

Agenda

Cabinet

This meeting will be held on:

Date: **Wednesday 15 April 2026**

Time: **6.00 pm**

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

For further information please contact:

Dr Brenda McCollum, Committee and Member Services Officer,
Committee Services Officer

📞 01865 252784

✉ DemocraticServices@oxford.gov.uk

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

- may submit a question about any item for decision at the meeting in accordance with the [Cabinet's rules](#)
- may record all or part of the meeting in accordance with the Council's [protocol](#)

Details of how City Councillors and members of the public may engage with this meeting are set out later in the agenda. Information about recording is set out later in the agenda and on the [website](#)

Please contact the Committee Services Officer to submit a question; to discuss recording the meeting; or with any other queries.

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

Cabinet Membership

Councillors: Membership 10: Quorum 3: No substitutes are permitted.

Leader/ Chair

Cabinet Members

Councillor Susan Brown	Leader, Partnership Working
Councillor Ed Turner	Deputy Leader (Statutory) - Finance and Asset Management
Councillor Lubna Arshad	Cabinet Member for a Safer Oxford
Councillor Nigel Chapman	Cabinet Member for Citizen Focused Services and Council Companies
Councillor Alex Hollingsworth	Cabinet Member for Planning and Culture
Councillor Chewe Munkonge	Cabinet Member for a Healthy, Fairer Oxford and Small Business Champion
Councillor Anna Railton	Cabinet Member for a Zero Carbon Oxford
Councillor Linda Smith	Cabinet Member for Housing and Communities

Apologies received before the publication are shown under *Apologies for absence* in the agenda. Those sent after publication will be reported at the meeting.

Decisions come into effect after the latest of the expiry of the post-meeting councillor call in period; reconsideration of a called-in decision; or Council's agreement of recommendations.

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Agenda

Items to be considered at this meeting in open session (part 1) and in confidential session (part 2).

Future items to be discussed by the Cabinet can be found on the Forward Plan which is available on the Council's [website](#)

	Pages
1 Apologies for Absence	
2 Declarations of Interest	
3 Minutes of the previous meeting	13 - 34
Recommendation: That Cabinet resolves to approve the minutes of the meeting held on 18 March 2026 as a true and accurate record.	
4 Addresses by members of the public	
Public addresses relating to matters of business for this agenda, up to five minutes is available for each public address.	
The request to speak accompanied by the full text of the address must be received by the Director of Law, Governance and Strategy by 5.00 pm on Thursday the 9th of April.	
5 Councillor addresses on any item for decision on the Cabinet agenda	
Councillor addresses relating to matters of business for this agenda, up to five minutes is available for each address.	
The request should be received by the Director of Law, Governance and Strategy by 5.00 pm on Thursday the 9th of April.	
6 Councillor addresses on Neighbourhood Issues	
7 Items raised by Cabinet Members	

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8 Reports from the Scrutiny Committee

The Scrutiny Committee will meet on 07 April 2026 to consider the following items. Report and recommendations, including those from its working groups, will be published as a late supplement.

- Watercourses and Ditches
- Review of Ward Member Budget and Community Infrastructure Levy Councillor Applications
- Urgent Key Decisions End of Year Update 2025-2026
- Integrated Performance for Q3 2025/26
- Housing Performance 2025/26
- Selective Licensing Year 3 update
- Social Housing EPCC update
- Local Area Energy Planning update

9 Update on OCC Housing (HRA) Services

35 - 76

The Director of Housing submitted a report for Cabinet to note the progress made by Housing Services during 25-26 and note the key challenges going forward to 26-27.

Cabinet is recommended to:

1. Note the end of year report which highlights service improvements and services delivered by the Housing Service over the past 12 months (2025/26)
2. Note the challenges facing the Housing Service going forward and the priorities that it is seeking to deliver over the next 12 months (2026/27)
3. Delegate authority to the Director of Housing in consultation with the Lead Member for Housing and Communities to make any adjustments to service priorities and delivery

10 HRA Policies: Disposals, No Access, Mutual Exchange, Aids and Adaptations, Voids

77 - 196

The Director of Housing submitted a report to request that Cabinet recommend that Council approve the following policies: aids and adaptations, disposals, mutual exchange, no access to ensure the maintenance and good management of the housing stock.

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Cabinet is recommended to recommend that Council approve:

1. The draft Aids and Adaptations Policy
2. The draft Disposals Policy
3. The draft Mutual Exchange Policy
4. The draft No Access Policy

11 Disposal of Land

197 -
232

The Director of Property & Assets submitted a report to request that Cabinet approve the disposal of land outside the City.

Cabinet is recommended to:

1. Approve the disposal of land at Grenoble Road;
2. Delegate authority to the Director of Property and Assets, in consultation with the Director of Law, Governance and Strategy and the Group Finance Director and Lead Member for Finance and Asset Management to agree the final terms and enter into the final agreement and any other documents necessary to effect the transaction provided that the disposal will meet the requirements of s123 of the Local Government Act 1972 (which states that a council shall not dispose of land otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained).

12 Review of Ward Member Budget and Community Infrastructure Levy Councillor Applications

233 -
238

The Director of Law, Governance and Strategy (Monitoring Officer) submitted a report for Cabinet to approve the decision-making route for Councillor applications for Ward Member Budget and Community Infrastructure Levy spend and approve amendments to with part 4 of the Council Constitution to reflect those arrangements.

Cabinet is recommended to:

1. Delegate the approval for Ward Member Budget applications to the Director of Communities and Citizens' Services, in consultation with the Director of Law, Governance and Strategy (Monitoring Officer), the Group Finance Director (Section 151

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Officer) and the Director of Property and Assets (where appropriate)

2. Delegate the approval for Ward Member Community Infrastructure Levy spend applications to the Director of Planning and Regulation, in consultation with the Director of Law, Governance and Strategy (Monitoring Officer), the Group Finance Director (Section 151 Officer) and the Director of Property and Assets (where appropriate)
3. Recommend full Council to amend parts 4.4 and 4.7 of the Constitution to reflect the updated delegations.

13 Controlled Entry Systems Replacement (HRA)

239 -
264

The Director of Housing submitted a report to request that Cabinet approve a contract for the programme replacement of the access control units across the HRA portfolio.

Cabinet is recommended to:

1. Approve the planned programme to replace the access control units across the HRA portfolio.
2. Delegate authority to the Director of Housing, in consultation with the Director of Group Finance, Director of Law & Governance, and the Cabinet Member for Housing and Communities, to award the contract and to agree the contracting mechanism (incl. any variation/ancillary agreement) and enter necessary documentation, subject to the Procurement Act 2023 and the Council's Contract Procedure Rules.

14 Procurement of a Housing & Asset Management System, including a mobile working solution

265 -
312

The Director of Housing submitted a report to seek project approval to procure ICT solutions for housing and housing asset management, including a mobile working solution and to seek delegated authority for the Deputy Chief Executive (City and Citizens' Services) to award the contract.

Cabinet is recommended to:

1. Grant project approval for the procurement of a 10-year contract for ICT solutions for housing and housing asset management,

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including a mobile working solution, with an option to extend for a further five years.

2. Approve a contract value of up to £2million (inclusive of VAT).
3. Delegate authority to the Deputy Chief Executive (City and Citizens' Services) in consultation with the Monitoring Officer, Section 151 Officer, the Director of Housing, Cabinet Member for Housing and Communities, the Cabinet Member for Citizen Focused Services and Council Companies to award the contract and finalise contractual arrangements.

15 Littlemore Neighbourhood Plan

313 -
364

The Director of Planning Services and Regulation submitted a report to request that Cabinet recommend to Council to agree to “make” the Littlemore Neighbourhood Plan.

Cabinet is recommended to:

1. “Make” the Littlemore Neighbourhood Plan (set out in Appendix 1 of this report). The Plan has been approved at referendum it and now forms part of the statutory development plan in helping to determine planning applications for the Littlemore Neighbourhood Area. The ‘making’ of the Littlemore Neighbourhood Plan would formalise this process in line with the relevant legislation.
2. Delegate authority to the Director of Planning and Regulation, in consultation with the Cabinet Member for Planning and Culture, to make any necessary editorial corrections to the Littlemore Neighbourhood Plan prior to final publication. This will include a final desktop published version of the Littlemore Neighbourhood Plan.

16 Dates of future meetings

Meetings are scheduled for the following dates:

- 17 June 2026
- 08 July 2026
- 19 August 2026

All meetings start at 6.00 pm.

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Matters Exempt from Publication

If Cabinet wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for Cabinet to pass a resolution in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

Cabinet may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

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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 Registrable Interests*** then you must declare an

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

Members' Code – Non Registrable Interests

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

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

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

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

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

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

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

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

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

How Oxford City Councillors and members of the public can engage at Cabinet

Addresses and questions by members of the public (15 minutes in total)

Members of the public can submit questions in writing about any item for decision at the meeting. Questions, stating the relevant agenda item, must be received by the Head of Law and Governance by 9.30am two working days before the meeting (eg for a Tuesday meeting, the deadline would be 9.30am on the Friday before). Questions can be submitted either by letter or by email (to cabinet@oxford.gov.uk).

Answers to the questions will be provided in writing at the meeting; supplementary questions will not be allowed. If it is not possible to provide an answer at the meeting it will be included in the minutes that are published on the Council's website within 2 working days of the meeting.

The Chair has discretion in exceptional circumstances to agree that a submitted question or related statement (dealing with matters that appear on the agenda) can be asked verbally at the meeting. In these cases, the question and/or address is limited to 3 minutes, and will be answered verbally by the Chair or another Cabinet member or an officer of the Council. The text of any proposed address must be submitted within the same timescale as questions.

For this agenda item the Chair's decision is final.

Councillors speaking at meetings

Oxford City councillors may, when the chair agrees, address the Cabinet on an item for decision on the agenda (other than on the minutes). The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one working day before the meeting, stating the relevant agenda items. An address may last for no more than three minutes. If an address is made, the Cabinet member who has political responsibility for the item for decision may respond or the Cabinet will have regard to the points raised in reaching its decision.

Councillors speaking on Neighbourhood issues (10 minutes in total)

Any City Councillor can raise local issues on behalf of communities directly with the Cabinet. The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one working day before the meeting, giving outline details of the issue. Priority will be given to those members who have not already addressed the Cabinet within the year and in the order received. Issues can only be raised once unless otherwise agreed by the Cabinet. The Cabinet's responsibility will be to hear the issue and respond at the meeting, if possible, or arrange a written response within 10 working days.

Items raised by Cabinet members

Such items must be submitted within the same timescale as questions and will be for discussion only and not for a Cabinet decision. Any item which requires a decision of the Cabinet will be the subject of a report to a future meeting of the Cabinet.

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Minutes of a meeting of the Cabinet on Wednesday 18 March 2026



Committee members present:

Councillor Brown

Councillor Arshad

Councillor Hollingsworth

Councillor Railton

Councillor Turner

Councillor Chapman

Councillor Munkonge

Councillor Linda Smith

Officers present for all or part of the meeting:

Caroline Green, Chief Executive

Nigel Kennedy, Group Director Finance

Tom Hook, Deputy Chief Executive - Citizen and City Services

Tom Bridgman, Deputy Chief Executive – Place

Emma Jackman, Director of Law, Governance, and Strategy

Emma Griffiths, Deputy Monitoring Officer

Nerys Parry, Director of Housing

Roo Humpherson, the Regeneration Manager

Dr Brenda McCollum, Committee and Member Services

Richard Wood, Housing Needs and Strategy Manager

Tom Porter, Senior Strategy and Service Development Officer

James Baughan, Leisure and Active Wellbeing Manager

Hagan Lewisman, Active Communities Manager

Kate Protheroe, Asset Manager

Lucy Cherry, Policy and Partnerships Officer

Clare Keen, Policy and Partnerships Officer

Clare Paterson, Strategic Finance Manager

Courtney Bennett, Regulatory Services Manager

Ted Bowler, Corporate Asset Manager

James Watkins, Housing Policy and Projects Officer

Anneri Gatial, Affordable Housing Supply Senior Programme Officer

Dave Scholes, Affordable Housing Supply Corporate Lead

Demmi Russell, Senior Housing Development Officer

Emma Gubbins, Corporate Assets Lead

Doug Harvey, Senior Estates Surveyor

Also present:

Councillor Alex Powell, Chair of Scrutiny

Apologies:

Councillor Turner sent apologies for a late arrival.

153. Declarations of Interest

Councillor Railton declared an interest in Agenda Item 22, due to her role as a Trustee. Councillor Linda Smith declared an interest in Agenda Item 22 due to her membership position. Councillor Turner declared an interest in Agenda Item 22 due to a family connection.

Councillor Brown noted the legal advice that her and Councillor Hollingsworth had received, detailing that they did not have to declare an interest in the Jericho Wharf item.

154. Minutes of the previous meeting

Cabinet resolved to approve the minutes of the meeting held on **11 February 2026** as a true and accurate record.

155. Addresses by members of the public

Cabinet received four addresses from members of the public.

Address to Cabinet from John Mair, local resident of the Jericho area.

I have lived in Jericho for ten years. I invented *My Jericho* (myjericho.co.uk) and in that time have put on approximately 350 speakers, visits and more. £8000 in gate money has been passed on to local charities. I have put on five or six (virtual and in person) events to discuss the Jericho Wharf site, the latest in February

Without being over dramatic the lapse in planning permission for the site gives the City Council an opportunity to provide a vision and to think holistically about a whole Jericho Canalside development. It will not come round again. From Hythe Bridge to Mount Place an integrated scheme. That will be all our legacy beyond 2026

It means starting about on how to use the land. There are five pockets owned by landowners. South to North.

a. Towards Hythe Bridge owned by Worcester College with money to develop student accommodation there.

b. The Jericho Wharf site which has been derelict for two decades, maybe longer. No boat has been repaired there in all of that time, maybe longer. It is overgrown and currently used by Cheerteam to dump builder's rubble

c. The College Cruisers site owned and operated by them. Maybe rented or owned?. They have a small boatyard to repair the insides of narrowboats. It thrives.

d. The Council owned garages in Dawson Place, the apartment block that is Whitworth court and Mount Place, recently restored by Greening Jericho and today used for irregular community events like the musical Lazy Saturdays. Bands playing live with beer and german sausages on tap. I run them.

Together these five packets of land are enough to make up a significant development.

Jericho wharf/the boatyard site. The yard is an albatross that hampers most schemes. There is little evidence of demand. Just 16 residential boats comprise the 'Jericho boating community'. The figures of '200', or even '800', boats are mythical and used to bolster a very slim case, Restoring the boatyard and building a three dry dock construction is creating a noisy, not so small factory in a tight residential area. A reversion to inner city industry. The price? Somewhere north of £20million pounds. If the Boatyard/ Albatross were lifted out of the site there would be plenty of land for mixed housing development. One local architect is already working on plans

Next Door, College Cruisers has moorings for their fleet of 20(?) narrow boats. The business is profitable and also serves as a repair yard and has for many years for the small local community.

These would all be linked by a canalside boardwalk from Hythe Bridge street to Mount place.

Whitworth Court is problematic, A 25(?) flat development now used by the City Council for 'challenging' tenants. It could be refurbished but maybe better razed to the ground and rebuilt more upscale. Revenue from any sale used for badly needed social housing in the Wharf site .

Likewise the community centre in Canal Street. Freehold owned by St Barnabas operated by the City Council and the Community Association. It has been allowed to descend into a very poor state. I use it regularly. With love and affection and funds it could easily become user friendly again. A brand new community centre with an indoor sports pitch is simply not needed. Not enough demand from the demographic. The current users are a popular food pantry/soup kitchen, various exercise classes and some outre alternative classes. It needs shaking up. Badly

What Jericho canalside needs is not looking back to a supposed golden utopian past. That was then this is now. The Jericho Wharf Trust, depleted now that St Barnabas Church has left the committee, has shown sheer intransigence on their aims and attempts since formation in 2006 to attempt to force their 'vision; through bullying, never changing position and, as a result, driving away four developers to date. Dissatisfaction is their default position – 'not enough this', 'not enough that'. for each plan.

It has led to dereliction and no way forward. The JWT have achieved nothing positive. The site is still derelict and abandoned. Jericho still left with an eyesore. Opposition is not a vision.

The time is ripe for the City Council to use the CPO (which I support unless Cheer Team comes up with a new workable development) take back control and spearhead a brave new world to leave Jericho and Oxford a lasting legacy. It just needs imagination and public support.

Address to Cabinet from Peter Stalker, Treasurer, Jericho Community Association

As someone who has lived in Jericho more than 50 years, I can speak from experience about the unique value of the Jericho Community Centre. This has always been a people's initiative. In the early 1980s, the Vicar of St Barnabas, working with the City Council, transformed the old Church Institute into a centre for everyone in Jericho and the surrounding neighbourhoods. From the start, it was to be run by local people and financially self-sufficient. We would have to pay our way.

To make that possible, we set up a management committee that has since evolved into the Jericho Community Association. We also recruited me to take on the community newspaper — then the Jericho Echo, now Jericho Online.

Since those early days, the Community Centre has remained a focal point in the heart of Jericho. Some residents know it through the voluntary groups that run all along the age spectrum: from Biscuits and Babies at one end to Alive and Kicking at the other. Others know it through the weekly Jericho Pantry, which provides free food to those who need it. Some will have heard the Jericho Brownies dashing around the downstairs hall or have attended one of the many children's parties. Others may recognise the more soothing tones of the piano from the ballet classes, or the rhythms of the two Indian classical dance groups. In total, our hired rooms now host 16 regular activities.

And that is only part of what happens inside the building. Several other upstairs rooms contribute directly to mental and physical wellbeing. Two are used by low-cost counselling services, another by alternative health practitioners, and we have two strength-and-balance classes each week. The arts also have a strong presence: Saturday life-drawing, a wood-carving workshop, and a thriving pottery studio.

These activities may be located in Jericho, but they draw in people from across the city — who also become customers for other local businesses. It is no secret that the Oxford Morris Dancers after a couple of thirsty hours practising with bells and sticks, have been known to patronise several nearby establishments.

I am speaking today as the Treasurer of the Community Association. Our task has always been to balance the books: using income from the paying users to subsidise free or low-cost activities, and securing steady revenue by renting out offices, consulting rooms, and studios upstairs. That is the business model we intend to replicate in the new centre. To do that, we need enough halls and rooms to sustain all

these activities and get the income they provide. The new centre too must also be financially sustainable.

The institute building has served us valiantly for more than 40 years, but it is showing its age. The fabric is deteriorating. It cannot be adapted to be fully accessible. Part of our financial juggling in the current building has been to keep up with essential repairs while setting aside funds for emergencies — all the while planning for a new centre. Whilst we make do and mend, we cannot continue indefinitely, and we are reaching a position when major repairs will be needed.

Over a decade ago, the Council declared the Centre not fit for purpose and planned for a replacement on the Wharf site. With this prospect on the horizon the Community Association has engaged positively with landowners and developers to secure planning permissions for new facilities – but they never materialized.

And a new centre has become even more vital. Jericho has continued to evolve. We have fewer shops and pubs, and hundreds of new homes have appeared along the canal and beyond. Yet where are the new community buildings to match this growth? They are sadly missing. For the many more people now living in and around Jericho — on land and on water — there is only the Jericho Community Centre.

Whether as developers, community organisations, or as a City Council, we now need to work together to provide the facilities that support a healthy society and an economically vibrant neighbourhood. I won't be here in another 50 years — I suspect few of us in this room will be — but I hope we can sustain our shared vision for a diverse and lively community and be justly proud of what we create next.

Address to Cabinet from David Edwards on behalf of the Jericho Wharf Trust

Councillors—thank you for the opportunity to speak briefly in support of the officer's report and recommendation to seek a developer/operator for the Jericho Wharf site and if resolution cannot be achieved by negotiation seek a Compulsory Purchase Order to unlock the site.

The Jericho Wharf Trust includes all Jericho's main community groups and is in partnership with St Barnabas Church. We are Our Jericho and represent a very broad and inclusive community- we have low income housing, Council housing, our residential boating community and foodbanks as well as the advertised tourist hotspots and the scourge of AirBnB.

You will have heard that the community has been waiting for over 20 years for a new community centre which is promised on the Wharf site. The Victorian building fabric is well passed its useful life and is not capable of being refurbished and brought up to date. The Council reported it was not fit for purpose over a decade ago and ended its lease of the property. It is not sustainable. The building not only serves the local community but is a focus for groups from across the city. Jericho is a community with few community assets—little open space and a crumbling community centre but facing pressures which undermine community cohesion such as high house prices and development pressures.

Similarly Oxford's residential boating community has been waiting for over 20 years for the boatyard to re-open and allow boats to be maintained, repaired and kept safe. The Council has the survey information which shows that there are around 200 residential boats in Oxford and a further 200 on the boundary. This part of our community is often marginalised—kept out of sight and out of mind. Yet the community comprises young

and old, families and single persons including professionals, skilled and unskilled. Over three quarters are in work in Oxford-but on low incomes. This is affordable housing where we have a housing crisis-not just a lifestyle choice. Residential boaters are on low incomes and have to have access to facilities where they can undertake their own repairs rather than face expensive commercial rates-and this model is common in many boat yards. Some of these boats were last repaired 20 years ago when the Jericho boatyard closed. As the condition of boats has declined the risks to health have increased. The cost of removing derelict and abandoned boats is substantial.

The Trust has the skills and experience to manage the community facilities. It has a successful track record in managing the existing community facilities. It has a long term relationship with Tooley's boatyard in Banbury to manage facilities at Jericho Wharf. If you go to Aylesbury you can see the model of a successful modern community run boatyard with docks and event and conference facilities above which are let for external functions

The Trust has worked constructively and pragmatically with the Council and successive landowners/developers. However, despite assurances that the new community facilities and boatyard will be delivered once planning permission has been received these promises have evaporated and the site is put up for sale at a higher price and the community is held to ransom. We have seen this cycle repeated and the community is tired of empty promises or yet another speculative scheme. Our petition in support of a CPO continues to grow and we have over 2,200 supporters. We have had substantial discussions with potential partners who have the capacity and capability to deliver the necessary development on the site. We would prefer a negotiated way forward but unless there is a resolution within a reasonable timescale a Compulsory Purchase Order is the only way forward.

Thank you. Please support the officer's report and recommendations.

Address to Cabinet from Toby James, local resident of Oxford.

I'm Toby, I live on a narrowboat on the Oxford canal. The canal was built in the late 18th Century, as a freight route. It runs from Coventry down to the Thames. It used to have a large basin near Hythe Bridge Street – this is now a car park.

It is a really important part of our country and city's industrial heritage, and to a lot of us, it's home.

There are probably a few hundred boaters in Oxford, living on the canal, in private Marinas, and on the Thames. And many more who stop off on their way through. We're a welcoming community, no different to those in many other parts of Oxford. We're teachers, pensioners, engineers, gardeners, whatever. I work for a trade union.

For us, a boatyard in Jericho would be transformative. Currently our nearest boatyards are in Heyford or Witney. There is an obvious issue here. If my engine packs it in, I could punt down to Jericho. I certainly don't fancy punting 13 miles up the canal to Heyford. Boats need regular repair, and when things go wrong, it can be hugely damaging. A tankful of diesel leaking this close to the Thames would clearly be a disaster.

Most narrowboats are significantly longer than the canal is wide. Currently, to turn a boat around, you need to drop into the Thames at the Isis lock. When the Thames is high, fast, or in flood, this is potentially dangerous. Developing the Wharf would give a space to turn a boat without doing this.

I recognise that a lot of what I'm mentioning may make you question why anyone lives on a boat at all. The answer, for the vast majority of us, is because it is wonderful. Hire

a narrowboat for a weekend. You'll get it. And for many of us it is the only housing option in Oxford that is affordable.

I would also recommend you go to the boatyard at Heyford. It's 15 minutes by train – or two days by boat. You can see why the railways replaced the canals! The boatyard there is beautiful. Sit outside, have a bottle of local cider, have a cake, watch the ducks and the colourful narrowboats drift by. We can have this in our city. Just think how beautiful it could be. Jericho is the perfect place for it, in the shadow of the wonderful St Barnabas church, a quick walk from the station. And instead we just have an eyesore. It would be a boon for boaters, a wonderful asset to the local community, and a destination for the rest of Oxford. Thank you.

Councillor Ed Turner provided Cabinet's response to the addresses from the members of the public.

Councillor Turner apologised for arriving late and missing the presentation of the first few addresses. We welcome the range of support for the report. We agree that there is a need to bring forward a workable development and this report makes clear that the City Council is not prepared to see the current situation continue. Any development will need to comply with planning policy, including bringing forward community facilities. However, it will be for the developer to demonstrate the scale and type of community facilities that are both necessary and viable to meet these needs. We also absolutely recognise the adjacent boatyard is an asset to boat owners. We also agree that there is a need to ensure that the community can have new fit for purpose facilities on the site. The existing planning policy set out in the current Local Plan as well as the proposed new policy in the Local Plan 2045 continue to require these facilities as part of any development proposals. This report allows the Council to start the process of finding a new development partner. We will leave no stone unturned with the aim of achieving a deliverable development sooner rather than later.

Councillor Turner arrived during this item at 18:39.

156. Councillor addresses on any item for decision on the Cabinet agenda

None received.

157. Councillor addresses on Neighbourhood Issues

None received.

158. Items raised by Cabinet Members

None.

159. Reports from the Scrutiny Committee

The Scrutiny Committee met on 10 March 2026 and considered the following items:

- More Leisure Annual Service Plan (Year 3) and Update
- Scrutiny Commissioned report on the Nighttime Economy
- Scrutiny Commissioned report on Fly-tipping and Litter Management

The Climate and Environment Working Group met on 25 February 2026 and considered the following items:

- EV Infrastructure Update
- Heat Network Update
- Net Zero Tracker

The Housing and Homelessness Working Group met on 26 February 2026 and considered the following items:

- Allocations Scheme Review
- Measures to meet growing demand for Temporary Accommodation

Councillor Alex Powell, Chair of Scrutiny, presented the Scrutiny Committee's discussions regarding the More Leisure Annual Service Plan (Year 3) and Update.

- **Recommendation 1:** That future reports provide More Leisure KPI outcomes broken down by gender, as well as youth participation by geographic venue, acknowledging that demographic in certain geographic areas differ. This is to identify if there are any interventions required to address any gaps or segments that are underrepresented.
- **Recommendation 2:** That, as part of the service plan, Council and More Leisure set out what could be done to expand into non-traditional sports that are not currently offered in the leisure centres.

Councillor Munkonge responded to the recommendations from Scrutiny. He said that Cabinet accepted both recommendations and thanked Scrutiny and Councillor Powell for their consideration of the report.

Councillor Alex Powell presented the Scrutiny Committee's discussions regarding the Nighttime Economy report.

- **Recommendation 1:** That when considering the nighttime economy in relation to families and children, age groups are disaggregated into children up to age 11 and young people under 18.
- **Recommendation 2:** That the ongoing work maintains an open-minded approach to a wider range of nighttime activities, including bookshops, museums, the Covered Market, and other activities that are non-alcohol related.
- **Recommendation 3:** That late night cafés are categorised separately from other food-related venues.
- **Recommendation 4:** That consideration is given to include local promoters as part of the Live Music Taskforce.
- **Recommendation 5:** That the Council continues to engage with employers to identify how best to address the issues faced by workers travelling home late at night.
- **Recommendation 6:** That current analysis includes the capacity of venues, in addition to the number of venues.

Councillor Hollingsworth responded to the recommendations from Scrutiny and noted that Cabinet accepted all the Committee's recommendations. He highlighted their focus on addressing the obstacles which local individuals and organisations face navigating the nighttime economy.

Councillor Alex Powell presented the Scrutiny Committee's discussions regarding the Fly-tipping and Litter Management report.

- **Recommendation 1:** To explore the provision of facilities in parks during the summer period to allow "2-minute litter picks" where this would be beneficial.
- **Recommendation 2:** To review the appropriateness of measures businesses have in place to ensure that the waste they produce is managed responsibly and that they are encouraging their customers to dispose of litter appropriately.
- **Recommendation 3:** To audit the use of signage in areas with high levels of fly-tipping and to consider where additional signage could be most effectively implemented.
- **Recommendation 4:** That Council consider reengaging with education programmes and resources aimed at addressing behaviours and culture relating to litter and fly-tipping.
- **Recommendation 5:** That future reports include a breakdown of locations with high levels of litter across the city, presented visually on a map where possible.

Councillor Chapman responded to the recommendations from Scrutiny. He said that Cabinet accepted the first, third, and fourth recommendations and that Cabinet accepted the fifth recommendation in part. He noted that Cabinet had not accepted the second recommendation, because of the unmanageable scale of work which this recommendation would require. He outlined the work that ODS was doing with the Environment Agency to address litter and fly tipping issues in the city.

Councillor Alex Powell presented the Housing and Homelessness Working Group's discussions regarding the Allocations Scheme Review and Measures to meet growing demand for Temporary Accommodation report. He noted that no recommendations arose from the Working Group's consideration of the reports.

Councillor Alex Powell presented the Climate and Environment Working Group's discussions regarding the EV Infrastructure Update and the Net Zero Tracker. He noted that no recommendations arose from the Working Group's consideration of these two reports.

Councillor Alex Powell presented the Climate and Environment Working Group's discussions regarding the Heat Network Update.

- **Recommendation:** That Cabinet formally write to Central Government seeking inclusion of Oxford in the first tranche of Heat Network Zones to be designated following the commencement of Heat Network Zoning Regulations, so that the Council will have clear statutory powers to enforce delivery against agreed plans, intervene in cases of non-compliance or underperformance, prevent monopolistic practices, as well as ensure transparency and appropriate safeguards.

Councillor Railton responded to the comments from Scrutiny. She said that Cabinet accepted the recommendation on this report and that this work would be included in the procurement process.

160. Measures to meet growing demand for Temporary Accommodation

The Director of Housing Services had submitted a report to Cabinet seeking approval to implement measures to meet demand and bring down cost of Temporary Accommodation.

Councillor Linda Smith presented the report. She outlined the growing need for temporary accommodation in the city and how the report helped to address these needs. She emphasised that the report would also improve the quality of temporary housing in the city.

Richard Wood, the Housing Needs and Strategy Manager, said that the centrepiece of the plan was the Council's investment into temporary accommodation units. He said that they would try to buy the units in Oxford, or the wider county if necessary. He noted that the project would also support the financial health of the Council. He spoke about the flexibility included in the project and how this would support their work to address the city's housing needs.

Councillor Brown thanked the officers for their work on the report and to improve accommodation in the city.

Councillor Turner spoke about the Renter's Rights Act and that there could be an uptick in people serving notice before the legislation comes in. He asked the team if they had seen evidence of this happening.

The Housing Needs and Strategy Manager said that there had been a rise in demand for temporary accommodation in the past 3 years. Over the last 12 months, he said that they had seen an increase in families becoming homeless. He said that they had seen a rise in landlords evicting tenants as they moved away from being landlords. He said that they were monitoring the Renter's Rights Act and how this related to homelessness in the city.

Councillor Smith outlined the new funding the advice centre was receiving to provide extra support for tenants as the new legislation comes in.

Councillor Hollingsworth asked if the legislation meant that landlords were leaving the market and if that created opportunities for the Council to pursue multiple block acquisition.

The Housing Needs and Strategy Manager said that this would create opportunities and that they were engaging with landlords and portfolio landlords to discuss these possibilities.

Cabinet resolved to:

1. Approve the latest set of mitigations the Council is taking, as summarised in paragraph 6 of this report, to increase the provision of temporary accommodation, to improve quality, and decrease cost.
2. Delegate to the Director of Housing Services, in consultation with the Cabinet Member for Housing and Communities, the Director of Law, Governance and Strategy, and the Group Finance Director:
 - a. subject to the parameters as set out in paragraph 19, authority to agree the properties to be acquired and the detailed terms for the acquisition of properties and enter into all necessary documentation

- to effect the acquisition of each property into the Housing Revenue Account for the use of Temporary Accommodation; and
- b. authority to enter into necessary agreements or contracts required, and to authorise expenditure, for any works required to convert or carry out works to (a) any new properties acquired by the Housing Revenue Account or (b) to suitable existing properties from the General Fund to enable them to be used for Temporary Accommodation and to ensure compliance prior to occupation
Provided all such expenditure is within the £32 million capital budget as contained in the MTFP.
3. Note the additional measures as set out in paragraphs 21 to 26 of this report.

161. Allocations Scheme Review

The Director of Housing had submitted a report to request that Cabinet approve the new draft Social Housing Allocations Scheme for Oxford, following public consultation.

Councillor Linda Smith presented the report. She noted that the first recommendation would be amended to the following

Recommend that Full Council approve the new draft Social Housing Allocations Scheme for Oxford;

Councillor Smith thanked the officers for their work in this area. She said that she was pleased with the outcomes of the survey and tenants' engagement and awareness of the scheme.

Tom Porter, Senior Strategy and Service Development Officer, said that the report proposed minor changes to their current practice. He outlined how they had reviewed guidance, legislation, and the work that similar councils do in this area when drafting the report.

Councillor Chapman said that the paper was very clear and thanked officers for the transparency of the system and their hard work in this area.

With the change to the first recommendation, Cabinet resolved to:

1. Recommend that Full Council approve the new draft Social Housing Allocations Scheme for Oxford;
2. **Recommend** that Full Council delegates authority to the Director of Housing, in consultation with the Cabinet Member for Housing and Communities, to authorise the date on which the Allocations Scheme is implemented, noting the explanation and timelines in paragraph 23;
3. **Recommend** that Full Council delegates authority to the Director of Housing, in consultation with the Cabinet Member for Housing and Communities, to make minor changes to the Allocations Scheme, in order to comply with changes to legislative and statutory guidance, related Council policies (approved by Cabinet) and to make technical changes to ensure the effective and efficient functioning of the scheme.

162. Jericho Wharf

Councillor Brown altered the order of the agenda so that this item was taken as the first substantive report, following the recommendations from Scrutiny.

The Deputy Chief Executive – Place had submitted a report to Cabinet to put in place a process for this council to assist in bringing forward the Oxford Plan proposals for development at Jericho Wharf.

Councillor Turner presented the report. He spoke about the wonderful community which Jericho is home to and thanked the people who have advocated for improvements to the community through their local groups and the City Council. He noted that the Councillors for this area had been tenacious in pushing for this development work. Councillor Turner noted the frustration he feels about how long it has taken for them to get to this position. Councillor Turner outlined the recommendations in the report and the reasons why the Council was pursuing this approach to developing the site. Councillor Turner thanked officers for their work to get this work moving forward.

Roo Humpherson, Regeneration Manager, spoke about the CPO process and how that was outlined in the report.

Councillor Hollingsworth said that he had received legal advice that he did not have a conflict of interest in this item. He noted the points made by public speakers and the improvements to the local area which are needed for the Jericho community. He outlined the need for a boatyard in Oxford to support the lives of the hundreds of people living on boats in and around the city. He spoke about the way that the Jericho community serves not only the people who live there, but also people across the city who come to Jericho for the art, culture, restaurants, and other high points which the community is home to.

Councillor Turner noted that following further legal advice, the first recommendation needed to be amended to the following:

Delegate authority to the Deputy Chief Executive - Place to seek to procure a development partner / operator, with a viable business plan, to try to acquire the Jericho Wharf site by agreement and deliver the requirements set out in *Oxford Local Plan* Policy SP33 and to indemnify the Council for the associated costs

With the change to the first recommendation, Cabinet resolved to:

1. Delegate authority to the Deputy Chief Executive - Place to seek to procure a development partner / operator, with a viable business plan, to try to acquire the Jericho Wharf site by agreement and deliver the requirements set out in *Oxford Local Plan* Policy SP33 and to indemnify the Council for the associated costs
2. Confirm that if the Jericho Wharf site cannot be acquired by agreement, then, as a last resort it would be willing subject to compliance with all relevant legal and policy requirements, if necessary consider the use of its Compulsory Purchase Order (CPO) powers to acquire the site; and to
3. Note that if an option to use CPO powers was to be pursued a further report would need to be submitted to Cabinet to seek approval for a detailed scheme for the redevelopment of this site demonstrating that the legal and policy tests for the use of its CPO powers had been satisfied. This would need to be accompanied by a recommendation to Council to seek authority to set up a

budget for any additional costs for the implementation of its CPO powers, which would be redeemed from the development partner.

163. More Leisure Annual Service Plan (Year 3) and Update

The Director of Communities and Citizens Services had submitted a report to Cabinet to update Cabinet on the highlights of the second year of the new leisure contract and approve the Annual Service Plan 2026-27, which is an annual requirement of the operator, aiming to align outcomes to the Council's priorities and to address health inequalities.

Councillor Munkonge presented the report. He said that the report updated Cabinet on the highlights of their work and requested that Cabinet approve the 26/27 service plan. He thanked officers for their continued work and their efforts to continue their good relationship with More Leisure. He emphasised the increases in participation across the board, with more residents accessing city services. He said that their leisure systems helped to address health inequality in the city.

Hagan Lewisman, Active Communities Manager, celebrated the success of their work with young people in the Leys Youth Hub and the strong outcomes they had seen in this area.

Cabinet resolved to:

1. **Approve** the Leisure Annual Service Plan 2026-27 and delegate authority to the Director of Communities and Citizens Services in consultation with the Cabinet Member for a Healthy, Fairer Oxford, to make any necessary amendments.

164. Disposal of City Centre Property

The Director of Property and Assets had submitted a report to Cabinet to approve the disposal of the freehold titles of Floyds Row and Old Mortuary in Oxford.

Councillor Turner presented the report. He said that the city owned the freehold titles of Floyds row and Old Mortuary. He said that they did not want buildings to be empty so they had done market testing and received a bid which they would like to recommend that the council pursue. He said that this would be beneficial to the council and the city.

Cabinet resolved to:

1. **Delegate authority** to the Directory of Property and Assets, in consultation with the Director of Law, Governance and Strategy and the Group Finance Director and Lead Member for Finance and Asset Management to agree the final sale terms and enter into the final agreement and any other documents necessary to effect the transfer of the freehold titles of Floyds Row and Old Mortuary. The delegation will be on the basis that the sale will meet the requirements of s123 of the Local Government Act 1972 (which states that a council shall not dispose of land otherwise than by way of a short tenancy, for a consideration less than the best that can reasonable be obtained).

165. Oxford City Council annual Business Plan 2026 to 2027

The Director of Law Governance and Strategy and the Transition Director had submitted a report to Cabinet to seek approval for the Council's annual Business Plan priorities 2026 to 2027; and to provide an update on delivery of the 2025 to 2026 Business Plan.

Clare Keen, the Policy and Partnerships Officer, presented the report. She said that the business plan built upon the work they had done previously and as always, they were focusing on the Council's core themes. She said that they did a review against their aspirations and the realities of Local Government Reorganisation. She said that the business plan was created in the view of Local Government Reorganisation and the context this created.

Lucy Cherry, the Policy and Partnerships Officer, said that the business plan aligned with the Council's strategy for 24 – 28. She said the plan set out the priority workplan for the year ahead, which was aligned with the budget. She said that the Council was performing well in the current climate and there were strong examples where the Council was being ambitious and meeting KPIs around their strategy priorities.

Caroline Green, Chief Executive, reminded Cabinet that this was not an exhaustive list of things going on across the Council, but focused on key priorities and key areas of work. She noted the additional challenge posed by Local Government Reorganisation. She said that it was still an impressive list of priority areas of work. She thanked officers for their work to put together the priorities and the plan. She commended the leadership team for their work putting the plan together as they navigated Local Government Reorganisation.

Councillor Brown said that it was amazing that although they had reduced the number of priorities they were focusing on, there was still an incredible amount of work across the Council, even as they address Local Government Reorganisation. She said that the priorities reflected the priorities of people from across the city. She thanked officers for their work on the report.

Councillor Hollingsworth said that the report focused on Local Government Reorganisation as an important factor to consider. He asked if they would need to review the plan again in July, once the government had announced its decision regarding Local Government Reorganisation.

The Chief Executive said that they would review the plan after the decision is made and that they wanted to ensure that the plan gave them continuity of work while they undergo the transition.

Councillor Brown said that all Councils across Oxfordshire were working closely together to determine how they would merge services, whatever the decision on Local Government Organisation.

Cabinet resolved to:

1. Agree the draft Oxford City Council annual Business Plan priorities 2026 to 2027, which set out the Council's priority work for the next financial year beginning 1 April 2026;

2. Delegate authority to the Director of Law, Governance and Strategy and Transition Director in consultation with the Council Leader to make any further minor amendments to the Business Plan priorities before implementation, provided that such amendments do not materially affect the substance of the Business Plan;
3. Note the progress made delivery against the actions set out in the Business Plan 2025 to 2026.

166. Integrated Performance Report for Quarter 3 2025/26

The Group Finance Director had submitted a report to Cabinet to note the update to the Cabinet on Finance, Risk and Corporate Performance matters at 31st December 2025.

Councillor Turner presented the report. He said that they were headed towards an overspend, but that they picked that up in the current year's budget and that they had mitigation measures in place.

Councillor Brown thanked Nigel Kennedy and noted that this was his last Cabinet meeting before his retirement. She also welcomed Alistair Rush, who would be taking over from Nigel in a few weeks' time.

Cabinet resolved to:

1. Note the financial position for quarter 3 (Q3) 2025/26 including forecast outturn, as well as the current position on risk and performance at 31st December 2025.

167. Additional HMO licensing scheme renewal

The Director of Planning and Regulation had submitted a report to Cabinet to approve the designation of the whole of the City of Oxford as subject to Additional HMO Licensing under section 56(1)(a) of the Housing Act 2004 for a further five years commencing from June 2026 and following expiry of the 3-month statutory notice period.

Councillor Smith presented the report. She said that this scheme was particularly important in Oxford, where they have stringent requirements for licensing. She said that this scheme relates to smaller HMOs which they choose to license, though they are not required to. She said that respondents to the survey supported their renewal of the scheme. She thanked officers for their work on the report.

Courtney Bennett, the Regulatory Services Manager, outlined their consultation work for the scheme renewal and the support this showed for the scheme. As expected, she said that landlords and agents had more mixed views, but many acknowledged the role that licensing plays in maintaining standards. She said that the report proposed renewal, with only small changes from the work they were already undertaking. Regarding the Renter's Rights Act, she said that they were working with the housing team and were looking at creating a new position to do in depth investigation and enforcement work. She said that with every property licensed in Oxford they were able to catch low quality properties before they become uninhabitable.

Cabinet resolved to:

1. Having considered the outcome of the statutory consultation and the evidence previously considered by Cabinet in October 2025, confirm that the statutory tests set out in sections 56 and 57 of the Housing Act 2004 are met and that a renewed Additional HMO Licensing Scheme is required.
2. Designate the whole of the City of Oxford as subject to Additional HMO Licensing under section 56(1)(a) of the Housing Act 2004 for a period of five years commencing from June 2026 and following expiry of the 3-month statutory notice period.
3. Delegate authority to the Director of Planning and Regulation to finalise and sign, publish and implement the designation and take all necessary steps to give effect to the renewed scheme.
4. Approve the Additional HMO Licensing Scheme as set out in Appendix 2 including the simplified licence condition relating to waste management.
5. Note that the Additional HMO Licensing Scheme will continue to operate on a full cost-recovery basis, with licence fees set through the Council's annual budget and fees and charges approval process.

168. Grant of Easement

The Director of Property and Assets had submitted a report to Cabinet to Request approval to enter into an Option Agreement in relation to granting an Easement in relation to land at Blackberry Lane.

Councillor Turner presented the report. He outlined the grant of easement outlined in the report and outlined how the report would be beneficial to the Council.

Cabinet resolved to:

1. Delegate authority to the Director of Property and Assets in consultation with the Director of Law, Governance and Strategy, the Group Finance Director, and the Lead Cabinet Member for Finance and Assets to agree the final commercial terms for the Option Agreement as set out in Exempt Appendix 1.
2. Delegate authority to the Director of Property and Assets in consultation with the Director of Law, Governance and Strategy, Group Finance Director, and Lead Member for Finance and Assets, to approve the final form of the Option Agreement and enter into it on behalf of the Council.
3. Delegate authority to the Director of Property and Assets in consultation with the Director of Law, Governance and Strategy and the Group Finance Director and Lead Member for Finance and Assets to agree the final disposal price for the easement and to ensure that the disposal is compliant with the Council's statutory duty to obtain Best Consideration reasonably obtainable pursuant to Section 123 of the Local Government Act 1972.

169. HRA Policies: Compliance, Gas Safety, Decant, Permit to Work, Radon, Health and Safety

The Director of Housing had submitted a report to Cabinet to request that Cabinet recommend that Council approve the following policies: compliance, decant, gas safety,

health and safety, permit to work and radon to ensure the maintenance and good management of the housing stock.

Councillor Linda Smith presented the report. She said that this was another draft of HRA policies being brought forward for review and update. She said that these were important to have in place so that they are transparent to their tenants about what the Council's responsibilities are.

