In terms of number of disabled people in household, the proportion of 1 person disabled under the Equality Act in household in Oxford (23.1%) is above Oxfordshire (22.5%), but below the national average (25.4%). 5.9% of

			-2 or more people disabled in a household = 5.9% Higher than Oxfordshire average. (Oxfordshire- 5.3% and England= 6.6%) ~Census 2021	households (3,281 households) in Oxford have 2 or more people disabled under the Equality Act, this is above Oxfordshire and below England averages at 5.3% and 6.6% respectively.
				The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach.
<u>1</u> ω		.gov.uk		Corporate Strategy 2024/28Equality, Diveristy & Inclusion StrategyThriving Communities Strategy
ω		www.oxford	OXFORD CITY COUNCIL	Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results, especially for more vulnerable groups such as people who are homeless, young residents, and people in the workforce.
Gender re-assignment			Data for Oxford for 16 and over: -Gender identity the same as sex registered at birth (88.8%) (Lower than Oxfordshire and England) - Gender identity different from sex registered at birth but no specific identity given (0.6%) ~Census 2021Evidence. ~ Census 2021	The proportion of Trans gender, and other gender identity classifications in Oxford are higher than both Oxfordshire and England averages. Of those who selected a gender identity different from sex registered at birth, the largest group was Gender identity different from sex registered at birth but no specific identity given (0.6%), followed by Non-binary (0.2%).

		rd.gov.uk		The proportion of Trans gender, and other gender identity classifications in Oxford are higher than both Oxfordshire and England averages. The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. Corporate Strategy 2024/28 - Equality, Diveristy & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Marriage & Civil Partnership		www.ezfo	-% of single residents 16 and over in Oxford - 55% -% married residents - 33% -%in same-sex civil partnership - 0.3% -Total number of residents in Civil Partnership - 344 -% Divorced-6% -% Couples cohabiting- 13% ~Census 2021	Census figures on legal partnership show that the proportion of single residents has increased by 1% since last Census up from 54% to 55% of residents aged 16 and over. Across other partnership types there has been little or no change, with the same proportion of residents married (33%), in a registered same-sex civil partnership (0.3%) or divorced (6%) as there were in 2011. There is a very slight decrease in the percentage of residents who are separated (down from 2% to 1%) and those who are widowed (down from 5% to 4% of the 16 plus population).

				Out of those residents who are married, just under 1% are married to the same sex (414 residents in total) and 99% are married to the opposite sex. This is about in line with the national average.
				The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach.
<u></u>		gov.uk	Sylvania Sylvania	Corporate Strategy 2024/28 - Equality, Diveristy & Inclusion Strategy - Thriving Communities Strategy
Q		ww.oxford.gov.uk	OXFORD CITY	Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Race, Ethnicity and/or Citizenship			~Census 2021 · White British: 63.3%, (England-79.8%) · Non-White: 19% (England-14.6%) Higher than national average · White non-British: 17.7% (England: 5.7%) - Higher than national average · Mixed: 3.8%, (England: 2.3%) Higher than national average · Asian: 11.1%, (England: 7.8%) Higher than national average	The biggest increase has been recorded in the Asian/ Asian British group. This group has experienced a 3.0% increase in the proportion of the total resident population from 12.4% in 2011 to 15.4% in 2021. This is also the case for number increase with +6,164 more Asian/Asian British residents compared to the last Census. Within the Asian group, the largest ethnicity increase was the Pakistani population, from 3.2% in 2011 to 4.1% in 2021, an increase of 0.9%.The second

117		w.oxford.gov.uk	OXFORD CITY	The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. The importance of informed and strategic approach is key, as many in this group face intersecting and multiple levels of disadvantage. It is highly recommend that due diligience is give to how data is being colletced and impact is being reported in this groups as there has been a sizable shift in population. Corporate Strategy 2024/28 - Equality, Diveristy & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Pregnancy & Maternity			There were 7,287 live births in Oxfordshire in 2019. Oxfordshire had an above-average proportion of births to older mothers. Fertility in Oxfordshire follows the national trend of an increase between 2000 and 2011, followed by a decrease from 2011 to 2019.	The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. Corporate Strategy 2024/28 - Equality, Diveristy & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.

		Lgov.uk	Oxfordshire's general fertility rate* in 2019 was 56.6 and in Oxford City was 40.9. This low rate in Oxford means that the county average was below the England average of 57.7.	
Religion or Belief		WWW.OXford	-Christian- 43.3%, (England 59.4%) -Buddhist- 1.2% (England 0.5%) Higher than national average -Hindu- 1.1%, (England 1.5%) -Jewish – 0.8% (England 0.5%) Higher than national average -Muslim- 5.2%, (England 5%) Higher than national average -Sikh- 0.4%, (England 0.8%) -Other- 0.6%, (England 0.4%) Higher than national average	Of those who have a religion in Oxford, the largest proportion is still Christian with 38.1% of the total usual resident population. However, this group has experienced the largest percentage decrease since 2011 (-9.9%). The largest increase between 2011 and 2021 was recorded in the Muslim group which now makes up 8.7% of the resident population, an increase of 1.9% in relation to the previous census. The Hindu population has also seen a slight increase (+0.3%), from 1.3% in 2011 to 1.6% in 2021.