James Watkins, the Housing Policy and Projects Officer, noted how the tenants and residents had reviewed and provided input into the policies. He said that the compliance policy was an overarching policy to ensure the safety of tenants and staff. He stated that the decant policy would only be implemented in extreme situations. He outlined that the gas safety policy ensured that there are safety standards in place at all times and appropriate alarms in properties. He noted that the health and safety policy, for the HRA work, covers a range of different issues. He outlined how the permit to work policy covers contractors working on site, ensuring that there is a proper process in place for contractors to work. He said that the radon policy is a precautionary policy as there is only a low risk of radon in Oxford, but the policy addresses this low risk.

Councillor Hollingsworth asked if there were any differences across the policies concerning the Council's different relationships as landlord, social landlord, freeholder, leaseholder, and employer. He asked if they could provide a brief table outlining any of these differences. The Housing Policy and Projects Officer said that they could provide that information.

Councillor Chapman discussed the context of the social housing regulator and that he was impressed with the speed they had taken up the review of HRA Policies. He spoke about the good work that ODS does in the application of these policies across the city.

Cabinet resolved to recommend the following policies for Council approval:

1. The draft Compliance Policy
2. The draft Decant Policy
3. The draft Gas Safety Policy
4. The draft Health and Safety Policy
5. The draft Permit to Work Policy
6. The draft Radon Policy

170. Project Approval and Delegations for the Harebell Road affordable housing scheme

The Director of Economy, Regeneration and Sustainability had submitted a report to Cabinet to seek project approval and delegations in relation to the affordable housing scheme at the former garage site on Harebell Road. The report seeks approval to commence the appropriation of land from the current purpose of garages to a planning purpose, within the General Fund. The report also notes the future intent to appropriate land from the General Fund ("GF") to the Housing Revenue Account ("HRA") where necessary, prior to completion of the scheme.

Councillor Smith presented the report. She said that she was very pleased to see this report come forward. She said it was very important for them to make use of these sites wherever possible, to address the city's housing needs and to improve communities across the city.

Anneri Gatial, Affordable Housing Supply Senior Programme Officer, said that they had completed demolition work on this site and others. She said they would like to work at pace to get this to development to get more affordable homes on the site. She said that four sites, along with this one, would be developed to make use of unutilised land.

Councillor Brown recognised that many of these sites were difficult to develop and thanked the team for their work in the direction of development.

Councillor Hollingsworth asked if they had planning permission for the site. The Affordable Housing Supply Senior Programme Officer said that they had a Planning pre-application meeting scheduled next week.

Cabinet resolved to:

1. Grant project approval noting Full Council allocation of the £863,000 budget for this scheme within the Housing Revenue Account Capital Programme as part of its budget setting in February 2026, to develop this scheme, as set out in this report, within the allocated Housing Revenue Account capital budget and business plan, for the purpose of delivering more affordable housing in Oxford on the Harebell Road former garage site;
2. Delegate authority to the Deputy Chief Executive - City and Citizens' Services in consultation with the Cabinet Member for Housing; the Group Finance Director/Section 151 Officer; and the Council's Monitoring Officer, to enter into design and build contracts and any other necessary agreements to facilitate the delivery of the scheme within the identified budget, except where there is an existing officer delegation within the Council's Constitution;
3. Agree to commence the process for the appropriation of this site (as per the red line shown at para 5) to a planning purpose;
4. Note the intent to take a report to the Full Council to approve the appropriation of land from the General Fund (GF) to the Housing Revenue Account (HRA) at a later date (prior to scheme completion).

171. Project Approval and Delegations for Redbridge Paddock affordable housing scheme

The Director of Economy, Regeneration and Sustainability had submitted a report to Cabinet to seek project approval and delegations to enable the continued delivery of more affordable housing at the Redbridge Paddock site.

Councillor Smith presented the report. She said that this and the preceding and following report show the Council's work to address the housing needs of the city.

Dave Scholes, the Affordable Housing Supply Corporate Lead, said the site had its challenges in development and that there was quite substantial remediation needed. He said that they think they have a viable scheme to do this work. He said that they would bring this to initial planning application later this year and house building would begin in 2029. He said that it would be a mixed tenure scheme and the delivery approach would be brought through OX Place.

Councillor Hollingsworth asked why it would take over a year for the reserved matters to be resolved.

The Affordable Housing Supply Corporate Lead said that there were significant restraints around contamination, as well as other challenges. He said that the timeline they'd outlined was a realistic approach to the requirements of the site.

Councillor Brown emphasised that this was a brown field site.

Councillor Chapman asked about the relationship with Homes England in the project.

The Affordable Housing Supply Corporate Lead said that they were working with Homes England and hoped to work with them on the business case from April onwards. He said that if they could secure additional housing beyond the local plan there might be some ability for them to secure additional funding.

Cabinet resolved to:

1. Give project approval for the development, including the land sale and acquisition of affordable dwellings developed by Oxford City Housing (Development) Ltd (OCH(D)L) for which budgetary provision has been made in the Council's Housing Revenue Account (HRA) in respect of Redbridge Paddock;
2. Delegate authority to the Deputy Chief Executive - City and Citizens' Services, in consultation with the Cabinet Member for Housing; the Head of Financial Services/Section 151 Officer; and the Head of Law and Governance/Monitoring Officer, to finalise the scheme design and financial appraisals and enter into any necessary agreements and contracts to facilitate the agreed purchase by the Council of the affordable housing (to be held in the HRA) and any associated land, within the identified budget, for the provision of the affordable homes, as set out in this report, on the Redbridge Paddock development, within the project approval;
3. Delegate authority to the Deputy Chief Executive (Place), in consultation with the Cabinet Member for Finance and Asset Management; the Head of Financial Services/Section 151 Officer; and the Head of Law and Governance/Monitoring Officer, to approve the final terms, which will be S123 compliant, and enter into the sale agreement for the Redbridge Paddock site from the General Fund to OCH(D)L;

172. Project Approval and Delegations for Sandy Lane Recreation Ground affordable housing scheme

The Director of Economy, Regeneration and Sustainability had submitted a report to seek project approval and delegations in relation to the affordable housing scheme at the Sandy Lane Recreation Ground, together with the relocation of football pitches and providing changing facilities and storage as set out in the report. The report also seeks approval to commence the process for the appropriation of the land from its current purpose (including recreation ground and open space) to a planning purpose, within the General Fund. The report further notes the future intention, subject to separate decision of Full Council, to appropriate land from the General Fund ("GF") to the Housing Revenue Account ("HRA"), prior to completion of the scheme.

Councillor Linda Smith presented the report and said that this was a 100% affordable housing scheme. She said that they were not taking it lightly that they were building on recreation ground and that the football pitches would be re-provided. She said that they would not just re-provide the pitches but would provide the local clubs with improved

facilities. She confirmed that the re-provided pitches and facilities would need to be open before building work on the Sandy Lane recreation site began.

The Affordable Housing Supply Corporate Lead said that it was the most substantial delivery of affordable housing on a single site that they were bringing forward. He said that it would be directly agreed in the HRA, using OX Place as the development agent. He highlighted the benefits of the scheme, including the number of affordable homes, the number of new residents to be housed, and the knock on effect of allocating those homes. He said that the plan should improve housing for about 1200 people.

In response to a question from Councillor Arshad, Demi Russell, the Senior Housing Development Officer, said that it would take about six years for the whole development and that they were looking at a phased approach.

Councillor Hollingsworth asked how the project would impact or align with the construction of the Cowley Branch Line.

The Senior Housing Development Officer said that they were working closely with the Cowley Branch Line team to coordinate with one another. She said that they were working closely together to make sure there were no negative impacts on the two projects.

Cabinet resolved to:

1. **Grant project approval** noting Full Council allocation of the £97,551,302 budget for this scheme within the Housing Revenue Account Capital Programme as part of its budget setting in February 2026, to fund the development of this scheme, as a proposed Housing Revenue Account (“HRA”) project, as set out in this report, within the allocated HRA capital budget and business plan, for the purpose of delivering more affordable housing in Oxford on the Sandy Lane Recreation Ground site;
2. **Delegate authority** to the Deputy Chief Executive – City and Citizens’ Services in consultation with the Cabinet Member for Housing; the Group Finance Director/Section 151 Officer; and the Council’s Monitoring Officer, to enter into design and build contracts and any other necessary agreements to facilitate the scheme development within the identified budget, except where there is an existing officer delegation within the Council’s Constitution. Facilitating the scheme development includes the relocation of football pitches and providing a pavilion as set out in the report;
3. **Agree** to commence the process for the appropriation of this Site (as per the red line shown at para 12) to a planning purpose, following completion and handover of the replacement playing pitch facilities at Herschel Crescent and **note** the intention to bring forward a further report for Cabinet to consider the appropriation of the Site from recreation/open space purposes to planning purposes and the potential to rely on *section 203 of the Housing and Planning Act 2016* in the event of interference with private rights;
4. **Note** the intent to take a report to the Full Council seeking approval for the subsequent appropriation of the Site from the General Fund (GF) to the HRA (prior to practical completion of the scheme or delivery of the first phase, if delivery of the units is phased).

173. Making of a new parking order at 1 car parking site and introduction of a tariff

Councillors Smith, Turner, and Railton left the meeting for this item due to their declared interests.

The Director for Property & Assets had submitted a report to Cabinet to request that Cabinet approve making of a new off-street parking place order as well as implementing charges at one car park.

Councillor Hollingsworth presented the report. He said that the report created an off-street parking place order.

Emma Gubbins, Corporate Assets Lead, clarified the way that the tariff implementation would work.

Cabinet resolved to:

1. Approve the making of new off-street parking places order covering Car Park off Meadow Lane
2. Approve the introduction of charges at Meadow Lane Car Park as set out in Appendix 1
3. Delegate authority to the Director for Property & Assets in consultation with relevant Cabinet Members to follow due procedure as set out in the Local Authorities' Traffic Order (Procedure)(England and Wales) Regulations 1996 and in the Road Traffic Regulations Act 1984 including required public consultation and consideration of objections and responses to them.
4. Delegate authority to the Director for Property & Assets in consultation with relevant Cabinet Members to approve Notice of Making and Making of Orders.

174.Dates of future meetings

Cabinet noted the dates of future meetings.

Matters Exempt from Publication

If Cabinet wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for Cabinet to pass a resolution in accordance with the provisions of Paragraph 4(2)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

Cabinet may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The meeting started at 18:30 and ended at 20:38.

Chair

Date: Wednesday 15 April 2026

When decisions take effect:

Cabinet: after the call-in and review period has expired
Planning Committees: after the call-in and review period has expired and the formal decision notice is issued
All other committees: immediately.
Details are in the Council's Constitution.

To: Cabinet

Date: 15th April 2026

Report of: Director of Housing

Title of Report: Housing Service – end of year annual report 2025/26

Summary and recommendations	
Decision being taken:	To note the progress made by Housing Services during 25-26, and note the key challenges going forward to 26-27
Key decision:	No
Cabinet Member:	Councillor Linda Smith, Cabinet Member for Housing and Communities
Corporate Priority:	Good affordable homes
Policy Framework:	Housing, Homelessness & Rough Sleeping Strategy 2023-28

Recommendation(s): That Cabinet resolves to:
1. Note the end of year report which highlights service improvements and services delivered by the Housing Service over the past 12 months (2025/26) 2. Note the challenges facing the Housing Service going forward and the priorities that it is seeking to deliver over the next 12 months (2026/27) 3. Delegate authority to the Director of Housing in consultation with the Lead Member for Housing and Communities to make any adjustments to service priorities and delivery

Appendix No.	Appendix Title	Exempt from Publication
Appendix 1	EQIA	No
Appendix 2	Risk Register	No

1. Introduction and Background

- 1.1 Oxford City Council is a Local Housing Authority with responsibility of providing support and housing to those most in need. At the same time, the Council is a social landlord with responsibility for the **management and maintenance of approximately 8000 council homes** – providing a home for approximately 20,000 tenants and their families and approximately 720 leaseholders. This report seeks to provide an annual update on the performance and achievements that have been delivered and challenges faced by the Housing Service through its transformation journey over the past twelve months.
- 1.2 Service improvement over the past year has been founded on two critical elements: improving our asset knowledge through a programme of stock condition surveys (83% completion as at end of February 2026) and knowing our tenants better through a programme of tenant profile audits (71% completion as at end of February 2026). This information is enabling the service to better understand tenants needs and in turn tailor services that better support their needs including to those with disabilities or language needs.
- 1.3 At the same time, the service has also been grappling with increasing homelessness and demand for housing. The service has accepted over **1,500 legal duties to relieve or prevent households’** homelessness over the year, has placed over **500 households into temporary accommodation**, and has **over 3,900 households currently waiting for social housing**.
- 1.4 The service has remained focused on realising its ***vision for housing "Great Homes for All"*** and this has guided the housing transformation journey. This vision has also not only just been a slogan; it is reflected through the Corporate Plan priorities for housing and driven by values of accountability, inclusivity, and efficiency. Within this context, it should also be recognised that the Housing Service is operating within a challenging and unpredictable housing environment to raise service standards and provide excellent housing services for residents and those most in need. Despite these pressures **the Council has maintained a rigorous focus on operational excellence**. This can be evidenced with the dual commitment of continuing to deliver new, high-quality social homes and delivering on a robust capital investment programme to modernise the council’s existing housing stock.
- 1.5 A critical driver of this year’s progress has been the **proactive alignment of housing’s management with the Social Housing Regulator’s evolving requirements and related Consumer Standards**. By integrating these requirements into the housing core governance operating framework, the housing service is transitioning towards a more transparent and accountable service model. This includes a fundamental reset of resident engagement and the implementation of enhanced safety measures that is enabling the service to meet its statutory obligations relating to safety and quality including Awaab’s Law. These improvements are ensuring that the Housing Service not only meets its legal duties but that it is a service fit for purpose going forward and that it delivers proactive and responsive housing services that better meet residents needs and ensures their safety.
- 1.6 Improvements are being made in the handling of complaints, repairs, in the management of the housing register and in our tenancy management service following a significant restructure to deliver a more proactive and preventative focussed service to residents. By prioritising early intervention and prevention and investing in our properties, we are delivering tangible benefits for residents while safeguarding the Council’s long-term assets. **Our work to date, reaffirms that, despite external economic and legislative challenges, the housing service remains focused and**

committed to a path of continuous improvement, ensuring that Oxford's residents receive the high-quality services and secure homes they deserve.

2. The Year at a Glance (2025/26)

2.1 The past twelve months (2025/26) has been a year of **tangible delivery** and national recognition for Oxford City Council's Housing Service. Some of the key highlights and milestones are summarised as follows;

- The Housing Service was recognised as one of the UK's best for its efforts to prevent **homelessness and rough sleeping – with the Housing Needs Team winning the Local Government Chronicle Housing Team of the year.**
- The completion of circa 151 **new dwellings**, including **45 high-quality affordable homes** through OX Place.
- Housing **323 households** into social housing from the housing register, including **132 homeless households** and **100 transfers** within the council or registered provider housing stock.
- The service kept a strong focus on the prevention of homelessness, with **59% of homelessness prevention duty cases ending in a successful outcome** (as at February 2026)
- Responded to growing temporary accommodation demand, by expanding the Council temporary stock to **224 units**, up from 169 a year before and on track to deliver 300 units by the end of 2026; helping us end the use of B&B for families with children for more than 6 weeks.
- This year's annual street count found 32 individuals bedded down in one night, down from 44 last year. This demonstrates Oxford is bucking the national trend of rising rough sleeping rate, but there are still too many people sleeping rough in the city, and work continues to reduce rough sleeping.
- Strong overall Tenant Satisfaction **rating of 77% in 2024/25**, placing the housing service in the top quartile of local authorities nationwide.
- Despite the continuous changes in safety legislation and a challenging financial climate, a strong performance across all "Big 6" safety measures and invested **£21m into energy efficiency and estate improvements**, ensuring council homes remained safe, warm, and fit for the future.
- The Housing Service has now reset how it engages with tenants and this is now embedding as a cornerstone and part of day-to-day service improvement practice. The service launched its reset in July 2024, culminating in a co-designed, new **Resident Involvement and Engagement Strategy** which was approved by Full Council in January 2026 which focuses on co-design providing tenants with greater opportunities to hold the council to account and established genuine platforms to influence and shape the delivery of the services they receive through the new Tenant and Leaseholder Board.
- The service remains focused on improving **the handling and responsiveness of complaints** and has recognised that historic complaint performance needed improvement with ongoing improvements being made to processes.
- The service remains committed to improving its knowledge and the performance of its council housing stock. **A stock condition survey programme** is currently assessing every single council home.
- Repairs are the "shop front" of the Housing Service. Whilst satisfaction rate with repairs carried out in the last 12 months is high at **83.6%**, it is also recognised that further improvements and efficiencies are required and in response, the service has conducted an in-depth review of the repairs journey which has now resulted in a new programme.

- The Housing Service continues to work jointly with residents, its key stakeholders and across services to ensure communal areas and estates are maintained and managed well. Our Anti-Social Behaviour (ASB) focus had led to the effective handling of ASB cases in partnership with the police, using a *"support first, enforce second"* model.

3. Self-Assessment, Accountability and Risk management

3.1 Self-assessment - this year has also been driven by the pursuit of not only meeting legislative and regulatory standards but a proactive approach to renewing how we engage and involve our residents in service delivery. Whilst there have been a series of achievements and in line with Regulator expectations, we also carried out a self-assessment to ensure full alignment with the Regulator of Social Housing's Consumer Standards. The internal self-assessment evaluated the housing service performance against the Consumer Standards, including governance and accountability arrangements. The assessment confirmed that while substantial measures were in place, the service needed to strengthen compliance and has developed a housing improvement plan to support this.

3.2 Tenant Satisfaction Measures (TSMs) - we are also learning from the annual TSM results with 77% of tenants saying they are satisfied with the overall service in 2024/25. Whilst this is strong compared to other local authorities, the data has highlighted areas for further improvement and we are integrating this feedback into our improvement plan so that residents are able to see that we are actively learning from what they tell us, that they feel respected and encouraged to continue to work with us in improving service delivery. This data, alongside our tenant data has been incorporated into our service planning.

3.3 Oxford Direct Services (ODS) and contractor accountability – our contractor and client management responsibilities play an important part of how we deliver services to our residents. ODS is the council's wholly -house company commissioned annually for the maintenance and upkeep of the council's housing stock. Throughout this year, the Housing Service has been working jointly with ODS to strengthen client monitoring arrangements ensuring greater transparency and accountability for the works and services that they deliver on behalf of the council. This has meant that we are applying and agreeing better performance measures, so we are able to better track quality of services delivered, targets and expenditure to ensure that we also maximise a return to the HRA and our tenants.

3.4 Risk Management and mitigation - the Housing Service has established and continues to strengthen its risk management practice, ensuring this is fully aligned with the Regulator of Social Housing's expectations and embedded within the Council's corporate risk framework. The service has strengthened the identification and oversight of key housing related risks—such as landlord compliance, tenant safety, financial resilience, data quality, and service delivery performance—by ensuring they are clearly articulated, regularly reviewed, and accurately scored within the Council's risk register, providing assurance and compliance with consumer standards, safeguarding tenants, and maintaining organisational resilience in a challenging operating environment.

4. Looking ahead into 2026/27

4.1 As the Housing Service prepares for the year ahead, it faces a rapidly evolving landscape shaped by significant organisational change, regulatory developments, and growing financial pressures. The next 12 months will bring a series of strategic challenges and risks for the Council that demand continued adaptability and resilience. Careful management and forward planning will be key to

avoid disruption in service delivery and ensuring that the service can uphold its commitments to residents, maintain compliance, and respond effectively to the growing complex needs of residents. A summary of the challenges facing the housing service are as follows:

- **Impact of Local Government Reorganisation (LGR):** The Council is currently navigating a statutory transition period following the submission of a Three-Unitary Proposal to Government. This undoubtedly will create significant administrative, financial and workforce uncertainty.
- **Workforce capacity and recruitment:** Housing management and workforce capacity is already under extreme pressure due to the dual burden of maintaining service delivery whilst at the same time also needing to design/integrate within a new unitary authority. Recruiting technical housing staff remains a critical risk, as the high cost of living in Oxford continues to drive high vacancy rates in essential areas like compliance and surveying. Changes to Transparency, Influence and Accountability Standard around competency and conduct will drive many improvements but also carries some risks around recruitment and retention.
- **Regulatory Inspection:** The Housing Service is still due its inspection by the Regulator of Social Housing. Within this, the Regulator continues to enhance its rigorous inspection regime.
- **The updated Decent Homes Standard and extended Awaab's Law:** Compliance with the government's updated Decent Homes Standard is a significant unfunded mandate. New requirements for faster hazard resolution under Awaab's Law and enhanced window safety features necessitate a reallocation of capital that that will need considerable review.
- **Evolving Tenants' needs and digital inclusion:** As Oxford's tenant profile becomes more diverse, there is a growing demand for complex support services. The Council must invest in digital-first communication channels while simultaneously supporting an aging population with increasing accessibility needs in the existing stock.
- **Escalating Homelessness demand:** This remains the most significant financial threat to the housing General Fund budget. Demand for temporary accommodation (TA) is forecast to continue to grow in the years ahead, meaning the Council will need to continue to expand its TA stock to avoid rapidly growing spend on B&B and hotels. The Council has plans to deliver another 260 units in addition to existing plans, by investing £32m, bringing down ongoing cost.
- **Decarbonisation and Stock Sustainability:** The commitment to achieving an **EPC C rating** for all 8,000 homes by 2030 is under pressure from rising material costs and a real-terms reduction in government grant funding. This is likely to create a funding gap where energy efficiency improvements may need to be balanced against HRA new build commitments or other investment priorities.

5 Our housing priorities for 2026/27

5.1 The Housing Service priorities for the coming year are focused on delivering safe, high-quality, and genuinely affordable homes while navigating a rapidly evolving and challenging housing landscape. To meet these challenges, the Housing Service will continue its transformation and improvement journey, ensuring we have the resources, professional skills, and robust culture required to deliver a modern, resilient service. We are deeply committed to driving continuous service enhancements and fostering a culture of transparency that puts resident voices at the heart of our decision-making. By focusing on these core strengths, we remain dedicated to achieving significantly better outcomes for our tenants and ensuring our service is fit for the future. The following ten priorities represent the housing roadmap for the year ahead:

1. Prevent Homelessness and expand Temporary Accommodation supply

Expand the temporary accommodation stock by 260 units, including up to 150 acquisitions, alongside leasing and conversions. This is a critical fiscal priority intended to reduce reliance on

expensive hotels and B&Bs and relief pressures on the General Fund, forecast to deliver £5.2m in savings and cost avoidance. Alongside enhancing our homelessness prevention offer, through establishing a new face to face centre, procuring IT upgrades for homelessness teams, investing in a new move on service and delivering against the Renters Rights Act.

2. Tackle rough sleeping and single homelessness

Continue to tackle rough sleeping and single homelessness, taking the opportunity of a three-year homelessness grant settlement to implement a transformational approach to what we commission, across the Homelessness Alliance, and other prevention, accommodation and support services we commission. Working closely with the broader public sector to align services for people and renewing the countywide rough sleeping strategy.

3. Strengthen Regulatory compliance and inspection readiness

Ensure the Council meets the Regulator of Social Housing's Consumer Standards: Safety and Quality; Transparency, Influence and Accountability; Neighbourhood and Community; and Tenancy via the improvement plan.

4. Invest in and upgrade existing council homes to meet current and future Decent Homes Standards

Complete the stock condition survey programme and deliver on 2026/27 investment programme as well as implement priority actions within repairs and voids improvement programme, whilst accelerating the retrofit programme to meet the 95% EPC C rating target for all 8,000 council homes by 2030. Start preparing for the emerging Decent Homes Standards and new Minimum Energy Standards.

5. Improve collaboration with Registered Provider partners

Lead and strengthen co-operation and collaboration with Registered Provider partners across the City; providing strategic leadership and support whilst also collectively driving up standards on our estates and across shared spaces, to provide better services for all tenants.

6. Deliver the Resident Involvement and Engagement Action Plan

Deliver the new Resident Involvement and Engagement Strategy and action plan to strengthen resident's engagement and ensure their voice becomes embedded in service delivery. Engage and empower tenants through by providing accessible services, clear communication and enable participation in decision-making.

7. Improve complaints handling and respond to tenants' complex needs

Improving our complaints handling process and complete the getting to know tenants better programme, using data profile across services to ensure that service delivery is inclusive and all tenants and that they are provided with equal opportunities to have their say.

8. Complete the digital transformation of Housing Services

Complete the procurement exercise to secure the long-term solutions partner for housing and housing asset management, including mobile working that improve asset and tenant data. The goal is to enable better investment planning for council HRA assets and continue to provide digital self-service options and mobile working solutions to improve efficiency and demand management.

9. Ensure HRA financial stability and effective rent setting

Implement the 4.8% social rent increase (CPI + 1%) to generate the revenue necessary to

improve the affordability of the HRA. A minimum reserve of £4m is maintained to manage ongoing financial risk

10. Manage LGR transition and maintain service continuity

Manage the Housing Service within the Local Government Reorganisation (LGR) framework as the Council prepares for the 2028 unitary transition when this comes into practice.

6 Delivering on our priorities

- 6.1 Our achievements to date, are evidence of how much we can achieve by working better together across services and with our key stakeholders. We remain committed to continuing to work in this joined up way as it delivers the best results for residents. The priorities that we have set out to deliver will ensure that each team within the Housing Service can identify how collectively we will deliver services to tenants and how we will support the delivery of corporate priorities.
- 6.2 The delivery of our priorities will be supported by an existing Housing Service Performance Reporting Framework which has been designed to ensure that it captures wider directorate and corporate priorities which are translated into performance measures and are appropriately monitored.

7. Financial implications

- 7.1 The proposals within this report are intended to be cost neutral and can be delivered using existing approved budgets across housing. Any additional financial implications arising from the need to further implement new initiatives, programmes or projects – these will be marshalled through the financial governance processes and approvals in conjunction with finance colleagues.

8. Legal issues

- 8.1 The proposals within this report will go towards contributing and supporting the council complying with its legal obligations as the local housing authority in providing housing support to those in need and in its role as landlord to tenants – ensuring it complies with related legislation such as the Homelessness Reduction Act as well as compliance with the Social Housing Act 2023 and the Regulator for Social Housing associated Consumer Standards.

9. Level of risk

- 9.1 The risks of not complying with related housing legislation including requirements of the Social Housing Regulator have been incorporated and listed within the corporate risk register with mitigating actions that are regularly updated and monitored as highlighted in section 3.4 of this report.

10. Equalities impact

- 10.1 The **Equalities Impact Assessment** for the 2026/27 housing priorities confirms a proactive commitment to narrowing inequality gaps across the city. The getting to know tenants better programme that is currently in place will support older residents, those with disabilities, and ethnic minority households who maybe be inadvertently and disproportionately affected for example by fuel poverty and housing instability. While the 4.8% rent increase and digital

transformation pose potential risks to low-income and digitally excluded tenants, these are mitigated through support and sign-posting to advice agencies. The increase in resident involvement and engagement and new performance reporting framework will ensure that the housing improvement journey remains transparent and that the benefits of safer, more sustainable homes are equitably distributed across all sections of the community.

11. **Carbon and Environmental Considerations**

11.1 The implementation of the housing priorities will go towards helping reduce carbon emissions by ensuring housing services are more accessible and through local areas. The inclusion of digital engagement channels will also help reduce the carbon footprint.

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Why do an Equalities Impact Assessment (EqIA)?

1. 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.**
2. **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 **Corporate Management Team (CMT) reports and all projects must attach an EqIA.**

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	NEW- Socio-economic inequalities (voluntary adoption)
	NEW- Sanctuary seeking status leading to intersecting inequalities (voluntary adoption)

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
3. 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
5. **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.	Housing Service – end of year annual report 2025/26	2.	The implementation date of the activity under consideration:	April 2026 – March 2027
3.	Directorate/Department(s):	Housing	4.	Service Area(s):	Housing
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk	6.	Contact details, in case there are queries: Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk
7.	Is this a new or ongoing EqlA?	New ☐	8.	If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and share the link to the said EqlA.	No
9.	Date this EqlA started:	January 2026			
10.	Will this EqlA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	Yes	11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	March 2026

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

12.	Type of activity being considered: Check the most appropriate.	☐	☐ Decommissioning	☐ Commissioning	☐	
		☒	☒ Others. Please specify: Housing Service – end of year annual report 2025/26 ..			
13.	Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil? Please check as needed.	☒ Good, affordable homes	☐ Strong, fair economy	☐ X Thriving Communities	☐ Zero Carbon Oxford	☐ Well run council
14.	Which priority area(s) within <u>Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)</u> does this activity fulfil? Please check as needed.	☐ Responsive services and customer care.	☐ Diverse and engaged workforce.	☐ Leadership & organisational commitment.	☒ Understanding and working with our communities.	
15.	Outline the aims, objectives, & priorities of the activity being considered.	The process and report to note the progress made by Housing Services during 25-26, and note the key challenges going forward to 26-27				

16.

Please outline the consequences of not implementing this activity.

For example,

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

In 2018, the then Government published the Social Housing White Paper to ensure residents of social housing are safe, listened to, live in good quality homes and have access to help when things go wrong. Consequently, the Social Housing Regulation Act ("the Act") received Royal Assent in July 2023. The Act forms a new regulatory framework for the social housing sector, aiming to give residents greater powers and improve access to quick and fair solutions to problems. This includes a full equalities and diversity assessment is undertaken to meet the needs of all tenants.

Over the course of its 2025/26 financial year, the housing service has demonstrated a clear commitment to equalities and diversity across its services. Policies have been developed to ensure that all individuals, regardless of background, have fair and equitable access to housing opportunities.

Service user data has been collected and reviewed to monitor representation and identify any potential gaps in service provision. This analysis has highlighted areas of strength, such as the successful accommodation of residents from a range of ethnic, age, and ability groups. However, it has also revealed opportunities for further improvement, particularly in reaching underrepresented communities and ensuring that all communication is accessible for people with disabilities or those for whom English is not a first language.

Feedback from residents has been used to shape service delivery, with regular consultations helping to ensure that diverse voices are heard and acted upon.

In summary, the housing service has laid a solid foundation for advancing equalities and diversity. Continued focus on data monitoring, engagement with service users, and targeted action plans will be essential for ongoing improvement and ensuring the needs of all communities are met in the future.

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

17. 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.	Yes, via Residents' groups The Council recognises its equalities responsibilities as well as the critical need to listen and act on the lived in experiences of our residents.
18. List information and data used to understand who your residents or staff are and how they will be impacted. These could be— -third-party research, -census data, -legislation, -articles, -reports, -briefs.	- Legislation - Risk assessment for vulnerable groups - Equalities assessment exercise - Engagement with residents
19. If you have not done any consultations or collected data & information, are you planning to do so in the future? Please list the details – -when, -with whom, and	N/A

-how long will you collect the relevant data.

Section 4: Impact analysis.

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

Protected

Positive

Negative

Characteristic			N e u t r a l	D o n' t k n o w	Data/information/evidence supporting your assessment	Analysis & insight Mitigations
Age		☐	x	☐		
Disability 50 (Visible and invisible)		☐	x	☐		
Gender re-assignment		☐	x	☐		
Marriage & Civil Partnership	☐	☐	x	☐		
		☐	x	☐		

Race, Ethnicity and/or
Citizenship

Pregnancy & Maternity

Religion or Belief

Sex



x



x



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Sexual Orientation	☐	☐	X	☐	
Socio-economic inequalities such as: - income and factors that impact income. -access to jobs This was voluntarily adopted by Oxford City Council on the 13th of March 2024.	☐	☐	X	☐	
Other (voluntary consideration) Sanctuary seeking status leading to intersecting inequalities experienced by For example:	☐	☐		☐	

asylum seeker, refugee, person with insecure immigration status <u>Oxford City Council became a local authority of sanctuary in December 2024, thereby committing to learn from our experiences, embed inclusive practices and share efforts to create a culture of welcome and safety for all.</u>					
Other For example: - Unpaid carers - Prison population - Homeless population - Council suppliers & contractors - Cabinet Members	☐	☐	☐		

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

22.		Conclusions.					
	☐	Stop and reconsider the activity.	☐	Adjust activity before beginning the activity and continue to monitor.	☒	No major change(s) or	☒ No major change(s)

					adjustments and continue with activity but continue to monitor.	or adjustments and continue with the activity. No need to monitor in the future.

23.	Please explain how you have reached your conclusions above.	Benefits of Implementation: Promotes Equity: Ensures everyone has equal opportunities. Enhances Diversity: Improves Representation:

Section 6: Monitoring and review plan.

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.

24.	Who or which team or service area will be responsible for monitoring equalities impact? For example- - team, -directorate, -service area, -Equalities Steering Group,etc.	Housing		
25.	Who (individual, team, or service area) will be responsible for carrying out the EqlA review? How often will the equality impact be reviewed for this activity? For example- -quarterly, -yearly, etc.	Landlord Servies including Tenancy management, asset management		
26.		Yearly	27.	Date when the EqlA will be reviewed again. January 2027

Section 7: Sign-off

Name:

Job Title:

Name:

Job Title:

Name: Full Name

Job Title: Type here

Suggested list of people to include are:

- 1) Project lead/manager.
- 2) Head of service area or team.
- 3) Person who completed the EqlA

Signature:

Name: James Watkins

Job Title: Policy Officer

Signature:



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You have now reached the end of the assessment.

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

Risk Register

Housing & Housing Asset Management Procurement Project

3/6/2026

Ref	Description	Consequence	Name of Risk Owner	Gross			Current			Target			Control/Mitigation Description	Control Date Due	Progress on Control/Mitigation	Action Owner
				P	I	Score	P	I	Score	P	I	Score				
1	Local Government Re-organisation	Service disruption and uncertainty during statutory transition to new unitary authority.	Nerys Parry										Maintain involvement in LGR transitions programme, ensure business continuity is updated, communicate regularly with staff to support and reduce uncertainty	3/31/2027	Engaged in LGR transition programme, business continuity under review, comms to staff due in April	Nerys Parry
2	Workforce Capacity & Recruitment	Inability to recruit and retain specialist housing staff.	Nerys Parry	4	5	20	3	4	16	3	3	9	Continue the service's proactives succession planning as part of service planning, looking at opportunities aroundn apprenticeships.	3/31/2027	being updated as part of service planning	
3	Regulatory Inspection Readiness	Failure to meet requirements of RSH inspection regime.	Nerys Parry	4	5	20	3	4	12	2	3	6	Establish inspection readiness group, continue improvement work reporting to Task Group, provide staff with regular training on standards and expectations.	3/31/2027	Continue progress on Improvement Plan, reporting on a monthly basis to Board	Nerys Parry
4	Updated Decent Homes Standard & Awaab's Law	Inability to meet updated standards and hazard response times.	Nerys Parry	3	4	12	3	3	9	2	3	6	Implement D&M protocol, review compliance and capacity and resources regularly, ensure capital programme aligned	3/31/2027	Continue to review current position, and respond as required.	Nerys Parry
5	Evolving Tenant Needs & Digital Inclusion	Failure to meet diverse and complex tenant needs.	Nerys Parry	3	4	12	3	3	9	3	3	9	Use refreshed tenant data for segmentation, provide non-digital routes, provide digital inclusion training, increase support for vulnerable tenants, review service accessibility regularly	3/31/2027	Data analysis due in Q1	Nerys Parry
6	Escalating Homelessness Demand	Increasing demand for temporary accommodation.	Nerys Parry	4	5	20	3	5	15	3	4	12	Deliver identified migitation measures across prevention, move-on and increased supply	3/31/2027	variousmitigations under way and monitored in detail via the OCB Board	Nerys Parry
7	Decarbonisation & Stock Sustainability	Inability to meet EPC C target and sustainability goals.	Nerys Parry	4	4	16	3	4	12	3	3	9	Deliver long-term plan, secure external funding to reduce pressure, complete stock condition surveys,	3/31/2027	Finalise plan, and ensure alignment with Capital Programmes	Nerys Parry
8	Landlord Compliance & Tenant Safety	Failure to maintain compliance with safety and quality standards.	Nerys Parry	4	5	20	3	4	12	3	3	9	Maintain data dashboards, strengthen contractor arrangements, deliver planned audits, ensure clear reporting	3/31/2027	ongoing improvement work, internal audit completed	Nerys Parry
	Financial Risks to HRA	inability to maintain viability of HRA	Nerys Parry	5	3	15	3	3	9	2	3	6	Refresh HRA BP, ensure rent increase at 4.8%, monitor rent collection performance	3/31/2027	HRA BP plan to be refreshed, rent increase agreed	Nerys Parry
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THE RISK REGISTER IS FORMATTED AS A TABLE. PRESS TAB ON THE LAST TABLE CELL TO INSERT A NEW ROW.

Description of the headings within the risk log

Reference: A reference number to identify the risk.

Description: The situation or event that the recommendations to Cabinet, or the information in the report, expose the Council to.

Consequence: The likely outcomes or consequences if the risk materialises.

Name of the risk owner: The name of the person who is responsible for the risk

Control/mitigation: How the Council is choosing to respond to the risk. What is it doing to reduce probability and/or impact, or what will it do to reduce it, so that it is within the Council's risk appetite?

Control due date: The date by which the control/mitigation should be in place.

Progress on control/mitigation: A description of the progress that has been made in implementing the risk control/mitigation.

Action Owner: The person who is responsible for implementing the risk control/mitigation.

Risk Appetite

The Council's risk appetite is the amount of risk that it is willing to take to achieve its priorities, provide services as planned and deliver its statutory services. When considering risk staff must take into account the Council's appetite for risk which differs according to the type of risk. How low, medium and high are defined is shown at the bottom of the page.

- **Strategic**

- 3.2 Where the council needs to innovate to make transformational so that it can achieve its 2024 to 2028 priorities, the council has a medium risk appetite. Examples of this might be housing development, climate change initiatives where projects might be supported to be innovative, have a degree of uncertainty but are aligned with council priorities.

- **Economic, finance and markets**

- 3.3 It is a legal requirement for the Council to set a balanced budget and operates against a challenging economic and financial background. The Council only knows what resources it will have for one year at a time and must maintain financial reserves and must be sustainable in the long term as considered by the Group Finance Director on an annual basis in the context of a medium risk appetite. Where there is the possibility to achieve a priority through development or economic growth, the Council will tend towards medium risk, whilst maintaining rigorous cost control and delivery.

- **Customers and Citizens - Providing services as planned and delivering statutory duties**

- 3.4 For core services that are delivered to vulnerable people the Council has a low-risk appetite to avoid a failure in service delivery that impacts on vulnerable people.

- **Reputation**

- 3.5 The Council must maintain the trust of citizens and consequently has a low risk appetite.

- **IT and information**

- 3.6 Information Technology plays a critical role in the delivery of including to the most vulnerable in the city and consequently a low-risk appetite to failure of systems. The Council will prioritise correct IT systems, which are dependable and will provide a service, whilst at the same time are secure and provide data in order that all GDPR requirements are met. The risk appetite is medium if digital transformation projects are undertaken in line with priorities but only after rigorous risk assessment, with continuing the continuity of service.

- **Legal, regulatory and compliance, both internal and external**

- 3.7 These risks are about ensuring the Council complies with its policies, regulatory requirements, legal obligations and standards. The Council will take a risk-based approach where there are a though they may be in compliance with these areas, could challenge or subject to regulatory action. The Council has a policy relating to compliance, ensuring all obligations and requirements are met, whilst taking decisions and delivering its services and products. However, in relation to the risk of legal challenge (both defence and prosecution) the Council will have a medium risk appetite. Decisions are taken and legal action will be taken in light of many considerations, including resources, commercial factors, timing, future impact and risk.

- **Organisational, management and people (including health and equalities)**

- 3.8 Organisational and management risk is about the structure, governance, processes, and culture of the Council. These risks, if not managed, could cause inefficiencies and damage the delivery of services. The Council's risk appetite is low.

People risk concerns staff and includes recruitment and retention, engagement, training, health and safety and equalities. Risk being able to obtain the right staff or retain them, a lack of staff or low morale. These can severely impact delivery of services.

low morale. These can severely impact delivery of services if morale is low.

The Council is committed to the health and safety of its staff and the public, not only because it fulfils its legal responsibilities but also has a moral duty not to cause harm. The Council has a low risk appetite and will have effective health and safety practices that help prevent accidents and illness.

The Council is committed to building a fairer city by ensuring that public investments, and policymaking addresses Oxford's social inequalities. A medium risk appetite is appropriate when the potential for positive change.

- **Environmental and sustainability**

- 3.9 The Council will have a low-risk appetite for environmental risks that might damage health and wellbeing in the community. Environmental risks might result in legal liabilities and fines. This includes areas of environmental damage like climate change impacts, pollution and biodiversity. Laws and regulations must be adhered to. A medium risk appetite is acceptable when environmental and sustainability initiatives result in long term benefits to the city through Zero Carbon Oxford.

- **Commercial**

- 3.10 The Council is responsible for spending public funds, providing services over the long term, and maintaining the trust of the public. Expenditure with some commercial aspects will be made through a return on investment so that these resources can be used to fund other priorities, deliver services as planned and meet its statutory obligations. The investments should align with the priorities of the Council and focus on stable returns.

- **Political**

- 3.11 Political risk is about change, instability or disagreements that make the delivery of the Council's priorities more difficult. This may include national leadership priorities and resource allocation, shifts in public opinion or outside pressures. Generally, the Council's risk appetite is low.

service provision. Generally, the Council's risk appetite is that an unexpected change can impact service delivery, but it may be that the pursuit of priorities requires working within a changing political environment.

- **Partnerships**

- 3.12 Partnerships are important because they enable the Council to access additional resources and expertise that can drive change and innovation, leading to the more efficient delivery of priorities and service improvements. Potential benefits, including improved service delivery, while pursuing efficiencies and savings, the Council will have a medium risk. This risk must be underpinned by sound governance structures.

- **Technical, operational and infrastructure**

- 3.13 Technical risks are about the adoption of new ways of completing tasks and the reliability of existing methods. The risks include implementation of working and it fails to deliver the expected results. Operational risks arise from the day-to-day activities of the Council and might include inefficiencies or a failure in supply chains. Infrastructure risks relate to physical assets that the Council needs to deliver its services, including buildings and utilities. In these areas the council has a low-risk appetite. It must reliably deliver services to citizens.

Low	The Council is unwilling to expose itself to risks, particularly if doing so there could be significant negative consequences and the possibility of failure. It will minimise its exposure to risk and prioritise certainty, security, adherence to regulations, and prudence. Key aspects of a low-risk appetite are prioritising compliance with laws and regulations, safety, conservative decision making, financial prudence and minimising actions that could lead to adverse impacts on citizens.
Medium	The Council will take considered risks when they help it successfully deliver the Council Strategy 2024 to 2028, provide the services identified in its business plans and deliver its statutory duties, but will only do so after it has given the matter careful consideration through risk assessment, and there are plans in place to implement risk controls. The Council is open to opportunities that could lead to improved public services, and it may allocate resources to higher risk projects if they align with 2024 to 2028 priorities. The Council is willing to take these risks when the potential rewards align with priorities and risks can be managed.
High	The Council is willing to take significant risks to achieve ambitious goals, drive innovation or deliver transformative projects where the

	goals, drive innovation or deliver transformative projects where there is uncertainty about the outcome, including the possibility of failure is characterised by bold decision making and innovative approach to the delivery of public services with the goal of delivering significant improvement.

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Risk Scoring

Once risks have been identified, the risk matrix serves as the primary tool for prioritisation. It enables the Council to determine which risks are most significant and therefore require greater attention and resources. The matrix also provides a consistent framework for comparing

Each risk should be analysed using a five by five matrix for (1) the probability it will happen and (2) the impact if it did occur. This assessment should be made on three different basis:

- Gross risk – risk level if existing key controls and mitigations were not in place or not
- Current risk – risk level after existing controls and mitigations are taken into consideration.
- Target risk – anticipated risk level, within the Council's risk appetite, following the introduction of planned controls and mitigations.

Assessing gross risk helps the organisation understand its reliance on existing key controls and supports decisions on risk treatment and the appropriate target risk level. A useful approach is to first consider the current risk, then ask: what would the impact and likelihood be if those key

It is the risk owner's responsibility to ensure the controls they believe are reducing the risk are effective and are working in practice. Controls that are not yet in place should not be

Each identified risk should then be plotted onto the risk matrix.

Probability						
Highly likely	5	5	10	15	20	25
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Probably not	2	2	4	6	8	10
Unlikely	1	1	2	3	4	5
		1	2	3	4	5
Impact		Insignificant	Minor	Moderate	Major	Severe

When assessing the likelihood of a risk occurring, select a score from 1 to 5 on the risk matrix that best reflects what you think. This rating involves an element of professional judgement, so consider how probable the event is and take into account the following factors:

- Has this event happened before in the Council? (How frequently?) Has this event happened elsewhere? (How frequently?)
- How likely is it that one or more of the causes/ triggers of the event will occur?
- Has anything happened recently that makes the event more or less likely to occur?

The following tables provide some support in quantifying the risk in terms of probability and

Risk Probability Assessment Criteria

Risk Probability Assessment Criteria

Scale	Description	Probability of Occurrence	Description
1	Unlikely	0 to 19%	The event may occur in certain circumstances
2	Probably not	20% to 39%	The event will probably not occur
3	Possible	40% to 59%	The event may occur
4	Likely	60% to 79%	The event is likely to happen
5	Highly likely	80% to 100%	The event is highly <u>likely</u> to happen



When you select the impact you should give consideration to the factors outlined in the risk matrix. For example, if the risk you are scoring has a low financial impact but a high impact on our reputation then you would select the most appropriate number between 1 and 5 that relates to the level of reputational impact. Once again, this score will have an element of

Risk Impact Assessment Criteria

Risk Impact Assessment Criteria

	Insignificant	Minor	Moderate	Major	Severe
Strategic	Little or no impact on the delivery of the organisation's priorities	May have a minor impact on the delivery of the organisation's priorities	Would impact the delivery of the organisation's priorities	Would require a significant shift from current strategy to enable the Council to achieve its priorities	It would require a fundamental shift in strategy and Failure to deliver 2028 priority
Economic, Financial & Markets	Minor financial impact <£50k per annum	Financial impact contained within the service area £50k - £250k per annum	Budget adjusted across service areas £250k - £500k per annum	Some corporate budget realignment £500k - £750k per annum	Significant corporate realignment >£750k per annum
Customers & Citizens	No impact on service quality, limited disruption to operations	Minor impact on service quality, minor service standards are not met, short term disruption to operations	Significant fall in service quality and standards	Major impact on service quality, multiple service standards are not met, long term disruption to operations	Catastrophic quality and standards are not met, long term catastrophic interruption to service
Reputation	local complaints that do not attract adverse publicity	Adverse publicity locally and regionally on social media	Adverse publicity locally and regionally in mainstream media	Adverse UK wide publicity	Prolonged negative perception in the UK
	Minimal impact on the Council's	Brief disruptions and	Moderate IT and information risks that	Significant disruption to the delivery of services or	Catastrophic IT and information risks that have widespread

IT & Information	infrastructure, information management and service delivery	Brief disruptions and inconvenience, but no long-term consequences	cause noticeable disruptions or delays in services. They may affect a specific group of users	financial loss, including fines. Large sections of the Council's operations impacted	have widespread consequences for the Council's function

	Insignificant	Minor	Moderate	Major	Severe
Legal, Regulatory & Compliance	Breaches of local procedures or standards Unlikely to cause litigation	Breach of statutory regulations or standards Litigation possible	Breach of major statutory duty or internal regulations leading to disciplinary action Litigation to be expected	Significant breach of external regulations leading to intervention, sanctions, or fines Litigation almost certain and difficult to defend	Major breach leading to suspension or discontinuation of services Law punishable by imprisonment Litigation is complex and impossible to defend
Organisational, Management and People, including Health and Safety and equalities	Minor issues within teams with no major impacts on service delivery Minor injury Minimal impact on the Council's ability to promote equality and diversity	Difficulties that cause short lived disruptions or inefficiencies. Less serious injury causing one-month recovery Minor equalities risks that cause brief disruptions or dissatisfaction, but no long-term harm to service delivery	Noticeable disruption and delays to operations requiring significant effort to resolve Serious injury to a person causing a six-month recovery An impact on certain groups or services, with operational inefficiencies and complaints	Significant disruption and inefficiencies that affect the Council's ability to deliver a service or priority Death or life changing injury to a person Equalities risks that significantly affect the delivery of services or reputation	Disruptions that significantly affect the Council's ability to deliver services Long term consequences for service delivery Death or life changing injury to more than one person A systemic breach of the Council's equality and diversity policy particularly in relation to a protected characteristic
Environmental & Sustainability	Environmental impact that disperses within a short time Minor delays in implementing sustainability initiatives	Environmental impact that is contained and rectified easily Small disruptions or inefficiencies but no long-term impact on sustainability strategy or service delivery	Environmental impact on a small area or a wider area with limited damage Noticeable delays or inefficiencies in the delivery of sustainability projects	Persistent environmental damage The Council's ability to meet its sustainability goals are undermined and key targets are missed leading to regulatory consequences	Large-scale environmental damage A complete failure to meet sustainability targets resulting in fines, and long term damage to the Council's reputation

	Insignificant	Minor	Moderate	Major	Severe
Commercial	Negligible impact on the Council's operations, finances, or reputation	Small financial losses with manageable consequences. No critical services or strategic priorities are affected	May cause disruption but does not cause long term harm to the Council's reputation or ability to meet its budget	A significant disruption to the Council's operations, financial position and a long-term impact on reputation	Large scale financial loss with the potential for the Council to be in 114 notice
Political	Small scale political disagreements that do not affect decision making or lead to reputational damage	Minor disruption or reputational damage but can be managed without a significant impact on the Council's ability to perform its duties	Noticeable disruption or delays in Council decisions and reputational damage	A significant disruption to the Council's ability to operate effectively and deliver its priorities due to political conflict, public protest, or a shift in political power	A severe event that threatens the legitimacy of the Council Long term irreparable damage to reputation

Partnerships	Issues arising from the partnership are managed and have no significant impact	Some inconvenience but no long-term impact on the Council's priorities and services	More significant disruption to operations and financial position but they can be managed with appropriate resources. Active intervention required	Significantly disrupts Council services and financial stability. There are delays to the delivery of services and a loss of reputation	There is a threat to the Council's ability to function effectively, and its reputation cannot be damaged
Technical, Operational & Infrastructure	Little impact on the Council's functions. Any problems are minor and easily addressed	Minor issues that cause short disruptions or inconvenience. No long-term effects and resolved quickly	There are more significant disruptions or delays. Service delivery may be impacted but can be resolved with additional resource	A significant disruption to Council operations affecting key services and causing substantial delays, financial loss and inconvenience to the public	The Council's ability to continue functions is threatened. Significant financial losses, or public concerns

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To: Cabinet
Date: 15 April 2026
Report of: Director of Housing
Title of Report: HRA Property Services Policies

Summary and recommendations	
Decision being taken:	To recommend that Council approve the following policies: aids and adaptations, disposals, mutual exchange, no access to ensure the maintenance and good management of the housing stock.
Key decision:	Yes
Cabinet Member:	Councillor Linda Smith – Housing and Communities
Corporate Priority:	Good, affordable homes
Policy Framework:	HRA Asset Management Strategy

Recommendation(s): That Cabinet resolves to recommend that Council approve:
1. The draft Aids and Adaptations Policy 2. The draft Disposals Policy 3. The draft Mutual Exchange Policy 4. The draft No Access Policy

Appendix No.	Appendix Title	Exempt from Publication
Appendix 1	Aids and Adaptations Policy	No
Appendix 2	Disposals Policy	No
Appendix 3	Mutual Exchange Policy	No
Appendix 4	No Access Policy	No

Introduction and background:

1. Further to the Cabinet approving the damp and mould, fire safety, asbestos, disrepair, electrical safety, legionella, gas safety, radon, permit to work, health and safety and compliance policies, further policies are being presented to the Cabinet to ensure the safety of residents and the good management of the housing stock.
2. The policies being presented to the Council fall into two broad categories – ensuring the safety of all residents and secondly, ensuring the good management of the housing stock with the need to treat residents with dignity and respect when, in extreme circumstances, tenants have to leave homes temporarily for urgent maintenance work to be undertaken.
3. Making sure residents have a safe, affordable and decent place to call home is the core purpose of this work. Successive Governments has been working to strengthen the voice of residents and introduce legislation to ensure the quality of homes.
4. In 2018, the then Government published the Social Housing White Paper to ensure residents of social housing are safe, listened to, live in good quality homes and have access to help when things go wrong. Consequently, the Social Housing Regulation Act (“the Act”) received Royal Assent in July 2023. The Act forms a new regulatory framework for the social housing sector, aiming to give residents greater powers and improve access to quick and fair solutions to problems.
5. The Act aims to ensure Registered Social Landlords (RSLs) are compliant with the consumer standards by giving the Regulator of Social Housing new powers to address RSLs who are not meeting their commitments to residents.
6. The Social Housing Charter detailed what social housing residents should expect from their landlords, including feeling safe in their homes, knowing how their landlords are performing and having their complaints solved quickly.
7. The Act sets out to deliver against each of these commitments:
 - Residents to be safe in their home.
 - Residents to know how their landlord is performing.
 - Residents to have their complaints dealt with promptly.
 - Residents to be treated with respect.
 - Residents to have their voice heard by their landlord.
 - Residents to have a good quality home and neighbourhood to live in.
8. Technical policies are therefore required to adhere to this regulatory regime. They are also key to ensure the effective operation of the Housing Revenue Account (HRA) property service as it ensures that asset management services

and the development of the social housing programme are set within a sound operating framework such as meeting key performance criteria, as well as achieving sustainability objectives are met and monitored.

9. The ability to refresh policies ensures key KPIs can be refined to meet the contemporary needs of tenants and of the wider city in respect of the role of housing in attaining economic growth.
10. At the same time, the need to ensure high standards are maintained, such as guaranteeing high standards with the installation of aids and adaptations are met which are attained by clear technical policies which ensures consistent follow through with operational work in addressing health and safety objectives.
11. The Council recognises its compliance responsibilities as well as the critical need to listen and act on the lived in experiences of our residents. There has been a series of meetings with the Residents Policy Review Group and survey work with residents which has amended and approved the policies which are being presented to Cabinet for approval with this report.
12. There is a need for a suite of other policies to be considered and approved by the Cabinet to meet these regulatory standards. It is envisaged that further policies, once they are considered by residents, will be presented to the Cabinet for approval.

Aids and Adaptations Policy

13. The aims of the policy are to ensure that wherever possible, the Council assists residents, to remain in their own homes and communities through the provision of aids and adaptations, ensuring that disabled people of all ages can build and sustain their independence.
14. The purpose of any installation of an aid or adaptation is to modify the home environment to restore or enable independent living, privacy, confidence and dignity for individuals and their families. In addition, the policy ensures residents applying for aids and adaptations are treated in a fair and equitable way.
15. Aids and adaptations that can be installed in a property include minor adaptations which are, but are not limited to, the following:
 - Grab rails
 - Additional banister rails
 - Floor to wall / ceiling rails
 - Half steps
 - Adjustments to door handles / window latches
 - Lever taps
 - Flashing doorbells
 - Key safes
16. Examples of major adaptations include, but are not limited to, the following:
 - Level-access showers
 - Wet rooms

- Over bath showers
- Ramps
- Stair lifts / through-floor lifts
- Wash / dry toilets
- Specialist baths
- Extensions and/or Structural Alternatives

17. The expected timescales for delivering adaptations as stipulated in the policy are as follow:

Type of work	Cost of work	Desktop assessment	Delivered once accepted	As an example of work – includes but not limited to
Minor Works	Less than £1000	4 weeks	20 working days	Temporary ramps Half steps Hand rails Grab rails Sanitary ware
Minor Works	More than £1000	4 weeks	12 weeks	Over bath shower The installation of stairlifts and special purpose equipment Ramps
Major Works	More than £1000	4 weeks	52 weeks	Bathroom and kitchen adaptations, ground floor WC conversions, garage conversions, and access
Complex	More than £1000 involving planning consent,	4 weeks	Dependent on complexity and involved third parties	

	building control			

18. The Cabinet is asked to approve the draft Aids and Adaptations Policy and commend the policy for approval to Full Council.

Disposals

19. The policy outlines the approach of the Council to the appraisal and potential disposal of HRA assets that are no longer meeting the needs of the Housing Service and where the capital receipt generated could be better utilised elsewhere to support the objectives of the HRA Business Plan.
20. This policy ensures that HRA property and asset decisions are transparent. The policy sets out the criteria to decide how assets will be appraised and outlines a procedure to consider when potentially disposing of HRA assets.
21. This policy is designed to ensure any disposals fit within defined criteria which goes beyond financial management to also ensure social and environmental objectives are considered before a disposal is considered. A series of detailed questions must be addressed in the affirmative before a disposal is agreed to.
22. This policy is in line with best practice across social housing and supports the principle of value for money by avoiding disproportionate financial impact from a small number of low performing assets.
23. This policy applies to the appraisal and potential disposal of HRA land or void housing assets deemed financially unviable or otherwise surplus to the requirements of the HRA
24. This policy does not cover HRA properties sold under the right to buy (RTB) scheme. The RTB scheme has its own process, as set out in legislation.
23. The Cabinet is asked to approve the draft Disposals Policy and recommend the policy for approval to Full Council.

Mutual Exchange Policy

24. The policy sets out the Council's commitment to providing tenants with a good customer experience by giving good advice, managing, and supporting the Mutual Exchange process.
25. The aim of this Policy is to deliver the Council's Mutual Exchange scheme in line with legislation and the relevant guidelines, and to apply the conditions for Mutual Exchanges fairly, consistently and within the statutory timeframe.
26. A mutual exchange is a process which allows Council tenants to swap homes and tenancies with tenants of other social housing landlords. This process can occur with more than two households in a chain of swaps. The exchange can only take place with the written permission from each respective landlord.
27. Mutual Exchange partners assign tenancies and move into each other's properties 'as seen' and take on all the rights and responsibilities set out in the tenancy agreement for the property they move into.
28. The Council recognise the benefits a Mutual Exchange can have for both the tenant and the Council. The process helps:

- tenants to meet their housing needs.
- move closer to work.
- Tenants to be closer to family members and / or support networks

29. For many tenants who are adequately housed; not in a high priority band for a transfer; or where there is a high demand for the accommodation that they need, a Mutual Exchange can provide the only realistic opportunity for them to move from their current home into one which better meets their needs.

30. The Cabinet is asked to approve the draft Mutual Exchange Policy and recommend the policy for approval to Full Council.

No Access Policy

31. This policy concerns the Council's approach when tenants refuse access for essential maintenance work to be undertaken.
32. Potential risks resulting from refusals / no access for improvement work include the following:
- Effective delivery of the capital programme and related workstreams, such as significant underspends in the year.
 - Value for money – one-off replacements usually cost more, plus may have a longer lead in time compared to a planned approach.
 - Health & safety – some elements of work are required from a health and safety perspective
 - Safeguarding concerns – The need for these concerns to be identified.
33. Tenancy agreements state that tenants must allow access to inspect and carry out repairs and improvements, and that if a tenant does not allow access that we could take legal action, with the tenant having to potentially pay the costs. When a tenant refuses work or allow access, they are effectively breaching their covenants under the tenancy agreement.
34. Access is required to address maintenance issues for the following reasons:

Type of work, maintenance or survey	Intrusive/non-intrusive	Internal/External	Enforcement Action Required	Comments
Windows	Intrusive	External/Internal	Yes	Potential minimal intrusion in colder months. Integral component to fabric of building. Contributes to

				Decent Homes and Zero carbon targets
Doors	Intrusive	External/Internal	Yes	Potential minimal intrusion in colder months. Integral component to fabric of building. Contributes to Decent Homes and Zero carbon targets. May be required due to Fire Risk Assessment
Asbestos surveys	Intrusive/Non-intrusive	External/Internal	Yes	Required under Decent Homes Standard legislation and the Health and Safety At Work Act 1974. Tenants may need to be decanted dependent on circumstances
Roofs	Non-intrusive/Intrusive	External	Yes	Potential minimal intrusion if items stored in loft or disruption to garden and or parking. Integral component to fabric of building. Contributes to Decent Homes target

Structural work	Intrusive	External/Internal	Yes	Integral component to fabric of building, may impact other properties if not carried out
External painting	Non-intrusive	External	No	Cyclical painting of fascia's / gutters, fences etc. May extend life of those components plus benefits general appearance of property
Kitchen	Intrusive	Internal	No	Intrusive in one room plus storage required for kitchen items elsewhere. Potential disruption to essential services. Contributes to Decent Homes target.
Bathroom	Intrusive	Internal	No	Intrusive in one room. Potential disruption to essential services. Contributes to Decent Homes target
Rewire	Intrusive	Internal	Yes	Very intrusive, all areas of home affected. Potential disruption to essential services.

				Contributes to Decent Homes target.
Boiler replacement and central heating (with renewable heating)	Intrusive	Internal	Yes	Very intrusive (if central heating included), all areas of home affected. Potential disruption to essential services. Contributes to Decent Homes target and zero carbon target.
Insulation (External Wall)	Non-intrusive	External	Yes	Contributes to zero carbon target
Insulation (Internal Wall)	Intrusive	Internal	Yes	Very intrusive to front and rear internal rooms, plus gable if necessary. Contributes to zero carbon target.
Sprinklers	Intrusive	Internal	Yes	In connection with fire safety legislation
Fire risk assessment work	Dependent on area required	Internal/External	Yes	Work is mandatory to comply with Fire Risk Assessment action requirements. Potential fluctuations in temperature while work is being undertaken.

Electrical condition reports	Intrusive	Internal	Yes	Minimal intrusion. Electrical condition reports are mandatory. Potential disruption to essential services.
Stock condition survey	Non-intrusive	Internal/External	Yes	To assist Housing Health and Safety Rating System (HHSRS) compliance and assist future investment decisions. Compliance with revised consumer standards set by the Regulator of Social Housing. Potential decanting of tenants if a category one issue or issues has been identified.
Repairs	Intrusive/Non intrusive	Internal/External	Yes/No	Where the repair relates to a potential health and safety issue and could have an impact on the integrity of the building or the tenant's health and safety then

				enforcement action should be considered. Potential disruption to essential services.
Property Audits	Non-intrusive	Internal	Yes	Meter readings, photos etc. Visits and EPCs. Public funding could be at stake if these are not carried out.

35. Consequently, the policy outlines the steps the Council would follow to enable access for essential maintenance work to be undertaken.

36. The Cabinet is asked to approve the draft No Access Policy and recommend the policy for approval to Full Council.

Financial implications

37. Any work required as a result of the implementation of these policies will be managed using the existing approved budgets.

Legal issues

38. The policies being presented for approval are required under the Consumer Standard as set by legislation and the Regulator for Social Housing.

Level of risk

39. The failure of the Council to have these asset management policies would go against the Corporate Plan to keep residents safe and could lead to regulatory infringements further to the requirements of the Regulator for Social Housing, the Health and Safety Executive and the Building Services Regulator.

Equality impact

40. Equality Impact Assessments (EqIA) has been carried out in compliance with the Council's Public Sector Equality Duty under the Equality Act 2010 in order to determine whether the policies would have an adverse impact on persons with protected characteristics..

41. Whilst the EqIA has identified that there are no adverse impacts anticipated by these policies on any person with protected characteristics nevertheless, it is identified that there are certain groups at increased risk from safety infringements. These groups are:

- children
- adults with learning difficulties

- oxygen users
- people taking certain medication
- those suffering the effects of drugs and alcohol
- adults aged 65 and older
- people with disabilities
- Individuals being supported by the Community Safety team and related support services

42. These policies aim to reduce the risks to these groups of people through proactively identifying these risk factors, raising awareness and education in furtherance of the Public Sector Equality Duty (s.149).

Carbon and Environmental Considerations

43. Adoption of these policies will contribute towards the good maintenance of properties further to the Climate Change Act 2008 and the Smoke Free Oxford strategy.

Conclusion

44. By approving these policies, this will help establish the framework to maintain the housing stock and further ensure the safety of our residents. This approval would also help meet the expectations of the Regulator of Social Housing that the Council is meeting its regulatory obligations. Further HRA policies will be presented to the Cabinet for its consideration after residents have been able to assess and, if necessary, amend draft proposals.

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Service area or department	HRA Team
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Background Papers:

List the background documents and, if possible, link to them.

All background papers must be listed in accordance with the Local Government (Access to Information) Act and The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. This includes, any material which discloses facts or matters on which the report or an important part of it is based and which have been relied on in the preparation of the report. Each document must be listed and a copy of each document made available to members and the public on request, (or they should be directed where to find it if it is already published on the Council's website). All confidential, exempt, copyrighted and published works are EXCLUDED from this requirement.

- 1 Consumer Standard – Regulator of Social Housing - [Regulatory standards for landlords - GOV.UK](#)
- 2 Social Housing (Regulation) Act 2023 - [Landmark Social Housing Act receives Royal Assent to become law - GOV.UK](#)

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Aids and Adaptations Policy



Scope of the Policy

- 1.1 This policy sets out Oxford City Council's (OCC) approach to dealing with internal and external requests for aids and adaptations in its council tenanted homes.
- 1.2 The policy also clarifies the extent of the service, the limitations, other options and support we can offer and the conditions under which we might refuse to carry out the work requested.
- 1.3 This policy does not cover private tenants, homeowners or housing association tenants. Any enquiry relating to those properties should be referred to the Council's Home Improvement Agency with reference to its Housing Assistance Disabled Adaptations Policy <https://www.oxford.gov.uk/oxford-home-improvement-agency/housing-assistance-disabled-adaptations-policy> Though the Council has a statutory obligation to administer mandatory Disabled Facilities Grants (DFGs) to provide aids and adaptations to enable disabled residents to live independently within their own homes, DFGs relate to the citizens of Oxford who do not reside in Council property.

Aims

- 2.1 The aims of this policy are to ensure that:
 - Wherever possible, the Council assists residents, to remain in their own homes and communities through the provision of aids and adaptations, ensuring that disabled people of all ages can build and sustain their independence. The purpose of any installation of an aid or adaptation is to modify the home environment to restore or enable independent living, privacy, confidence and dignity for individuals and their families
 - Residents applying for aids and adaptations are treated in a fair and equitable way

Objectives of the Policy

- 3.1 The Council will:
 - Provide clear information relating to its aids and adaptations process
 - Ensure that aids and adaptations are completed to the specifications included in an Occupational Therapist assessment
 - Process and install reasonable requests for minor aids and adaptations within published timescales for minor, major and complex tasks
 - Ensure aids and adaptations are regularly maintained

- Support and facilitate residents in obtaining suitable alternative housing where a transfer through the Allocations Scheme is considered to be the best provision in line with Occupational Therapist (OT) recommendations.
- Manage and allocate existing adapted properties efficiently to ensure that the impact on customers of the adaptations process is kept to a minimum.
- Provide adaptations which are reasonable, practicable and supported by an OT.
- Work wherever possible and/or relevant, in partnership with other agencies such as Health and Adult Social Care
- Ensure that appropriate servicing contracts are in place for any relevant equipment such as, but not exclusive to, track hoists, stair lifts and through floor lifts.
- Evaluate all requests for adaptations which are made on the basis of faith or cultural requirements, making suitable adjustments where reasonable and practicable.

3.2 Use information and analysis to drive strategy and action:

- Carry out equality analysis on all policies and significant change programmes to ensure they deliver equality objectives.
- Utilise data collected within our stock condition from 2026/27 surveying programme to ensure adapted properties are recorded within our stock condition database.

3.3 Have in place reasonable and accessible procedures and approaches to support the delivery of aids and adaptations:

Definitions

4.1 Aids and adaptations are alterations or improvements carried out to the home of a resident with a disability or to a communal area to enable them to continue to carry out day to day activities. This does not include responsive repairs. Adaptations are approved outside the responsive repairs service.

4.2 Adaptations are categorised as:

- Minor adaptations include but are not limited to, internal door threshold ramps, lever taps, grab rails, moving door handles and power sockets.
- Major adaptations include but are not limited to, provision of lifting aids, stair lift installation, level-access showers and installation of a wet room.

4.3 A disability is defined under the Equality Act 2010 as a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day to day activities.

4.4 Occupational therapists (OT) are health care professionals. Following receipt of a referral, the OT will carry out an assessment of the need for aids and adaptations in the resident's home. If an independent occupational therapist is used by the Council, they must be registered by the Council for Professions Supplementary to Medicine and listed in the current Directory of Private

Practitioners, produced by the College of Occupational Therapists and Occupational Therapists in Private Practice.

- 4.5 The defect liability period is the period following practical completion of a new development where the building contractor is responsible for dealing with identified defects.
- 4.6 The Allocations Scheme is the policy used to prioritise Council tenants (and other residents) needing to move to an adapted home better suited to their needs where it is determined it is not practical to adapt the tenant's existing home.

Minor and Major Adaptations

- 5.1 Requests for minor adaptations may be received from residents, relatives, friends, carers, occupational therapists, hospital or clinical doctors, GPs, Council staff, social workers and other specialists.
- 5.2 The Council aims to provide a fully funded fast-track service for minor pre-approved adaptations for residents and to complete these within 30 working days of approving a request. In extenuating circumstances that set back this timescale, the Council will maintain open communication with the resident, provide regular updates, and do the best to complete the work as soon as possible.
- 5.3 Where relevant, requests for minor adaptations may need to be supported by appropriate evidence, such as a letter from a medical practitioner. However, in most cases, if the resident's needs are simple to assess, we consider a qualified contractor as being a sufficient person to assess what adaptation is needed and they can make the adaptation – subject to seeking normal approval from the Council - without an assessment from an occupational therapist.
- 5.4 Examples of minor adaptations include, but are not limited to, the following:
 - Grab rails
 - Additional banister rails
 - Floor to wall / ceiling rails
 - Half steps
 - Adjustments to door handles / window latches
 - Lever taps
 - Flashing doorbells
 - Key safes
- 5.5 If the tenant is funding the adaptation themselves, they will need to ask for the landlord's permission before making any major adaptations to their home.
- 5.6 Examples of major adaptations include, but are not limited to, the following:
 - Level-access showers

- Wet rooms
- Over bath showers
- Ramps
- Stair lifts / through-floor lifts
- Wash / dry toilets
- Specialist baths
- Extensions and/or Structural Alternatives

5.7 Further detail relating to definitions and expected timescales for delivering adaptations are as follow:

Type of work	Cost of work	Desktop assessment	Delivered once accepted	As an example of work – includes but not limited to
Minor Works	Less than £1000	4 weeks	20 working days	Temporary ramps Half steps Hand rails Grab rails Sanitary ware
Minor Works	More than £1000	4 weeks	12 weeks	Over bath shower The installation of stairlifts and special purpose equipment Ramps
Major Works	More than £1000	4 weeks	52 weeks	Bathroom and kitchen adaptations, ground floor WC conversions, garage conversions, and access
Complex	More than £1000 involving planning consent, building control	4 weeks	Dependent on complexity and involved third parties	

- 5.8 With Major and Complex works, if the recommendation for such works is accepted a technical feasibility and financial viability survey will be undertaken.
- 5.9 In line with the disabled adaptations legislation this policy will consider the maximum level of assistance towards eligible works as £30,000. The Council is not required to fund additional works over this amount. However, in line with Government Guidance the Council has the discretion under this policy to provide up to an additional £20,000 to cover eligible works. This approach will only be taken in exceptional cases and for complex cases, each case will be determined on its own merits and the final decision would be made by the Director of Housing.
- 5.10 The Council will work with the Occupational Therapist to look at other alternative cost-effective solutions within the £50,000 limit. If this is not possible the Council will look for alternative suitable accommodation, recognising that in some circumstances, suitable alternative accommodation may not be available within the Council's housing stock.

Communal Area Adaptations

- 6.1 A request for an adaptation located in a communal area will be considered on a case-by-case basis.
- 6.2 Examples include, but are not limited to, the following:
- Handrails
 - Ramps
 - Stair lifts
 - Extensions

Works

- 7.1 The Council will use approved contractors who specialise in carrying out adaptation work. The Council may require a tender process for major adaptation work.
- 7.2 The Council will monitor all equipment under warranty, to make sure the Council can promptly undertake repairs or replace the adaptations if required. Repairs to equipment installed by contractors will be undertaken.
- 7.3 Contractors are responsible for rectifying any defects that appear during the defect liability period. During this time, the Council can notify the contractor(s) of defects, and the contractor(s) is obligated to fix them.

Asset management and record keeping

- 8.1 The Council will maintain accurate and up-to-date asset management data with relevant information about major aids and adaptations. These details are

available to inform the management of allocations and lettings, and the maintenance of the adaptation itself. Inspection and repairs.

Repairs and Maintenance

- 9.1 The Council will inspect all major aids and adaptations once complete. Where a completion inspection has not occurred despite this policy, the Council will contact the resident so that any defects can be reported.
- 9.2 The Council will carry out repairs to aids and adaptations equipment, except where a defect liability period still applies.
- 9.3 The Council will maintain the adaptations fitted in properties after the warranty period.

Retaining and utilising adaptations

- 10.1 The Council will adopt a flexible approach as to whether or not to retain minor adaptations and major adaptations, such as permanent ramps and wet rooms, when an adapted property is vacated and becomes void dependant on the needs of residents moving into the affected properties subject to the Council's Voids Standard.
- 10.2 The Council will remove aids and adaptations in a void property if they are beyond economical repair subject to the Council's Voids Standard.

Processing applications

- 11.1 Where necessary, the Council will also work with the resident to explore alternative options such as re-housing.
- 11.2 The timescales will depend on the urgency and complexity of the adaptations required. High priority cases, as defined by the occupational therapist on the referral, will be prioritised for action, but major and complex schemes will take longer to complete. In cases where planning permission or other regulatory elements are required, the Council cannot guarantee the timescales will be met.
- 11.3 The Council will operate a triage system to make an initial assessment of the complexity and urgency of referral to help the person understand the likely timescales for delivery of the work.
- 11.4 The Council will complete a desktop assessment within 4 weeks of receipt of the referral, the resident will be updated on further timescales following that assessment. The Council will keep the resident updated on progress at all stages, from acknowledging receipt of the referral and expectations, up to the completion.

Reasons for Refusal

- 12.1 There are a number of reasons why the Council may refuse to carry out all or some of the work requested. The list below provides examples of reasons why the Council might decline a request for adaptations. This list is in no way exhaustive:
- The property is unsuitable for adaptations due to overcrowding, except where minor works can be carried out to provide benefits until a suitable alternative property is found
 - In the opinion of the Council, the work is not necessary, appropriate, reasonable, and practical.
 - The work is not technically feasible or could be achieved in a different way.
 - The application does not meet the eligibility criteria.
 - The referral is not via the Occupational Therapist (OT) service.
 - The Council reserves the right to seek an OT's report on aids and adaptations requests on a discretionary basis, to ensure the proposed works meet the resident's individual needs in the most effective way.
 - Where work for the individual is to a communal area but will negatively impact communal space for other residents or be prohibitively expensive
 - The tenant has a Right to Buy Application
- 12.2 If a request for aids and adaptations is refused for any reason the tenant will be supported in alternative solutions. These solutions may include:
- Assistance with joining the housing register for an alternative move.
 - Providing information and support with registering for a Mutual Exchange
 - A discussion with OT and tenant about alternative solutions which could be more necessary, appropriate, reasonable, or practical.
- 12.3 A resident can request a review of any reason for refusal. A request for a review should be received in writing within 28 days of the decision to refuse is communicated to the resident. The review will be conducted by the Director for Housing.

Transfers and adaptations to new tenancies

- 13.1 For some tenants a transfer to alternative housing on the ground floor or already with adaptations to meet their needs may be the best solution if their home is no longer suitable, and an adaption is not possible or has been declined. This might be another council home, or a social tenancy provided by a different registered provider.
- 13.2 If a tenant wishes to be considered for a move, a health and housing assessment will be completed using the protocols set out in the Allocations Scheme and a tenant may be awarded additional priority to reflect their housing needs and priority to move to a home with the level of adaptations they require, as outlined within the Allocations Scheme.

No award – no additional priority	A moderate health and disability award – Band 4	A significant health and disability award – Band 3	An urgent health and disability award – Band 2
<i>The health problem is not related to the person's current housing conditions and cannot be improved by alterations or moving to other accommodation.</i>	<i>A health problem is exacerbated directly by the current housing conditions and requires some priority over a person living in the same circumstances whose health is not affected.</i>	<i>The current accommodation cannot be altered or improved to resolve the health problem and there is considerable risk of deterioration in the person's health that can only be resolved by moving to other accommodation.</i>	<i>There is a very high risk to the health of the person that makes the current accommodation totally unsuitable and they need to move to other accommodation as soon as possible.</i>

13.3 In the most urgent complex cases for tenants with very specific needs a direct offer of accommodation may be made when a suitable home becomes available - outside of the usual bidding process through Choice-Based Lettings, as outlined in the Allocations Scheme.

13.4 Housing applicants who have been offered a tenancy have a right to request adaptations to be made to a property ahead of them moving in before they accept the property. If the requests are reasonable, the Council will adapt the property, in line with this policy.

13.5 Examples of reasonable changes are:

- Remove or replace, furnishings, materials or equipment (so long as it would not become a permanent fixture when installed)
- Replace or provide signs or notices
- Replace taps or door handles
- Replace, provide or adapt doorbells or door entry systems
- Change the colour of any surface, such as a wall or a door

13.6 Reasonable adjustments only pertain to auxiliary aids and services as defined by the Equality Act 2010. That means the Council is not legally obliged to make structural changes to the property, although the resident can request an adaptation.

13.7 In some case housing applicants in high priority need wait for long periods of time due to a lack of suitably adapted properties. In these cases where the applicants are in greatest need, the Council may offer a property that can be adapted to meet their needs with the work agreed and carried out before they move in to the property, in line with the wider policy.

Funding for major adaptations

- 14.1 This policy relates to funding directly aligned to the Housing Revenue Account (HRA). The needs of Council tenants who are affected by this policy are supported via funding from the HRA.

Equality, diversity, inclusion, and vulnerability (including most at risk groups)

- 15.1 An Equality Impact Assessment (EqIA) has been carried out in compliance with the Council's Public Sector Equality Duty under the Equality Act 2010 in order to determine whether the policy would have an adverse impact on persons with protected characteristics.
- 15.2 Whilst the EqIA has identified that there are no adverse impacts anticipated by this policy on any person with protected characteristics, nevertheless, it is identified that there are certain groups who may be affected by this policy. These groups are:
- children
 - adults with learning difficulties
 - oxygen users
 - people taking certain medication
 - those suffering the effects of drugs and alcohol
 - adults aged 65 and older
 - people with disabilities
 - Individuals being supported by the Community Safety team and related support services

Legislation

- 16.1 The following acts are relevant to this policy:
- The Chronically Sick and Disabled Persons Act 1970
 - The Housing Grants Construction and Regeneration Act 1996
 - Children Act 1996
 - Equality Act 2010
 - The Care Act 2014
 - Mental Capacity Act 2005
 - Regulatory Reform (Housing Assistance) Order 2002
 - The Housing Act 1985
 - The Housing Act 2004 - Housing Health and Safety Rating System (HHSRS)
 - Home Adaptations for Disabled People 2013
 - Social Housing (Regulation) Act 2023
 - Disabled Facilities Grant (DFG) delivery: Guidance for local authorities in England

Why do an Equalities Impact Assessment (EqIA)?

1. 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.**
2. **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 **Corporate Management Team (CMT) reports and all projects must attach an EqIA.**

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	NEW- Socio-economic inequalities (voluntary adoption)
	NEW- Sanctuary seeking status leading to intersecting inequalities (voluntary adoption)

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
3. 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
5. **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.	Aids and Adaptations Policy	2.	The implementation date of the activity under consideration:	March 2026
3.	Directorate/Department(s):	Housing	4.	Service Area(s):	Housing
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk	6.	Contact details, in case there are queries: Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk
7.	Is this a new or ongoing EqlA?	☒ New ☐ Ongoing	8.	If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and share the link to the said EqlA.	No
9.	Date this EqlA started:	November 2025			
10.	Will this EqlA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	Yes	11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	April 2026

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

12.	Type of activity being considered: Check the most appropriate.	☐	☐ Decommissioning	☐ Commissioning	☐	
		☒	☒ Others. Please specify: Housing Service – end of year annual report 2025/26 ..			
13.	Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil? Please check as needed.	☒ Good, affordable homes	☐ Strong, fair economy	☒ Thriving Communities	☐ Zero Carbon Oxford	☐ Well run council
14.	Which priority area(s) within <u>Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)</u> does this activity fulfil? Please check as needed.	☒ Responsive services and customer care.	☐ Diverse and engaged workforce.	☐ Leadership & organisational commitment.	☒ Understanding and working with our communities.	
15.	Outline the aims, objectives, & priorities of the activity being considered.	This policy sets out Oxford City Council's (OCC) approach to dealing with internal and external requests for aids and adaptations in its council tenanted homes. The policy also clarifies the extent of the service, the limitations, other options and support we can offer and the conditions under which we might refuse to carry out the work requested. The objectives of the policy are to:				

- Provide clear information relating to its aids and adaptations process
- Ensure that aids and adaptations are completed to the specifications included in an Occupational Therapist assessment
- Process and install reasonable requests for minor aids and adaptations within published timescales for minor, major and complex tasks
- Ensure aids and adaptations are regularly maintained
- Support and facilitate residents in obtaining suitable alternative housing where a transfer through the Allocations Scheme is considered to be the best provision in line with Occupational Therapist (OT) recommendations.
- Manage and allocate existing adapted properties efficiently to ensure that the impact on customers of the adaptations process is kept to a minimum.
- Provide adaptations which are reasonable, practicable and supported by an OT.
- Work wherever possible and/or relevant, in partnership with other agencies such as Health and Adult Social Care
- Ensure that appropriate servicing contracts are in place for any relevant equipment such as, but not exclusive to, track hoists, stair lifts and through floor lifts.
- Evaluate all requests for adaptations which are made on the basis of faith or cultural requirements, making suitable adjustments where reasonable and practicable.

16. Please outline the consequences of not implementing this activity.

For example,

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

In 2018, the then Government published the Social Housing White Paper to ensure residents of social housing are safe, listened to, live in good quality homes and have access to help when things go wrong. Consequently, the Social Housing Regulation Act ("the Act") received Royal Assent in July 2023. The Act forms a new regulatory framework for the social housing sector, aiming to give residents greater powers and improve access to quick and fair solutions to problems. This includes a full equalities and diversity assessment is undertaken to meet the needs of all tenants.

The following is also in line with this policy:

- The Chronically Sick and Disabled Persons Act 1970
- The Housing Grants Construction and Regeneration Act 1996
- Children Act 1996

- Equality Act 2010
- The Care Act 2014
- Mental Capacity Act 2005
- Regulatory Reform (Housing Assistance) Order 2002
- The Housing Act 1985
- The Housing Act 2004 - Housing Health and Safety Rating System (HHSRS)
- Home Adaptations for Disabled People 2013
- Social Housing (Regulation) Act 2023
- Disabled Facilities Grant (DFG) delivery: Guidance for local authorities in England

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

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17. 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.	Yes – Residents Involvement Programme The Council recognises its equalities responsibilities as well as the critical need to listen and act on the lived in experiences of our residents. The policy has the potential to affect the majority of tenants who, due to age related conditions, can endure disabilities with a significant proportion of tenants aged between 55 to 84.
18. List information and data used to understand who your residents or staff are and how they will be impacted.	- Legislation - Risk assessment for vulnerable groups - Equalities assessment exercise - Engagement with residents

These could be-
 -third-party research,
 -census data,
 -legislation,
 -articles,
 -reports,
 -briefs.

The statistics from the Council's *Know Your Tenant* data demonstrates that 36% of tenants, as of 2 April 2026, has disabilities.

A further breakdown of figures from the Council's General, Homelessness and Transfer Registers are as follows:

Mobility Level (Live applications excl shared ownership register)

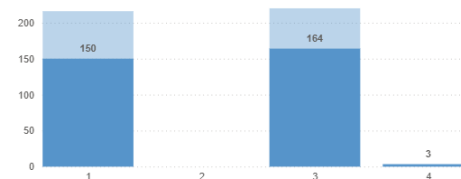
Mobility levels:
 Mobility 1: Level access into and throughout the property
 Mobility 2: Wide door ways and electric switches placed to suit a disabled person
 Mobility 3: Some adaptations, such as level access shower, stair lift or walk-in bath
 Mobility 4: Purpose built or fully adapted for wheelchair use

Mobility Level	Applications
1	150
3	164
4	3
Total	317

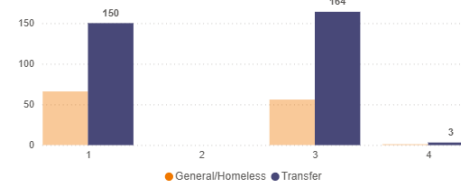


	Mobility Level			
Register	1	3	4	Total
General register	62	54	1	117
Homeless register	4	2		6
Transfer register	150	164	3	317
Total	217	220	4	441

Applications by Mobility Level



Applications by Mobility Level and Register



This data demonstrates the consistent rise in demand for aids and adaptations.

Therefore this assessment has informed the development of the Aids and Adaptations Policy in ensuring the needs of all tenants are met to ensure independent living for all tenants while continuing to meet existing needs.

19. If you have not done any consultations or collected data & information, are you planning to do so in the future?

Please list the details –
 -when,
 -with whom, and

N/A

-how long will you collect the relevant data.

Section 4: Impact analysis.

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

Protected	Positive	Negative	Neutral			Analysis & insight

Characteristic				Don't know	Data/information/evidence supporting your assessment	Mitigations
Age	x	☐		☐	Age related disabilities have been identified with the <i>Know Your Tenant</i> data and consequently the equalities assessment has shaped the draft policy to meet the needs of older residents	An Equality Impact Assessment (EqIA) has been carried out in compliance with the Council's Public Sector Equality Duty under the Equality Act 2010 in order to determine whether the policy would have an adverse impact on persons with protected characteristics. Whilst the EqIA has identified that there are no adverse impacts anticipated by this policy on any person with protected characteristics, nevertheless, it is identified that there are certain groups who may be affected by this policy. These groups are: • children • adults with learning difficulties • oxygen users

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110						• people taking certain medication • those suffering the effects of drugs and alcohol • adults aged 65 and older • people with disabilities • Individuals being supported by the Community Safety team and related support services The policy is designed as a proactive measure to assist the affected groups so that all tenants can be supported with independent living. This is also in line with the Regulator of Social Housing's Consumer Standard where the needs of tenants leads the prioritisation of housing service provision.
Disability (Visible and invisible)	x	☐		☐	The significant level of disabilities amongst tenants have been identified with the <i>Know Your Tenant</i> data and consequently the equalities assessment has shaped the draft policy to meet the needs of older residents	According to the Council's <i>Know Your Tenant</i> data that the Council has collated there are, as of 2 April 2026, 3909 household members who have disabilities who could benefit from this policy.

111						If the figure is considered of direct tenants who have disabilities, as of 2 April 2026, this relates to 2809 tenants. This, as of this date, is out of 7786 tenancies. Therefore, at the time of the production of this assessment, 36% of all tenants could benefit from this proactive policy. With the ageing profile of tenants within the housing estate, it has been assessed there would be an increase in age related disabilities in the near term thereby making this policy a key feature of the Council's housing service provision for its tenants.
Gender re-assignment		☐	x	☐		
Marriage & Civil Partnership	☐	☐	x	☐		
Race, Ethnicity and/or Citizenship		☐	x	☐		

112 Pregnancy & Maternity	☐	☐		☐		
Religion or Belief	☐	☐	X	☐		
Sex			x	☐		
Sexual Orientation	☐	☐	X	☐		



Socio-economic inequalities such as: - income and factors that impact income. - access to jobs This was voluntarily adopted by Oxford City Council on the 13th of March 2024.	☐	☐	X	☐		
Other (voluntary consideration) Sanctuary seeking status leading to intersecting inequalities experienced by For example:	☐	☐		☐		

asylum seeker, refugee, person with insecure immigration status <u>Oxford City Council became a local authority of sanctuary in December 2024, thereby committing to learn from our experiences, embed inclusive practices and share efforts to create a culture of welcome and safety for all.</u>						
114 Other For example: - Unpaid carers - Prison population - Homeless population -Council suppliers & contractors -Cabinet Members	☐	☐		☐		



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

22.	Conclusions.						
	☐	Stop and reconsider the activity.	☐	Adjust activity before beginning the activity and continue to monitor.	☒	Enhanced service delivery to be delivered by the implementation of this policy	☒ Adjustments continue with the activity. Monitoring of performance in respect of the implementation of the policy is required.
23.	Please explain how you have reached your conclusions above.		Benefits of Implementation: Promotes healthy and independent living Promotes Equity: Ensures everyone has equal opportunities. Enhances Diversity: Improves Representation:				

Section 6: Monitoring and review plan.

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

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

25.	For example- - team, -directorate, -service area, -Equalities Steering Group,etc.		
	Who (individual, team, or service area) will be responsible for carrying out the EqlA review?	HRA Assets Team	
26.	How often will the equality impact be reviewed for this activity? For example- -quarterly, -yearly, etc.	Yearly	27. Date when the EqlA will be reviewed again. April 2027

Section 7: Sign-off

Name: James Watkins

Job Title: Housing Projects and Policies Manager

Signature:

Name: Bill Graves

Job Title: Landlord Services Lead

Signature:

Name: Full Name

Job Title: Type here

Signature:

Suggested list of people to include are:

- 1) Project lead/manager.
- 2) Head of service area or team.
- 3) Person who completed the EqlA.





Name:

Job Title:

Signature:

-

Name: Full Name

Job Title: Type here

Signature:

-

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

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You have now reached the end of the assessment.