119		xford.gov.uk	- No religion- 38.4% (England average 24.7%) Higher than national average ~Census 2021	Residents with no religious beliefs make up 39.0% of the city's total population. This is an increase of 5.9% compared to 2011. The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. Corporate Strategy 2024/28 - Equality, Diveristy & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Sex		WWT.0	Census 2021- 50.9% Female (England -51%) 49.1% Male (England-49 %)	For the sexual orientation indicator, the majority of usual residents aged 16 years and over selected straight or heterosexual (80.4%), this was lower than both Oxfordshire and England averages at 88.4% and 89.4% respectively. Of those who selected an option other than Straight, the largest group was Bisexual with 3.6%, this is higher than both Oxfordshire and England at 1.7% and 1.3% respectively. Other groups include Gay or lesbian (2.4%),

120		www.oxford.gov.uk	OXFORD CITY COUNCIL	Pansexual (0.5%), Asexual (0.2%), and Queer (0.1%). The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. In the realm of procurement and partnership working it is necessary for our partnery to have some form on gender paygap reporting to align with Equalities Statutory duty for Oxford City Council and the partners that we work with. UK national recommednation— Corporate Strategy 2024/28 - Equality, Diveristy & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Sexual Orientation			There remains very limited data on sexual orientation – people identifying as heterosexual/straight, gay/lesbian, bisexual or another sexual orientation.	For those within the category 'registered in a civil partnership', 44% are with the opposite sex while 56% are with the same sex. The total number of residents of Oxford who are in a civil partnership is 344.

			~ Census 2021 Residents 16 years and over self-identified as straight or heterosexual- 80.4% (Oxfordshire = 88.4%) Self-identified as bisexual= 3.6% (higher than Oxfordshire and England)	Of those who selected an option other than Straight, the largest group was Bisexual with 3.6%, this is higher than both Oxfordshire and England at 1.7% and 1.3% respectively. Other groups include Gay or lesbian (2.4%), Pansexual (0.5%), Asexual (0.2%), and Queer (0.1%).
121		www.oxford.gov.uk	OXFORD CITY COUNCIL	The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. Corporate Strategy 2024/28 - Equality, Diveristy & Inclusion Strategy - Thriving Communities Strategy Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Other (voluntary consideration) For example: Migrant, refugee, or asylum seekers			The data on this group is confounding mostly because this is a highly mobile group. However, it is estimated that 1 in 3 people in Oxford are some forms of migrants. Evidence	The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach. Corporate Strategy 2024/28 - Equality, Diveristy & Inclusion Strategy - Thriving Communities Strategy

				Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Other (voluntary consideration) For example: Socio-economic status (income, wealth, etc.)		www.oxford.gov.uk	1. Lone Parents: Lone parent families with dependent children: 22.2%, (England average of 24.5%)-Below national average. 2. Unpaid Carers Oxford's unpaid carers (age 5+) population= 10,290 in 2021. Out of this, -4.3% provide 19 hours or less unpaid care a week1.5% provide 20-49 hours unpaid care a week (slight increase from previous census)2.2% provide 50 or more hours of unpaid care a week. ~Census 2021 3. Homeless Population National Data 2022- 3,069 people rough sleeping on a single night. This is an increase of 26% from 2021. For Oxford is was 27 people rough sleeping on a single night, up by 13% from 2021.	In terms of household deprivation, over half of the households in Oxford (28,832) do not experience any dimension of deprivation, this is 4% higher (better) than in 2011. Just under a third of the households in Oxford experience at least 1 dimension of deprivation (1,767 residents), this has remained the same since 2011. Approximately 0.3% of households in Oxford experienced all 4 dimensions of deprivation. This is lower (better) than Census 2011 figures. The proportion of residents aged 16+ years without qualifications is 12.6% The ongoing work will have a positive impact on this group if the actions take on a targeted, strategic, informed and joined-up approach.