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

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Assets Disposals Policy (HRA)



Scope

- 1.1 This policy outlines the approach of Oxford City Council to the appraisal and potential disposal of Housing Revenue Account (HRA) assets that are no longer meeting the service or business need and where the capital receipt generated could be better utilised elsewhere to support the objectives of the HRA Business Plan.
- 1.2 Such a policy ensures that HRA property and asset decisions are transparent. The policy sets out the criteria to decide how assets will be appraised when potentially disposing of HRA assets.
- 1.3 This policy is designed to ensure any disposals fit within defined criteria which goes beyond financial management to also ensure social and environmental objectives are considered before a disposal is considered. A series of detailed questions must be considered, as stated in section 6 of this policy, before a disposal is agreed to.
- 1.4 This policy is in line with best practice across social housing and supports the principle of value for money by avoiding disproportionate financial impact from a small number of low performing assets.
- 1.5 This policy applies to the appraisal and potential disposal of HRA land or void housing assets deemed financially unviable or otherwise surplus to the requirements of the HRA
- 1.6 This policy does not cover HRA properties sold under the right to buy (RTB) scheme. The RTB scheme has its own process, set out in legislation.

Definitions

- 2.1 For the purposes of this policy, a disposal can be defined as:
 - A freehold transfer
 - A grant of a lease
- 2.2 The types of assets to be considered for appraisal and potential disposal within this policy are:
 - Individual properties that are unviable to maintain compared to the overall stock
 - Sites/assets that are currently underused or may provide wider redevelopment opportunities for additional affordable homes and/or better-quality homes
 - Land disposals: a) small areas of HRA land with no potential for development or b) HRA land where there is development potential that is not viable for the Council itself to develop.
- 2.3 Properties which will not generally be considered suitable for disposal are:
 - Tower blocks
 - Small blocks containing one or more leaseholder

- Properties in an area identified for regeneration (unless the disposal directly supports the regeneration goals and benefits the local community)
- Adapted properties that meet the needs of current or future residents.

Criteria

- 3.1 The Council has an obligation under the Local Government Act 1972 (as amended) to obtain best consideration when disposing of land and property. .
- 3.2 Under Section 32 of the Housing Act 1985 the Council may dispose of land held for housing purposes but requires the consent (general or specific) of the Secretary of State to do so. No consent is required under Section 32 for the letting of assets on a secure or introductory tenancy. The Secretary of State has issued a series of general consents for these purposes (the General Housing Consents 2013)
- 3.3 The Council's broad criteria for the disposal of properties include:
 - Underutilisation: The land or property/asset is underutilised and does not meet current or projected housing needs, is a long-term void property or is land or a property/asset otherwise considered surplus to the requirements of the HRA
 - Financial Burden: The land or property/asset poses a significant financial burden to the HRA due to high maintenance costs or other liabilities
 - Energy Inefficiency: The asset is energy inefficient and the cost of improving the energy efficiency to our target standards would be disproportionate. The business case for energy efficiency within the housing stock requires the Council to source a range of funding streams, including from central Government. It is only after this process has been exhausted would an appraisal process consider the energy inefficiency of a property further to a potential disposal decision being made.
 - Not Aligned with Strategic Objectives/ housing need in the city: The asset no longer aligns with the Council's strategic objectives (as set out in the HRA 40-Year Business Plan and Asset Management Strategy) or is not meeting a critical housing need as outlined in broader strategy,
 - Redevelopment Opportunities: The asset offers redevelopment opportunities that will be of greater benefit to the community/ better meet housing need than its current use
- 3.4 Each potential disposal should be assessed on an individual basis on the broad criteria as stipulated in this policy. The need to invest in any council owned property to ensure that it continues to meet the desired standard for letting purposes should be carefully considered against the potential future rental stream for the property and the social and environmental needs of neighbourhoods.

Roles and Responsibilities

- 4.1 The decision to agree final terms and enter into any agreements required to action a disposal under this policy will be taken (subject to any financial

threshold restrictions in the Council's constitution) by the Director of Housing in consultation with the Cabinet Member for Housing and Communities.

Strategic Appraisal Objectives

5.1 The strategic appraisal objectives for potential disposals can be summarised as follows:

Impact on	Savings	Safety	Sustainability	Supply	Social	Satisfaction
	Efficiently providing affordable homes	Ensuring safe and healthy homes and communities	Delivering Oxford City Council's net zero objective	Providing homes to meet changing demand	Improving living standards and life chances	Meeting the needs of every tenant
HRA/ Oxford	Financial implications of the investment proposals including changes to HRA income, costs of ownership to the HRA and wider council, occupancy cost to the tenants, and financial impacts on the local economy	Health and Safety implications of the investment proposals including: Compliance with relevant legislation, health and safety of tenants and staff.	Implications of investment proposals on the net zero objectives, including meeting carbon emissions targets	The investment proposals on the provision of housing stock including: Minimising void reletting times, provision of new homes, reduction of overcrowding and reduction in the need for temporary accommodation	Societal implications of the investment proposals including: Provision of decent homes, adaptations and access for tenants with additional needs, impact on tenant's life chances and impact on community areas	Investment proposal on tenant satisfaction including: Tenant satisfaction measures, disruption to tenants, timely remediation works and level of complaints

5.2 The following is an indicative list in respect of strategic objectives considerations for decision makers:

- Whether the land/property/asset is currently helping meet strategic housing needs and what potential there is for it to be re-purposed to better meet those needs
- Whether the land/property/asset is likely to be of interest/use to other departments within the Council and identifying and initiating engagement with relevant stakeholders who may have an interest in the asset

- Whether the land/property/asset has the potential to make any ongoing contribution to the delivery of wider Council objectives as identified in the Corporate Strategy

Financial and Property Appraisal

- 6.1 The financial appraisal considerations will lead to a business case being provided to justify the disposal on a property-by-property basis.
- 6.2 Any potential disposals identified under this policy will be financially assessed by the Finance Department and Property Services, Housing and Corporate Assets under this model. The findings and recommendations from a financial perspective will be presented to the Director of Housing for consideration.
- 6.3 Issues to consider before assets are disposed of include the type of housing that is in demand in Oxford. For example, there is a demand for one-bedroom properties in the city. Therefore, any disposal must be aligned to the objectives of the Allocations Policy.
- 6.4 The property appraisal process before a disposal is agreed to would address each of the following questions:
 - Is it a property/property type that may need a considerable amount of work to bring it up to the Decent Homes or other relevant standard?
 - Would the cost of required improvements to achieve EPC C or net zero targets constitute a high investment need?
 - What is the repairs history of the property?
 - How often has the property been void? For what duration and for what reasons?
 - Does the property have particular value due to adaptations that make it particularly suitable for tenants with a disability?
 - Is it a prefabricated property
 - What is the age and condition of the property?
 - What is the expected lifespan of the property?
 - Is it a property where the build type detracts from ease of housing maintenance
 - Are there likely to be any issues of gentrification, social exclusion or other negative impacts on the local community if asset disposed/repurposed?
 - What are the costs/ benefits of sale in respect of utilising the receipt to maximise accommodation options and better meet housing demand?
 - Is the property required to meet an urgent or very severe housing need which cannot be met through existing stock or provision, unless it is structurally unsound and not reasonably capable of being made fit for habitation?
 - Could new affordable housing be built on the land? Can it be developed or modified to create additional housing capacity?
 - Does the land have the potential to open-up an additional piece of land to enhance redevelopment opportunities?

- Is part of the HRA land already used by others, or others have rights over it such as rights of way or rights of access? This may include members of the public or other Council departments, or public/private utilities
- Would sale of the asset involve the Council in additional costs (for example, the re-siting of cables)?
- Would a disposal help to alleviate any management issues in relation to the parcel of land concerned? For example, is it difficult or very costly to maintain or are there issues regarding the use of the land in respect of anti-social behaviour?
- Is the land subject to legal proceedings where a disposal provides a more effective use of the Council's resources?

6.5 By considering each of these issues, the assessment criteria can be summarised as follows:

Reason	Criteria	Commentary
Uneconomic asset	Net present value	Negative and marginal assets will be considered for disposal, and where it is not possible to improve the NPV
Significantly higher than average void costs should trigger an assessment	Void costs are more than 40% of the market value of the property	Assessed by void inspection
Reduce leaseholder liabilities/cash flow issues	Leaseholder costs; high percentage of leaseholders	Consideration of disposal of freehold
Strategic needs of the Council/Size of the property	Where a larger property can be converted into a minimum of two two-bed properties	Proactive assessment during void period
Capital Value	Where a void property is assessed to need a high level of up-front investment which is in excess of the capital value of the property	Assessed when void

6.6 With these considerations in mind to consider when each disposal is considered, a presumption for disposal could be adopted for the following types of property dependant on the individual circumstances:

- (a) Listed properties are particularly difficult to manage and maintain, due to the constraints of listed status with the corresponding impact on value
- (b) Where the cost of work is in excess of 40% of the market value of a property such a property would be considered for disposal. To maintain an easily managed and maintained stock of rented properties, the Council needs to divest itself of properties which have major structural problems. When works

required are in excess of 40% of the value of a property this is likely to be because of significant major faults

Equalities Assessment

- 7.1 An Equality Impact Assessment (EqIA) has been carried out to determine whether the policy would have an impact on any member of staff, tenants, or contractor workforce, which unfairly discriminates or disadvantages them in the context of the Equality Act 2010.
- 7.2 The EqIA has identified that there are no particular groups who will be unlawfully disadvantaged by this policy.

Appendix 1 – Oxford City Council Objectives

This Policy supports objectives detailed in the [OCC Corporate Strategy 2024-2028](#):

- Housing, Homelessness and Rough Sleeping Strategy 2023 to 2028
- Meet the Housing Needs of Vulnerable Groups
- Support Sustainable Communities
- Good Quality Homes For All
- Thriving Communities Strategy

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Why do an Equalities Impact Assessment (EqIA)?

1. 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.**
2. **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 **Corporate Management Team (CMT) reports and all projects must attach an EqIA.**

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	NEW- Socio-economic inequalities (voluntary adoption)
	NEW- Sanctuary seeking status leading to intersecting inequalities (voluntary adoption)

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
3. 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
5. **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.	Disposals Policy	2.	The implementation date of the activity under consideration:	March 2026
3.	Directorate/Department(s):	Housing	4.	Service Area(s):	Housing
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk	6.	Contact details, in case there are queries: Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk
7.	Is this a new or ongoing EqlA?	New ☐	8.	If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and share the link to the said EqlA.	No
9.	Date this EqlA started:	November 2025			
10.	Will this EqlA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	Yes	11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	April 2026

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

12.	Type of activity being considered: Check the most appropriate.	☐	☐ Decommissioning	☐ Commissioning	☐	
		☒	☒ Others. Policy			
13.	Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil? Please check as needed.	☒ Good, affordable homes	☐ Strong, fair economy	☐ Thriving Communities	☐ Zero Carbon Oxford	☐ ☒ Well run council
14.	Which priority area(s) within <u>Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)</u> does this activity fulfil? Please check as needed.	☐ Responsive services and customer care.	☐ Diverse and engaged workforce.	☐ Leadership & organisational commitment.	☒ Understanding and working with our communities.	
15.	Outline the aims, objectives, & priorities of the activity being considered.	The policy outlines the approach of Oxford City Council to the appraisal and potential disposal of Housing Revenue Account (HRA) assets that are no longer meeting the service or business need and where the capital receipt generated could be better utilised elsewhere to support the objectives of the HRA Business Plan.				

Such a policy ensures that HRA property and asset decisions are transparent. The policy sets out the criteria to decide how assets will be appraised when potentially disposing of HRA assets.

This policy is designed to ensure any disposals fit within defined criteria which goes beyond financial management to also ensure social and environmental objectives are considered before a disposal is considered. A series of detailed questions must be considered, as stated in section 6 of this policy, before a disposal is agreed to.

16.

Please outline the consequences of not implementing this activity.

For example,

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

The Council has an obligation under the Local Government Act 1972 (as amended) to obtain best consideration when disposing of land and property. .

Under Section 32 of the Housing Act 1985 the Council may dispose of land held for housing purposes but requires the consent (general or specific) of the Secretary of State to do so. No consent is required under Section 32 for the letting of assets on a secure or introductory tenancy. The Secretary of State has issued a series of general consents for these purposes (the General Housing Consents 2013)

The Council's broad criteria for the disposal of properties include:

- Underutilisation: The land or property/asset is underutilised and does not meet current or projected housing needs, is a long-term void property or is land or a property/asset otherwise considered surplus to the requirements of the HRA
- Financial Burden: The land or property/asset poses a significant financial burden to the HRA due to high maintenance costs or other liabilities
- Energy Inefficiency: The asset is energy inefficient and the cost of improving the energy efficiency to our target standards would be disproportionate. The business case for energy efficiency within the housing stock requires the Council to source a range of funding streams, including from central Government. It is only after this process has been

	exhausted would an appraisal process consider the energy inefficiency of a property further to a potential disposal decision being made. • Not Aligned with Strategic Objectives/ housing need in the city: The asset no longer aligns with the Council's strategic objectives (as set out in the HRA 40-Year Business Plan and Asset Management Strategy) or is not meeting a critical housing need as outlined in broader strategy, • Redevelopment Opportunities: The asset offers redevelopment opportunities that will be of greater benefit to the community/ better meet housing need than its current use Each potential disposal should be assessed on an individual basis on the broad criteria as stipulated in this policy. The need to invest in any council owned property to ensure that it continues to meet the desired standard for letting purposes should be carefully considered against the potential future rental stream for the property and the social and environmental needs of neighbourhoods.

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

17. 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.	Yes – Residents Involvement Programme The Council recognises its equalities responsibilities as well as the critical need to listen and act on the lived in experiences of our residents.
18. List information and data used to understand who your	- Legislation

residents or staff are and how they will be impacted. These could be- -third-party research, -census data, -legislation, -articles, -reports, -briefs.	- Risk assessment for vulnerable groups - Equalities assessment exercise - Engagement with residents
19. If you have not done any consultations or collected data & information, are you planning to do so in the future? Please list the details – -when, -with whom, and -how long will you collect the relevant data.	N/A

Section 4: Impact analysis.

20.	Who does the activity impact?	Service Users	Yes ☒	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 ☐	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)?					
Protected Characteristic	Positive	Negative	Neutral	Don't know	Data/information/evidence supporting your assessment	Analysis & insight Mitigations
Age		☐	x	☐		
Disability (Visible and invisible)		☐	x	☐		

Gender re-assignment		☐	x	☐		
Marriage & Civil Partnership	☐	☐	x	☐		
Race, Ethnicity and/or Citizenship		☐	☒	☐		
Pregnancy & Maternity	☐	☐	x	☐		

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Religion or Belief		☐	X	☐		
Sex			x	☐		
Sexual Orientation	☐	☐	X	☐		
Socio-economic inequalities such as:	☐	☐	X	☐		
- income and factors that impact income. -access to jobs This was voluntarily adopted by Oxford City Council on the 13th of March 2024.						

Other (voluntary consideration) Sanctuary seeking status leading to intersecting inequalities experienced by For example: asylum seeker, refugee, person with insecure immigration status <u>Oxford City Council became a local authority of sanctuary in December 2024, thereby committing to learn from our experiences, embed inclusive practices and share efforts to create a culture of welcome and safety for all.</u>	☐	☐	x	☐	www.oxford.gov.uk 	
Other For example: - Unpaid carers - Prison population - Homeless population	☐	☐		☐		

-Council suppliers & contractors
-Cabinet Members

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

22.	Conclusions.							
	☐	Stop and reconsider the activity.	☐	Adjust activity before beginning the activity and continue to monitor.	☒	Enhanced income base leading to improved service delivery	☒	Monitoring of performance in respect of the implementation of the policy is required.
23.	Please explain how you have reached your conclusions above.		Benefits of Implementation: Enables healthy living for all tenants Promotes Equity: Ensures everyone has equal opportunities. Enhances Diversity: Improves Representation:					

Section 6: Monitoring and review plan.

The responsibility for maintaining a monitoring arrangement of the EqlA action plan lies with the service/team completing the EqlA.

These arrangements must be built into the performance management framework such as KPIs or Risk Registers.

24.	Who or which team or service area will be responsible for monitoring equalities impact? For example- - team, -directorate, -service area, -Equalities Steering Group,etc.	HRA Assets Team
25.	Who (individual, team, or service area) will be responsible for carrying out the EqIA review?	HRA Assets Team
26.	How often will the equality impact be reviewed for this activity? For example- -quarterly, -yearly, etc.	Yearly 27. Date when the EqIA will be reviewed again. April 2027

Section 7: Sign-off

Name: James Watkins

Job Title: Housing Projects and Policies Manager

Signature:



Name: Bill Graves

Job Title: Landlord Services Lead

Signature:



Name: Full Name

Job Title: Type here

Signature:

Suggested list of people to include are:

- 1) Project lead/manager.
- 2) Head of service area or team.
- 3) Person who completed the EqlA.
- 4) EDI Lead.
- 5) EDI Specialist.
- 6) For joint projects, please consider the following:
 - 1. Other project leads
 - 2. Other service area and/or team lead/managers.

This is not an exhaustive list.

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Name:

Job Title:

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

You have now reached the end of the assessment.

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

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Mutual Exchange Policy

Scope

1.1 A mutual exchange is a process which allows Oxford City Council tenants to swap their tenancies with tenants of other social housing landlords. This process can occur with more than two households in a chain of swaps. The exchange can only take place with the written permission from each respective landlord.

1.2 Mutual Exchange partners assign tenancies and move into each other's properties 'as seen' and take on all the rights and responsibilities set out in the tenancy agreement for the property they move into.

1.3 The Council recognises the benefits a Mutual Exchange can have for both the tenant and the Council. The process helps:

- tenants to meet their housing needs.
- move closer to work.
- Tenants to be closer to family members and / or support networks

1.4 For many tenants who are adequately housed; not in a high priority band for a transfer; or where there is a high demand for the accommodation that they need, a Mutual Exchange provides the only realistic opportunity for them to move from their current home into one which better meets their needs.

1.5 This policy outlines the Council's approach to Mutual Exchanges and applies to:

- Council tenants applying for Mutual Exchange.
- External social housing tenants seeking to exchange with Council tenants.

Roles, responsibilities, and authority

2.1 The Director of Housing and the Landlord Services Lead are responsible for the implementation of this policy. Housing Managers and Housing Officers deliver key operational activities relating to Mutual Exchanges.

Aims of policy

3.1 This policy sets out the Council's commitment to providing tenants with a good customer experience by giving good advice, managing, and supporting the Mutual Exchange process.

3.2 The aim of this Policy is to deliver the Council's Mutual Exchange scheme in line with legislation and the relevant guidelines, and to apply the conditions for Mutual Exchanges fairly, consistently and within the statutory timeframe.

Scope

4.1 To inform Council staff, tenants, and partners on how the scheme will operate, the eligibility criteria and grounds for refusal:

4.2 To promote Mutual Exchange as an effective option for meeting housing need:

- To encourage mobility for social housing tenants in the city.
- To contribute to the Council's Housing, Homelessness & Rough Sleeping Strategy

4.3 In addition, to ensure the effective use of the Council's housing stock by enabling tenants to move to accommodation suitable for their needs the following objectives would be achieved:

- Reducing over-crowding and under-occupation in the Council's existing stock.
- Giving tenants a variety of choices for moving.
- Addressing needs for adaptations and help release adapted homes.
- Reducing pressure on the Council's Housing Register.
- Reducing pressure on health and care services.

Legal context

5.1 Mutual exchanges need to be carried out within the statutory guidelines as set out in Section 92 of the Housing Act 1985 and in alignment with Section 91 of the Housing Act 1985 which generally prohibits the assignment of secure council tenancies, with limited exceptions.

5.2 Assignments are only permitted via mutual exchange (s92), court orders for relationship breakdown, or to someone qualified to succeed to the tenancy, usually requiring a deed of assignment.

5.3 Consequently, mutual exchanges should be carried out according to statute:

- Tenants with lifetime (secure and assured) tenancies have the right to exchange their social homes with other tenants. In order to carry out an exchange, tenants must transfer their tenancies by way of Assignment.
- Landlords must provide a written decision within 42-days of receiving completed applications from all exchange partners.

- Schedule 3 of the Housing Act 1985 sets out the grounds on which landlords can refuse applications for Mutual Exchange.
- Council may providing conditional consent to a Mutual Exchange to proceed, for example subject to certain conditions being met such as, payment of rent arrears.

Localism Act 2011:

5.4 This Act provides additional benefits for tenants which are:

- Protection of security of tenure for lifetime tenancies after April 2012. This allows tenants to keep similar security of tenure when exchanging with tenants who are on flexible or fixed term tenancies. Tenancies can be transferred by way of Surrender and Re-grant.
- Grounds on which landlords may refuse an application for Mutual Exchange where Section 158 applies.
- Tenants' right to take legal action via County Court injunction if landlords fail to provide written decisions within 42-days of receiving applications for Mutual Exchange (S.159).
- Allows a flexible tenancy or an assured shorthold tenancy to be treated as a 'transfer of tenancy' not an exchange. A deed of surrender is to be completed and a new tenancy created.
- Notice of reason for refusal must be given within 42 days of receipt of request, giving each of the tenant's involved a notice specifying the grounds.

Implementing the Mutual Exchange Policy

6.1 The Council must support relevant tenants living in eligible housing to mutually exchange their home. The Council offers a mutual exchange service which allows relevant tenants potentially eligible for mutual exchange, whether pursuant to a statutory right or a policy of the registered provider, to easily access details of all (or the greatest practicable number of) available matches without payment of a fee.

6.2 The Council will publicise the availability of any mutual exchange service(s) it offers to its relevant tenants.

6.3 The Council will provide support for accessing mutual exchange services to relevant tenants who might otherwise be unable to use them.

6.4 The Council will offer tenants seeking to mutually exchange information about the implications for tenure, rent and service charges.

Right to Exchange:

7.1 Council tenants who are on Secure or Fixed Term Flexible Tenancy are eligible for a Mutual Exchange. External tenants seeking to exchange with Council tenants must be on lifetime tenancy (secure or assured) or Fixed Term / Flexible Tenancy.

7.2 Council tenants can exchange with tenants of any private registered providers of social housing anywhere in the country, including:

- Other Local Authorities.
- Arm's Length Management Organisations (ALMO).
- Housing Associations.
- Housing Trust which is a charity.

7.3 Tenants on Introductory Tenancies will not be considered for Mutual Exchange until such time that they have successfully completed the 12-month or 18 month period of probation period.

Types of Exchange

8.1 Tenants can only exchange properties with written consents from their landlords. The exchange can be carried out by transferring tenancies using either of the two methods described below.

Assignment

8.2 This applies when exchange partners hold tenancies with secure tenure. They will be asked to sign a 'Deed of Assignment' which will allow the incoming tenant to take on the rights and responsibilities of the outgoing tenant, with whom they have exchanged their property.

Surrender and Re-grant

8.3 Surrender and re-grant is where tenants surrender their current tenancy and are issued a new tenancy with similar level of security of tenure as their current tenancy. This is applicable when tenants on lifetime / secure tenancies that predate 1 April 2012, who have their security of tenure protected by law, seeking to exchange with tenants on flexible or fixed term tenancies.

Support for most vulnerable tenants

8.4 Mutual Exchange schemes are tenant-led. Those seeking to exchange are responsible for finding their potential exchange partners, carry out checks to the property they would like to move to and make the arrangements for the actual move. The Council will provide reasonable support to tenants who do not have access to the internet.

8.5 The Council will also provide additional and reasonable support to tenants who are unable to manage independently with using any Mutual Exchange service the Council provides. Support will be based on individual need and on a case-by-case basis. This may include:

- Access to a computer

- Explaining how the mutual exchange service works
- Assistance to navigate the online mutual exchange service.
- Registering and searching for matches on behalf of a tenant.

Support with downsizing

8.6 To incentivise tenants to downsize through Mutual Exchange, the Council may well help with the cost of moving or organise the move to be decided on a case by case basis.

Financial Assessments

9.1 Tenants who are seeking to exchange into properties that will lead to under-occupation will be offered a financial assessment. This is to help them establish if the potential move is affordable and if there are any financial implications such as reductions in their housing benefit entitlement or the housing element of their Universal Credit and / or access to Discretionary Housing Payment (DHP). Tenants will also be informed regarding the implications of not keeping a clear rent account.

9.2 Mutual Exchange Applicants will also be required to sign a disclaimer stating that they fully understand any financial implications of exchanging into a property that will result in under-occupation.

Grounds for Refusing a Mutual Exchange

10.1 The Council can, under Schedule 3 of the Housing Act 1985, withhold consent to an assignment on one or more of the following grounds:

Ground 1: The tenant or proposed assignee is subject to a possession order in relation to the dwelling of which they are a secure tenant.

Ground 2: Proceedings have commenced for possession of the dwelling-house of which the tenant or the proposed assignee is the secure tenant on one or more grounds 1 to 6 in Schedule 2 (grounds on which possession may be ordered despite absence of suitable alternative accommodation) to the Housing Act 1985, or there has been served on the tenant or the proposed assignee a notice under section 83 (notice of proceedings for possession) or section 83ZA of the Housing Act 1985 specifying one or more of those grounds and that notice is still in force.

Ground 2ZA: Possession proceedings have commenced against the tenant or proposed assignee under section 84A of the Housing Act 1985 (absolute ground for possession for anti-social behaviour), or a notice of seeking possession has been served under section 83ZA of the Housing Act 1985 and that notice is still in force.

Ground 2A: Either:

- A relevant order, a suspended anti-social behaviour possession order or a suspended riot-related possession order is in force.
- An application is pending before any court for a relevant order, a demotion order, an anti-social behaviour possession order or a riot-related possession order to be made, in respect of the tenant or the proposed assignee or a person who is residing with either of them.

10.2 A "relevant order" means:

- A [demotion order](#) made under either [section 82A](#) of the HA 1985 or [section 6A](#) of the Housing Act 1988.
- A riot-related possession order made under either ground 2ZA in [Schedule 2](#) to the Housing Act 1985 or ground 14ZA in [Schedule 2](#) to the Housing Act 1988.
- An injunction under [section 152](#) of the Housing Act 1996.
- An injunction to which a power of arrest is attached under [section 153](#) of the Housing Act 1996.
- An injunction under section 153A, 153B or 153D of the Housing Act 1996.
- An anti-social behaviour order under [section 1](#) of the Crime and Disorder Act 1998.
- An injunction to which a power of arrest is attached under [section 91](#) of the Anti-social Behaviour Act 2003.
- An injunction under [section 1](#) of the Anti-social Behaviour, Crime and Policing Act 2014.
- A [criminal behaviour order](#) under [section 22](#) of the Anti-social Behaviour, Crime and Policing Act 2014.

Ground 2B: The tenant's dwelling is subject to a closure notice or closure order under the Anti-social Behaviour, Crime and Policing Act 2014.

Ground 3: The accommodation afforded by the dwelling-house is substantially more extensive than is reasonably required by the proposed assignee.

Ground 4: The extent of the accommodation afforded by the dwelling-house is not reasonably suitable to the needs of the proposed assignee and his family.

Ground 5: (part) The premises were let in consequence of employment, and form part of, or are in the grounds of, a non-housing building or a cemetery.

Ground 7: The dwelling-house has been specifically adapted for disabled persons and the assignee is not such a person

Ground Nine: The dwelling-house is one of a group of dwelling-houses which it is the practice of the landlord to let for occupation by persons with special needs and a social service or special facility is provided nearby and the proposed assignee does not have those special needs

10.2 For tenancies created post 1 April 2012, the Council can only refuse to comply with the request on one or more of the statutory grounds contained in Schedule 14 to the Localism Act 2011. These statutory grounds are as follows:

Ground 1: Any rent lawfully due from a tenant under one of the existing tenancies has not been paid.

Ground 2: An obligation under one of the existing tenancies has been broken or not performed.

Ground 3: Any of the tenants taking part is subject to a possession order in relation to their existing tenancy.

Ground 4: Possession proceedings have been commenced against a participating secure tenant under one or more of grounds 1 to 6 in [Schedule 2](#) to the Housing Act 1985 or a notice of seeking possession proceedings has been served on them under [section 83](#) of the HA 1985, relying on one or more of those grounds and the notice is still in force.

Ground 4A: Possession proceedings have been commenced against a participating secure tenant under [section 84A](#) of the Housing Act 1985 (absolute ground for possession for anti-social behaviour), or a notice of seeking possession has been served under [section 83ZA](#) of the Housing Act 1985 and that notice is still in force.

Ground 6: One of the following orders has been made against one of the participating tenants, or there is a pending application for such an order against one of them:

- A riot-related possession order made under either ground 2ZA in [Schedule 2](#) to the Housing Act 1985 or ground 14ZA in [Schedule 2](#) to the Housing Act 1988.
- An injunction under [section 152](#) of the Housing Act 1996.
- An injunction to which a power of arrest is attached under [section 153](#) of the Housing Act 1996.
- An injunction under [section 153A](#), [153B](#) or [153D](#) of the Housing Act 1996.
- An anti-social behaviour order under [section 1](#) of the Crime and Disorder Act 1998.
- An injunction to which a power of arrest is attached under [section 91](#) of the Anti-social Behaviour Act 2003.

- An injunction under [section 1](#) of the Anti-social Behaviour, Crime and Policing Act 2014.
- A criminal behaviour order under [section 22](#) of the Anti-social Behaviour, Crime and Policing Act 2014.

10.3 The ground also applies if there is an application for a demotion order against one of the participating tenants under [section 82A](#) of the Housing Act 1985 or [section 6A](#) of the Housing Act 1988.

Ground 6A: One of the tenant's dwellings is subject to a closure notice or closure order under the Anti-social Behaviour, Crime and Policing Act 2014.

Ground 7: The accommodation offered by the dwelling is substantially more extensive than is reasonably required by the proposed new tenant.

Ground 8: The extent of the accommodation offered by the dwelling is not reasonably suitable to the needs of the proposed new tenant and their family.

Ground 9: The premises were let in consequence of employment, and form part of, or are in the grounds of, a non-housing building or a cemetery.

Ground 11: The dwelling has been specifically adapted for disabled persons and the proposed new tenant is not such a person.

10.3 The Council must write to the affected tenant within 42 days either giving their consent or explaining their reasons if they refuse permission for the exchange.

The role of the tenant

11.1 The tenant will not assign the tenancy or exchange tenancies with any other party before receiving the written permission of the Council and will not give or receive any money or other inducement in connection with an exchange of tenancies.

11.2 The tenant will notify the Council in writing in advance of the date when the assignment or exchange will take place and to complete any exchange on the same day.

11.3 The tenant will Immediately notify the Council of any change in the plan concerning the assignment or exchange either on the part of the tenant or the other party.

11.4 Before vacating a property, tenants must ensure the property is clean and that the property is cleared of all items. If these requirements are not met, the Council will have recourse to charge tenants for the costs of cleaning a property and/or removing items.

Health and Safety

12.1 The Council will assess the properties to ensure they meet safety standards, including conducting necessary safety checks. For electrical and gas installations, certificates must be provided and cannot be older than three months before the exchange.

12.2 Incoming tenants will have the same right to repairs as outgoing tenants and in accordance with the Landlord and Tenant Act 1985.

12.3 It is the responsibility of the incoming tenants to report any issues or concerns within 14 days of signing the tenancy agreement. Where the property has been left in an unacceptable condition by the outgoing tenant, the Council will arrange for clearance to take place and recharge the outgoing tenant.

Equality and Diversity

13.1 In developing this policy resident's involvement and consultation needs have been considered.

13.2 The Council will act sensitively towards the diverse needs of individuals and communities, and we will take positive action to reduce discrimination and harassment.

13.3 An Equalities Impact Assessment has been carried out in compliance with the Council's Public Sector Equality Duty under the Equality Act 2010. There are no adverse impacts anticipated by this policy on any person with protected characteristics.

Communication

14.1 This policy will be made available to the Council's tenants and leaseholders.

Monitoring and Performance Management

15.1 The Council will review this policy in two years or if legislation changes, whichever occurs the soonest, to ensure it reflects current legislation and the latest examples of best practices.

Procedure for managing complaints

16.1 A person who is dissatisfied with the application of this policy can ultimately raise the issue under the Council's complaints procedure

Why do an Equalities Impact Assessment (EqIA)?

1. 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.**
2. **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 **Corporate Management Team (CMT) reports and all projects must attach an EqIA.**

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	NEW- Socio-economic inequalities (voluntary adoption)
	NEW- Sanctuary seeking status leading to intersecting inequalities (voluntary adoption)

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
3. 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
5. **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.	Mutual Exchange Policy	2.	The implementation date of the activity under consideration:	March 2026
3.	Directorate/Department(s):	Housing	4.	Service Area(s):	Housing
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk	6.	Contact details, in case there are queries: Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk
7.	Is this a new or ongoing EqlA?	New ☐	8.	If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and share the link to the said EqlA.	No
9.	Date this EqlA started:	November 2025			
10.	Will this EqlA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	Yes	11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	April 2026

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

12.	Type of activity being considered: Check the most appropriate.	☐	☐ Decommissioning	☐ Commissioning	☐	
		☒	☒ Others. Policy			
13.	Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil? Please check as needed.	☒ Good, affordable homes	☐ Strong, fair economy	☐ Thriving Communities	☐ Zero Carbon Oxford	☐ Well run council
14.	Which priority area(s) within <u>Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)</u> does this activity fulfil? Please check as needed.	☐ Responsive services and customer care.	☐ Diverse and engaged workforce.	☐ Leadership & organisational commitment.	☒ Understanding and working with our communities.	
15.	Outline the aims, objectives, & priorities of the activity being considered.	The policy sets out the Council's commitment to providing tenants with a good customer experience by giving good advice, managing, and supporting the Mutual Exchange process. The aim of the Policy is to deliver the Council's Mutual Exchange scheme in line with legislation and the relevant guidelines, and to apply the conditions for Mutual Exchanges fairly, consistently and within the statutory timeframe.				

		In addition, to ensure the effective use of the Council's housing stock by enabling tenants to move to accommodation suitable for their needs the following objectives would be achieved: ○ Reducing over-crowding and under-occupation in the Council's existing stock. ○ Giving tenants a variety of choices for moving. ○ Addressing needs for adaptations and help release adapted homes. ○ Reducing pressure on the Council's Housing Register. ○ Reducing pressure on health and care services.
16.	Please outline the consequences of not implementing this activity. For example, -Existing activity does not fulfill Corporate Objectives, -existing activity is discriminatory and not fulfilling Council's PSED, ... to name a few.	Mutual exchanges need to be carried out within the statutory guidelines as set out in Section 92 of the Housing Act 1985 and in alignment with Section 91 of the Housing Act 1985 which generally prohibits the assignment of secure council tenancies, with limited exceptions. Assignments are only permitted via mutual exchange (s92), court orders for relationship breakdown, or to someone qualified to succeed to the tenancy, usually requiring a deed of assignment. Consequently, mutual exchanges should be carried out according to statute: • Tenants with lifetime (secure and assured) tenancies have the right to exchange their social homes with other tenants. In order to carry out an exchange, tenants must transfer their tenancies by way of Assignment. • Landlords must provide a written decision within 42-days of receiving completed applications from all exchange partners. • Schedule 3 of the Housing Act 1985 sets out the grounds on which landlords can refuse applications for Mutual Exchange. • Council may providing conditional consent to a Mutual Exchange to proceed, for example subject to certain conditions being met such as, payment of rent arrears. Localism Act 2011: This Act provides additional benefits for tenants which are:

- Protection of security of tenure for lifetime tenancies after April 2012. This allows tenants to keep similar security of tenure when exchanging with tenants who are on flexible or fixed term tenancies. Tenancies can be transferred by way of Surrender and Re-grant.
- Grounds on which landlords may refuse an application for Mutual Exchange where Section 158 applies.
- Tenants' right to take legal action via County Court injunction if landlords fail to provide written decisions within 42-days of receiving applications for Mutual Exchange (S.159).
- Allows a flexible tenancy or an assured shorthold tenancy to be treated as a 'transfer of tenancy' not an exchange. A deed of surrender is to be completed and a new tenancy created.
- Notice of reason for refusal must be given within 42 days of receipt of request, giving each of the tenant's involved a notice specifying the grounds.

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

17. 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.	Yes – Residents Involvement Programme The Council recognises its equalities responsibilities as well as the critical need to listen and act on the lived in experiences of our residents.
18. List information and data used to understand who your residents or staff are and how they will be impacted.	- Legislation - Risk assessment for vulnerable groups - Equalities assessment exercise - Engagement with residents

	These could be- -third-party research, -census data, -legislation, -articles, -reports, -briefs.	
19.	If you have not done any consultations or collected data & information, are you planning to do so in the future? Please list the details – -when, -with whom, and -how long will you collect the relevant data.	N/A

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Section 4: Impact analysis.

20.	Who does the activity impact? Check as needed. The impact may be positive, negative or unknown.	Service Users Members of staff General public Partner / Community Organisation	Yes ☒	No ☐	Don't Know ☐
			Yes ☒	No ☐	Don't Know ☐
			Yes ☒	No ☐	Don't Know ☐
			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)?						
Protected Characteristic	Positive	Negative	Neutral	Don't know	Data/information/evidence supporting your assessment	Analysis & insight Mitigations
Age		☐	x	☐		
Disability (Visible and invisible)	x	☐		☐		Mutual Exchange schemes are tenant-led. Those seeking to exchange are responsible for finding their potential exchange partners, carry out checks to the property they would like to move to and make the arrangements for the actual move.

					The Council will provide reasonable support to tenants who do not have access to the internet. The Council will also provide additional and reasonable support to tenants who are unable to manage independently with using any Mutual Exchange service the Council provides. Support will be based on individual need and on a case-by-case basis. This may include: • Access to a computer • Explaining how the mutual exchange service works • Assistance to navigate the online mutual exchange service. • Registering and searching for matches on behalf of a tenant.
Gender		☐	x	☐	

re-assignment						
Marriage & Civil Partnership	☐	☐	x	☐		
Race, Ethnicity and/or Citizenship		☐	☒	☐		
Pregnancy & Maternity	☐	☐	x	☐		
Religion or Belief	☐	☐	X	☐		

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Sex			x	☐		
Sexual Orientation	☐	☐	X	☐		
Socio-economic inequalities such as: - income and factors that impact income. -access to jobs This was voluntarily adopted by Oxford City Council on the 13th of March 2024.	☐	☐	X	☐		
Other (voluntary consideration)	☐	☐	x	☐		

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Sanctuary seeking status leading to intersecting inequalities experienced by For example: asylum seeker, refugee, person with insecure immigration status <u>Oxford City Council became a local authority of sanctuary in December 2024, thereby committing to learn from our experiences, embed inclusive practices and share efforts to create a culture of welcome and safety for all.</u>					www.oxford.gov.uk 	
Other For example: - Unpaid carers - Prison population - Homeless population -Council suppliers & contractors -Cabinet Members	☐	☐		☐		

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

22.	Conclusions.							
	☐	Stop and reconsider the activity.	☐	Adjust activity before beginning the activity and continue to monitor.	☒	Enhanced service delivery to be delivered by the implementation of this policy	☒	Monitoring of performance in respect of the implementation of the policy is required.
23.	Please explain how you have reached your conclusions above.		Benefits of Implementation: Enables healthy living for all tenants Promotes Equity: Ensures everyone has equal opportunities. Enhances Diversity: Improves Representation:					

Section 6: Monitoring and review plan.

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.

24.	Who or which team or service area will be responsible for monitoring equalities impact? For example- - team, -directorate, -service area, -Equalities Steering Group,etc.	Landlord Services			
25.	Who (individual, team, or service area) will be responsible for carrying out the EqlA review?	Landlord Services			
26.	How often will the equality impact be reviewed for this activity? For example- -quarterly, -yearly, etc.	<table> <tr> <td data-bbox="667 839 1003 1098">Yearly</td><td data-bbox="1003 839 1451 1098"> 27. Date when the EqlA will be reviewed again. </td><td data-bbox="1451 839 1861 1098">April 2027</td></tr> </table>	Yearly	27. Date when the EqlA will be reviewed again.	April 2027
Yearly	27. Date when the EqlA will be reviewed again.	April 2027			

Section 7: Sign-off

Name: James Watkins

Job Title: Housing Projects and Policies Manager

Signature:



Name: Bill Graves

Job Title: Landlord Services Lead

Signature:



Name: Full Name

Job Title: Type here

Signature:

Name:

Job Title:

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

You have now reached the end of the assessment.

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

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Refusal/No Access Policy

Purpose

- 1.1 To ensure that Council residential properties are well maintained and meet the Government's Decent Homes Standard as a minimum by working with tenants to prevent the refusal / no access of programmed improvement works, planned maintenance, certain repairs and surveys required, such as stock condition surveys.
- 1.2 To ensure the Council deliver works that will contribute to the Council's 2040 Zero Carbon Target.
- 1.3 To enable the annual capital works programme and other related workstreams to be delivered as planned.
- 1.4 To ensure compliance with legal, Health and Safety regulations and compliance with tenancy agreements. In addition, this policy ensures that the early intervention of safeguarding concerns can be identified.
- 1.5 To provide a set of guidelines, including a range of options to act as a framework for officers to support tenants to enable works to be completed.
- 1.6 To ensure a robust escalation process is in place to provide the tenant with the opportunity to give access at a mutually convenient time whilst advising that it may lead to legal action such as an access injunction where no access is provided.
- 1.7 To outline what can and cannot be refused, identify valid and acceptable reasons for refusal and provide a set of actions to be followed by officers to enable successful court proceedings such as access injunctions followed by committal proceedings or claim for possession where there is a refusal of essential work.
- 1.8 Our aim is to provide a service that will:
 - Provide high quality housing services and home improvements for secure, warm and sustainable homes.
 - Treat our tenants with respect at all times. We will be empathetic and non-judgemental with all tenants, ensuring they are listened to.
 - Comply with all property related legislation.
 - Work in partnership with tenants for continual service improvement in delivering the annual capital works programme

Background

- 2.1 Potential risks resulting from refusals / no access for improvement work include the following:
 - Effective delivery of the capital programme and related workstreams, such as significant underspends in the year.

- Value for money – one-off replacements usually cost more, plus may have a longer lead in time compared to a planned approach.
 - Health & safety – some elements of work are required from a health and safety perspective
 - Safeguarding concerns – The need for these concerns to be identified.
- 2.2 Tenancy agreements state that tenants must allow access to inspect and carry out repairs and improvements, and that if a tenant does not allow access that we could take legal action, with the tenant having to potentially pay the costs. When a tenant refuses work or allow access, they are effectively in breach of their covenants in the tenancy agreement.

Scope

- 3.1 This policy covers all Council owned residential properties, and leasehold and shared ownership stock.
- 3.2 This policy applies to all programmed capital improvement works (including planned maintenance, repairs and surveys).
- 3.3 This policy applies to servicing, where the Council are legally required to carry out safety checks for instance compliance with the Gas Safety (Installation and Use) Regulations 1998.
- 3.4 This policy applies to any property inspections carried out, in order to ascertain the condition of the property.

Definitions

- Decent Homes Standard – A standard set by Government to ensure social housing is in a decent state of repair and has a reasonable level of modern facilities and thermal comfort.
- Refusal – Tenant declines home improvement/s and repairs to the Council property they live in and sign a waiver for the works.
- Omission – It is found that the improvement work is no longer required e.g., the kitchen is newer than was expected; due to the repairs service having already completed the work required as a repair; the property has benefitted from a disabled adaptation; or the tenant has completed the work at their own expense subject to Landlord permission.
- No Access – Despite numerous attempts to communicate with the tenant, including letters, phone calls, home visits etc. No contact made with the tenant.

Categories of works

- 5.1 With the following categories, images would be taken on each visit to assess quality control before, during and after works.

Type of work, maintenance or survey	Intrusive/non-intrusive	Internal/External	Enforcement Action Required	Comments
Windows	Intrusive	External/Internal	Yes	Potential minimal intrusion in colder months. Integral component to fabric of building. Contributes to Decent Homes and Zero carbon targets
Doors	Intrusive	External/Internal	Yes	Potential minimal intrusion in colder months. Integral component to fabric of building. Contributes to Decent Homes and Zero carbon targets. May be required due to Fire Risk Assessment
Asbestos surveys	Intrusive/Non-intrusive	External/Internal	Yes	Required under Decent Homes Standard legislation and the Health and Safety at Work etc. Act 1974. Tenants may need to be decanted dependent on circumstances
Roofs	Non-intrusive/Intrusive	External	Yes	Potential minimal

				intrusion if items stored in loft or disruption to garden and or parking. Integral component to fabric of building. Contributes to Decent Homes target
Structural work	Intrusive	External/Internal	Yes	Integral component to fabric of building, may impact other properties if not carried out
External painting	Non-intrusive	External	No	Cyclical painting of fascia's / gutters, fences etc. May extend life of those components plus benefits general appearance of property
Kitchen	Intrusive	Internal	No	Intrusive in one room plus storage required for kitchen items elsewhere. Potential disruption to essential services. Contributes to Decent Homes target.
Bathroom	Intrusive	Internal	No	Intrusive in one room. Potential disruption to essential

				services. Contributes to Decent Homes target
Rewire	Intrusive	Internal	Yes	Very intrusive, all areas of home affected. Potential disruption to essential services. Contributes to Decent Homes target.
Boiler replacement and central heating (with renewable heating)	Intrusive	Internal	Yes	Very intrusive (if central heating included), all areas of home affected. Potential disruption to essential services. Contributes to Decent Homes target and zero carbon target.
Insulation (External Wall)	Non-intrusive	External	Yes	Contributes to zero carbon target
Insulation (Internal Wall)	Intrusive	Internal	Yes	Very intrusive to front and rear internal rooms, plus gable if necessary. Contributes to zero carbon target.
Sprinklers	Intrusive	Internal	Yes	In connection with fire safety legislation
Fire risk assessment work	Dependent on area required	Internal/External	Yes	Work is mandatory to comply with Fire Risk Assessment

				action requirements. Potential fluctuations in temperature while work is being undertaken.
Electrical condition reports	Intrusive	Internal	Yes	Minimal intrusion. Electrical condition reports are mandatory. Potential disruption to essential services.
Stock condition survey	Non-intrusive	Internal/External	Yes	To assist Housing Health and Safety Rating System (HHSRS) compliance and assist future investment decisions. Compliance with revised consumer standards set by the Regulator of Social Housing. Potential decanting of tenants if a category one issue or issues has been identified.
Repairs	Intrusive/Non intrusive	Internal/External	Yes/No	Where the repair relates to a potential health and safety issue

				and could have an impact on the integrity of the building or the tenant's health and safety then enforcement action should be considered. Potential disruption to essential services.
Property Audits	Non-intrusive	Internal	Yes	Meter readings, photos etc. Visits and EPCs. Public funding could be at stake if these are not carried out.

5.2 The list above is not exhaustive and there may be other elements of work which arise in the future, and it will need to be agreed whether enforcement action is taken.

5.3 In certain circumstances, environmental sensors should be fitted in properties to assess the state of the property at any given moment. The use of such technology can be required to maintain safe, healthy homes and demonstrate proactive management. The data collected would be secured under data protection legislation.

Exceptional Circumstances

6.1 The Council may only accept refusals for work in exceptional circumstances and will not allow a tenant to refuse without a valid reason. However, officers will help and support the tenant throughout the works and aim to minimise the inconvenience as far as is possible. Ultimately the Council may take the decision to enforce by way of injunction and committal proceedings, if necessary.

6.2 Some tenants are not in a position to go through the disruption. Some examples include:

- Being medically unfit or going through a prolonged illness
- Having ongoing and / or significant medical treatment
- Having a disability and have no-one to assist them to prepare for the works

- Caring for someone who is terminally ill in the house
- Having recently been discharged from hospital and still recuperating
- Recently having been bereaved

6.3 The list above is not exhaustive and there may be other exceptional circumstances that arise. The Council will take these into account and use discretion as to whether works should commence and will work with and support tenants as necessary.

Options for support & assistance

7.1 In order to keep our stock well maintained and keep refusals to a minimum, the following list of best practice guides and measures has been devised:

- Letter to residents as soon as Capital programme approved and related workstreams detailing plans for their property, the reason for the works, an estimated start date and ways to help them prepare. The letter should also include a reminder of their obligations as a tenant to allow us to carry out repairs / improvements
- The Council will work to arrange appointments which are convenient for tenants and the Council including the use of the Localz app which enables the tracking of contractors to work appointments and allow tenants to provide feedback to the Council
- Surveys undertaken by in house surveyors and external designers/contractors to determine full scope of the works required and discuss any concerns tenants may have about upcoming works
- Point of contact to be issued for all communication prior to and for the duration of the works
- Offer to liaise with family / friends to help where required
- Provision of packing boxes
- Offer of flexibility (for example, if project is going to be on site for a number of weeks, offer of flexibility when works can be programmed)
- Support to pack / move items
- Choices (i.e., chased or surface mounted electrics / pipework), colour choice of component (i.e., door) etc
- Alternative daytime accommodation
- Programming to help residents who may wish to de-clutter prior to the works (where skips are made available for tenants to get rid of items they no longer want)
- Alternative accommodation offered to residents on a case-by-case basis while the internal work is taking place
- Deep clean following work if necessary

Access Injunction process

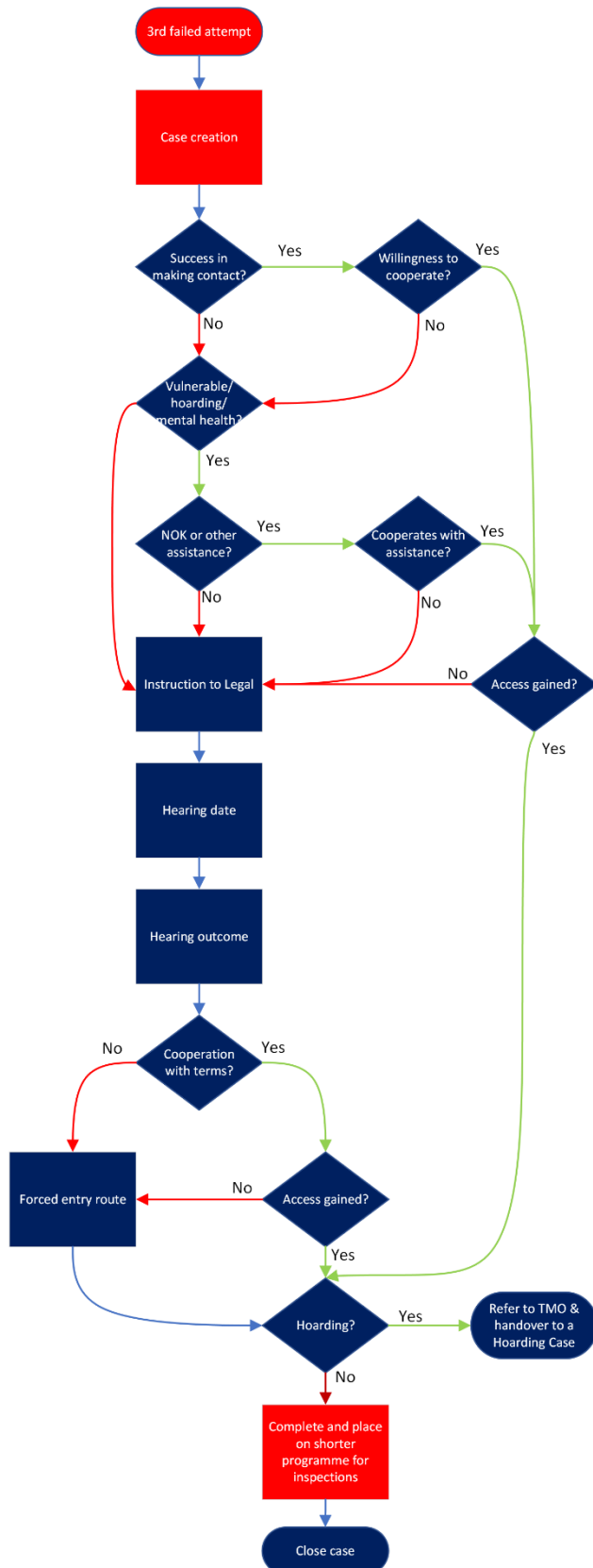
8.1

Access Injunctions are discretionary remedies and if the tenant opposes the improvements, the Court will need to consider the tenant's objection, which is

likely to result in a trial. The success or otherwise may also depend on the type of improvement and why the work is being carried out.

8.2 The following process would be followed if an access injunction is being considered:

Key



- 8.3 Where a tenant fails to comply with an injunction to provide access we could seek enforcement of the injunction by contempt of court proceedings , which could result in imprisonment. We will also consider possession proceedings where necessary.

Monitoring and Review

- 9.1 A comprehensive record of refusals from 2026/27 will be kept utilising the Council database ensuring that retrospective improvements can be made either when the property becomes void or when a new tenant moves in which is in line with GDPR requirements. Where the improvement is omitted from the programme property data is updated to include correct data.
- 9.2 A comprehensive record of access injunction applications and outcomes will be kept from 2026/27, along with any lessons learned from past access injunction proceedings. The data will be held in accordance with GDPR regulations and the Data Protection Act.

Equality, Diversity and Inclusion

- 10.1 Equality and diversity affect all aspects of the housing service. As a landlord and an employer, the Council aims to recognise and respond positively to people's differences, while providing equality of opportunity in relation to the services we provide and support.
- 10.2 This means that no person or group of people, either working for the Council or seeking housing will be treated less favourably because of their or their partner's, families, friend's or associated person's protected characteristics, which are:
- Age
 - Disability,
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race (including race and ethnicity, nationality, immigration status)
 - Religion or belief
 - Gender and sexual orientation.
- 10.3 The Council recognises the importance of ensuring all our residents have equal access to our services which are relevant, responsive and sensitive to the needs of our existing and future residents.
- 10.4 The Council, in compliance with the Equality Act 2020, will treat all our residents fairly whilst valuing diversity with the aim to meet the needs and choice of people from all backgrounds.

Why do an Equalities Impact Assessment (EqIA)?

1. 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.**
2. **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 **Corporate Management Team (CMT) reports and all projects must attach an EqIA.**

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	NEW- Socio-economic inequalities (voluntary adoption)
	NEW- Sanctuary seeking status leading to intersecting inequalities (voluntary adoption)

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
3. 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
5. **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.	No Access Policy	2.	The implementation date of the activity under consideration:	March 2026
3.	Directorate/Department(s):	Housing	4.	Service Area(s):	Housing
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk	6.	Contact details, in case there are queries: Please provide: -Name -Email address	James Watkins jwatkins@oxford.gov.uk
7.	Is this a new or ongoing EqlA?	New ☐	8.	If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and share the link to the said EqlA.	No
9.	Date this EqlA started:	November 2025			
10.	Will this EqlA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	Yes	11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	April 2026

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

12.	Type of activity being considered: Check the most appropriate.	☐	☐ Decommissioning	☐ Commissioning	☐	
		☒	☒ Others. Please specify - Policy			
13.	Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil? Please check as needed.	☒ Good, affordable homes	☐ Strong, fair economy	☐ Thriving Communities	☐ Zero Carbon Oxford	☒ Well run council
14.	Which priority area(s) within <u>Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)</u> does this activity fulfil? Please check as needed.	☒ Responsive services and customer care.	☐ Diverse and engaged workforce.	☐ Leadership & organisational commitment.	☒ Understanding and working with our communities.	
15.	Outline the aims, objectives, & priorities of the activity being considered.	The policy ensures that Council residential properties are well maintained and meet the Government's Decent Homes Standard as a minimum by working with tenants to prevent the refusal / no access of programmed improvement works, planned maintenance, certain repairs and surveys required, such as stock condition surveys. To ensure the Council deliver works that will contribute to the Council's 2040 Zero Carbon Target.				

		To enable the annual capital works programme and other related workstreams to be delivered as planned. To ensure compliance with legal, Health and Safety regulations and compliance with tenancy agreements. In addition, this policy ensures that the early intervention of safeguarding concerns can be identified. To provide a set of guidelines, including a range of options to act as a framework for officers to support tenants to enable works to be completed. To ensure a robust escalation process is in place to provide the tenant with the opportunity to give access at a mutually convenient time whilst advising that it may lead to forced entry where no access is provided. To outline what can and cannot be refused, identify valid and acceptable reasons for refusal and provide a set of actions to be followed by officers to enable successful injunction process where there is a refusal of essential work.
16.	Please outline the consequences of not implementing this activity. For example, -Existing activity does not fulfill Corporate Objectives, -existing activity is discriminatory and not fulfilling Council's PSED, ... to name a few.	The policy needs to comply with statutory safety regulations—specifically the Gas Safety (Installation and Use) Regulations 1998, Electrical Safety Regulations 2018, and the Regulatory Reform (Fire Safety) Order 2005. These laws, along with the Landlord and Tenant Act 1985, mandate that landlords perform regular safety checks and repairs, making tenant cooperation necessary. The need for the policy includes the following reasons: • Statutory Compliance: Landlords must conduct mandatory gas safety checks, electrical inspections, asbestos surveys, and fire safety checks. Failure to do so due to no access poses a direct regulatory and safety risk to tenants and residents. • Awaab's Law & Duty of Care: Under new safety laws, including Awaab's Law, landlords are under higher pressure to remediate hazards like damp and mould promptly, requiring legal access. • Tenancy Agreement Terms: Most agreements explicitly state that tenants must allow reasonable access for repairs and safety inspections.

- Injunctions: If a tenant continuously denies access for mandatory works, housing associations may legally pursue an injunction through the courts to force entry.

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

17. 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.	Yes – Residents Involvement Programme The Council recognises its equalities responsibilities as well as the critical need to listen and act on the lived in experiences of our residents.
18. List information and data used to understand who your residents or staff are and how they will be impacted. These could be- -third-party research, -census data, -legislation, -articles, -reports, -briefs.	- Legislation - Risk assessment for vulnerable groups - Equalities assessment exercise - Engagement with residents
19. If you have not done any consultations or collected data & information, are you planning to do so in the future?	N/A

Please list the details –
 -when,
 -with whom, and
 -how long will you collect the
 relevant data.

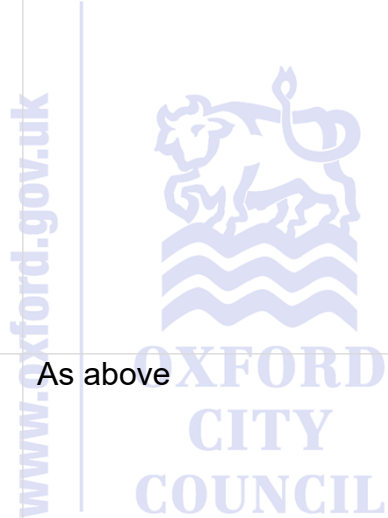
Section 4: Impact analysis.

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

Protected Characteristic	Positive	Negative	Neutral	Don't know	Data/information/evidence supporting your assessment	Analysis & insight Mitigations
Age	x	☐		☐	Assessment of <i>Know your Tenant</i> data shows mobility and other disability issues, which can be age related, can affect the ability to access properties	As a landlord and an employer, the Council aims to recognise and respond positively to people's differences, while providing equality of opportunity in relation to the services we provide and support. This means that no person or group of people, either working for the Council or seeking housing will be treated less favourably because of their or their partner's, families, friend's or associated person's protected characteristics, which are: Age Disability, Gender reassignment Marriage and civil partnership Pregnancy and maternity Race (including race and ethnicity, nationality, immigration status) Religion or belief

189						Gender and sexual orientation. We recognise the importance of ensuring all our residents have equal access to our services which are relevant, responsive and sensitive to the needs of our existing and future residents. We will treat all our residents fairly whilst valuing diversity with the aim to meet the needs and choice of people from all backgrounds.
Disability (Visible and invisible)	x	☐		☐	As above	As above
Gender re-assignment		☐	x	☐		
	☐	☐	x	☐		



Marriage & Civil Partnership

Race, Ethnicity and/or Citizenship

Pregnancy & Maternity

Religion or Belief



X



x



X



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Sex			x	☐		
Sexual Orientation	☐	☐	X	☐		
Socio-economic inequalities such as: - income and factors that impact income. -access to jobs This was voluntarily adopted by Oxford City Council on the 13th of March 2024.	☐	☐	X	☐		
Other (voluntary consideration)	☐	☐	x	☐		
Sanctuary seeking status						

leading to intersecting inequalities experienced by For example: asylum seeker, refugee, person with insecure immigration status <u>Oxford City Council became a local authority of sanctuary in December 2024, thereby committing to learn from our experiences, embed inclusive practices and share efforts to create a culture of welcome and safety for all.</u>					www.oxford.gov.uk 	
Other For example: - Unpaid carers - Prison population - Homeless population -Council suppliers & contractors -Cabinet Members	☐	☐		☐		

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

22.	Conclusions.							
	☐	Stop and reconsider the activity.	☐	Adjust activity before beginning the activity and continue to monitor.	☒	Enhanced service delivery to be delivered by the implementation of this policy	☒	Monitoring of performance in respect of the implementation of the policy is required.
23.	Please explain how you have reached your conclusions above.		Benefits of Implementation: Enables healthy living for all tenants Promotes Equity: Ensures everyone has equal opportunities. Enhances Diversity: Improves Representation:					

Section 6: Monitoring and review plan.

The responsibility for maintaining a monitoring arrangement of the EqlA action plan lies with the service/team completing the EqlA.

These arrangements must be built into the performance management framework such as KPIs or Risk Registers.

24.	Who or which team or service area will be responsible for monitoring equalities impact? For example- - team, -directorate, -service area, -Equalities Steering Group,etc.	Landlord Services		
25.	Who (individual, team, or service area) will be responsible for carrying out the EqlA review?	Landlord Services		
26.	How often will the equality impact be reviewed for this activity? For example- -quarterly, -yearly, etc.	Yearly	27. Date when the EqlA will be reviewed again.	April 2027

Section 7: Sign-off

Name: James Watkins

Job Title: Housing Projects and
Policies Manager

Signature:



Name: Bill Graves

Job Title: Landlord Services Lead

Signature:



Name: Full Name

Job Title: Type here

Signature:

Name:

Job Title: Head of People

Signature:
G Malkin

Name: Full Name

Job Title: Type here

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Name: Full Name

Job Title: Type here

Signature:

You have now reached the end of the assessment.

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

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To: Cabinet
Date: 15 April 2026
Report of: Jane Winfield – Director of Property & Assets
Title of Report: Disposal of Land outside of the City

Summary and recommendations	
Decision being taken:	To approve the disposal of land outside the City
Key decision:	Yes
Cabinet Member:	Cllr Ed Turner – Portfolio holder for Finance and Asset Management
Corporate Priority:	Strong, Inclusive Economy.
Policy Framework:	Asset Management Strategy

Recommendation(s): That Cabinet resolves to:	
1.	Approve the disposal of land at Grenoble Road;
2.	Delegate authority to the Director of Property and Assets, in consultation with the Director of Law, Governance and Strategy and the Group Finance Director and Lead Member for Finance and Asset Management to agree the final terms and enter into the final agreement and any other documents necessary to effect the transaction provided that the disposal will meet the requirements of s123 of the Local Government Act 1972 (which states that a council shall not dispose of land otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained).

Information Exempt From Publication	
Exempt Appendix 1 – Not for Publication	This information is exempted from publication under Schedule 12A to the Local Government Act 1972: Information about someone's finances or business
Exempt Appendix 2 – Not for	

Publication – Risk Register	This information is exempted from publication under Schedule 12A to the Local Government Act 1972: Information about someone's finances or business

Appendix No.	Appendix Title	Exempt from Publication
Appendix 1	Exempt Appendix 1 – Not for publication	Yes This information is exempted from publication under Schedule 12A to the Local Government Act 1972 on the following basis: Information about someone's finances or business
Appendix 2	Exempt Appendix 2 – Not for Publication – Risk Register	Yes This information is exempted from publication under Schedule 12A to the Local Government Act 1972 on the following basis: Information about someone's finances or business

Introduction and background

1. The City Council is the freeholder owner of circa 80 acres of land to the south of the City. The Council intends to dispose of the land by way of option agreement and ultimately freehold transfer. The terms of the deal are confidential and subject to an NDA. Please see Exempt Appendix 1 – Not for publication for detail.

Alternative Options Considered

2. The Council could not dispose of the land but there are significant benefits that can be realised from this disposal, including a capital receipt, along with a number of economic and environmental benefits. Further information is as detailed in the Exempt Appendix 1 – Not for Publication.

Implications of Local Government Reorganisation

3. Government guidance concerning disposals has been considered in relation to this proposed disposal. This will generate a significant capital receipt for the Council and is a small part of the Council's total land portfolio. The other benefits the disposal could achieve via development would further benefit the local area

and, as such, it is considered that on balance the disposal should proceed in order to achieve the significant positives for the Council, future council and local areas.

Financial implications

4. Details of the financial implications can be found in Exempt Appendix 1 – Not for Publication.

Legal issues

5. Disposals are required to adhere to s123 of the Local Government Act 1972 in terms of securing a disposal value which is the best that can reasonably be obtained. It is considered that this has been met, however further details of the legal issues are addressed in the Exempt Appendix 1 – Not for Publication

Level of risk

6. Please see Exempt Appendix 2 – Not for Publication

Equalities impact

7. The financial benefits to the City Council will help provide services, notably those in line with the council's ambition to create a strong, fair economy and well-run council.
8. The disposal of the freehold does not give rise to any direct equalities issues. Therefore, an equalities impact assessment is not necessary.

Carbon and Environmental Considerations

9. There are no direct carbon and environmental considerations for the Council.

Report author	Emma Gubbins
Job title	Corporate Asset Lead
Service area or department	Property & Assets
Telephone	07483 011033
e-mail	egubbins@oxford.gov.uk

Background Papers:

List the background documents and, if possible, link to them.

All background papers must be listed in accordance with the Local Government (Access to Information) Act and The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. This includes, any material which discloses facts or matters on which the report or an important part of it is based and which have been relied on in the preparation of the report

Each document must be listed and a copy of each document made available to members and the public on request, (or they should be directed where to find it if it is already published on the Council's website). All confidential, exempt, copyrighted and published works are EXCLUDED from this requirement.

1 N/A

2

3

4

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

Document is Restricted

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

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To: Cabinet

Date: 15 April 2026

Report of: Director of Law, Governance and Strategy (Monitoring Officer)

Title of Report: Review of Ward Member Budget and Community Infrastructure Levy Councillor Applications

Summary and recommendations	
Decision being taken:	For Cabinet to approve the decision-making route for Councillor applications for Ward Member Budget and Community Infrastructure Levy spend and approve amendments to with part 4 of the Council Constitution to reflect those arrangements.
Key decision:	No
Cabinet Member:	Councillor Susan Brown, Leader and Cabinet Member for Partnership Working
Corporate Priority:	Thriving Communities A Well-Run Council
Policy Framework:	None

Recommendation(s): That Cabinet resolves to:	
1.	Delegate the approval for Ward Member Budget applications to the Director of Communities and Citizens' Services, in consultation with the Director of Law, Governance and Strategy (Monitoring Officer), the Group Finance Director (Section 151 Officer) and the Director of Property and Assets (where appropriate)
2.	Delegate the approval for Ward Member Community Infrastructure Levy spend applications to the Director of Planning and Regulation, in consultation with the Director of Law, Governance and Strategy (Monitoring Officer), the Group Finance Director (Section 151 Officer) and the Director of Property and Assets (where appropriate)
3.	Recommend full Council to amend parts 4.4 and 4.7 of the Constitution to reflect the updated delegations.

Information Exempt From Publication

N/A	N/A

Appendix No.	Appendix Title	Exempt from Publication
N/A	N/A	N/A

Introduction and background

1. Ward Members are allocated Ward Member Budget (WMB) funding (currently £1,500) and Community Infrastructure Levy (CIL) funding (currently £2,500) to spend over a 12-month period on anything that improves the economic, social, or environmental well-being of their ward. CIL is reserved to members whose wards are not covered by a Parish Council or a Neighbourhood Development Plan.
2. The approval of WMB and CIL spend is reserved to the Executive, however as this would not be practical for every application to be taken to Cabinet, it is delegated to Officers to take the decisions. The process is set out in Part 4.7 of the Constitution.
3. The Ward Member Budget allocation may be spent only if it would benefit the member's own ward. Members may pool budgets across adjoining wards to benefit a wider area. The allocation can be spent on community projects benefitting groups or communities living or working in the ward such as:
 - a. Improving, refurbishing or cleaning up parts of the local area
 - b. Purchasing new street furniture or signage (having regard to any future servicing or maintenance requirements)
 - c. Supporting local groups, events or newsletters
4. CIL monies must be spent on local infrastructure which may include:
 - a. The provision of infrastructure
 - b. The improvement of infrastructure
 - c. The replacement of infrastructure
 - d. The operation and maintenance of infrastructure
 - e. Anything else to mitigate the demands development places on an area, including one-off feasibility studies to further proposals for capital projects
5. All WMB and CIL spend applications are subject to call-in to the Scrutiny Committee, as per part 17 of the Constitution. This ensures that all ward decisions receive scrutiny alongside decisions taken by the Executive, if called-in by four Councillors or the Chair of the Scrutiny Committee.

Review of the Current Process

6. In July 2025, Committee and Member Services was requested to undertake a review of the current application to spend procedure and to offer recommendations to improve the decision-making process. Working with the Council's Fit for the Future Change Team, a review of the process, governance and feasibility has been assessed. The recommendations resulting from the review aim to a) simplify and improve the process for members; b) clarify the decision-making process, c) ensure that Member requests/ projects protect members from non-compliance with the Construction (Design and Management) (CDM) Regulations 2015.

Improving the process for Members

7. Proposed improvements to the process for members are:
 - a. The implementation of an online form, which will make the process easier for members to complete, with a paper form also available on request.
 - b. Removing the requirement for Members to get a quote from ODS for the works. Previously, members have been required to email ODS directly for a quote. Following the review, Members will submit the request for the work to the Council and be provided a quote by Officers. This will ensure consistency of quotes and remove Members from any responsibility for CDM
 - c. An annual pricing list of regular work will be provided to enable members to estimate budget, this includes litter bins, replacement benches, picnic tables and tree planting.
 - d. In future members will also be able to review the balance of their WMB and CIL monies through their own QL portal, enabling members to review their allocated budget in 'real time'. Members can continue to contact the relevant teams to receive the same information.
8. An annual report on the use of WMB and CIL will continue to be published on the Council website at the end of the financial year and will be sent directly to Members.

Improving Decision Making

9. As with all financial decisions within the council, it is good practice that we have a clear record of who has approved spend. It is therefore proposed that, as budget holders, the Director of Communities and Citizens' Services will be responsible for approving WMB applications, and the Director of Planning and Regulation will approve CIL applications.
10. The proposed list of consultees in relation to applications includes the Director of Law, Governance and Strategy (Monitoring Officer) and the Group Finance Director (Section 151 Officer). Their role is to review the applications received but ultimately, since they do not hold the budget, they should not take the final decision.
11. Additional consultees for applications may include the Director of Property and Assets so that she can consider, where relevant any implications relating to the CDM Regulations 2015 to ensure all projects benefitting from the expenditure meet these requirements.
12. Any consultees listed above can delegate their responsibilities to a suitable officer within their department through their individual schemes of delegation.
13. All WMB and CIL spend decisions will be published on the Council's website via Mod.Gov, bringing these decisions in line with other delegated decisions from Cabinet, allowing further transparency about how Ward Member Decisions are made. All decisions about Ward Member Budget spend will continue to be subject to call-in and would be ultimately determined by the Scrutiny Committee.
14. These changes are designed to simplify and clarify the process for Members.

Impact of the Construction (Design and Management) Regulations 2015

15. The Construction (Design and Management) (CDM) Regulations 2015 are the UK regulations aimed at improving health, safety, and welfare in construction projects, as per the Health & Safety Executive (HSE), which is the governing body,

overseeing Health & Safety in construction. It sets out roles and responsibilities for all parties involved including clients, designers, contractors, and workers, to ensure risks are managed from the planning stage through to completion.

16. Compliance ensures that construction projects are carried out safely, efficiently, and without harm to workers or the public. It is also a legal requirement, and failing to meet these obligations could have serious consequences.
17. Failure to comply could lead to project delays, fines, legal action, reputational damage, and in severe cases, imprisonment for duty holders.
18. To ensure the council is compliant with these requirements and remove the CDM risk for Members, Officers will review the requests, determine whether there are any CDM requirements and where necessary ensure these are included in the specification for the works and the quotes provided to Members.

Changes to the Constitution

19. As per part 4.4 (Delegation to Officers), an amendment is proposed to remove the reference to 4.7 as not being able to be delegated to Officers.
20. To update the paragraph which sets out which decisions taken by officers under delegated powers that must be published to the Council website to include:
 - a. Any Ward Member Budget and Community Infrastructure Levy application decisions
21. An amendment to Part 4.7 (d) (Ward Member Decisions):
 - a. Any WMB spend must be approved by the Director of Communities and Citizens' Services, following consultation with the Director of Law, Governance and Strategy (Monitoring Officer), the Group Finance Director (Section 151 Officer) and the Director of Planning and Assets.
22. An additional paragraph (e) at part 4.7 is proposed to clearly state the different decision-making route for CIL.
23. Any CIL spend must be approved by the Director of Planning and Regulation following consultation with the Director of Law, Governance and Strategy (Monitoring Officer), the Group Finance Director (Section 151 Officer) and the Director of Planning and Assets where appropriate.
24. These amendments to the Constitution will need to be recommended to full Council and will form part of a wider report including other proposed amendments to the Constitution.

Alternative Options Considered

25. If the delegations and recommendations to Council to update the Constitution were not made, the ambiguities within the Constitution would remain around who should take decisions on member applications for WMB and CIL spend and what consultation is required before applications are determined. There would also be lack of clarity (and therefore potential liability for members) on responsibility for compliance with CDM Regulations (which needs to sit with Officers).
26. There is also the responsibility as to who should lead the report and discussion if the WMB or CIL spend was called in to the Scrutiny Committee. At present, there is

no clear decision taker who can assist with presenting and leading in respect of any WMB or CIL spend decisions that are called in.

Implications of Local Government Reorganisation

27. There are no direct implications relating to the upcoming Local Government Reorganisation arising from the proposals to amend the delegations of authority to determine WMB or CIL spend applications. A future funding model for members to apply to fund projects within their wards would be a decision for the new unitary authority covering Oxford.

Financial implications

28. As there are no proposed changes to the annual WMB or CIL funding, there are no financial implications arising from this report.
29. Any unspent allocations at the end of a financial year are carried forward unless Council agrees otherwise. If a ward member changes during the year without the full allocations having been designated (including any allocations carried forwards from a previous year), the replacement ward member will be able to allocate the remaining balance. Any changes to the annual figures reserved to each ward member, including any un-allocated funds being carried forward to a new fiscal year, would be reserved to Council during the consideration of the Council's budget.

Legal issues

30. As is currently the case, no WMB or CIL spend applications will be processed during a pre-election period. (EG/10450/6/2/26)

Level of risk

31. All WMB and CIL decisions will be reviewed by officers to ensure they comply with the CDM Regulations 2015. A separate risk register relating to all constructions projects is updated by the Building Safety and Compliance Surveyor, and going forward, will include all projects funded by WMB and CIL.
32. There are no other risks identified relating to the proposals.

Equalities impact

33. No equalities issues have been identified in relation to the proposals.

Report author	Jonathan Malton
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Background Papers: None

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To: Cabinet
Date: 15th April 2026
Report of: Director of Housing
Title of Report: Controlled Entry Systems Replacement (HRA)

Summary and recommendations	
Decision being taken:	To approve a contract for the programme replacement of the access control units across the HRA portfolio.
Key decision:	Yes
Cabinet Member:	Councillor Linda Smith, Cabinet Member for Housing and Communities
Corporate Priority:	Good Affordable Homes
Policy Framework:	Housing, Homelessness and Rough Sleeping Strategy, Asset Management Strategy

Recommendation(s): That Cabinet resolves to:	
1.	Approve the planned programme to replace the access control units across the HRA portfolio.
2.	Delegate authority to the Director of Housing, in consultation with the Director of Group Finance, Director of Law & Governance, and the Cabinet Member for Housing and Communities, to award the contract and to agree the contracting mechanism (incl. any variation/ancillary agreement) and enter necessary documentation, subject to the Procurement Act 2023 and the Council's Contract Procedure Rules.

Information Exempt From Publication	
Tender Process and Financial Implications	The winning bid will be awarded a contract once Cabinet approves delegated authority to proceed.

Appendix No.	Appendix Title	Exempt from Publication
Appendix 1	Risk Register	No
Appendix 2	Equalities Impact Assessment (EIA)	No

Introduction and background

1. The Council owns and manages multiple occupancy buildings across the HRA portfolio. Each building contains a fob management system (access control), providing residents with secure access into the building and to their respective residence.
2. There are multiple fob management providers currently in operation across the portfolio with some containing unsecure architecture. Many of these systems are now obsolete. Continued resident turnover means that these systems are now reaching storage capacity, with no ability to delete off the system. This impacts the ability to allocate new tenants with fobs, consequently delaying access to their new homes. This also potentially compromises the building security when fobs from former tenants are not returned and still used.
3. The council seeks to standardise fob management across the HRA portfolio, implementing a cloud-based fob management system using 4G technology. This will manage individual fobs remotely through a software platform. This will allow lost, stolen, or misplaced fobs to be remotely deactivated and set controls on the number of fobs allocated per residence, which will be in line with a newly implemented fob management protocol.
4. This system has been trialled; in the last 12 months a limited number of properties reached fob storage capacity. Properties were fitted with a cloud-based access control management system, which has proved very successful.
5. The project now seeks to implement a full programme rollout to provide a standardised approach. This will benefit both staff and residents going forward.

Overview of works

6. The new system will be on a secure cloud-based system that can be managed by staff through a website or a mobile application. The system technology uses GSM/4G networks, enabling remote management. The aim of these inclusions is to create a secure, manageable service for tenants, and for the council to improve building security.
7. Installation shall be carried out in accordance with the following legislation:
 - Construction (Design and Management) Regulations 2015 (CDM)
 - BS 7671 (IET Wiring Regulations)
 - BS EN 50133 (Access Control Systems for Security Applications)
 - Consideration of the Building Regulations Part M (Access to and use of buildings)
 - Equality Act 2010

- Data Protection Act 2018

8. The project focuses on the replacement of the fob management system, and alterations to door entry equipment is not included within the scope of works, as it is not required at this time.
9. New access control systems will be installed in accordance with the building's existing fire strategy and systems.
10. The value of these works mean that the council must comply with the Procurement Act 2023.
11. The council has advertised these works as an open tender through the Procurement Business Tool 'in-tend' and seven bids were received.
12. Following tender evaluation and procurement moderation, the preferred bid was found to be the most advantageous contractor to fulfil the council's requirements.

Programme

13. Following Cabinet approval, Officers will finalise the procurement process and award the contract to the successful supplier.
14. The delivery phase of this project will cover an 18-month period. Assuming a June 2026 start date, Practical Completion is forecast December 2027.

Consultation and Communication with Residents

15. The contractor will provide a dedicated Resident Liaison Officer for the duration of the project. They will be the lead on all matters relating to resident engagement, communications, and fob distribution for the duration of the project.
16. Before works commence, the dedicated Resident Liaison Officer will carry out letter drops and visits to inform residents of the upcoming works.
17. Residents will receive printed communications and guidance, including a video tutorial and a 24/7 support service. The Resident Liaison Officer will also host scheduled sessions in communal areas, providing surgeries to allow residents to drop in with questions, or receive a hands-on demonstration. Elderly and vulnerable residents will be offered personalised face-to-face briefings in their home, if necessary.
18. Section 20 (S20) of the Landlord and Tenant Act 1985 will be applied if necessary.

Alternative Options Considered

Option	Detail	Considerations
Ad-hoc replacement	Carry out works on a site-by-site basis as blocks reach capacity.	• Individually tendering works on a site-by-site basis is time and resource intensive.

		Increased staffing resource is required to coordinate tenancy engagement. This is often unplanned or at short notice. This will create added pressure to the existing resource.
Do nothing		- Blocks fob management system reaches capacity - Building security compromised - Officers unable to issue fobs new tenants

Implications of Local Government Reorganisation

19. The contract only relates to City Council properties and works will conclude before LGR takes place.
20. These works are budgeted for within the MTFP. Further detail can be found below.

Financial implications

21. The total tender sum to complete the contract is £1,087,163.22, exclusive of VAT.
22. The latest approved budget within the HRA's MTFP for this project is £1,752,640 spread over the financial years 2025/26 to 2027/28 consisting of £752,640 for 2025/26 and £500,000 for each of the following two years. Any underspends in 2025/26 will need to be carried forward to ensure enough budget exists for this scheme to be completed. A provisional budget to cover Contract Administration, Project Management, and other services including Legal and Officer time has been allocated for the sum of £134,560.
23. The tender sum includes an all inclusive, pre-paid 10 year data package with no additional costs for use of the cloud platform. There are no licensing fees.

Legal issues

24. Under Rule 18.12 and Part 4.5 (10) of the Constitution, the Cabinet is the authorising body for projects valued at over £750,000.
25. Under Part 4.5 (11) and Rule 19 (17) of the Constitution, the Cabinet is responsible for the award of contracts valued at over £750,000. Under section 9E (3) (c) of the Local Government Act 2000 Cabinet is empowered to delegate its functions to officers.
26. Legal services have provided support in contract development, and further support may be required for the Section 20s.
27. The Council will need to follow the relevant requirements for landlords set out in this act if it wishes to recover the costs through the service charges mechanism.

Level of risk

28. Risk register – see Appendix 1.

Equalities impact

29. Equalities Impact Assessment - see Appendix 2.

Carbon and Environmental Considerations

30. Not applicable.

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Background Papers:

List the background documents and, if possible, link to them.

1
2
3
4

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ID	Risk description	Cause
R1	Failing to award to most advantageous contractor	Delays in procurement and approval process
R2	Cost escalation vs budget	Inflation; unforeseen works
R4	Health & Safety incident during works	Manual handling, members of the public
R5	Programme delays	Failure during install/commissioning
R7	No access events for residents	Fob misallocation; missing
R9	Asbestos or hidden defects discovered	Legacy building fabric/services
R10	Accessibility	Digital exclusion
R11	Contractor Conduct	Poor contractor conduct on site

Consequence	L	I	Gross
Less favourable contractor is sought, or retendering of works required.	4	4	16
Budget pressure; scope reduction	3	5	15
Injury, enforcement, delay	2	5	10
Environmental harm; downtime; resident dissatisfaction	2	4	8
Customer dissatisfaction	2	4	8
Standstill; abatement costs	2	4	8
Complaints; reputational impact	3	3	9
Reputational damage	2	5	10

Mitigation / controls	Owner	Residual
Procurement delays communicated with tenderers	PM/Procurement	6
PM forecast with risk allowance; value engineering; contingency; change control; provisional items	PM	8
CDM 2015 compliance; RAMS; permits to work; supervision; isolation procedures; toolbox talks	Principal Contractor	6
Contract mechanisms available to ensure adherence to programme	Principal Contractor	4
Dedicated resident Liaison Officer, contractor following specification and KPIs	Principal Contractor	6
Refurbishment & demolition surveys; allow provisional sums; trained personnel	PM	6
Engagement plan; clear communication; physical tokens; resident workshops	Principal Contractor	6
Strict code of conduct in contract; contract mechanisms; ID badges and branded uniforms	Principal Contractor	4

RAG
Green
Amber
Green
Green
Green
Green
Green
Green

Item	Detail
Scoring Scale	Likelihood (L) and Impact (I) scored 1–5
Gross Score	$L \times I$ before mitigation actions
Residual Score	Score after mitigations/controls applied
RAG Bands	Green: 1–6 Amber: 8–12 Red: 15–25
Risk Appetite	Avoid Red residual scores

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Why do an Equalities Impact Assessment (EqIA)?

1. 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.**
2. **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 **Corporate Management Team (CMT) reports and all projects must attach an EqIA.**

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	NEW- Socio-economic inequalities (voluntary adoption)
	NEW- Sanctuary seeking status leading to intersecting inequalities (voluntary adoption)

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
3. 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
5. **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.	Controlled Entry Systems Replacement	2.	The implementation date of the activity under consideration:	01-06-2026
3.	Directorate/Department(s):	Director of Housing	4.	Service Area(s):	Housing
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	Michael Woods mwoods@oxford.gov.uk	6.	Contact details, in case there are queries: Please provide: -Name -Email address	Michael Woods mwoods@oxford.gov.uk
7.	Is this a new or ongoing EqlA?	New	8.	If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and share the link to the said EqlA.	No
9.	Date this EqlA started:	18-02-2026			
10.	Will this EqlA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	No	11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	Cabinet – 15-04-2026

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

12.	Type of activity being considered: Check the most appropriate.	☐	☐ Decommissioning	☒ Commissioning	☐	
		☐	☐ Others. Please specify:			
13.	Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil? Please check as needed.	☐ Good, affordable homes	☐ Strong, fair economy	☒ Thriving Communities	☐ Zero Carbon Oxford	☐ Well run council
14.	Which priority area(s) within <u>Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)</u> does this activity fulfil? Please check as needed.	☐ Responsive services and customer care.	☐ Diverse and engaged workforce.	☐ Leadership & organisational commitment.	☒ Understanding and working with our communities.	
15.	Outline the aims, objectives, & priorities of the activity being considered.	To replace the access control systems in the HRA multiple occupancy buildings with a new, cloud-based fob management system.				
16.	Please outline the consequences of not implementing this activity. For example, -Existing activity does not fulfill	Existing systems will continue in operation until such a time that they hit storage capacity. The council will be unable to allocate replacement fobs to existing residents, or new fobs to new incoming residents. This will directly affect the council's ability to provide Good, Affordable Homes.				

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

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

17. 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.	No.
18. List information and data used to understand who your residents or staff are and how they will be impacted. These could be— -third-party research, -census data, -legislation, -articles, -reports, -briefs.	Not applicable.
19. If you have not done any consultations or collected data & information, are you planning to do so in the future?	Yes

Please list the details –
 -when,
 -with whom, and
 -how long will you collect the
 relevant data.

Resident engagement drop in events, letter drops etc.

Section 4: Impact analysis.

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

Protected Characteristic	Positive	Negative	Neutral	Don't know	Data/in support assess
Age		☐	☒	☐	
Disability (Visible and invisible)		☐	☒	☐	
Gender re-assignment		☐	☒	☐	
Marriage & Civil Partnership	☐	☐	☒	☐	

Race, Ethnicity and/or Citizenship		☐	☒	☐	
Pregnancy & Maternity 258	www.oxford.gov.uk ☐  OXFORD CITY COUNCIL	☐	☒	☐	
Religion or Belief	OBJ	☐	☒	☐	

Sex			☒	☐	
Sexual Orientation	☐	☐	☒	☐	
Socio-economic inequalities such as: - income and factors that impact income. -access to jobs This was voluntarily adopted by Oxford City Council on the 13th of March 2024.	☐	☐	☒	☐	
Other (voluntary consideration) Sanctuary seeking status leading to intersecting	☐	☐	☒	☐	



inequalities experienced by For example: asylum seeker, refugee, person with insecure immigration status <u>Oxford City Council became a local authority of sanctuary</u> in December 2024, thereby committing to learn from our experiences, embed inclusive practices and share efforts to create a culture of welcome and safety for all.					
Other For example: - Unpaid carers - Prison population - Homeless population -Council suppliers & contractors -Cabinet Members	www.oxford.gov.uk 	☐		☐	

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

22.	Conclusions.				
	☐ 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.
23.	Please explain how you have reached your conclusions above.	Resident engagement will be a core part of this project throughout delivery, and a dedicated Resident Liaison Officer will be key to understanding the needs of residents through this process. There are currently no anticipated adjustments required for this project to meet compliance with the Equality Act 2010, however should this change through the course of the programme this will be re-evaluated to ensure the best outcomes for the remainder of the programme.			

Section 6: Monitoring and review plan.

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.

24.	Who or which team or service area will be responsible for	Housing Services

25.	monitoring equalities impact? For example- - team, -directorate, -service area, -Equalities Steering Group,etc.				
	Who (individual, team, or service area) will be responsible for carrying out the EqlA review?				
	Project Manager – Housing Services				
26.	How often will the equality impact be reviewed for this activity? For example- -quarterly, -yearly, etc.	Yearly	27.	Date when the EqlA will be reviewed again.	01-03-2027

Section 7: Sign-off

Name: Michael Woods

Job Title: Major Works Project Manager

Name:

Job Title:

Name: Full Name

Job Title: Type here

Signature:

Name:
Job Title:

Signature:
G Malkin

Name: Full Name
Job Title: Type here
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Job Title: Type here
Signature:

Suggested list of people to include are:

- 1) Project lead/manager.
- 2) Head of service area or team.
- 3) Person who completed the EqIA.
- 4) EDI Lead.
- 5) EDI Specialist.
- 6) For joint projects, please consider the following:
 1. Other project leads
 2. Other service area and/or team lead/managers.

This is not an exhaustive list.

You have now reached the end of the assessment.

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

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To: Cabinet

Date: 15 April 2026

Report of: Nerys Parry
Director of Housing

Title of Report: Procurement of a replacement housing and housing asset management system, including a mobile working solution

Summary and recommendations	
Decision being taken:	To seek project approval to procure ICT solutions for housing and housing asset management, including a mobile working solution and to seek delegated authority for the Deputy Chief Executive (City and Citizens' Services) to award the contract.
Key decision:	Yes https://oxfordcity.moderngov.co.uk/mgIssueHistoryHome.aspx?IId=42303&PlanId=583&RPID=75467261
Cabinet Member:	Councillor Linda Smith, Cabinet Member for Housing and Communities Councillor Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies
Corporate Priority:	Good, affordable homes A well-run Council
Policy Framework:	Housing, Homelessness and Rough Sleeping Strategy

Recommendation(s): That Cabinet resolves to:
1. Grant project approval for the procurement of a 10-year contract for ICT solutions for housing and housing asset management, including a mobile working solution, with an option to extend for a further five years.
2. Approve a contract value of up to £2million (inclusive of VAT).

3. Delegate authority to the Deputy Chief Executive (City and Citizens' Services) in consultation with the Monitoring Officer, Section 151 Officer, the Director of Housing, Cabinet Member for Housing and Communities, the Cabinet Member for Citizen Focused Services and Council Companies to award the contract and finalise contractual arrangements.