		ık	4. In terms of household composition, the largest group of households in Oxford City is 'Single family households' (30,517 ~ Census 2021	 Corporate Strategy 2024/28 Equality, Diveristy & Inclusion Strategy Thriving Communities Strategy Economic Strategy Housing, Homeless & Rough Sleeping Strategy. Close monitoring of impact and gaps will enable the Plan to deliver inclusive and equitable results.
Other For example: - Unpaid carers - Prison population - Homeless population -Council suppliers & contractors -Cabinet Members		www.oxford.gov.uk	# Census 2021: OXFORD CITY COUNCIL	In terms of the provision of unpaid care in Oxford, there was a decrease in the number of residents aged 5+ who provide unpaid care (-1,435) from 11,727 in 2011 to 10,290 in 2021. Of those providing unpaid care, age-standardised figures show that the largest group was made up of those who provide 19 hours or less of unpaid care a week (4.3%), this is similar to England's average at 4.4%. Compared to Census 2011, the biggest change was recorded in the group Provides 19 hours or less of unpaid care a week (-2.9pp) followed by Does not provide weekly unpaid care (+2.4pp). Oxford's two universities:

Section 5: Conclusion(s) of your Full Impact Assessment

22.		Conclusions. Check	as r	as needed.								
I		Stop and reconsider the activity.		Adjust activity before beginning the activity and continue to monitor.		No major change(s) or adjustments and continue with activity but continue to monitor.		No major change(s) or adjustments and continue with the activity. No need to monitor in the future.				
25												
				Key findings: - Census 2021 figures also show that, there are 55,200 households in Oxford. - According to the Census 2021 figures, the city of Oxford has now a population of approximately 162,100 residents of which 79,700 are men and 82,400 women. - Between 2011 and 2021, the population in Oxford has grown by 6.7%. This change over a 10-year period represents an increase of 10,200 residents in the city. - The proportion of those aged 0-14 years in Oxford is 14%. This is lower than county (17%), regional (17%), and national (17%) averages.								

In terms of household deprivation, over half of the households in Oxford (28,832) do not experience any dimension of deprivation, this is 4% higher (better) than in 2011.

- Just under a third of the households in Oxford experience at least 1 dimension of deprivation (1,767 residents), this has remained the same since 2011.
- Approximately 0.3% of households in Oxford experienced all 4 dimensions of deprivation. This is lower (better) than Census 2011 figures.
- There are 21,222 residents in communal establishments in 2021, 2,557 more than in 2011 (18,665).

Legal partnership status and living arrangements in Oxford

- Identified groups are in the hierarchy of priority (these are part of our statutory duty):
- 1) Age- children, younger people, and older groups.
- 2) Disability
- 3) Race and Ethnicity
- 4) Pregnancy and Maternity

Key findings Legal partnership status and living arrangements in Oxford:

- Other non-statutory (outside of Equality Act 2010) that you might consider are:
- 1. Unpaid carers
- 2. Homeless population (Please do refer to how Government Guidance on Homelessness code of guidance for local authorities- https://www.gov.uk/guidance/homelessness-code-of-guidance-for-local-authorities/overview-of-the-homelessness-legislation.
- 3) Victims of domestic violence.
- 4. Refugees, Asylum Seekers, and other vulnerable migrants.

While the Business Plan 2024-25 will be in delivery from April 2024, it may be subject to some subsequent revision as a result of any changes that the Council chooses to adopt in the Corporate Strategy 2024-28 prior to its final adoption by the full Council in July 2024.

The responsibility for maintaining a monitoring arrangement of the EqIA action plan lies with the service/team completing the EqIA. These arrangements must be built into the performance management framework such as KPIs or Risk Registers.

Who or which team or 24. service area will be responsible for monitoring equalities impact?

For example-

- team,
- -directorate,
- -service area,
- -Equalities Steering Group, etc.

- Corporate Strategy
- Equalities Steering Group
- Corporate Management Team
- Business Intelligence Unit

25. Who (individual, team, or service area) will be responsible for carrying out the EqIA review?	 Corporate Strategy Equalities Steering Group Business Intelligence Unit List here. Provide Names and contact information 						
	PLUS: - Progress updates feature in annual Cabinet reports - Scrutiny work plan - Corporate dashboard updates						
How often will the equality impact be reviewed for this activity? For examplequarterly, -yearly, etc.	Annually Date when the EqIA will be reviewed again. 31/03/2025						

Se

Section 7: Sign-off			
Name: Lucy Cherry	Name: Clare Keen	Name: Mili Kalia	Suggested list of people to include are:
Job Title: Policy & Partnerships Officer	Job Title: Policy & Partnerships Officer	Job Title: EDI Lead	Project lead/manager.
Signature:	Signature:	Signature:	Head of service area or team.
Name: Mish Tullar	Name: Sally Hicks		3) Person who completed the
Job Title: Head of Corporate Strategy	Job Title:		EqIA. 4) EDI Lead.
ılA 2023- Ver 1.1			T) LDI Load.

5) EDI Specialist.

You have now reached the end of the assessment.

A

Please appended this to any reports and project files for reference.



129

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