Information Exempt From Publication	
Not Applicable	

Appendix No.	Appendix Title	Exempt from Publication
Appendix 1	Risk Register	No
Appendix 2	EQIA	No

Introduction and background

1. The current Housing and Housing Asset Management System is the primary database and case-management system for housing and housing and asset management that is used by many departments across the Council including Tenancy Management, Rents, ASBIT, Property Services, Customer Services and across ODS.
2. The Council also has a form based mobile working solution used by both Council and ODS staff working in the field, providing two-way integration with the Housing and Housing Asset Management System. Within ODS, these forms are used across many service areas, not just compliance and repairs.
3. The current contract expires in February 2028, and it cannot be extended without breaching procurement law. With the current system contract ending, it is necessary to secure a long-term solution that meets current and future user needs, provides for technological advances, greater efficiencies and integrated AI solutions.
4. The current supplier has informed customers that it has placed the current system into "Management Mode" which means that the system remains supported but is part of their legacy product suite, with support largely limited to updates and bug fixes rather than major development. The supplier has advised that it will give customers a minimum of 3-5 years' notice of end of life for the product.
5. The supplier has confirmed that it is continuing its development of its mobile working solution as a strong element of their product suite.

6. Having robust and effective housing and asset management solutions in place is critical to the Council's statutory obligations (building safety, compliance, rent collection, repairs, asset management) and compliance with the Regulator of Social Housing's Consumer Standards, underpinning the corporate priority Good, Affordable Homes, and supporting the Council's wider digital and organisational transformation agenda

Housing Solution Providers

7. Across the UK social housing sector, technology investment is increasingly focused on improving data quality, strengthening regulatory compliance, and supporting more efficient, digitally-enabled services. Providers are generally moving toward ICT solutions that combine the stability of an integrated housing management platform with the flexibility of specialist modular tools.
8. Large integrated systems remain attractive because they provide a single, coherent source of housing, asset, and financial data but at the same time, the market has seen rapid growth in modular, cloud-based solutions, particularly in asset management, energy modelling, and compliance. These newer systems are highly configurable, integrate through open APIs, and often innovate more quickly, supporting advanced analytics, mobile working, and regulatory reporting. They reflect broader digital transformation trends that prioritise data-driven decision-making and modern resident-facing services.
9. Industry insight shows that most providers are now adopting hybrid models in which a strong integrated core system manages tenancies and finances, while modular specialist tools are used for areas such as building safety, energy performance, and mobile field operations. This blended architecture aligns with the sector's shift toward cloud-native, interoperable solutions capable of adapting to changing regulatory and service demands.
10. The industry direction of travel indicates that any future housing & asset management solution for the Council should combine a stable core platform with the ability to integrate modular components over time, ensuring flexibility, compliance, and long-term value. For these reasons, the intention is to seek a solutions provider, rather than necessarily a single integrated solution.

Procurement Proposal

11. At its simplest level, the rents and repairs functions of housing and housing asset management solution provide the functionality to collect almost £70m per in rental income and over 50,000 repairs and servicing works orders each year. All options have been explored but there is no legal basis to extend the current contract, and a new solution needs to be procured.

12. The initial phase of this procurement will focus on developing a comprehensive outcome-based specification for housing and housing asset management solutions, informed by detailed engagement with service areas and current regulatory requirements. This stage will also include structured market exploration to assess the capabilities of both integrated and modular solutions and identify the systems best aligned to the Council's operational, compliance and asset management needs. The evaluation criteria and weighting will be completed ahead of the tender launch.
13. The Council has appointed a consultant to assist with the procurement exercise and the key milestones are:
- soft market testing (May 2026)
 - specification finalisation (June 2026)
 - tender publication (July 2026)
 - award (late 2026)
 - Mobilisation (early 2027)
 - implementation (2027–Jan 2028)
 - go-live (Feb 2028)
14. Short to medium contract terms are not considered suitable with large ICT solutions as this leads to substantial disruption and costs of implementing new systems on a frequent basis, as well as additional risk. The contract term will be 10 years, with an option for a further five years, with relevant break clauses and a right to give 12 months' notice to terminate without reason

Alternative Procurement Options

15. **Option 1 In House System Development** Option 1 would involve developing a bespoke, in-house housing and housing asset management solutions tailored to the Council's operational, regulatory, and asset-related requirements. While this approach would offer full customisation and the ability to design functionality around local processes, it would require substantial investment in specialist technical expertise, project management capacity, cyber-security assurance, and ongoing support arrangements. It would also create long-term responsibilities for system maintenance, regulatory updates, and scalability that are typically managed by commercial suppliers who continuously invest in product development and sector compliance. Given these significant risks—especially when compared with established commercial platforms that already offer robust housing, asset, mobile working, and compliance capabilities—this option is not recommended.

- 16. Option 2 Consortium Procurement with other Local Authorities** Option 2 would involve the Council entering a joint procurement with neighbouring local authorities to commission shared housing and housing asset management solutions. While a consortium approach can, in principle, offer economies of scale and opportunities for regional collaboration, this option is not suitable especially in the context of Local Government Reorganisation (LGR). None of the other local authorities in Oxfordshire undergoing LGR hold a Housing Revenue Account or maintain a significant stock of social housing. As a result, these authorities do not require a full landlord-facing Housing and Asset Management System, nor do they share the regulatory, operational or asset management demands placed on a stock-holding authority.
- 17. Option 3 Extend the Current Contract** Option 3 would involve exploring whether the Council could lawfully extend the existing Housing and Housing Asset Management System contract under the limited modification provisions of the Procurement Act 2023. While the former PCR2015 regime allowed minor contract modifications up to 10% of the original contract value for services, the Procurement Act 2023 retains similarly restrictive thresholds for permissible extensions without triggering a new procurement. This option has been explored and extending the current contract is not possible.
- 18. Option 4 Defer Procurement until LGR Decision in July** Option 4 would involve delaying the procurement of housing and housing asset management solutions until the Local Government Reorganisation (LGR) decision is made in July. This option was rejected because delaying the start of the procurement would leave insufficient time to complete the end-to-end procurement, evaluation, contract award, and full system implementation before the expiry of the existing contract in early 2028. The current system underpins critical landlord functions, including rent collection, repairs, compliance management and building safety, and cannot be decommissioned or left unsupported without severe operational and regulatory consequences. A deferral would compress the delivery window to an unmanageable degree, heightening risks around data migration, integration development, testing, staff training, and mobilisation.

Implications of Local Government Reorganisation

- 19.** The procurement of housing and housing asset management solutions falls squarely into the category of decisions that are necessary to maintain critical service delivery, because:
- Oxford City Council is the only authority in the proposed LGR footprint that holds a Housing Revenue Account or manages significant housing stock, meaning that housing and housing asset management solutions

are essential for ongoing statutory landlord functions (e.g., regulatory compliance, rent collection, health & safety compliance, repairs delivery, and building safety requirements).

- The existing contract expires in early 2028, leaving a fixed implementation window. Deferring procurement until after LGR risks a gap or cessation of key services, which the Government explicitly states must be avoided.

20. The procurement is therefore a continuity measure, not a discretionary expansion or policy shift. This procurement and contract award scheduled for post-LGR announcement (July 2026) is compliant with the guidance because:

- It ensures continuity of essential statutory services.
- It prevents a gap or cessation of key functions—something the Government explicitly instructs councils to avoid.
- It does not fetter the future unitary council, because any successor council would still require the same system to discharge housing duties.
- It aligns with the approved MTFP and is therefore consistent with financial governance expectations.
- It is being taken transparently and for the purpose of protecting residents and service users, not altering policy direction.

21. As part of LGR, Section 24 consent will be required only if the Secretary of State issues a Direction under the Local Government and Public Involvement in Health Act 2007. Such a Direction would apply to contracts of more than £1 million for capital and would apply to this system procurement.

Governance

22. The project will be overseen by the system Executive Oversight Project Board, with the Project Sponsor being the Group Financial Director / Section 151 Officer. The core members of the Project Board comprise:

- Group Financial Director / Section 151 Officer
- Chief Technology and Information Officer
- Landlord Services Lead
- System Project Manager
- Tenancy Services Manager
- Technical Solutions and Data Lead (ODS)
- Technology and Relationships Lead (ODS)

Financial implications

23. An HRA capital bid for £2,000,000 for 2026/27 has been approved by Cabinet to support the initial procurement and implementation of the solution. Whether further funds will be required in 2027/28 would depend on the outcome of the procurement exercise.
24. In 2026/27, capital funding will cover costs directly related to implementation and making the new system operational.
- Implementation and configuration services
 - Internal project team resourcing attributable to delivery
 - Consulting fees for system deployment and integration
 - Data migration and testing costs
 - Essential vendor support during mobilisation (pre-go-live only)
25. In 2027/28, additional capital funding may be needed to continue to cover costs directly related to implementation and making the new system operational, plus initial software licensing as required for go-live.
26. Revenue expenditure for the solutions will relate to activities that are not directly required to bring any new system into operation but are essential to ensuring its effective use and long-term sustainability. This will include staff training, organisational change management, ongoing system support, and maintenance following implementation. These revenue costs will be managed within existing budgets where possible or incorporated into future revenue planning arrangements as part of the Council's medium-term financial planning.

Legal issues

27. By virtue of Rule 18.12 at Part 18 of the Constitution and Part 4.5 (10) at Part 4 of the Constitution, Cabinet is the authorising body for projects valued at £750,000 or over. Under Part 4.5 (11) and Rule 19 (17) of the Constitution Cabinet is responsible for the award of contracts valued at £750,000 and over. Under section 9E(3)(c) of the Local Government Act 2000 Cabinet is empowered to delegate its functions to officers.
28. Due to the estimated value of spend, the procurement of the housing and asset management system must be carried out in accordance with the Procurement Act 2023 and the Council's Constitution. Legal services are instructed to support and advise on the procurement process and provide the contractual documentation needed. This will include consideration of LGR implications.
29. Any decision, following the procurement process, to award a contract of £750,000 or greater will be a Key Decision and will need to comply with the procedure for taking Key Decisions set out in the Council's Constitution. John Coffey 9.3.26/80972-CP)

Level of risk

30. See Risk Register at Appendix 1. The procurement and implementation of the housing and housing asset management solutions carry several strategic and

delivery risks. These include risks associated with data security during migration, particularly given the volume and sensitivity of asset, compliance, and tenancy data held within the current system. There is budget uncertainty and potential cost escalation, especially as market pricing will not be confirmed until tender submissions are received. The project is also exposed to limited internal capacity across Housing, ICT, Data, and Finance, which may affect the continuity and pace of delivery during the specification, procurement, and mobilisation stages.

31. The mitigations are that the tender submissions will be received before the end of the budget setting window for 2027/28 and an assessment of any additional resources will be carried out at that point. The internal capacity may need to be supplemented by additional temporary resource to deal with service pressures.
32. Additional risks include potential disengagement from the incumbent supplier, who has placed their system into “management mode” and may have restricted capacity or willingness to support complex data extraction or transitional arrangements.
33. The project must also navigate the implications of Local Government Reorganisation (LGR). Although the other councils in scope for potential merger do not hold a Housing Revenue Account or significant housing stock, LGR may still require adjustments to project scope, governance, and integration readiness. Furthermore, the Government’s guidance on financial decisions before LGR introduces potential restrictions on entering major new contracts, including ICT-related contracts, though these constraints allow necessary decisions to maintain essential services.
34. Failure to deliver housing and housing asset management solutions would have severe operational and compliance consequences. The existing contract cannot be extended beyond early 2028, and failure to implement a new contract in time would jeopardise critical statutory landlord functions. This includes rent collection, building safety compliance, asset and stock condition management, responsive repairs, and regulatory reporting. A failure to have a functioning system in place would put the Council at significant risk of regulatory breach, disruption to repairs and safety workflows, loss of service continuity, and reputational harm.
35. Any significant delay in commencing procurement would also compress the delivery window between contract award (targeted for late 2026) and go-live in early 2028. This would undermine the Council’s ability to complete data cleansing, data migration, integration development, staff training, and full end-to-end testing. It would also increase the risk of emergency procurement, higher costs, and a sub-optimal implementation approach. As the future unitary authority arising from LGR will manage housing stock, the Council must retain fully operational and compliant housing and housing asset management solutions beyond 2028; therefore, the system must be procured with appropriate break clauses, scalability provisions, and safeguards to ensure long-term flexibility.
36. In addition to the risks set out above, there are further concerns relating to underlying data quality, the scale of the change required across Housing and

ODS operational teams, supplier performance during implementation, integration with corporate systems, and ongoing compliance with data protection legislation. These risks will be actively mitigated through robust governance, early data-cleansing activity, structured stakeholder engagement, comprehensive testing phases, and clear contractual protections.

37. The housing and housing asset management solution will align with the Council's Data Strategy by providing a secure, cloud-hosted platform that improves data quality, resilience and governance across all housing and asset functions. The solution will be required to meet robust cyber-security standards, ensuring compliance with national frameworks and protecting sensitive tenancy, asset and safety data. Modern solutions platforms also rely on open API architecture to reduce data silos, support real-time information sharing and integrate seamlessly with the Council's wider ICT environment.

Equalities impact

38. The EQIA is attached as appendix 3. The procurement and implementation of housing and housing asset management solutions (including mobile working solution) is expected to maintain or enhance existing levels of equity, accessibility, safety, and service consistency across Oxford City Council's housing functions. The Council already operates an established housing and housing asset management system, and digital interactions are already a core part of service delivery. The proposed procurement does not introduce new equalities risks, but rather provides an opportunity to reduce existing inequalities through:

- improved digital accessibility (WCAG 2.2 AA compliance)
- better capture of vulnerabilities and language needs
- more consistent service workflows
- enhanced support for field-based officers interacting with vulnerable residents

39. While digital inclusion considerations remain important, they relate to ongoing service design rather than to the procurement activity itself. OCC's multichannel approach (telephone, in person, assisted digital options) already mitigates potential accessibility issues, and this project does not remove or diminish those routes.

40. Equalities impacts will be monitored during system configuration, implementation and post go live review.

Carbon and Environmental Considerations

41. A modern housing and housing asset management solution (including mobile working) provides the data, modelling tools and operational intelligence needed to support the Council's carbon-reduction and environmental commitments. It enables detailed analysis of EPC and energy-efficiency data, long-term planning for retrofit and decarbonisation works, and compliance with emerging

environmental and building-safety standards. The system supports low-carbon operations through mobile working, improved scheduling, and reduced duplication, helping to streamline repairs and asset workflows efficiently. By providing accurate, real-time asset insights, a modern housing and housing asset management solution strengthens the Council’s ability to meet Net Zero objectives and plan sustainable investment across its housing stock.

Conclusion

- 42. Procuring housing and housing asset management solutions, including a mobile working solution, is a strategic requirement to ensure continuity of critical landlord, compliance, and asset-management services beyond the current contract expiry in early 2028. The recommended procurement timetable provides sufficient time for a phased transition, data migration, and safeguarding core functions such as rent collection, repairs, and building-safety compliance during implementation.
- 43. The proposed procurement approach will:
- 44. Ensure the Council meets public procurement requirements
- 45. Maintain uninterrupted delivery of housing, asset, repairs and compliance services for tenants, leaseholders, and operational teams across the Council and ODS.
- 46. Deliver a modern, integrated solution that enhances operational efficiency, data quality, regulatory reporting and the overall user and resident experience.
- 47. This investment mitigates significant operational, financial and compliance risks, ensures the Council can meet its statutory landlord obligations beyond 2028, and provides a secure, modern, and future-proof housing and asset management system capable of supporting service continuity and organisational change.

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Background Papers:	
1	None
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3/6/2026

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Description of the headings within the risk log

Reference: A reference number to identify the risk.

Description: The situation or event that the recommendations to Cabinet, or the information in the report, expose the Council to.

Consequence: The likely outcomes or consequences if the risk materialises.

Name of the risk owner: The name of the person who is responsible for the risk

Control/mitigation: How the Council is choosing to respond to the risk. What is it doing to reduce probability and/or impact, or what will it do to reduce it, so that it is within the Council's risk appetite?

Control due date: The date by which the control/mitigation should be in place.

Progress on control/mitigation: A description of the progress that has been made in implementing the risk control/mitigation.

Action Owner: The person who is responsible for implementing the risk control/mitigation.

Risk Appetite

The Council's risk appetite is the amount of risk that it is willing to take to achieve its priorities, provide services as planned and deliver its statutory services. When considering risk staff must take into account the Council's appetite for risk which differs according to the type of risk. How low, medium and high are defined is shown at the bottom of the page.

- **Strategic**

- 3.2 Where the council needs to innovate to make transformational so that it can achieve its 2024 to 2028 priorities, the council has a medium risk appetite. Examples of this might be housing development, climate change initiatives where projects might be supported to be innovative, have a degree of uncertainty but are aligned with council priorities.

- **Economic, finance and markets**

- 3.3 It is a legal requirement for the Council to set a balanced budget and operates against a challenging economic and financial background. The Council only knows what resources it will have for one year at a time and must maintain financial reserves and must be sustainable in the long term as considered by the Group Finance Director on an annual basis. Where there is the possibility to achieve a priority through development or economic growth, the Council will tend towards medium risk, whilst maintaining rigorous cost control and delivery.

- **Customers and Citizens - Providing services as planned and delivering statutory duties**

- 3.4 For core services that are delivered to vulnerable people the Council has a low-risk appetite to avoid a failure in service delivery that impacts on vulnerable people.

- **Reputation**

- 3.5 The Council must maintain the trust of citizens and consequently has a low risk appetite.

- **IT and information**

- 3.6 Information Technology plays a critical role in the delivery of including to the most vulnerable in the city and consequently a low-risk appetite to failure of systems. The Council will procure correct IT systems, which are dependable and will provide a service, whilst at the same time are secure and provide data in order that all GDPR requirements are met. The risk appetite is medium if digital transformation projects are undertaken in line with priorities but only after rigorous risk assessment, with continuing the continuity of service.

- **Legal, regulatory and compliance, both internal and external**

- 3.7 These risks are about ensuring the Council complies with its policies, regulatory requirements, legal obligations and standards. The Council will take a risk-based approach where there are a though they may be in compliance with these areas, could challenge or subject to regulatory action. The Council has a policy relating to compliance, ensuring all obligations and requirements are met, whilst taking decisions and delivering its services and products. However, in relation to the risk of legal challenge (both defence and prosecution) the Council will have a medium risk appetite. Decisions are taken and legal action will be taken in light of many considerations, including resources, commercial factors, timing, future impact and risk.

- **Organisational, management and people (including health and equalities)**

- 3.8 Organisational and management risk is about the structure, governance, processes, and culture of the Council. These factors can impact the delivery of services, cause inefficiencies and damage the reputation. The Council's risk appetite is low.

People risk concerns staff and includes recruitment and retention, engagement, training, health and safety and equalities. Risk is being able to obtain the right staff or retain them, a lack of staff or low morale. These can severely impact delivery of services.

low morale. These can severely impact delivery of services if morale is low.

The Council is committed to the health and safety of its staff and the public, not only because it fulfils its legal responsibilities but also has a moral duty not to cause harm. The Council has a low risk appetite and will have effective health and safety practices that help prevent accidents and illness.

The Council is committed to building a fairer city by ensuring that public investments, and policymaking addresses Oxford's social inequalities. A medium risk appetite is appropriate when the potential for positive change.

- **Environmental and sustainability**

- 3.9 The Council will have a low-risk appetite for environmental risks that might damage health and wellbeing in the community. Environmental risks might result in legal liabilities and fines. This includes areas of environmental damage like climate change impacts, pollution and biodiversity. Laws and regulations must be adhered to. A medium risk appetite is acceptable when environmental and sustainability initiatives result in long term benefits to the city through Zero Carbon Oxford.

- **Commercial**

- 3.10 The Council is responsible for spending public funds, providing services over the long term, and maintaining the trust of the public. Expenditure with some commercial aspects will be made through a return on investment so that these resources can be used to fund other priorities, deliver services as planned and meet its statutory obligations. The investments should align with the priorities of the Council and focus on stable returns.

- **Political**

- 3.11 Political risk is about change, instability or disagreements that make the delivery of the Council's priorities more difficult. This may include national leadership priorities and resource allocation, shifts in public opinion or outside pressures. Generally, the Council's risk appetite is low.

...processes. Generally, the Council's risk appetite is that an unexpected change can impact service delivery, but it may be that the pursuit of priorities requires working within a changing political environment.

- **Partnerships**

- 3.12 Partnerships are important because they enable the Council to access additional resources and expertise that can drive change and innovation, leading to the more efficient delivery of priorities and service improvements. Potential benefits, including improved service delivery, while pursuing efficiencies and savings, the Council will have a medium risk. This risk must be underpinned by sound governance structures.

- **Technical, operational and infrastructure**

- 3.13 Technical risks are about the adoption of new ways of completing tasks or the reliability of existing methods. The risks include implementation of working and it fails to deliver the expected results. Operational risks arise from the day-to-day activities of the Council and might include inefficiencies or a failure in supply chains. Infrastructure risks relate to physical assets that the Council needs to deliver its services, including buildings and utilities. In these areas the council has a low-risk appetite. It must reliably deliver services to citizens.

Low	The Council is unwilling to expose itself to risks, particularly if doing so there could be significant negative consequences and the possibility of failure. It will minimise its exposure to risk and prioritise certainty, security, adherence to regulations, and prudence. Key aspects of a low-risk appetite are prioritising compliance with laws and regulations, safety, conservative decision making, financial prudence and minimising actions that could lead to adverse impacts on citizens.
Medium	The Council will take considered risks when they help it successfully deliver the Council Strategy 2024 to 2028, provide the services identified in its business plans and deliver its statutory duties, but will only do so after it has given the matter careful consideration through risk assessment, and there are plans in place to implement risk controls. The Council is open to opportunities that could lead to improved public services, and it may allocate resources to higher risk projects if they align with 2024 to 2028 priorities. The Council is willing to take these risks when the potential rewards align with its priorities and risks can be managed.
High	The Council is willing to take significant risks to achieve ambitious goals, drive innovation or deliver transformative projects where the

	goals, drive innovation or deliver transformative projects where there is uncertainty about the outcome, including the possibility of failure is characterised by bold decision making and innovative approach to the delivery of public services with the goal of delivering significant improvement.

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Risk Scoring

Once risks have been identified, the risk matrix serves as the primary tool for prioritisation. It enables the Council to determine which risks are most significant and therefore require greater attention and resources. The matrix also provides a consistent framework for comparing

Each risk should be analysed using a five by five matrix for (1) the probability it will happen and (2) the impact if it did occur. This assessment should be made on three different basis:

- Gross risk – risk level if existing key controls and mitigations were not in place or not
- Current risk – risk level after existing controls and mitigations are taken into consideration.
- Target risk – anticipated risk level, within the Council's risk appetite, following the introduction of planned controls and mitigations.

Assessing gross risk helps the organisation understand its reliance on existing key controls and supports decisions on risk treatment and the appropriate target risk level. A useful approach is to first consider the current risk, then ask: what would the impact and likelihood be if those key

It is the risk owner's responsibility to ensure the controls they believe are reducing the risk are effective and are working in practice. Controls that are not yet in place should not be

Each identified risk should then be plotted onto the risk matrix.

Probability						
Highly likely	5	5	10	15	20	25
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Probably not	2	2	4	6	8	10
Unlikely	1	1	2	3	4	5
		1	2	3	4	5
Impact		Insignificant	Minor	Moderate	Major	Severe

When assessing the likelihood of a risk occurring, select a score from 1 to 5 on the risk matrix that best reflects what you think. This rating involves an element of professional judgement, so consider how probable the event is and take into account the following factors:

- Has this event happened before in the Council? (How frequently?) Has this event happened elsewhere? (How frequently?)
- How likely is it that one or more of the causes/ triggers of the event will occur?
- Has anything happened recently that makes the event more or less likely to occur?

The following tables provide some support in quantifying the risk in terms of probability and

Risk Probability Assessment Criteria

Risk Probability Assessment Criteria

Scale	Description	Probability of Occurrence	Description
1	Unlikely	0 to 19%	The event may occur in certain circumstances
2	Probably not	20% to 39%	The event will probably not occur
3	Possible	40% to 59%	The event may occur
4	Likely	60% to 79%	The event is likely to happen
5	Highly likely	80% to 100%	The event is highly <u>likely</u> to happen



When you select the impact you should give consideration to the factors outlined in the risk matrix. For example, if the risk you are scoring has a low financial impact but a high impact on our reputation then you would select the most appropriate number between 1 and 5 that relates to the level of reputational impact. Once again, this score will have an element of

Risk Impact Assessment Criteria

Risk Impact Assessment Criteria

	Insignificant	Minor	Moderate	Major	Severe
Strategic	Little or no impact on the delivery of the organisation's priorities	May have a minor impact on the delivery of the organisation's priorities	Would impact the delivery of the organisation's priorities	Would require a significant shift from current strategy to enable the Council to achieve its priorities	It would require a fundamental shift in strategy and Failure to deliver 2028 priority
Economic, Financial & Markets	Minor financial impact <£50k per annum	Financial impact contained within the service area £50k - £250k per annum	Budget adjusted across service areas £250k - £500k per annum	Some corporate budget realignment £500k - £750k per annum	Significant corporate budget realignment >£750k per annum
Customers & Citizens	No impact on service quality, limited disruption to operations	Minor impact on service quality, minor service standards are not met, short term disruption to operations	Significant fall in service quality and standards	Major impact on service quality, multiple service standards are not met, long term disruption to operations	Catastrophic quality and standards are not met, long term catastrophic interruption to service
Reputation	local complaints that do not attract adverse publicity	Adverse publicity locally and regionally on social media	Adverse publicity locally and regionally in mainstream media	Adverse UK wide publicity	Prolonged negative perception in the UK
	Minimal impact on the Council's	Brief disruptions and	Moderate IT and information risks that	Significant disruption to the delivery of services or	Catastrophic IT and information risks that have widespread

IT & Information	infrastructure, information management and service delivery	Brief disruptions and inconvenience, but no long-term consequences	cause noticeable disruptions or delays in services. They may affect a specific group of users	financial loss, including fines. Large sections of the Council's operations impacted	have widespread consequences for the Council's function

	Insignificant	Minor	Moderate	Major	Severe
Legal, Regulatory & Compliance	Breaches of local procedures or standards Unlikely to cause litigation	Breach of statutory regulations or standards Litigation possible	Breach of major statutory duty or internal regulations leading to disciplinary action Litigation to be expected	Significant breach of external regulations leading to intervention, sanctions, or fines Litigation almost certain and difficult to defend	Major breach leading to suspension or discontinuation of services Law punishable by imprisonment Litigation is complex and impossible to defend
Organisational, Management and People, including Health and Safety and equalities	Minor issues within teams with no major impacts on service delivery Minor injury Minimal impact on the Council's ability to promote equality and diversity	Difficulties that cause short lived disruptions or inefficiencies. Less serious injury causing one-month recovery Minor equalities risks that cause brief disruptions or dissatisfaction, but no long-term harm to service delivery	Noticeable disruption and delays to operations requiring significant effort to resolve Serious injury to a person causing a six-month recovery An impact on certain groups or services, with operational inefficiencies and complaints	Significant disruption and inefficiencies that affect the Council's ability to deliver a service or priority Death or life changing injury to a person Equalities risks that significantly affect the delivery of services or reputation	Disruptions that significantly affect the Council's ability to deliver services Long term impact on service delivery Death or life changing injury to more than one person A systemic breach of the Council's equality and diversity policy, particularly in relation to a protected characteristic
Environmental & Sustainability	Environmental impact that disperses within a short time Minor delays in implementing sustainability initiatives	Environmental impact that is contained and rectified easily Small disruptions or inefficiencies but no long-term impact on sustainability strategy or service delivery	Environmental impact on a small area or a wider area with limited damage Noticeable delays or inefficiencies in the delivery of sustainability projects	Persistent environmental damage The Council's ability to meet its sustainability goals are undermined and key targets are missed leading to regulatory consequences	Large-scale environmental damage A complete failure to meet sustainability targets resulting in fines, and long term damage to the Council's reputation

	Insignificant	Minor	Moderate	Major	Severe
Commercial	Negligible impact on the Council's operations, finances, or reputation	Small financial losses with manageable consequences. No critical services or strategic priorities are affected	May cause disruption but does not cause long term harm to the Council's reputation or ability to meet its budget	A significant disruption to the Council's operations, financial position and a long-term impact on reputation	Large scale financial loss with the potential for the Council to go into 114 notice
Political	Small scale political disagreements that do not affect decision making or lead to reputational damage	Minor disruption or reputational damage but can be managed without a significant impact on the Council's ability to perform its duties	Noticeable disruption or delays in Council decisions and reputational damage	A significant disruption to the Council's ability to operate effectively and deliver its priorities due to political conflict, public protest, or a shift in political power	A severe event that threatens the legitimacy of the Council Long term irreparable damage to reputation

Partnerships	Issues arising from the partnership are managed and have no significant impact	Some inconvenience but no long-term impact on the Council's priorities and services	More significant disruption to operations and financial position but they can be managed with appropriate resources. Active intervention required	Significantly disrupts Council services and financial stability. There are delays to the delivery of services and a loss of reputation	There is a threat to the Council's ability to function effectively, and its reputation cannot be damaged
Technical, Operational & Infrastructure	Little impact on the Council's functions. Any problems are minor and easily addressed	Minor issues that cause short disruptions or inconvenience. No long-term effects and resolved quickly	There are more significant disruptions or delays. Service delivery may be impacted but can be resolved with additional resource	A significant disruption to Council operations affecting key services and causing substantial delays, financial loss and inconvenience to the public	The Council's ability to continue functions is threatened. Significant financial losses, or public concerns

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Why do an Equalities Impact Assessment (EqIA)?

1. 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.**
2. **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 **Corporate Management Team (CMT) reports and all projects must attach an EqIA.**

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	NEW- Socio-economic inequalities (voluntary adoption)
	NEW- Sanctuary seeking status leading to intersecting inequalities (voluntary adoption)

2. It has **considered equality of treatment** towards service users, residents, employees, partners, council suppliers & contractors, and Council Members
3. 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
5. **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.	Procurement and implementation of a new Housing & Asset Management System (HAMS), replacing the current QL, Versaa and DRS solutions used across Oxford City Council (OCC) and Oxford Direct Services (ODS).	2.	The implementation date of the activity under consideration:	Feb 2028
3.	Directorate/Department(s):	Housing Services	4.	Service Area(s):	Landlord Services Housing Needs Community Safety Financial Services Property & Assets Communities & Citizen Services ODS
5.	Who is (are) the assessment lead(s): Please provide: -Name -Email address	Bill Graves Bgraves@oxford.gov.uk	6.	Contact details, in case there are queries: Please provide: -Name -Email address	Bill Graves Bgraves@oxford.gov.uk
7.	Is this a new or ongoing EqlA?	New	8.	If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and share the link to the said EqlA.	N/A
9.	Date this EqlA started:	February 2026			
10.	Will this EqlA be attached to Corporate Management Team (CMT) reports/updates, which will be published online?	Cabinet papers	11.	Give a date (tentative or otherwise) when this assessment will be taken to the CMT.	

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

12.	Type of activity being considered: Check the most appropriate.	☐	☐ Decommissioning	☒ Commissioning	☐	
		☐	☐ Others. Please specify:			
13.	Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil? Please check as needed.	☒ Good, affordable homes	☒ Strong, fair economy	☒ Thriving Communities	☒ Zero Carbon Oxford	☒ Well run council
14.	Which priority area(s) within <u>Oxford City Council's Equality, Diversity & Inclusion Strategy (2022)</u> does this activity fulfil? Please check as needed.	☒ Responsive services and customer care.	☐ Diverse and engaged workforce.	☒ Leadership & organisational commitment.	☒ Understanding and working with our communities.	
15.	Outline the aims, objectives, & priorities of the activity being considered.	The HAMS procurement aims to secure a modern, accessible, compliant and resident-centred housing management system that enables OCC and ODS to: • Maintain <i>resident safety</i>, including 100% compliance with statutory safety regulations and automated hazard responses. • Achieve full <i>regulatory compliance</i>, particularly for building safety, tenancy management, data retention and reporting duties.				

		• Maintain a complete, accurate <i>Golden Thread</i> of asset data covering the whole building lifecycle. • Enable <i>field-based staff</i> to complete tasks digitally, with real-time data capture and offline capabilities. • Deliver <i>resident-centred digital services</i>, including accessible self-service options available to at least 80% of residents.
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.	Failure to procure and implement a new system would result in: • Contract expiry in February 2028, leaving OCC without a functioning housing and asset system. • Breach of statutory and regulatory duties, including building safety, Decent Homes, Awaab's Law, tenancy management and data reporting standards, as well as the inability to collect £70m p.a. in rental income. • Severe operational disruption, as QL, Versaa and DRS underpin core landlord functions and ODS service delivery. • Increased inequalities, as outdated systems limit accessibility, digital inclusion, language/translation support and the ability to tailor services for vulnerable residents. • Inability to meet the Council's Corporate Strategy and EDI commitments, including customer service, transparency and community engagement. • Inability to meet new legislative requirements, e.g. STAIRs (from 2026–2027), LGOF integration, NCSC reporting obligations.

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

17.	Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups? Please provide details— -when, -how many, and	The procurement strategy includes stakeholder engagement workshops and requirements gathering sessions. Residents will also be involved in the tender evaluation process

	-the approach taken.	
18.	List information and data used to understand who your residents or staff are and how they will be impacted. These could be- -third-party research, -census data, -legislation, -articles, -reports, -briefs.	As specific OCC datasets have not yet been identified, assessment has drawn on: • Evidence in the HAMS Project Control Document (PCD) regarding regulatory obligations, system users and resident needs. • National frameworks: Housing Ombudsman, Regulator of Social Housing, CORE, LGA digital inclusion data. • OCC strategic documents: Corporate Strategy (2024–2028) and EDI Strategy (2022). • Known demographic patterns among social housing residents (e.g. higher prevalence of disability, long-term health conditions, financial vulnerability). • Accessibility requirements including WCAG 2.2 AA standards for public sector digital services (mandatory baseline from 2026).
19.	If you have not done any consultations or collected data & information, are you planning to do so in the future? Please list the details – -when, -with whom, and -how long will you collect the relevant data.	Yes, as part of the requirements gathering exercise, ODS workforce engagement, staff user research, accessibility testing, equality-focused resident focus groups

Section 4: Impact analysis.

20.	Who does the activity impact?	Service Users	Yes ☒	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 ☒	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)?					
Protected Characteristic	Positive	Negative	Neutral	Don't know	Data/information/evidence supporting your assessment	Analysis & insight Mitigations
Age	☒	☒	☐	☐	- Older residents gain clearer safety workflows, faster repairs, improved case tracking and assisted digital options. - Safeguarding and vulnerability indicators can embed age-related	- Assisted digital routes, telephone alternatives, in-person support. - WCAG-compliant portals with configurable text size, contrast and simple layouts.

					needs directly into case handling. Older residents may face barriers with digital self-service.	
Disability (Visible and invisible)	☒	☒	☐	☐	- Accessibility built into system design through WCAG 2.2 AA compliance. - Ability to record vulnerabilities and adjust service delivery (e.g., mobility needs for repairs). - Real-time data capture reduces repeated retelling of information. - Risk of digital exclusion for residents relying on screen-readers or with cognitive impairments.	- Full compatibility with assistive technologies. - Alternative contact channels remain available. - Accessible appointment communications.
Gender re-assignment	☒	☒	☐	☐	- Improved data protection and privacy; sensitive data stored securely and consistently. - Staff training in using correct names and	Accuracy checks, mandatory fields for preferred name, and privacy-by-design principles.

					pronouns can be reinforced via system prompts. • Risk of mis-recording if data migration is inaccurate.	
Marriage & Civil Partnership	☐	☐	☒	☐	Generally neutral impact.	
Race, Ethnicity and/or Citizenship 305	☒	☒	☐	☐	• Ability to store language requirements improves equality of access. • More consistent service delivery reduces risk of differential outcomes. • If digital platforms are not multilingual, some residents may face barriers.	• Multilingual capability or support for translation tools. • Targeted engagement with groups with low digital literacy.
Pregnancy & Maternity	☒	☐	☐	☐	• Faster reporting and repairs for health-critical hazards (damp, cold, mould) support safety for pregnant residents and infants. • Improved safeguarding.	• Continued availability of telephone and emergency reporting channels.

					No negatives identified beyond general digital inclusion risks.	
306 Religion or Belief	☒	☐	☐	☐	The new HAMS will support more consistent and accurate recording of religion and belief information where already collected. This enables officers to make reasonable adjustments – for example in scheduling appointments, understanding religious practices that may affect access, or providing gender-appropriate staff where feasible. These improvements strengthen personalised service delivery and promote equitable outcomes.	Not required beyond standard data protection and consent practices.
Sex	☒	☐	☐	☐	- Enhanced case management supports women disproportionately impacted by unsafe housing conditions or ASB. - No sex-specific negative impacts identified.	

Sexual Orientation	☒	☐	☒	☐	Neutral or positive (better privacy, more consistent handling).	
Socio-economic inequalities such as: - income and factors that impact income. -access to jobs This was voluntarily adopted by Oxford City Council on the 13th of March 2024.	☒	☒	☐	☐	• Better income-related data enables targeted support for arrears, hardship and cost-of-living cases. • Improved service reliability reduces cumulative disadvantage. • People on low incomes may struggle with digital access.	• Assisted digital support, kiosks, community access points, clear offline routes.
Other (voluntary consideration) Sanctuary seeking status leading to intersecting inequalities experienced by For example: asylum seeker, refugee, person with insecure immigration status	☒	☒	☐	☐	• Improved recording of language needs, vulnerabilities and communication preferences. • Clearer safeguarding and ASB pathways. • Risk of digital exclusion or fear of interacting with systems.	• Trauma-informed communication; safeguarding protocols; multi-channel contact.

Oxford City Council became a local authority of sanctuary in December 2024, thereby committing to learn from our experiences, embed inclusive practices and share efforts to create a culture of welcome and safety for all.						
Other For example: - Unpaid carers - Prison population - Homeless population - Council suppliers & contractors - Cabinet Members	☒	☐	☐	☐	Generally positive impacts due to better data sharing and more responsive case handling.	

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

22.	Conclusions.							
	☐	Stop and reconsider the activity.	☐	Adjust activity before beginning the activity and continue to monitor.	☐	No major change(s) or adjustments	☒	No major change(s) or adjustments and

					and continue with activity but continue to monitor.	continue with the activity. No need to monitor in the future.
23.	Please explain how you have reached your conclusions above.		The procurement and implementation of the new HAMS is expected to maintain or enhance existing levels of equity, accessibility, safety and service consistency across Oxford City Council's housing functions. The Council already operates an established Housing Management System, and digital interactions are already a core part of service delivery. The proposed procurement does not introduce new equalities risks, but rather provides an opportunity to <i>reduce</i> existing inequalities through: • improved digital accessibility (WCAG 2.2 AA compliance) • better capture of vulnerabilities and language needs • more consistent service workflows • enhanced support for field-based officers interacting with vulnerable residents ¹ While digital inclusion considerations remain important, they relate to ongoing service design rather than to the procurement activity itself. OCC's multichannel approach (telephone, in-person, assisted digital options) already mitigates potential accessibility issues, and this project does not remove or diminish those routes. For these reasons, the project should proceed as planned, with equalities impacts monitored during system configuration, implementation and post-go-live review.			

Section 6: Monitoring and review plan.

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

24.	Who or which team or service area will be responsible for monitoring equalities impact? For example- - team, -directorate, -service area, -Equalities Steering Group,etc.	System Project Board		
25.	Who (individual, team, or service area) will be responsible for carrying out the EqlA review?	Bill Graves		
26.	How often will the equality impact be reviewed for this activity? For example- -quarterly, -yearly, etc.	Yearly	27. Date when the EqlA will be reviewed again.	February 2027

Section 7: Sign-off

Name: Lee Barnard

Job Title: System Specialist

Signature:

Name:

Job Title:

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Bill Graves

Job Title: Landlord Services Lead

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

Signature:

Name: Full Name

Job Title: Type here

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Name: Full Name

Job Title: Type here

Signature:

Suggested list of people to include are:

- 1) Project lead/manager.
- 2) Head of service area or team.
- 3) Person who completed the EqIA.
- 4) EDI Lead.
- 5) EDI Specialist.
- 6) For joint projects, please consider the following:
 1. Other project leads
 2. Other service area and/or team lead/managers.

This is not an exhaustive list.**You have now reached the end of the assessment.****⚠ Please appended this to any reports and project files for reference.**

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To: Cabinet
Date: 15 April 2026
Report of: Director of Planning Services and Regulation
Title of Report: Littlemore Neighbourhood Plan

Summary and recommendations	
Purpose of report:	Cabinet is requested to recommend to Council to agree to “make” the Littlemore Neighbourhood Plan
Key decision:	Yes- affects more than one ward
Cabinet Member:	Councillor Alex Hollingsworth, Cabinet Member for Planning and Culture
Corporate Priority:	Support Thriving Communities
Policy Framework:	Once approved at referendum, the Littlemore Neighbourhood Plan forms part of the statutory development plan and should be used to assess planning applications in the Littlemore Neighbourhood Area.
Recommendation(s): That Cabinet resolves to recommend that Council:	
1. “Make” the Littlemore Neighbourhood Plan (set out in Appendix 1 of this report). The Plan has been approved at referendum it and now forms part of the statutory development plan in helping to determine planning applications for the Littlemore Neighbourhood Area. The ‘making’ of the Littlemore Neighbourhood Plan would formalise this process in line with the relevant legislation. 2. Delegate authority to the Director of Planning and Regulation, in consultation with the Cabinet Member for Planning and Culture, to make any necessary editorial corrections to the Littlemore Neighbourhood Plan prior to final publication. This will include a final desktop published version of the Littlemore Neighbourhood Plan.	

Appendix No.	Appendix Title	Exempt from Publication
Appendix 1	Littlemore Neighbourhood Plan 2025-2040 (referendum version)	No
Appendix 2	Risk register	No

Introduction and background

1. The purpose of this report is to seek approval for the 'making' of the Littlemore Neighbourhood Plan (Appendix 1).
2. The Localism Act 2011 introduced new rights and powers to enable communities to get directly involved in planning for their areas. Neighbourhood planning allows interested communities to come together through a parish council or Neighbourhood Forum to produce a Neighbourhood Plan. A Neighbourhood Plan comes into force as part of the development plan once it has been approved at referendum and it is therefore an important consideration when making decisions on planning applications from that date. The Council has 8 weeks from the date of the referendum to "make" the plan if approved at referendum.
3. There are detailed statutory requirements for the process both prior to the referendum taking place and once the plan has been approved at referendum.
4. The draft Neighbourhood Plan was submitted on behalf of Littlemore Parish Council on 5th October 2024. The content of the Littlemore Neighbourhood Plan was developed under the direction of a Working Group appointed by the Parish Council. The Plan area was formally designated as a Neighbourhood Area on 15th August 2017 and comprises of the entire area within the Littlemore Parish boundaries.
5. Cabinet, at their meeting on 9th April 2025, granted approval to officers to proceed with the independent examination of the Littlemore Neighbourhood plan and also delegated the Director of Planning and Regulation authorisation to proceed with the referendum.
6. The City Council appointed an independent Examiner to examine whether the Littlemore Neighbourhood Plan met the basic conditions as set out in Schedule 4B to the Town and Country Planning Act 1990, and whether the Littlemore Neighbourhood Plan should proceed to a referendum. They submitted a report on 1st August 2025 which recommended a series of modifications so that the Littlemore Neighbourhood Plan is able to comply with the 'basic conditions' and other relevant statutory provisions, and that the draft plan as modified can be submitted for referendum.
7. Having considered the recommendations made by the examiner's report, and the reasons for them, the Director of Planning and Regulation took the delegated decision to accept the modifications made to the submitted draft plan and proceed to the referendum stage within a reasonable timescale.

The referendum

8. On Thursday 29 January 2026, the referendum on the Littlemore Neighbourhood Plan took place. The question asked of residents within the Littlemore Neighbourhood Plan Area was:

Do you want Oxford City Council to use the neighbourhood plan for Littlemore to help it decide planning applications in the neighbourhood area?

The results were as follows:

- Votes in favour of adopting the neighbourhood plan (Yes): **547**
- Votes against adopting the neighbourhood plan (No): 79

(Turnout: 13.5%)

Oxford City Council's responsibility following the referendum

9. As more than half of those voting in the referendum voted in favour of the Plan the Council has a duty to 'make' the plan. This is a legislative requirement (*Planning and Compulsory Purchase Act 2004 s38A (4a)(as amended)*).
10. Oxford City Council would not be under a duty to 'make' the Plan if they consider that the making of the plan would breach, or would otherwise be incompatible with, any EU obligation or any of the Convention rights (within the meaning of the Human Rights Act 1998) (*Planning and Compulsory Purchase Act 2004 s38A(6)*). This is not considered to be the case and therefore the Council has a duty to 'make' the Plan.
11. Officers are satisfied that the Neighbourhood Development Plan has been supported by the community and recognise the hard work undertaken by the Littlemore Parish Council through their Neighbourhood Plan Working Group to get to this position.

Environmental Impact

12. A combined Strategic Environmental Assessment (SEA) and Habitat Regulations Assessment (HRA) Screening Statement, has been submitted as part of the supporting evidence to the examination. The Habitat Regulations Assessment (HRA) has concluded that none of the policies within the Littlemore Neighbourhood Plan are likely to have adverse effects on the integrity of the Oxford Meadows Special Area of Conservation (SAC). The SEA / HRA Screening Opinion was previously sent to the Statutory Consultees, including the Environment Agency, Natural England and Historic England. As no site allocations have been proposed in the Neighbourhood Plan, it is considered that an SEA is not required. The statutory bodies also concurred with this conclusion.

Financial implications

13. The Community Infrastructure Regulations (CIL) (Regulation 59A) requires the charging authority, Oxford City Council, to pass 15% of CIL receipts (known as the Neighbourhood Portion) within the area where the Community Infrastructure Levy (CIL) was generated to the parish council.
14. Once the Littlemore Neighbourhood Plan is 'made' the neighbourhood portion of the Community Infrastructure Levy receipts generated locally that must be passed to the parish council increases from 15% to 25%. This increase would apply in respect of planning permissions granted after the Neighbourhood Plan is 'made'.
15. The Neighbourhood Portion of the levy can be spent by the parish council to support the development of the parish council's area by funding the provision, improvement, replacement, operation or maintenance of infrastructure; or anything else that is concerned with addressing the demands that development places on the area.

Legal issues

16. Under Schedule 4B of the Town and Country Planning Act 1990 (as amended) Oxford City Council has a statutory duty to support the neighbourhood planning process. Timely decision taking is important particularly at the start and at the end of the process and certain decisions must be taken within prescribed time periods. These are set out in the Neighbourhood Planning (General) Regulations 2012 (as

amended). Importantly, Councils must now “make” a neighbourhood plan within 8 weeks of a “yes” vote at Referendum.

17. The scheduling of the next available Council meeting on 13 July 2026 would mean that the Littlemore Neighbourhood Plan would not be ‘made’ within the 8-week period as prescribed in the regulations referred to in the previous paragraph. Whilst this is not ideal, unfortunately it cannot be avoided. The Littlemore Neighbourhood Plan comes into force as part of the development plan for the area concerned following its approval at referendum. Given that the delay in formally ‘making’ the Plan does not impact on the timing of when it comes into effect, the implications in not meeting this 8 week timeframe are considered to be negligible.

Implications of Local Government Reorganisation

18. There are no direct impacts anticipated by the ongoing local government reorganisation. The regulatory framework governing neighbourhood plans would not be affected by changes in the local authority structure, and there would be no administrative boundary changes at parish level that would follow directly as a result of the reorganisation. Policies within the neighbourhood plan would remain statutory planning policies for the plan area.

Level of risk

19. The Risk Register is attached as Appendix 2.

Equalities impact

20. Consideration has been given to the public sector equality duty imposed by s149 of the Equalities Act 2010. An equalities impact assessment of the plan was carried out prior to examination. Having paid due regard to the need to meet the objectives of that duty the view is taken that the duty is met.

Report author	Arome Agamah
Job title	Senior Planning Officer
Service area or department	Planning Policy
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Background Papers: None

THE NEIGHBOURHOOD PLAN FOR LITTLEMORE 2025-2040



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ABOUT THE LITTLEMORE NEIGHBOURHOOD PLAN

Welcome to the Littlemore Neighbourhood Plan 2025-2040

Welcome to this final version of the Littlemore Neighbourhood Plan. This is a planning document which seeks both to establish a vision for Littlemore and to improve the area between 2025 and 2040 by helping to meet local aspirations and needs. We hope that everyone who lives, studies, works, or socializes in Littlemore will see it as *our Plan*.

Neighbourhood Planning was introduced in the Localism Act 2011. It is intended to enable local communities to have more control over development in their community and be closely involved in decisions about new buildings and about developments that affect them. Neighbourhood Plans can also help communities come together to prioritise changes that they hope to achieve.

Neighbourhood Plans are statutory documents incorporated into the planning framework to be in general conformity with the Local Plan (in this case for Oxford City). They can have an impact on the way development happens in the long term. This Plan refers both to the existing 2036 Local Plan and the draft 2040 plan, which has now been withdrawn. The 2036 Plan is the one with which the draft Littlemore Neighbourhood Plan needs to be formally aligned.

Neighbourhood Plans can designate particular sites for development, though this Plan does not do so. They cannot influence immediate issues before the Plan is adopted, however strongly residents feel about these. This is explained in more detail in Appendix 1.

You can find Oxford City Council's rationale for why Littlemore is considered appropriate to be designated as a neighbourhood area on the [council's webpages](#).

The webpage provides information about Littlemore including the Conservation area and Listed buildings and how the Parish relates to the Electoral/Ward boundaries. A map of the Parish is on page 5 and one of the Conservation Area on page 6.

We broadly support the vision for Oxford set out in the draft 2040 Local Plan which aims to ensure that:

In 2040 Oxford will be a healthy and inclusive city, with strong communities that benefit from equal opportunities for everyone, not only in access to housing, but to nature, employment, social and leisure opportunities and to healthcare. Oxford will be a city with a strong cultural identity, that respects our heritage, whilst maximising opportunities to look forwards to innovate, learn and enable businesses to prosper. The vision is one which supports research and development in the life sciences and health sectors which are and will provide solutions to global challenges. The environment will be central to everything we do; it will be more biodiverse, better connected and more resilient. We will utilise resources prudently whilst mitigating our impacts on the soil, water, and air. The city will be net zero carbon, whilst our communities, buildings and infrastructure will be resilient to the impacts of climate change and other emergencies.

However, this Neighbourhood Plan tries to address the specific needs of Littlemore to ensure that this area of the city is neither overdeveloped nor overlooked. Pages 12 and 13 set out our view of why Littlemore needs a Neighbourhood Plan.

Developing a Neighbourhood Plan is a complex and lengthy process, described in more detail on page 14 and 15 and in Appendix 1. A draft was approved by Littlemore Parish Council in September 2024, following public consultation in May-June 2024. This was then submitted to Oxford City Council to consider whether it was legally compliant. A further consultation was then organized by the City Council in October-December

2024. After this, and some agreed changes, it was approved by the City Council Cabinet for consideration by an Independent Examiner, whose report was received on 1st August 2025. He decided that the Plan meets all the necessary legal requirements and that it should proceed to referendum subject to various modifications. These are reflected in this final version of the Plan. We very much hope that the Plan will be adopted at a referendum of Littlemore residents.

Our approach is community-led, with the support of a consultant and Oxford City Council. The Parish Council and the Working Group have worked hard to discover the views of the community about what it values, and about what needs to be done to ensure that Littlemore will be a place where people will be happy to live in the future. We hope to ensure that whatever changes and developments there are, its essential character will not be lost.

We have tried to reflect the views of the community regarding, especially:

- the built environment;
- the natural environment;
- community assets and infrastructure;
- transport and connectivity (both within and beyond Littlemore); and
- health and well-being.

We have tried to identify aspects which we believe should be protected or improved. This is achieved by the development of a series of land use planning policies and a series of non-land use community aspirations. These terms are explained on page 14. The land use policies will be used to make decisions on planning applications in the neighbourhood area.

Our neighbourhood is already affected by developments that are outside our area and consequently more difficult to influence. This is likely to continue over the next 15 years. It is, however, our intention to do our best to work

with other authorities and agencies to try and ensure that the interests of all residents are protected.

We would like to thank all those have been involved. We hope that there will be support for the adoption and implementation of the Neighbourhood Plan. Please send queries about the process or the content of the Plan to nplan@littlemoreparishcouncil.gov.uk

Peter George, Chair, Littlemore Parish Council

Tony Eaude, Chair, Littlemore Neighbourhood Plan Working Group

September 2025

The area covered by the Littlemore Neighbourhood Plan

Our Plan area covers the Parish of Littlemore, as shown in the map on page 5.

The hatched area is the Parish with the Parish Boundary marked by the blue line.

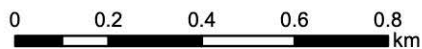
The Parish Boundary is not identical with the Littlemore Ward boundary. A ward is an area designated for voting purposes. Ward boundaries change with fluctuations in population, but the Parish Boundary remains the same.

The Parish contains most but not all of Littlemore Ward and part of Cowley Ward (North of the Ring Road, A4142). Please note that the map is dated 2016 and does not include developments since then, notably those in the Armstrong Road and Mogridge Drive areas, as well as smaller developments. The map is not definitive except in terms of the Parish boundary, for instance in relation to rights of way and access.

This map shows that Littlemore is geographically fragmented by, for example, the railway and the ring road. Some areas are not well connected to each other and to other neighbourhoods with facilities that are important to Littlemore residents.



Littlemore Civil Parish



Scale: 1:12,500 (A4)

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Ordnance Survey 100019348.



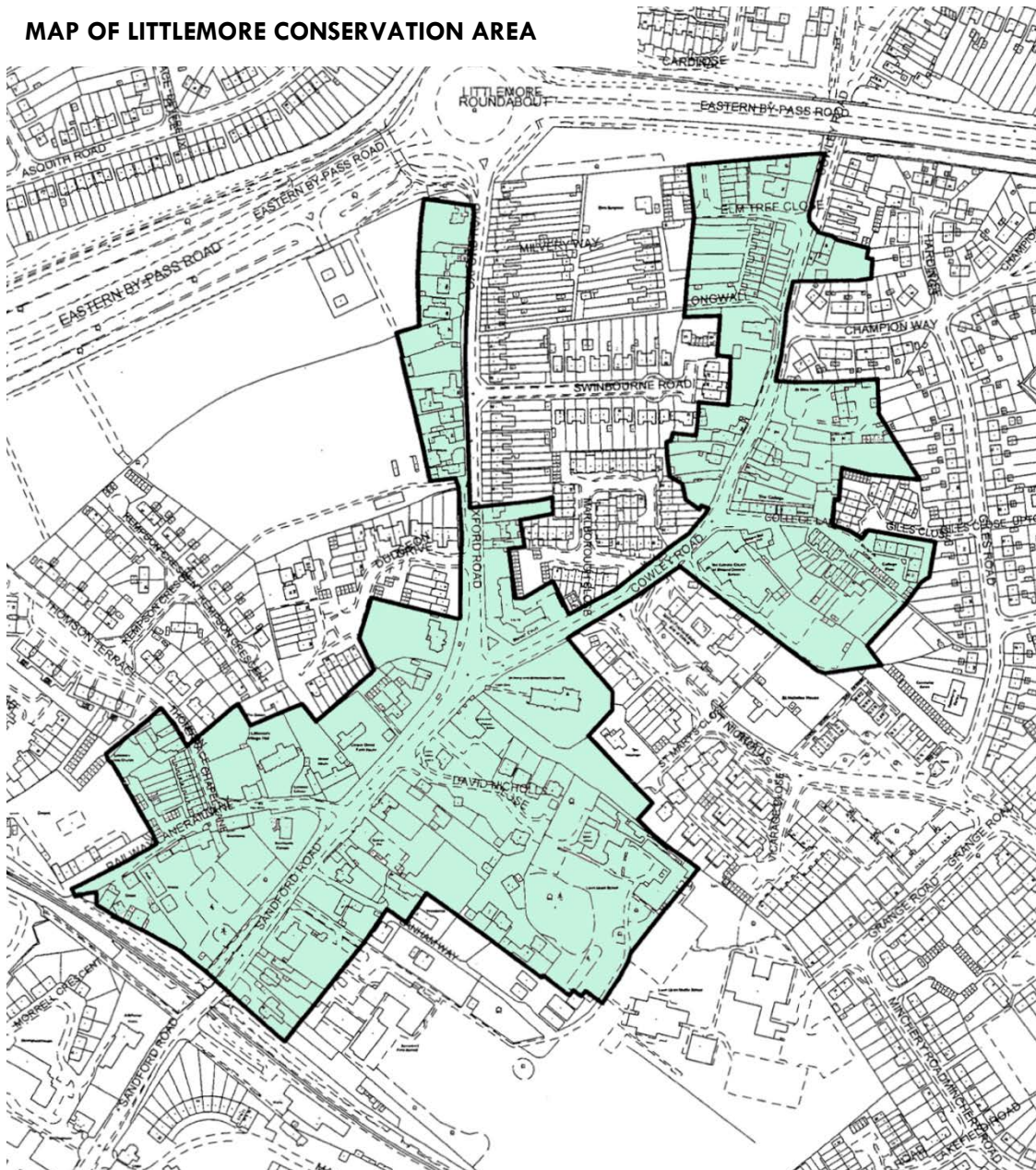
The history, character, and identity of Littlemore

Historically, Littlemore was a small, isolated hamlet some three miles from the City of Oxford on the road to London. Its most famous resident was John Henry Newman who as Vicar of Littlemore in the 19th Century was responsible for building St Mary and St Nicholas Church and the school nearby.

Newman converted to Catholicism while resident here and later became a cardinal in the Roman Catholic Church. He was canonized (made a saint) on October 13th, 2019.

Littlemore still retains many beautiful buildings dating back several hundred years, including many in the Conservation Area, which is shown in the map below.

MAP OF LITTLEMORE CONSERVATION AREA



The Conservation area was designated in December 1995 and is described in detail in the [Littlemore Conservation Area appraisal](#) of April 2008.

In Victorian times, a substantial mental hospital was built in Littlemore. Buildings were added during the 20th century, and in the 1990s the Victorian hospital buildings were closed and converted to housing and employment. The modern Littlemore Mental Health Centre (LMHC) still occupies a significant site in Littlemore comprising a mixture of medium secure psychiatric and mental health inpatient facilities together with ancillary office and wellbeing facilities for staff, a step-down facility run by Response, the Trust's headquarters and an accommodation block for key workers with about 60 rooms. There are no outpatient facilities at LMHC.

Gradually as Oxford expanded in a southerly and easterly direction, Littlemore became more linked to the City. Much of the expansion was in the period just after World War 2: it consisted of relatively low-cost housing for workers in the car factories and associated industries. In 1991 Littlemore was incorporated in Oxford City, having previously been part of South Oxfordshire District, and it is now a Parish within the City. While Littlemore's expansion was primarily residential, there are a surprisingly large number of small and medium sized businesses, especially in the Nuffield Industrial Estate.

In the last thirty years, planning permission has been given for a significant expansion of leisure, business, and housing. The Kassam Stadium (currently home to Oxford United Football Club), hotel accommodation, and retail and leisure facilities, and the Oxford Science Park have all been built within the Parish boundaries. The Oxford Science Park is a major international centre for the life sciences and has brought significant new employment opportunities locally. The Ellison Institute of Technology is building a large centre near the Victorian mental hospital

site for their work to 'develop and deploy technology in pursuit of solving some of humanity's most challenging and enduring problems.' Railpen has submitted a planning application for a major redevelopment of Eastpoint Business Park, also for life sciences. Permissions have also been given for various controversial in-fill housing developments. These have already significantly increased the population, and altered the demographics, and when complete will affect the character and identity of Littlemore.

Though most residents continue to enjoy living here all these developments have made a significant impact on Littlemore's traditional feel of a quiet village within the City of Oxford. Many residents have lived here all their lives, but in recent years Littlemore has become a more diverse and transient community, with many residents living here for only a relatively short time. This has been partly because of social and cultural changes and partly because of the significant housing developments mentioned above.

The Parish now contains many different elements, geographically and socially. Many of these are not well connected with each other. The main parts of Littlemore are surrounded by hard geographical barriers which make Littlemore surprisingly fragmented: the bypass cuts the south of the Parish from the north; to the east the Oxford Academy site divides the bulk of Littlemore from homes in roads off Sandy Lane West; and the railway divides the main residential areas of Littlemore from the Kassam Stadium area and the Science Park. A new housing estate (Mogridge Drive and Wycombe Close) built north of the Mental Health Centre opens only on to the A4074 to the west.

As a result, Littlemore has been identified as one of only two areas in Oxford in the worst 8% in England in terms of transport-related social exclusion. Access to NHS primary healthcare from Littlemore is almost certainly

worse in terms of distance and accessibility than from any other part of Oxford (see map below). The need to address and mitigate this isolation seems to be poorly understood by providers.

So, connectivity between different areas of Littlemore (as well as beyond its boundaries) is one important aspect of the Plan.

It is likely that the area around the Kassam Stadium will be developed during the next few years. Plans for a very significant development, to be called the South Oxfordshire Science Village, of some 3,000 houses, on land south of Grenoble Road (in South Oxfordshire), are under discussion. If approved, these will be very substantial developments affecting Littlemore. It is planned that the Cowley Branch line will re-open to passenger traffic, subject to the necessary funding being available. It seems certain that, in the next 15 years, Littlemore and the surrounding areas will continue to change, and this Plan is intended to try and ensure that Littlemore is, and remains, a good neighbourhood to live and work in.

Map from the Community Insight Profile illustrating distance from a GP for residents in Littlemore, compared with neighbouring areas.



What the statistics indicate about Littlemore

This section summarises some key messages about Littlemore. The statistics are drawn from publicly available reports, especially:

- the [Ward Profile](#) prepared by Oxford City Council, from the results of the 2021 Census;
- data collected by Community First Oxfordshire for the [2023 Community Health Insight report](#) commissioned by Oxfordshire County Council and Oxford City Council.

It should be noted that the statistics do not always cover the same geographical area, as indicated on pages 4 and 5.

Data from the Ward Profile

The Ward Profile gives the population of Littlemore Ward in the 2021 census as being 6,227 persons in 2,375 households. Since the 2021 census, permission has been granted for around 580 new homes in Littlemore: this will lead to a 20-25% increase in population (around 1,500 people) by 2030. These piecemeal developments have not been accompanied by substantial investment in the infrastructure. The infrastructure conditions attached to these permissions were limited to those absolutely necessary.

The Ward Profile indicates that:

- the largest ethnic groups were White British (57.5%), White non-British (16.5%), Asian (10.7%), Black (6.2%), Mixed (5.7%) and Other ethnic groups (3.4%); (with households with multiple ethnicities 20.5%);
- the age profile is 0-15 (20.7%), 16-64 (67.3%), 65+ (12.0%);
- 21% of children aged 0-19 are in relative low-income families (similar to the national average);

- the overall crime rate is higher than the average across England (34.8% compared to 20.4% based on the crime domain of the Index of Deprivation);
- unemployment benefit claimants (May 2023) are 5.9% compared to 3.8% across England;
- incapacity benefits claimants (November 2022) are 5.4% compared to 3.9% across England;
- 19% of people have no qualifications, slightly higher than the average across England;
- 34.8% of residents live in the most deprived areas of England (based on the Index of Multiple Deprivation) compared to 20% nationally.

Data from the 2023 Community Insight report

The data in the 2023 Community Insight report makes comparisons between Littlemore and other areas of Oxford and Oxfordshire, and indicates that:

Population and housing

- Compared with Oxford and Oxfordshire, Littlemore had a higher proportion of young people (aged 0 to 15 years) and those of a working age (aged 25 to 49 years).
- Over the past 10 years the population of the Littlemore area increased at above the Oxford and Oxfordshire rate. The area had a comparatively high birth rate and the growth in the number of young people was well above average.
- the proportion of social rented housing in Littlemore was above the averages for Oxford and Oxfordshire.

Health and Wellbeing

- 14 out of 32 local health and well-being indicators for Littlemore are ranked as worse than the England average including:

- Emergency hospital admissions for self-harm
- Emergency hospital admissions for all causes
- Deaths from all cancers
- Preventable deaths.
- Only 3 out of 32 local health and wellbeing indicators are ranked as better than the England average.
- The proportion of adults receiving drug or alcohol treatment in Littlemore ward has remained above the average for Oxfordshire since 2019.
- Littlemore had the third highest proportion of Year 6 children (aged 10 to 11 years) classified as overweight (including obesity) out of all areas in Oxfordshire. The proportion of overweight children in reception (aged 4 to 5 years) was also above (worse than) the Oxfordshire average.

Employment

- A much higher percentage of people in employment in Littlemore were in the (generally lower paid) caring, leisure, semi-skilled and unskilled occupations than the average for Oxford and Oxfordshire.
- Littlemore has a higher proportion of people looking after their home or family and a higher proportion who were long term sick or disabled than the Oxford and Oxfordshire averages.

Poverty and deprivation

- Littlemore has a higher proportion of households classified as deprived in one or more dimensions than the Oxford and Oxfordshire averages.
- The proportion of residents claiming unemployment-related benefits in Littlemore was double that for Oxfordshire.

- A similar proportion of households in Littlemore were estimated to be in fuel poverty to that of Oxfordshire.
- Rates of child poverty and free school meals in Littlemore were well above (worse than) the average for Oxfordshire.
- The rate of older people living in poverty and claiming pension credit in Littlemore was above the average for Oxfordshire.

Crime and community safety

- The overall rate of crime in Littlemore was well above the Oxfordshire average.

Living environment

- Littlemore is surrounded by accessible natural green and blue spaces including woodland, allotments, water courses, playing fields and public parks. (*please see p 26 for comments on the accessibility of these*).
- There are no GPs located within Littlemore, and it is at least a 20-minute walking time from most of Littlemore to a GP practice. There are also currently no pharmacies in Littlemore, but some pharmacies are within a 20-minute walking distance from most parts of the Ward.

There is significant inequality *within* Littlemore. The Minchery Farm estate and nearby areas have substantially higher levels of deprivation than other parts of Littlemore. 39% of children in this area live below the poverty line, higher than any other area in Oxfordshire.

To summarize: in the last twenty years Littlemore has become an increasingly diverse community in socioeconomic, social, and cultural terms, with a more transient population. It appears (and is) an attractive place to live, with some historic parts and considerable recent new residential and business development. But it is the eighth most deprived ward in Oxfordshire (out of

86) and the third most deprived in Oxford (out of 24) (based on the 2019 English Indices of Deprivation). Rather like the society described in *A Tale of Two Cities*, Littlemore is an area where considerable wealth, especially that related to recently built businesses, and severe deprivation can be found very close to each other.

Why do we need a Neighbourhood Plan for Littlemore?

We believe that Littlemore needs a Neighbourhood Plan to enable our community both to have more control over local developments, and to be more closely involved in decisions that affect Littlemore residents, and those who work or study here (as set out in the Localism Act). This is important given the considerable level of housing development planned nationally and in Oxfordshire as well as much larger issues nationally and globally, such as how to cope with the climate emergency. A Neighbourhood Plan will also enable the Parish Council to receive a higher percentage of the Community Infrastructure Levy (paid by major developers). This would fund some of the improvements which are needed.

However, the same could be said for almost any neighbourhood. Other reasons are more specific to Littlemore.

The first is that Littlemore is in an area of strategic importance for development, both of the City of Oxford and the wider surrounding region. This is evident for instance in the proposal to build more houses, given the chronic shortage of housing, especially affordable housing, in and around Oxford; and in the construction of a significant number of scientific research facilities with regional, national and global significance. Whether these are welcomed or not, such developments both in Littlemore itself and the surrounding area have had, and will continue to have, major implications for Littlemore in terms of infrastructure such as traffic, housing and facilities, and quality of life more generally. A Neighbourhood Plan which identifies areas or features of our natural environment which are priorities for local residents can help in planning ahead how to improve, create and restore green and blue spaces. This could benefit the health and wellbeing if those who live and work in Littlemore and help to reduce inequalities.

We believe that the views of Littlemore residents should be taken into account in how these developments are planned and implemented. We hope that we can work constructively with other bodies, including local authorities, health trusts, businesses, and utility companies to enhance the lives of those who live, work, study and socialize in Littlemore, and to minimize any adverse effects.

A second reason is the sense that Littlemore has been overlooked - some would say forgotten - in terms of facilities, compared to other parts of Oxford, despite significant housing development and new employment sites in the Parish. While there are differences of opinion as to the desirability and quality of each of these developments, there is a broad consensus that, taken overall, the existing infrastructure is inadequate to support the level of development and the consequent rise in population and traffic.

This sense of being overlooked is illustrated by the fact that the draft 2040 Plan did not include Littlemore as either a District or a Local Centre, even though Cowley Branch Line/ Littlemore is identified as an 'area of focus'. We believe that if there is to be substantial development around the Ozone Leisure Centre/Kassam Stadium and/or on land south of Grenoble Road, this area should be seen increasingly as a significant hub of activity (or as a Local Centre) (with the consequent implications in terms of the provision of facilities and public transport).

It is arguable that the neglect of the Parish by the authorities has contributed in no small measure to the high level of deprivation. Some parts of Littlemore suffer from poor quality housing and inadequate social provision, often leading to isolation, anxiety, and ill-health. A holistic approach to ensuring that Littlemore is a desirable place to live for all its residents is required to prevent certain domains of deprivation from increasing as more people move into the area.

A third reason is a very strong belief that the views of the residents of Littlemore have been ignored by those making policies which affect them. This is most evident in relation to the considerable level of opposition to the implementation of Low Traffic Neighbourhoods (LTNs). Several interlinked reasons for this opposition have been expressed, especially the difficulty of going to Cowley Centre and other parts of Oxford by car, increased journey times and a feeling of being 'done to.' This has contributed to a more divided, and a less harmonious, community.

While the Neighbourhood Plan cannot resolve this issue, these views which have been strongly expressed in many responses to the Issues and Options survey, conducted in 2023, have been taken into account especially in the policies related to Transport and Connectivity. We hope that the process of creating a Neighbourhood Plan will enable different groups and individuals within Littlemore to work together to plan and implement improvements, in line with our Vision and Objectives set out on pages 16 and 17. Many of these improvements are relatively small, but cumulatively important. Put simply, we want our say - and hope that the Neighbourhood Plan will contribute to that.

How the Neighbourhood Plan is being prepared

A general overview of how Neighbourhood Plans must be prepared is set out in Appendix 1. This section summarises how this process has been carried out in Littlemore so far and outlines the next stages.

The decision to produce a Neighbourhood Plan was taken by Littlemore Parish Council in 2017. A good deal of work was completed: the Vision and Objectives statement was drafted, and about 250 responses to an Issues and Options survey were gathered. Unfortunately, the work came to a halt with the Covid-19 pandemic. In Autumn 2022, a Neighbourhood Planning Working Group (NPWG) was established to re-start and try to take the Plan through to completion. The group met monthly and from February 2023 was advised by Adam Symons of Symons Consulting. Residents were updated and invited to be involved by means of the bi-monthly Littlemore Local Newsletter, and through collecting survey responses, attending community events, and by personal contacts.

We gathered the views of those who live, work or study in Littlemore through another Issues and Options survey open between May and August 2023. People were invited to respond by filling in a questionnaire either on paper or on-line. Responses were sought mainly by door knocking on houses in every area of Littlemore (though we were not able to knock on every door), by publicity in the Littlemore Local and by attendance at various events. We were pleased to receive 515 responses. This stage also enabled us to recruit several volunteers to be members of the policy groups.

During September/October 2023, we analysed the data especially from the Issues and Options survey, with a view both to making the data more manageable and starting to identify key themes.

From this, from November 2023 to January 2024, we drew out from the evidence five key themes, and devised policies.

The key themes were:

1. The Built Environment;
2. The Natural Environment;
3. Community Assets and Infrastructure;
4. Transport and Connectivity;
5. Health and Wellbeing.

The policies are of two types:

1. Strategic/land-use policies which have legal force and affect how planning applications are determined; and
2. Community policies which identify other community priorities and aspiration and possible ways to achieve desired changes.

The policies were developed by five policy groups, each convened by a facilitator and including between three and six other people, at least one of whom is a Parish Councillor.

The membership of the Neighbourhood Planning Working Group and the Policy Groups is set out in Appendix 4.

A draft Plan was approved by Littlemore Parish Council in February 2024. This was followed by a formal pre-submission consultation which is a legal requirement and normally lasts at least 6 weeks. This opened on 7th May 2024 and closed on 18th June. During this stage the Plan was made available for public viewing and comment, and key statutory stakeholders were consulted. All the relevant documents (the full draft Plan, the summary and a two-page response form) were available on the [Littlemore Parish Council website](#). Paper copies were available in several prominent places locally where people gather. Publicity for the consultation was via noticeboards, the Littlemore Local (which along with the Parish Council website has been used to keep residents

updated), social media, local groups and word of mouth. There were 'drop in' sessions especially at the Village Hall and with visits to some local groups, by invitation.

There were 39 responses to this public consultation. Almost all were supportive of the draft Plan, with many suggesting amendments. All the responses were carefully considered in July/August 2024 and several amendments to the wording were included in the draft approved by the Parish Council in September 2024, especially those which add specific local detail. Some were not included usually because they were deemed to add too much detail, they had already been covered or they proposed changes which were not in line with what previous evidence suggested was appropriate.

Oxford City Council carried out a Screening Assessment on the draft Plan. This determined that neither a Strategic Environmental Assessment nor a Habitat Regulations Assessment is required. The Screening Statement is available on the [Parish Council website](#).

The Plan was then submitted to Oxford City Council, along with the necessary supporting documentation. The City Council checked that the draft Plan met the necessary legal requirements and arranged a further consultation on the Plan in October to December 2024. The responses were then considered carefully and various further changes, mostly quite minor, were agreed. The necessary documents were sent to Oxford City Council and the Cabinet approved the Plan in April 2025 so that it could be independently examined.

The Neighbourhood Plan and supporting documents were considered by an Independent Examiner. His report, received on 1st August 2025, concluded that 'subject to a series of recommended modifications set out in the report, I have concluded that the Plan meets all the necessary legal requirements and should proceed to referendum. These modifications have been made in this final version and approved by Littlemore Parish Council

and Oxford City Council. This will be put to residents for adoption in a referendum.

Littlemore Parish Council will monitor the effectiveness of the policies throughout the Plan period.

The Plan has been prepared in the context of the adopted Oxford Local Plan. The City Council is now working to produce a new Local Plan which will cover the period to 2042. It is anticipated that the plan will be submitted for examination in August 2026 and adopted in Spring 2027. This process will update the strategic planning policy context in the City.

In this context, the Parish Council will discuss the need or otherwise for the Neighbourhood Plan to be updated within six months of the adoption of the emerging Local Plan.

Vision and Objectives

Our Vision for Littlemore

Littlemore, with its historic village and farming origins, occupies the southernmost sector of the City of Oxford.

Our Neighbourhood Plan aims:

- to respect and reflect the views of its community;
- to influence how Littlemore evolves and expands;
- to include the provision of infrastructure;
- to meet the economic, social, and environmental requirements for an outstanding quality of life that will benefit current and future generations of residents, visitors and working people.

Our Objectives for the 5 key themes

Built Environment

We aim to:

- Ensure Littlemore remains an attractive, healthy place to live, work and visit, with consideration given to the importance of its history and buildings of architectural interest.
- Ensure that new developments are of quality design and built to ambitious sustainability standards.
- Protect and enhance landscape views and skylines.
- Achieve a balance of housing suitable for single residents, older people, and both small and large families in relation to changing demographics.
- Encourage affordable housing with access, where possible, to homes for people on low incomes, key workers and families with strong local connections.
- Support the continuing development of businesses and local enterprises that will provide employment opportunities for local residents.

Natural Environment

We aim to:

- Protect and enhance public open spaces, e.g., our parks, the village green and allotments.
- Ensure suitable provision of green space within new developments.
- Conserve and enhance biodiversity.
- Minimise air and noise pollution from new and existing structures and developments.
- Encourage use of new technologies to provide low/zero carbon solutions.

Community Assets and Infrastructure

We aim to:

- Protect and enhance community, leisure and sports facilities both for enjoyment and health and well-being.
- Improve the provision of facilities, especially local primary health care and utilities, to meet the needs of all residents, given the growth of Littlemore recently and likely development in the future.
- Encourage greater diversity of easily accessible shops and eating places.

Transport and Connectivity

We aim to:

- Review and address the problems of parking and increased volume of traffic, congestion, and journey times, taking consideration of the needs of residents, pedestrians, cyclists, and users of motorised transport.
- Provide excellent travel alternatives to reduce the need to travel by car, while ensuring necessary car journeys can be completed quickly and easily.
- Improve access to different areas within and beyond Littlemore with well-maintained footpaths, cycleways, and facilities for disabled people.

- Improve connectivity to places outside Littlemore, notably Cowley Centre.
- Improve public transport, particularly for areas which are poorly served.
- Ensure that current and potential difficulties of traffic congestion, parking and road safety are addressed.

Health and Well-Being

We aim to:

- Improve the physical and mental health and well-being of residents, especially those who are most disadvantaged and so most likely to suffer from ill-health.
- Encourage preventative measures where possible, especially by encouraging healthy life-styles.
- Reduce the health inequalities both between Littlemore and elsewhere in Oxford City, and within Littlemore.
- Maintain and expand facilities for leisure, exercise and relaxation.
- Prioritise projects that enhance community cohesion, particularly those that promote healthy living and reduce loneliness and anxiety.
- Advocate for improved primary health care facilities in, or easily accessible from, all parts of Littlemore.
- Help to make Littlemore a safer and healthier place for residents, especially by enhancing a greater sense of safety and discouraging antisocial behaviour.

Introduction to the policies

The Littlemore Neighbourhood Plan tries to set out a coherent framework of policies which, taken as a whole, can help to achieve the Vision and Objectives outlined above. It should be recognized that many important issues cover more than one policy area. For instance, Health and Well-being is closely linked to all the other policy areas. We have tried to address this by putting each policy under one main heading but incorporating considerations from other policy areas within these.

Each policy has some supporting text to explain why it has been included, and the policy wording is in the box below the supporting text. These policies and the accompanying text have been drafted to be read and implemented in conjunction with the Plan.

As indicated above, there are two types of policy.

- strategic/land-use policies which have legal force and affect how planning applications are determined; and
- community or aspirational policies which identify other community priorities and aspirations and possible ways to achieve desired changes working with partners and other stakeholders.

These are set out separately so that it is clear which are the strategic/land-use policies and which are aspirational. This is based on the Examiner's recommendation and is different from the draft Plans on which consultation took place.

Consultation on these policies has taken place through the process. However, whatever measures which might enable many Community policies to be achieved are likely to involve their own consultations. In particular, the need for consultation with those affected by any specific measures proposed in the future and taking account of the responses must be remembered.

Policies are set out in five areas:

1. Built Environment (BE)
2. Natural Environment (NE)
3. Community Assets and Infrastructure (CI)
4. Transport and Connectivity (TC)
5. Health and Well-being (HW)

Each policy is named in three ways. The first two letters (BE, NE, CI, TC or HW) identify the policy area. The third letter (S or C) states whether it is a strategic/land use or a community policy. The number indicates which policy it is in its policy area.

For instance, BES1 indicates that it is the first strategic policy under Built Environment and TCC2 that it is the second community policy under Transport and Connectivity.

THE BUILT ENVIRONMENT (BE)

Littlemore’s built environment comprises an ancient village core, much of it in the Conservation Area, surrounded by areas of subsequent development of significantly varying era, character, and design. This growth, and the eventual incorporation into the City of Oxford has degraded Littlemore’s historic character and has not been accompanied by adequate infrastructure and facility provision.

We believe that it is essential that, while developments in the area around the Kassam Stadium (if it is redeveloped) should be mostly for residential use, these should include a range of facilities which are of benefit to the local community in Littlemore and surrounding areas. (Please see also CIC1 and the accompanying text).

Littlemore’s housing stock is increasingly being taken over by Houses in Multiple Occupation (HMOs) rather than single-family homes. This brings the problems associated with a more transient population, increased pressure on the transport network, and increased on-street parking, which is presently uncontrolled.

Some change to land use in the area is supported, particularly if it would permit more sheltered and supported housing for elderly people, more space for small businesses within existing sites (particularly those enhancing the local retail opportunities), and provision of enhanced and improved infrastructure making up for the area’s historical deficit in this regard.

In view of the level of crime and anti-social behaviour, and the anxiety from some sections of the community about personal safety as expressed in the Issues and Options and Community Insight surveys, specific measures

to address this will be supported both in new developments and more generally.

Since impermeable and artificial surfaces can lead to increased flooding and exacerbate the ‘urban heat island’ effect, we support the use of a range of innovative design solutions, including sustainable urban design systems (SUDS) and green roofs to mitigate these effects.

BES1 Encouraging improved and new infrastructure

Littlemore has a shortage of integral infrastructure to serve the local community effectively. Development proposals that support the improvement of existing facilities or the provision of new facilities to serve the community would therefore be welcomed. There is a particular shortage of health provision, nursery and pre-school places, retail options, and community spaces that support community meetings and activities. Development proposals could include for example the provision of mixed-use facilities, incorporating an element of retail and affordable housing provision or community and health facilities. We believe that in their design new developments should be expected to help promote community safety, especially for those living nearby and all road users.

POLICY BES1

Development proposals that improve existing community infrastructure or provide new infrastructure to meet local community needs as identified in this Plan and future reviews will be supported. Such infrastructure includes but is not limited to: new or enhanced health facilities, nursery and preschool places, small retail units, and facilities for community meeting space and activities.

Development proposals that promote greater community safety by effective layout and lighting of the proposed development and the surrounding area or such improvements to existing infrastructure will be supported. Proposals will only be supported where the design seeks to minimise opportunities for crime and anti-social behaviour.

POLICY BES3

Development proposals should provide the appropriate level of off-street parking within the application site.

BES4 Resisting large HMOs and avoiding family houses becoming short-term letting properties

Policy H6 of Oxford Local Plan 2036 and Policy H8 in the Local Plan 2040 draft as of December 2023 already sets out that excessive density of HMOs should be resisted due to the adverse impact on parking pressure. In Littlemore the parking pressure created by HMOs is exacerbated by the absence of controlled parking in most of the parish. While we are broadly in agreement with Policy H8, larger HMOs produce more parking pressure. We think that the Policy should be strengthened in relation to Littlemore and that large HMOs should be counted as two dwellings for the purposes of measuring HMO density. This will affect the proportion of buildings which can be licensed as HMOs in an area.

While there are few indications at present of properties in Littlemore being used for short-term letting (i.e. for more than 90 nights per year), we believe that houses should be retained for the use of families and individuals.

POLICY BES4

Development proposals that would result in a house in multiple occupation with seven or more bedrooms in an area without controlled on-street parking will only be supported when it can be shown that the expected extra parking demand resulting from the development will not result in an

BES2 Sheltered and supported housing

It is important to provide sheltered housing for older people, and specialist and supported housing for those with disabilities, to enable them to live safe and independent lives. There is currently limited sheltered or supported housing, with Cardinal House, Alice Smith House, and Eastern House being the only large such facilities. It is important to try to ensure that there is enough sheltered and supported accommodation to provide for the changing needs of all residents of Littlemore.

POLICY BES2

Proposals for the expansion of existing sheltered and supported housing or the construction of new sheltered and supported housing will be supported.

BES3 Parking pressure

Most on-street parking in Littlemore is not controlled. Development can lead to pressure on on-street parking, particularly in respect of HMOs where there can be more cars per household. Therefore, taking account of Policy C8 of the draft Local Plan, development proposals will need to demonstrate that any adverse impact leading to more on-street parking is limited.

unacceptable increase in on-street parking in the immediate locality.

Development proposals that would result in the net loss of residential floor space or non-multiple occupancy housing will not be supported.

other commercial or residential uses will also be supported where its historic fabric is safeguarded.

BES5 Enhancing historic and heritage assets and their settings

Littlemore Priory dates back at least to the 12th century and is listed Grade II*. It is the last remaining monastic building in the local area. The building was last used as a pub which closed in 2013 and is currently derelict. It should be developed for a use that preserves the building's historic fabric and identity. The same should apply to any of Littlemore's numerous other historic buildings should they fall into disuse or disrepair. Proposals that enhance and preserve such buildings and enable them to be used for heritage, residential or commercial purposes are desirable. All historic buildings especially those adjacent to new developments should be carefully protected before and during the construction phase.

POLICY BES5

Development proposals that preserve or enhance heritage assets and their settings (particularly those identified in the Littlemore Conservation Area Appraisal) and which would contribute positively to the historic character and identity of Littlemore will be supported.

Proposals for the restoration of Littlemore Priory will be supported. Proposals for its conversion to

BES6 Encouraging energy efficiency retrofit

Fitting and retrofitting of homes to encourage energy efficiency is to be encouraged to ensure that existing and proposed development minimises its environmental impact and is resilient to the consequences of climate change. With few exceptions we do not see solar, external insulation, energy-efficient glazing, or other visible green measures as being undesirable. However, such development may have a detrimental effect on the historic environment in terms of the impact on the historic asset itself, its views, or its setting. These assets include:

- St. Mary and St. Nicholas Church;
- Blessed Dominic Barberi Church;
- Lawn Upton House;
- Buildings with pre-1800 architecture.

With this in mind, each application will need to be considered on its merits. In some instances, retrofitting may not be appropriate but in others some externally visible renewable energy on listed buildings or other historic assets may be welcomed.

POLICY BES6

Insofar as planning permission is required, proposals for the retrofitting of existing buildings with insulation, double glazing, or other measures to reduce energy usage will be supported. Any such proposals which affect historic assets should ensure that their character and appearance are conserved, and any impacts are properly mitigated.

THE NATURAL ENVIRONMENT (NE)

The Natural Environment includes “a range of spaces and assets that provide environmental and wider benefits. It can, for example, include parks, playing fields, other areas of open space, woodland, allotments, private gardens, sustainable drainage features, green roofs and walls, street trees, and ‘blue infrastructure’ such as streams, ponds, canals, and other water bodies” (Description from the National Planning Guidance (NPPG) of the Green Infrastructure Network).

The importance of the natural environment for mental and physical well-being cannot be over-estimated. The aim of these policies is to conserve and protect these resources and the biodiversity associated with them. While the National Planning Policy Framework, 2036 and draft 2040 Local Plans mandate a net gain of at least 10% in terms of biodiversity, we believe that it is important to work towards a net gain of 20%. This is because we accept the [argument](#) that Oxfordshire is highly nature-depleted, with far lower proportions of priority habitats and protected areas than the average for England as a whole.

While Littlemore has a range of green and blue spaces – including parks, playing fields, allotments, water courses and woodland – these have varying levels of accessibility. Recently, Littlemore has been identified as one of the 30% most deprived neighbourhoods in England in terms of accessible greenspace and one of the priority neighbourhoods (wards) to improve access for the well-being of residents (see [University of Oxford, 2024](#)).

Littlemore’s parks and green spaces should be available for recreation and sporting activities, which should accommodate all age groups in safety. It is important to the community that parks and green spaces are well maintained and enhanced as they help to mitigate climate change which is a high priority, provide habitats

for wildlife and increase the biodiversity of the Neighbourhood Plan area.

We support the creation of features that encourage wildlife such as bird-boxes or -bricks, bat boxes, rain butts and holes in fences/walls to allow small animals to pass through gardens without these being barriers.

Littlemore is sliced in two by the Ring Road which creates health risks caused by pollution and emissions from traffic. Increased planting, especially of trees and shrubs, is essential for the reduction of carbon emissions and will contribute to alleviating the climate emergency. The maintenance of, and enhancements to, the natural environment is necessary to help these risks to the community.

NES1 Protection of, and access to, green and blue spaces

The Neighbourhood Plan area encompasses two large public parks as well as some smaller parks and green spaces and a limited amount of blue (water) spaces. It also contains a Conservation Area with historical significance and links to Saint John Henry Newman, who instigated the planting of many of Littlemore’s trees. This area with its associated green spaces should be protected, especially to ensure that there is no overall reduction in tree cover.

Areas of natural beauty which are accessible for Littlemore residents by foot, bicycle, bus, or car are to be found outside the area. Access to these green and blue spaces should be maintained and improved for instance by improvements to surfaces and waymarking to promote physical and mental well-being.

The intention was to complete the process of designating green and blue spaces in Littlemore to be protected as part of the preparation of the Plan. Whilst this has not been possible, the Parish Council intend to carry out this work at a future point. Appendix 3 provides further

detail of the issues to be addressed. This work may generate the need for a partial review of the Plan.

POLICY NES1

Development proposals should safeguard the green spaces in the Littlemore Conservation area and preserve or enhance its character and historic importance.

Wherever practicable, development proposals should incorporate improved access to existing green and blue spaces.

Development proposals which include additional local parks and spaces will be supported.

NES2 Protection of wildlife habitats/ biodiversity

Overall, there should be no net loss of trees as a result of development projects. In addition, with the growing threat of climate change and a global climate emergency, the necessity to preserve and enhance green spaces by trees and other planting is of paramount importance. Developmental pressures should not pose a threat to these important resources, and where development is taking place an absolute requirement to protect both them and access to high quality outdoor spaces which children and adults can access must be included. It should be noted that householder applications are excluded from national requirements in biodiversity net gain.

As argued above, we believe that we should aim for a net gain in biodiversity working towards 20% and would like new developments to aim for at least 15% where possible; and that any loss of biodiversity should be offset by similar gains in Littlemore, or as near as possible. Large development projects, such as the proposed

residential development south of Grenoble Road should include green spaces with play areas and sufficient planting of trees and other green measures both to ensure an attractive and therapeutic environment for residents to enjoy, and to increase the biodiversity of this area.

The following areas have been identified as wildlife habitats which while not of sufficient significance to be protected by national legislation need to be protected:

- The Northfield and Littlemore Brooks and surrounding land
- The two large recreational parks at Oxford Road and Herschel Crescent/Long Lane
- The Village Green at the junction of Newman Road and Cowley Road
- Graveyard and nature reserve associated with St Mary and St Nicholas Church
- Green areas associated with the surroundings of the Littlemore Mental Health Centre
- Green areas around the Kassam Stadium
- Green areas and playing fields associated with schools
- The nature reserve abutting Plot 27 of the Oxford Science Park (between the railway line and Grenoble Road)
- Other pocket parks, grass verges and green corridors
- Allotments.

The intention was to complete the process of designating protected wildlife habitats in Littlemore as part of the preparation of the Plan. Whilst this has not been possible, the Parish Council intend to carry out this work at a future point. Appendix 3 provides further detail of the issues to be addressed. This work may generate the need for a partial review of the Plan.

POLICY NES2

Proposals which affect the wildlife habitats identified in the supporting text will be only supported if the habitats concerned are protected and, where practicable, enhanced.

Proposals which entail the loss of biodiversity will be only supported where appropriate mitigation is secured.

POLICY NES3

As appropriate to their scale, nature and location, development proposals should maintain and where practicable increase the existing level of tree cover. Where a development proposal involves the removal of trees, they should be replaced on or very near the site by at least the same or a higher number of a locally appropriate species that are resilient to climate change.

Development proposals which incorporate the planting of additional and appropriate trees will be supported.

NES3 Tree cover and protection

Trees are of enormous importance to the environment, to biodiversity, and to the quality of human life in the Neighbourhood Plan area. Littlemore is among the areas with the lowest level of tree cover in Oxford. Therefore, the level of tree cover (includes standing trees which are dead or dying, where it is safe and possible to do so) should be maintained and increased where possible, in line with [Oxfordshire County Council's Tree Policy](#).

Where trees must be felled for development projects, or for other reasons these should be replaced within the Plan area. While there is one 'Tiny Forest' on the Littlemore Mental Health Centre site, suitable proposals for others will be supported.

The intention was to complete the process of updating the list of trees with Tree Preservation Orders as part of the preparation of the Plan. Whilst this has not been possible, the Parish Council intend to carry out this work at a future point. Appendix 3 provides further detail of the issues to be addressed. This work may generate the need for a partial review of the Plan.

NES4 Protection of allotments

There are three allotment areas in Littlemore, and their maintenance, improvement and protection from development should be supported. The physical health benefits of gardening, and of growing fruit and vegetables has become well understood, and can be of great benefit to improving community mental health and well-being, in addition to the benefits for the individual. Plans for developing a community garden would enhance this benefit and would be supported. These green spaces are useful in supporting green corridors and biodiversity.

POLICY NES4

Development proposals for the provision of additional allotments proposed will be supported.

Development proposals that would result in the loss or significant overshadowing of existing allotments will not be supported.

NES5 Protecting and enhancing local parks and green spaces and increasing biodiversity and support for wildlife

Local parks and green spaces are very important to Littlemore residents, especially as many do not have easy access to areas of natural beauty and the countryside. These parks are limited in what they offer to all age groups and need to be well maintained with improved play and exercise facilities, seating, lighting and planting. Maintenance of recreational grass areas and trees in the parks and designated public open spaces is essential to ensure suitable surfaces on which children and young people can play and exercise. Safety considerations, with adequate lighting and easy access for those with limited mobility, are critical for enjoyment of these areas.

The loss of biodiversity is a further issue in Littlemore and attention should be given to providing habitats to support wildlife by maintaining and improving trees and hedgerows. Measures that support, protect and enhance biodiversity in Littlemore also serve to support and protect the human residents. Private gardens are a great resource for this purpose. We recognize that the cutting of verges is an issue on which there are different views, but believe that considerations of safety, tidiness and biodiversity need to be balanced in plans to cut these. More trees and other planting will improve air quality and contribute to the reduction of pollution with benefits to community health.

POLICY NES5

Insofar as planning permission is required, development proposals which protect and/or enhance existing local parks and green spaces for people of different ages and abilities and for wildlife will be supported.

Insofar as planning permission is required, development proposals which would maintain, and where practicable increase, the level of biodiversity and wildlife will be supported, including for example:

- sensitive maintenance of grass verges and informal green areas better to conserve biodiversity, while ensuring that this does not adversely affect safety or the visual impact, for instance by encouraging increased littering and/or fly-tipping;
- maintaining existing, and introducing new, wildlife corridors wherever possible, to sustain the local natural ecosystem;
- encouraging features which support wildlife, such as bird-boxes and-bricks, rain butts and holes in fences/walls to allow small animals to pass easily through gardens;
- tree and shrub choice to reflect climate fluctuations and change, and to provide habitats for wildlife, particularly for insect species. The choice of planting shall contribute to reducing air pollution and the need for excessive water use;
- protection of the Northfield and Littlemore Brooks and their banks by keeping these areas clear of rubbish and materials which may cause pollution.

NES6 Provision of, and safe access, to green spaces

Qualitative responses made by residents in the Issues and Options Survey indicated their desire to access green spaces, and to have good signage/maps to know where to walk. Comments were frequently linked to aspects of improving health and well-being. The term 'wheelchair access' below refers to access for all those with additional needs in terms of mobility.

POLICY NES6

Development proposals that would result in the enhancement of mental and physical health and well-being by the provision of and safe access to green spaces will be supported. This includes the provision of improved signage, clearance of footpaths, maps, wheelchair access, benches, play and exercise equipment to aid access to, and enjoyment of, the natural environment.

TRANSPORT AND CONNECTIVITY (TC)

Bisected by both the Oxford Ring Road and the Cowley Branch line, Littlemore is a parish which can sometimes feel artificially divided by geographical barriers and which would benefit from improvements to both internal and external connectivity. Residents experience heavy motor vehicle traffic on residential roads and are concerned that new developments should minimise the impact of additional journeys on existing road infrastructure. Residents are particularly poorly served by public transport links to community facilities such as hospitals and GP surgeries and efforts to improve these will be strongly supported. Improvements to public transport options are seen as a priority, particularly the introduction of additional bus services to enable travel to community facilities, to shops, and to family and friends. There is strong support for the proposed reopening of the Cowley Branch line to passenger traffic, and for improving access to Cowley Centre. These policies are in general conformity with [Oxfordshire’s Local Transport and Connectivity Plan \(LTCP\)](#), the ‘Implementing ‘Decide and Provide’ : Requirements for Transport Assessments’ documentation and the [Central Oxfordshire Travel Plan](#). We are supportive of Policy 15 of the LTCP on Vision Zero which seeks to eliminate all fatalities and severe injuries on Oxfordshire’s roads and streets, to have safer healthier, and more equitable mobility for all and to work closely with partners and stakeholders to take a whole system approach, working together on infrastructure, behaviour, technology and legislation to achieve this change.

TCS1 Reducing additional car journeys

Increased motorised traffic because of new development is a concern to residents of Littlemore. There are currently several traffic bottlenecks within Littlemore (Newman, Cowley and Oxford Roads being the worst). It is considered that the existing road capacity is not sufficient to support any significant increase in motorised

vehicle traffic. The addition of new roads is also problematic given land constraints in and around Oxford. These issues need to be considered in highway management. Development proposals that provide for, and support, walking, cycling, other forms of active travel and public and community travel as the prime modes of transport will therefore be supported.

Policy TCS1 sets out the Plan’s approach to reducing car journeys. In this broader context, proposals to reduce employee parking facilities will be welcomed, if this does not put additional undue pressure on the provision of residential on-street parking. Wherever practicable proposals will be expected to provide sufficient secure, conveniently located cycle storage. Businesses seeking to introduce new parking provision for motor vehicles for employees rather than encouraging alternative modes of transport should provide information to justify the need for additional parking.

POLICY TCS1

Development proposals should minimise additional motorised traffic and incorporate measures to reduce additional car journeys caused by the development.

Wherever practicable, development proposals should provide for and support walking, cycling and public and community travel as the prime modes of transport.

TCS2 Net improvements in connectivity

The Littlemore Plan area straddles both the A4142 Eastern Bypass (Ring Road), and the Cowley Branch line, both of which often represent obstacles to safe and straightforward travel between the different areas of the parish despite their geographic proximity. Likewise, while access to other parts of the Ring Road and A34 by

motor vehicle is comparatively easy, this is more difficult by walking, cycling and public transport. Development proposals will be viewed more favourably where they can demonstrate net improvements in relation to walking, cycling, other forms of active travel and public transport within and beyond the boundaries of Littlemore. We will support the installation of cycle or pedestrian paths, improved bus and improved passenger rail services to other areas of the City and/or to essential community facilities such as GP surgeries and hospitals.

Development proposals that provide for the following will also be considered favourably:

- those that seek to ensure future connectivity improvement, especially for areas isolated by the Cowley Branch line;
- those that seek to provide for a future foot/cycle bridge access between Mogridge Drive and the former Dominion Oils site on Railway Lane; and
- measures to improve connectivity by cycle and foot from the Science Park and Armstrong Road to other parts of Littlemore.

POLICY TCS2

Development proposals that would improve the existing connectivity in the neighbourhood area, and/or safeguard opportunities for future connectivity for walking, cycling and public and community transport between major road networks and transport routes will be supported.

LITTLEMORE NEIGHBOURHOOD PLAN
COMMUNITY ASPIRATIONAL POLICIES

The preparation of the Plan allowed the community and the Parish Council to comment about a range of related matters which are not directly land use matters, and as such have not been included in the main body of the Plan. They are aspirational and are not intended to be directly applied to spatial planning decisions. They do not form part of the statutory development plan.

The various issues are addressed in this part of the Plan as a call to other agencies and partners to work collaboratively with the Parish Council to achieve the intended outcomes. The Parish Council will monitor progress on the policies throughout the Plan period.

THE NATURAL ENVIRONMENT (NE)

NEC1 Community support to protect the Natural Environment

Residents have expressed concern and dissatisfaction with acts of anti-social behaviour which disfigure the natural environment. These include fly tipping, littering, and dog fouling. Activities and methods for engaging the community in caring for the natural environment should be encouraged to help residents have pride in their neighbourhood. Proposals for community growing spaces in Littlemore will be supported.

POLICY NEC1

Measures to encourage the Littlemore community to protect and enhance the natural environment will be supported, for example:

- setting up a community allotment/garden for all ages to use;
- community engagement in person and on social media to inspire respect and pride in the natural environment;
- campaigns involving talks and literature to motivate people to respect and positively engage with their environment, e.g. not to litter, or leave broken glass or dog excrement; and
- working with relevant agencies to devise methods for discouraging vandalism in Littlemore.

COMMUNITY ASSETS AND INFRASTRUCTURE (CI)

We recognize that terms such as community assets, facilities and infrastructure can be interpreted in different ways and in planning terms there are specific categories of community facility. How we use these is outlined in Appendix 2. In the draft 2040 Local Plan, infrastructure includes schools, hospitals, utilities, digital communications, transport provision, and community facilities. We also include and emphasize the need for primary health care facilities, as covered by Policy HWC1, and facilities for leisure and recreation, such as cinema, swimming, and other sports.

In this section, the Littlemore Mental Health Centre has not been included, given the nature of provision there and the geographical area which it serves, although it occupies an important site in Littlemore. Neither have places of worship been included even though they play a very important role in meeting the needs both of members of their own congregations, and of the wider community. Nor have many privately owned sites which also provide benefits to the wider community. Transport provision is covered by policies in the Transport and Connectivity Section.

Improved measures to let residents and others know about available opportunities both through noticeboards and by electronic means will be welcome.

CIC1 Replacement of community facilities

Littlemore has a limited range of public community facilities, notably the Community Centre and the Village Hall. However there are also churches and schools, notably The Oxford Academy and John Henry Newman Academy, which have rooms available for public use. The City-owned Community Centre is not as widely used as it could be and is substantially less well-resourced than those in other, comparable areas such as Rose Hill and Blackbird Leys. The Village Hall is well used but its

structure limits the activities which can be carried out.

Both the Community Centre and the Village Hall would benefit from substantial investment: the Trustees of the Village Hall are fundraising for a major refurbishment. Schemes to raise funds for these and similar schemes will be supported. Littlemore also contains the Ozone Leisure Park, where there is the Hollywood Bowl, City Mazes, Lazer Kombat, a multiplex cinema and restaurants, though the gym and swimming pool have closed. These are valuable facilities though many residents do not see as part of Littlemore as they are used mostly by people who drive in from a much wider geographical area.

The draft Oxford 2040 Local Plan suggests that this area will be redeveloped if Oxford United Football Club relocates. The Ozone Leisure Park is to be redeveloped. If so, it is important that Littlemore does not lose the community facilities there and for these to be modernised and extended, making best use of the space. Littlemore residents would benefit from their being well maintained and improved, and where possible for activities to be as affordable as possible, especially for residents with low incomes. LPC will welcome discussions with developers at an early stage as to the appropriateness of community facilities planned. (please see also BES1 and accompanying text).

POLICY CIC1

Where the loss of a community facility due to development proposals is unavoidable, they will only be supported when a similar or improved replacement is proposed as near to the facility as possible, or a location easily accessible to Littlemore residents by active travel or public transport. It would be expected that these replacement facilities will be of the same type, unless local community support for a different type of replacement facility can be demonstrated. A replacement of that facility (the same size or larger, and with the same or improved facilities) should be provided as near to the facility as possible, or at a location equally or more accessible to Plan Area residents by walking, cycling, other forms of active travel and public transport. Proposals for the replacement of community facilities that would result in an overall improvement in terms of the range of amenities available at an affordable cost to residents of Littlemore will be supported. Replacement facilities that would result in an overall improvement on the existing facility in terms of size, amenity, or enhancement to the Plan Area will be supported. Proposals to change the facilities at the Ozone Leisure Park, the Community Centre or the Village Hall will be supported only if the facilities available to the public are improved. In particular, proposals to improve the facilities at and adjacent to the Community Centre and the Village Hall, and to secure the funding via Section 106, Community Infrastructure Levy, or similar schemes will be supported.

CIC2 Improvement of existing community assets

Recent and planned housing and business developments have increased the residential population of Littlemore and the number of people coming to Littlemore to work- and will continue to do so. Facilities for socialization, leisure and relaxation need to be maintained and expanded in line with this.

POLICY CIC2

Where possible, existing sports, leisure, and recreation facilities as listed below, in addition to those mentioned in CIC1, will be safeguarded and proposals for improvement will be supported:

- Those on The Oxford Academy Campus site OX4 6JZ, including the Littlemore Library
- The Community Hub, John Henry Newman Academy, OX4 4LS
- Littlemore Rugby Club, OX4 4NH
- Oxford and District Indoor Bowls Club, OX4 6NA
- Littlemore Royal British Legion, OX4 4LZ
- The George Inn, OX4 4PU
- The Golden Ball Pub, OX4 4LZ
- Oxford Road Recreation Ground, OX4 4PF
- Herschel Crescent Recreation Ground, OX4 3QY
- Redmoor Close Recreation Ground, OX4 4PT
- Mogridge Drive Recreation Ground, OX4 4QN
- Village Green, OX4 4LG
- Little Park, OX4 4PE
- Scout Hut, Fairlie Road, OX4 3SW
- The public toilets in Cowley Road
- Thomson Terrace Allotments
- Denny Garden Allotments
- Minchery Road Allotments

Applications or developments that would result in an overall improvement to existing facilities in

terms of size, amenity, or enhancement for those in the Plan Area will normally be supported.

Developments including activities, sports and leisure pursuits targeting children and young people and those with disabilities will be favoured.

Where the loss of any sports, leisure or recreation facility is proposed, a replacement facility (the same size or larger, with the same or improved facilities) should be provided as near the facility as possible (preferably within the Plan Area), or at a location equally, or more, accessible to residents of the Plan Area by walking, cycling, other forms of active travel or public transport. If it is not practical or viable to improve the existing facility, a financial contribution should be provided sufficient to secure an alternative and/or improvement to an existing facility. When change of use is proposed, proposals which maintain or improve the leisure or recreation functions of the venue will be supported.

Proposals to build on parks and recreation grounds will be supported only when the buildings proposed are essential for their maintenance or for users such as sports pavilions.

Proposals for leisure and recreational developments elsewhere will be supported, particularly those that encourage people to make healthier choices about food and physical activity through an enabling environment, and those that are associated with improved mental health, for example those with outdoor gym equipment, recreational walking routes or a community garden/orchard.

CIC3 Infrastructure needs and co-operation

Significant development is expected adjacent or near to the boundary of Littlemore during the Plan period. Such developments include but are not limited to those on land south of Grenoble Road, which is in South Oxfordshire District. They are likely to generate significant demands on the infrastructure in areas of Oxford City, particularly Blackbird Leys and Littlemore. There will be demand for the provision of school places, primary health care facilities, shops, community facilities, water and sewage treatment, transport, and digital connectivity (including broadband). Other developments further away in the next 15 years are harder to anticipate.

Such development is likely to put pressure on the existing infrastructure of Littlemore and give rise to the need for investment in existing infrastructure. In such instances the necessary stakeholders and infrastructure providers will need to ensure that development goes hand in hand with the improvement or addition of new infrastructure to meet the needs of that development.

POLICY CIC3

Where a development proposal will create either a need to provide additional infrastructure, or improvements to existing infrastructure directly related to that development and/or directly related to the uses of infrastructure in Littlemore, Oxford City Council, neighbouring Districts, and Oxfordshire County Council are encouraged to engage with the Parish Council and other relevant Littlemore-based groups to discuss and pursue cooperative strategies to provide it.

Where such major development is proposed, the necessary stakeholders and infrastructure providers will need to ensure that the build of the development goes hand in hand with the

improvement or addition of new infrastructure to meet the needs of that development. Where infrastructure is needed to support new development, the infrastructure must be operational no later than the appropriate phase of development for which it is needed.

POLICY CIC4

Proposals to improve the range and quality of local shops and eating places will be supported, especially those which will provide fresh, healthy food, and places for residents to meet, such as cafes and licensed premises. In particular, proposals to bring back into use all the shops in St Nicholas Road and to provide for residents in or near Armstrong Road will be supported.

CIC4 Improvements to the range and quality of local shops and eating places

Although there is a large superstore at Heyford Hill, and some smaller shops, Littlemore is poorly served in terms of shops, especially those that sell fresh and healthy food. Several in the parade at St Nicholas Road are not in use as shops, and there is no provision for shops in the new developments in the Armstrong Road and Mogridge Drive areas. This situation is exacerbated by the difficulty in reaching Cowley Centre, with its much wider range of shops.

While there are various eating places in Littlemore, most tend to be used by those working or visiting there rather than by those living in Littlemore. As well as fast-food outlets, there are two public houses, but neither currently serves hot meals, and there is no café or similar establishment. There is therefore a lack of places for residents to eat and meet, especially in the central part of Littlemore.

We believe that creative solutions such as referring unused commercial buildings to [Make Space Oxford](#) for redevelopment and refit for local businesses and reduced rents for suitable outlets should be considered, where possible.

CIC5 Improved range of, and access to, recreation opportunities especially for young people

While there is a reasonable range of recreation opportunities in, or relatively easily accessible from, Littlemore, there is very limited youth club provision. Responses and informal discussions indicate that the facilities at schools especially The Oxford Academy are not used as much as they could be by the wider community outside school hours. If residents were able to access such facilities more easily, this could have a significant benefit in terms of improving physical and mental health and potentially reducing anti-social behaviour.

POLICY CIC5

Proposals to improve the range of, and access to, recreation opportunities especially for young people will be supported, with a view to promoting physical and mental health and reducing anti-social behaviour. In particular, improved provision for a youth club and more access to the facilities at The Oxford Academy, for the wider community, subject to agreement with the appropriate educational authority, and a well-designed play area in the

recent Armstrong Road development will be supported.

CIC6 Working with businesses and others to promote lifelong learning

Littlemore has many residents who are significantly socially and/or educationally disadvantaged. Yet, there are many thriving businesses and world-famous educational institutions, including two universities, in or within a relatively short distance from Littlemore. This provides untapped opportunities to address social and educational inequalities and to promote lifelong learning, for all ages. However, there is a need for such provision to be inclusive and provide a variety of learning opportunities with appropriate costs or funding where required to enable all to participate.

POLICY CIC6

Initiatives where businesses, universities and other organisations who are keen to work with the local community in Littlemore, especially in ways which can benefit individuals or groups who are socially and/or educationally disadvantaged, will be encouraged and supported.

In particular, opportunities such as upskilling, mentoring, internships and apprenticeships for young people or adults whether in conventional educational settings, workplaces or elsewhere will be encouraged and supported, especially where these can be provided at low or no cost to participants.

TRANSPORT AND CONNECTIVITY (TC)

TCC1 Safe Travel

Safe travel within Littlemore is a key concern for many residents. For pedestrians, there are several identified areas for improvement, notably there is a wish for new crossings of busy roads in the Plan area, and for the installation and maintenance of adequate street and footpath lighting. Where pavements are regularly obstructed so that those with additional needs in terms of mobility including wheelchairs and pushchairs cannot travel safely along them, measures to ensure that they can do so and to enforce existing restrictions will be supported.

Other vulnerable road users including cyclists would benefit from access to new or improved segregated cycle lanes on key routes, including those beside the Ring Road and near the Kassam Stadium. In terms of road travel, specific junctions are highlighted for improvement, and residents express considerable frustration at the condition of road surfaces and the timeliness of repairs.

POLICY TCC1

Measures which improve the safety of travel within and from Littlemore, especially for children and the elderly, will be supported, for instance the slowing of traffic in high usage areas, additional pedestrian crossings (e.g. on the Sainsbury’s access road off the Heyford Hill roundabout), improvements to the Cottesmore bridge to Rose Hill, segregated cycle lanes, adequate and well-maintained street and footpath lighting, improvement of the junction of Newman Road and Oxford Road, and timely repairs to road and pavement surfaces.

TCC2 Cowley Branch Line

The proposed reopening of the Cowley Branch line to passenger traffic is strongly supported by Littlemore residents. This project, including the development of a new station in the Kassam/Science Park area, would bring greatly improved connectivity to Oxford City centre and onward connections, and create an opportunity for a multi-modal mobility hub. However, concerns about the potential impact in terms of traffic and parking mean that the implications of implementation will need to be carefully thought through. Improvements which enhance safety at the Spring Lane level crossing will be supported.

POLICY TCC2

Reopening of the Cowley Branch Line to passenger traffic and the creation of a multi-modal, mobility hub near the proposed station will be strongly supported, subject to adequate provision for related infrastructure, facilities and onward travel, such as cycle parking, bus services and safe travel routes, especially at the Spring Lane crossing.

TCC3 Access to Cowley Centre

The introduction of a bollard on Littlemore Road has been divisive locally and has impacted very severely the ease with which Littlemore residents, whether by public transport or by private means, are able to access Cowley Centre; and has caused problems with access for emergency services and residents receiving visits from carers. The bollard has since been replaced with an Automatic Number Plate Recognition (ANPR) camera. There is considerable support for changes to enable residents to reach Cowley Centre easily, particularly via public transport, and by other means for those not easily

able to use public transport, taking into account the safety of vulnerable road users (pedestrians, cyclists and users of mopeds and similar).

POLICY TCC3

Measures which make access to Cowley Centre easier and quicker for Littlemore residents will be supported if they do not have a detrimental impact on the safety of vulnerable road users. Measures to improve bus services and enhance the safety of cyclists and enable better vehicular access for emergency vehicles, blue badge holders, carers and Littlemore residents along Littlemore Road will be strongly supported.

TCC4 Air and Noise Pollution

The presence of the Oxford Ring Road within Littlemore impacts residents in terms of both noise and air pollution, as does congestion in certain areas. There is broad support for measures to measure, mitigate and reduce these impacts to the benefit of the health and well-being of the local population in line with Oxfordshire county Council’s Director of Public Health’s 2034/4 report: [‘Healthier, cleaner, faster: climate action for health in Oxfordshire.’](#)

POLICY TCC4

Proposals to measure, monitor and improve air quality and reduce excessive noise to improve the health and well-being of residents will be supported.

TCC5 improved Bus Services

Bus services connecting Littlemore to other areas of Oxford and beyond have historically been poor, though there have been recent improvements, with others planned. A proposed ‘Eastern Arc’ route connecting Littlemore to the Headington hospitals would be welcomed, as would improved services to GP surgeries, Cowley Centre, Oxford railway station and North Oxford. With the potential new rail station on the Cowley Branch Line and redevelopment of Cowley Centre, there is an opportunity to create two new mobility hubs with good connections between the two running through and beyond the Littlemore Plan area.

POLICY TCC5

Measures to introduce new or improve existing local bus services will be strongly supported. In particular, connections from different parts of Littlemore to Cowley Centre, the Headington hospitals and other areas of Oxford will be supported. Affordable and convenient connections between new proposed mobility hubs at Cowley Centre and the Cowley Branch Line station near the Kassam site will be supported.

TCC6 Discouraging through traffic

Certain routes within Littlemore see significant amounts of motor traffic (including HGVs driving through residential areas) a situation which is likely to increase in future years unless further measures (other than existing restrictions on HGV traffic are taken to restrict this. Ways to ensure the effective implementation of such measures will be welcomed. Residents would welcome

reductions in vehicular traffic through residential areas except where necessary for access.

While no plans for an additional Park and Ride are currently proposed, such a scheme would be encouraged to minimize traffic passing through the residential areas of Littlemore.

POLICY TCC6

Measures to encourage through traffic to use trunk roads to circumvent Littlemore in preference to driving through the parish will be supported.

In particular, measures to reduce the amount of through traffic especially lorries over 7.5 tonnes and enforce any prohibitions on Sandford Road will be actively encouraged and supported. A proposal for Park and Ride or a similar measure which would reduce the traffic passing through Littlemore would be encouraged, subject to consultation on the detail of the scheme.

HEALTH AND WELL-BEING (HW)

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity (WHO). The aim of the policies relating to Health and Well-Being is both to prevent poor health and promote healthy lifestyles, while also addressing health inequalities and poor provision of primary care facilities locally. This is in line with Oxfordshire County Council’s Director of Public Health’ 2020 report called [*‘Some are more equal than others - hidden inequalities in a prospering Oxfordshire’*](#) and his 2023/4 report [*‘Healthier, Cleaner, Faster: Climate Action for Health in Oxfordshire’*](#) .

Littlemore residents need access to primary health care, to health education and to environments that promote healthy living. They need to feel safe, and part of our community. Some require help both to overcome obstacles associated with poverty, deprivation and addiction; and to make choices where possible which will enhance their physical and mental health in aspects such as food, physical activity and social interaction. We wish to increase the opportunities for residents to grow, access and afford locally produced food of high quality. The promotion of health and well-being underlies policies in other areas of this Neighbourhood Plan, for example those related to sport and recreational facilities, those related to reducing air pollution and those related to outdoor space which encourage an active lifestyle.

HWC1 Primary health care facilities

For all age groups, primary healthcare provision is essential to maintaining good physical and mental health. Littlemore lacks essential health infrastructure, and currently has no dentist, pharmacy, or doctor’s surgery, nor any outreach health clinics. Access to NHS primary healthcare from Littlemore is almost certainly worse in terms of distance and accessibility than from any other part of Oxford, as indicated in Community Insight Report

and the Map on page 8. The nearest dental practices and pharmacies are in Rose Hill and Temple Cowley, each a significant distance away from most of Littlemore. Most residents in Littlemore are registered at Donnington Medical Partnership (in Cowley ward) at The Leys Health Centre (in Northfield Brook ward) or at Temple Cowley Health Centre (in Temple Cowley ward). Each is a significant distance away from most of Littlemore. Attendance at satellite clinics such as Health Visitor appointments requires patients to travel a considerable distance. In addition to the inpatient psychiatric unit the Littlemore Mental Health Centre houses some Oxford Health NHS Foundation Trust community-based services, but no facilities or clinics that are targeted specifically at Littlemore residents. Working in partnership with other agencies, especially Local Authorities and those who plan NHS services, to reduce health inequalities, and improve access to primary health care provision, is therefore a significant priority, recognizing that these must be operationally and financially viable.

POLICY HWC1

Development proposals that provide for a dedicated GP surgery with a pharmacy, or a Health Hub/clinic space within another facility and a separate pharmacy will be strongly supported. Dedicated car and bicycle parking both for staff and patients should be provided and the site should be readily accessible to residents of the Plan Area by bus, foot, bicycle and car. Similarly, developments that improve availability of and access to dental facilities, especially NHS ones, will be supported. Proposals to site community health facilities and mobile health-related clinics in Littlemore will also be supported.

HWC2 Fostering community cohesion

Despite having multiple potential spaces, Littlemore has no community hub or café. Many of the existing food outlets promote fast food. An inviting space with hot drinks and healthy food choices available, accessible to residents at various times of the week would provide a destination within Littlemore, put simply, somewhere to go and something to do. The same venue could be used to entertain and educate, for example using Flo’s café (Florence Park), as a model.

POLICY HWC2

Projects to support healthy living and community cohesion will be supported including the development of a community hub, café and community larder. Improved access for residents to facilities (e.g. gymnasium, tennis courts, school hall) within Littlemore’s schools will be supported, where this can be agreed with the appropriate body.

Investments and activities that aim to tackle loneliness, promote mental well-being and encourage community cohesion and resilience will be supported. Proposals to make activities affordable especially for residents on low incomes will be supported. Measures to attract or initiate community groups to the Plan Area aimed at people of any age/gender/ethnicity will be supported, particularly those that educate or facilitate positive health related behaviours, for example cooking classes to facilitate healthy food choices, exercise groups and parenting guidance. Activities or community groups aimed at young people will be supported, for example, a youth council, youth clubs and community/street art spaces.

HWC3 Ensuring the safety of the community

Drug and alcohol abuse is a problem in parts of Littlemore and rates of violent crime, and sexual offences are disproportionately high compared to Oxford City. Feeling safe is an essential part of health and well-being. Being intimidated, threatened, or at risk from physical injury from broken glass or discarded needles, all contribute to a sense of anxiety. Furthermore, for those suffering from addiction (a treatable psychiatric disorder) health interventions and support may be required.

POLICY HWC3

Investments and initiatives that promote the safety of residents and discourage anti-social behaviour will be supported. This may include increased street lighting, enhanced community police presence, targeted crime reduction interventions in known drug use and drug dealing hotspots, measures to deal with dangerous dogs, CCTV, Neighbourhood Watch groups and support for those who are vulnerable to addiction (e.g. alcohol and narcotic support groups, needle exchanges/bins).

HWC4 Addressing poverty and health inequality

Poverty can be both a cause and a consequence of poor mental and physical health. As indicated in the statistics cited on pages 9-11, indicators of poor health are significantly worse and levels of deprivation much higher in Littlemore than in most other areas of Oxford. Littlemore is the 8th most deprived ward in Oxfordshire and the 3rd most deprived in Oxford. Both adults and children are affected, but children especially so, with 28.8% of children under 16 in Littlemore living in

poverty, the highest in Oxford or Oxfordshire. The Oxford Academy has 49% of students eligible for the pupil premium, and John Henry Newman Primary Academy 43%. The national average is 23%. (We recognise that both schools, especially The Oxford Academy, draw from beyond the boundaries of Littlemore.) There is also marked inequality of income and health within Littlemore, with 39% of children living on the Minchery Farm estate below the poverty line, higher than any other area in Oxfordshire.

While this situation is worrying, we believe that there are opportunities working with businesses such as those in the Oxford Science Park, Ellison Institute of Technology and Railpen, the two universities in Oxford and other agencies to provide better educational and employment opportunities for Littlemore and in the longer- term address some other issues associated with poverty and ill-health.

cooking classes will be protected and their ongoing provision prioritised and expanded as the population of Littlemore grows.

Where needed, the provision of food banks and other similar schemes to alleviate deprivation, hunger and ill health in Littlemore will be facilitated.

POLICY HWC4

Investments and initiatives that seek to combat poverty, including child poverty, will be supported. This may include ensuring that residents have access to face-to-face advice services and support for example with navigating Universal Credit and Tax-Free Childcare applications.

The provision of adult evening courses in local schools and other community facilities will be supported to upskill local residents. Links between local schools and local major employers and universities will be encouraged, with emphasis on access to both careers advice and work experience opportunities for young people from Littlemore.

Existing Home Start/Growing Minds initiatives and local free or minimally priced ‘stay and plays’ together with parent education groups including

APPENDICES

APPENDIX 1: LOCALISM AND NEIGHBOURHOOD PLANNING

This is a summary of key points from [Neighbourhood Planning guidance](#) to add detail to what is described on pages 14 and 15.

The Localism Act 2011 introduced new rights and powers for communities and individuals to enable them to get directly involved in planning for their areas.

Neighbourhood planning allows communities to come together through a Parish Council or Neighbourhood Forum and produce a Neighbourhood Plan.

Neighbourhood Plans must be in general conformity with the spatial planning policies in the relevant Local Plan (in this case the Oxford City 2036 Local Plan) which must in turn conform with the National Policy Planning Framework.

Neighbourhood Plans can provide local communities the opportunity to allocate land for development and to say where new houses, businesses, shops and so on should go and what they should look like. Once Plans are adopted, they become an important consideration when making decisions on planning applications.

A Neighbourhood Plan is also intended to provide the local community with the opportunity to identify key issues for the neighbourhood concerned and shape what future planned growth will look like. It may be used to influence where new development is located, what type it should be and what it should look like. It may also influence other matters of local interest such as open spaces and community facilities. It cannot be used to stop development already allocated or permitted; neither can it propose less development than that which has been adopted in a Local Plan. However, it may propose more development than the Local Plan if a community requires this. Neighbourhood Plans also provide opportunities for communities to set out non-planning actions and

aspirations so that the resulting document presents a holistic framework for the future of an area.

The Plan may be designed to cover a period from 5 to 20 years. The process of preparing a Plan provides an opportunity for communities to work with their local Councils on, for example, the allocation of sites, the review of Conservation areas and the protection of trees through Tree Preservation Orders. Once the Plan has been adopted it forms part of the statutory development plan framework for the area in question and carries real legal weight in decisions on planning applications and planning appeals.

One important form of engagement is through an Issues and Options consultation to find out the views of those who live work and study in the Neighbourhood Plan Area. This was conducted in Littlemore in the summer of 2023.

Those preparing a Neighbourhood Plan can also informally consult the community using a range of appropriate techniques such as:

- community profiling: creating a shared picture with the community of the physical, human, social, economic and community characteristics, assets and issues found in an area.
- organised discussion groups: such as focus groups which allow small group discussions that give in-depth consideration to relevant local issues surrounding specific topics.

Following the Issues and Options Survey, and analysis of the responses, a draft Plan with the relevant proposed policies was written. This was approved for public consultation by Littlemore Parish Council in February 2024. Oxford City Council was asked to screen the draft to assess the need for a Strategic Environmental Assessment (SEA) and/or a Habitats Regulations Assessment (HEA). They have indicated that this is not

necessary and completed their [formal screening statement](#).

Consultation must include two formal legally required processes and an ongoing informal engagement and consultation process. Additional comments and information provided by the community during these consultations are used to finalise the next Draft Plan.

The first of these is the formal Regulation 14 pre-submission consultation of a set length (normally at least 6 weeks) when the Plan is made available for public viewing and comment and when key statutory stakeholders are consulted. This ran between 7th May and 18th June 2024 with the relevant documentation made available on the Littlemore Parish Council website and in various community facilities locally.

Following this consultation, the responses have to be considered carefully, so that the draft Plan can be adjusted and updated as appropriate. This process (completed in July/August 2024) resulted in a draft Plan approved by the Parish Council in September 2024. The Plan was then submitted to Oxford City Council, along with the necessary supporting documentation. The City Council checked that the draft Plan met the necessary legal requirements and arranged the Regulation 16 consultation on the Plan in October to December 2024.

The responses were then considered carefully and various further changes, mostly quite minor, were agreed in January 2025. The necessary documents were sent to Oxford City Council and the Cabinet approved the Plan in April 2025 so that it could be independently examined.

The Neighbourhood Plan and supporting documents were considered by an Independent Examiner. His report concluded that 'subject to a series of recommended modifications set out in the report, I have concluded that the Plan meets all the necessary legal requirements and

should proceed to referendum.' These modifications have been made in this final version and approved by Littlemore Parish Council and Oxford City Council. This will be put to residents for adoption in a referendum.

Littlemore Parish Council will monitor the effectiveness of the policies throughout the Plan period.

The Plan has been prepared in the context of the adopted Oxford Local Plan. The City Council is now working to produce a new Local Plan will cover the period to 2042. It is anticipated that the plan will be submitted for examination in August 2026 and adopted in Spring 2027. This process will update the strategic planning policy context in the City.

In this context, the Parish Council will discuss the need or otherwise for the Neighbourhood Plan to be updated within six months of the adoption of the emerging Local Plan.

APPENDIX 2: DEFINITION OF INFRASTRUCTURE AND COMMUNITY FACILITIES

As outlined on page 30, it is not easy to define exactly what terms such as infrastructure and associated ones such as community facilities include. While there are specific definitions for planning purposes under the [Use Classes Order \(1987\) as amended](#) we have adopted a very broad definition, building on that of the draft Oxford 2040 Local Plan. This sees infrastructure as including schools, hospitals, utilities, digital communications, transport provision, and community facilities. We also include shops, eating places, parks, libraries, leisure and recreational facilities, public toilets, primary health care and other similar facilities which need to be easily accessible to residents if neighbourhoods are to thrive. As indicated, we believe that the current infrastructure is in many cases inadequate; and that this situation is likely to worsen if the resident population and the numbers of people working in Littlemore increase.

By 'community facilities', we mean facilities which are available to members of the public, including many of those outlined in the previous paragraph, regardless of who owns or runs these. However, we specifically highlight in CIC1 and the accompanying text:

- the leisure facilities at the Ozone Leisure Park, since there is a risk that access to these may be reduced or lost especially if the site and/or surrounding area is redeveloped;
- the Community Centre which is owned by the City Council and needs substantial redevelopment or replacement; and
- the Village Hall which is run by a group of trustees but needs substantial investment.

In CIC2 we list a group of community assets of different types and ownership which are of value to residents of

Littlemore and need to be protected and/or improved. Other assets could be added to this list. The Kassam Stadium could be included but is not on the grounds that it is likely to be developed. The Littlemore Priory site, currently derelict, but important historically, is discussed in BES5.

We also wish to highlight the importance of facilities such as the restaurant in the Magdalen Building of the Science Park and the café in the Littlemore Mental Health Centre which are open to the public. And facilities at the Ellison Institute of Technology and in the new development of Eastpoint Business Park by Railpen which are intended to be available to local residents; and if so should be of considerable benefit to the local community.

APPENDIX 3: DESIGNATION OF GREEN SPACES AND LOCAL WILDLIFE SITES AND UPDATING OF TREE PRESERVATION ORDERS

As indicated in the Natural Environment section of the Plan, our intention is to consider whether there are green spaces (p 22/3) and wildlife habitats/sites (p 23/4) which should be designated and, if so, do what is necessary; and to update the current list of trees which have Tree Preservation Orders (p 24). We shall base this on the appropriate criteria and follow the necessary process, which are briefly summarized below. We will also take account of the detailed considerations in Chapter 4 of the draft of the Oxford 2040 Plan and other subsequent similar documents. Any County Council assets are protected from development and as such local green space and local wildlife site designations are unnecessary.

Green Spaces

Local Green Space designation is a way to provide special protection against development for green areas of particular importance to local communities. The green spaces currently designated can be seen on the [green spaces maps](#) (for Littlemore Ward), though no map appears to be available which indicates those in the part of Littlemore Parish in Cowley Ward. A more up to date map showing green spaces is available at [Oxford Local Plan 2042 Policies Map](#). While no potential Green Spaces (other than possibly part of the Oxford Academy site to which the Parish Council does not object) were designated for development in the draft 2040 plan, the Parish Council intends to consider whether any other Green Spaces should be designated, as a precaution against loss of these in future.

The criteria for designating Green Spaces are set out in the governments guidance on [open space, sports and](#)

[recreation facilities, public rights of way and local green space](#).

In brief, these are that:

- designating any Local Green Space needs to be consistent with local planning for sustainable development and designation should not be used in a way that undermines this aim of plan making;
- Local Green Spaces may be designated where those spaces are demonstrably special to the local community;
- Local Green Space designation should only be used where the Green Space is:
 - (a) in reasonably close proximity to the community it serves;
 - (b) demonstrably special to a local community and holds a particular local significance, for example because of its beauty, historic significance, recreational value (including as a playing field), tranquillity or richness of its wildlife); and
 - (c) local in character and not an extensive tract of land, with there being no lower size limit for a local Green Space.

Wildlife sites

We recognize that there is a hierarchy in terms of wildlife sites, so that some are already designated as of more than local importance (such as National Nature Reserves or Sites of Special Scientific Interest (SSSI). Local Wildlife Sites are sites identified locally for their substantive nature conservation importance, either for wildlife or geology. It is thought that only two sites in Littlemore (Littlemore and Northfield Brook and Littlemore Brook) have been designated as Local Wildlife Sites, though two others (Railway Cutting which includes a geological SSSI and Minchery Farm) were considered in 2017 but no decision was made. We intend to establish

whether this is accurate and review whether there are any other suitable sites for designation as Local Wildlife Sites. We recognize the need for guidance on identification of suitable sites and the process as outlined in [TVERC guidance on statutory and non-statutory wildlife site designations](#). This process will follow the criteria which are set locally, in this case by The Thames Valley Environmental Records Centre. Existing sites supporting wildlife and biodiversity even where these are not designated as Local Wildlife Sites will be protected and enhanced wherever possible.

Tree Preservation Orders (TPO)

A list of trees currently subject to TPOs is available on the [City Council website](#). However, the Parish Council believe that this needs to be updated. The criteria for making TPOs are in [government guidance on Tree Preservation Orders and Trees in conservation areas](#).

In brief, TPOs should be used to protect trees if their removal would have a significant negative impact on the local environment and its enjoyment by the public, using the following criteria:

- visibility (the tree or part of it should normally be visible from a public place such as a road or footpath) or accessible to the public; and
- the importance of a tree (or group of trees) in terms of size and form, future potential as an amenity, rarity, cultural or historic value, contribution to, and relationship with the landscape and contribution to the character and appearance of a conservation area.

Where relevant, other factors such as the importance to nature conservation or response to climate change may be taken into account. As indicated in the Oxford City Council guidance, all trees with a trunk/stem diameter greater than 75 mm as measured at 1.5 metres from ground level are protected within a Conservation Area. To issue a TPO, Oxford City Council must confirm that:

- the trees are at risk and that it is expedient to make an order; and
- there will be a reasonable degree of public benefit.

However, it is not necessary for there to be an immediate risk and it may sometimes be appropriate to make TPOs proactively.

APPENDIX 4: MEMBERS OF THE NEIGHBOURHOOD PLANNING WORKING GROUP AND POLICY GROUPS

The membership of the Neighbourhood Planning Working Group (NPWG) changed slightly over time as new members joined and others left.

Key:

LPC indicates Littlemore Parish Council

(R) indicates a local resident not on Littlemore Parish Council

Members of the NPWG:

Tony Eaude	Chair, NPWG (R)
Jan Pullen	Councillor, LPC (resigned as Councillor February 2025)
Maggie Willis	Councillor and previous Chair, LPC
Chris Smowton	Councillor, LPC
Peter George	Councillor and Chair, LPC
Lynne Davies	Councillor, LPC
Gabrielle Santi	Councillor, LPC (to May 2024)
Anna Railton	Councillor, LPC (to May 2024)
David Henwood	Councillor, LPC and County Councillor for Rose Hill and Littlemore from May 2025 (from May 2024)
Trish Elphinstone	County Councillor for Rose Hill and Littlemore to May 2025
Frank Gargent	(R)
Ruth Corrigan	(R)
Matt Elliott	(R)
Ruth McNamara	(R)
Laura Davis	(R)

Members of the Policy Groups were:

Built Environment: Chris Smowton (facilitator), Sue Stewart (Councillor, LPC to May 2024), Matt Elliott, Tony Eaude

Natural Environment: Jan Pullen (facilitator), Julia Brocklesby (R), Jenny Wheeldon (R), Laura Davis, Maggie Willis

Community Assets and Infrastructure: Tony Eaude (facilitator), Maggie Willis, Frank Gargent, Peter George, Katie McNeill (R), Dominic Oram (R)

Transport and Connectivity: Matt Elliott and Trish Elphinstone (co-facilitators), Chris Smowton, Gabriele Santi

Health and Well-Being: Ruth Corrigan (facilitator), Ruth McNamara, Sandy Douglas (Oxford City Councillor to May 2024), Lynne Davies, Sadiea Mustafa-Awan (Councillor, LPC).

Risk Register

Littlemore Neighbourhood Plan

Thursday, March 5, 2026

[illegible]

THE RISK REGISTER IS FORMATTED AS A TABLE. PRESS TAB ON THE LAST TABLE CELL TO INSERT A NEW ROW.

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