

# Agenda

## Cabinet

This meeting will be held on:

Date: **Wednesday 17 September 2025**

Time: **6.00 pm**

Place: **Long Room - 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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[mycouncil.oxford.gov.uk](https://mycouncil.oxford.gov.uk).*

*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.

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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   |
|--|---------|
| <b>1 Apologies for Absence</b>   |         |
| <b>2 Declarations of Interest</b>  |         |
| <b>3 Minutes of the previous meeting</b><br><br><b>Recommendation:</b> That Cabinet resolves to <b>approve</b> the minutes of the meeting held on 13 August 2025 as a true and accurate record.  | 15 - 24 |
| <b>4 Addresses by members of the public</b><br><br>Public addresses relating to matters of business for this agenda, up to five minutes is available for each public address.<br><br><b>The request to speak accompanied by the full text of the address must be received by the <a href="#">Director of Law, Governance and Strategy</a> by 5.00 pm on Thursday, 11 September 2025.</b> |         |
| <b>5 Councillor addresses on any item for decision on the Cabinet agenda</b><br><br>Councillor addresses relating to matters of business for this agenda, up to five minutes is available for each address.<br><b>The request should be received by the <a href="#">Director of Law, Governance and Strategy</a> by 5.00 pm on Thursday, 11 September 2025.</b>                          |         |
| <b>6 Councillor addresses on Neighbourhood Issues</b>  |         |
| <b>7 Items raised by Cabinet Members</b>   |         |

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## 8 Reports from the Scrutiny Committee

The Scrutiny Committee will meet on 9 September 2025 to consider the following items. Report and recommendations, including those from its working groups, from the meeting will be published as a late supplement.

- Scrutiny Budget Review Group Scope
- Citizen and Community Engagement Policy 2025 - Adoption of Plan
- Re-procurement of Housing First Support Service
- Temporary Accommodation Placement Policy
- Housing Service Q1 Performance for 2025/26
- Annual update on Social Housing Allocations and Lettings
- Heat Network Update
- EV Infrastructure Update
- Local Energy Area Planning

## 9 Quarterly Integrated Performance Report - Q4 2024/25

25 - 46

**Lead Member:** Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)

The Group Finance Director has submitted a report to Cabinet to note the update to the Cabinet on the financial outturn for the year ending 31 March 2025.

Cabinet is recommended to:

1. **Note** the financial outturn and performance of the Council for the year 2024/25 and the recommended transfer of £1.549 million from the risk reserve; and
2. **Agree** the carry forward requests in respect of the General Fund of £0.083 million in accordance with paragraph 6.

## 10 Quarterly Integrated Performance Report - Q1 2025/26

47 - 66

**Lead Member:** Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)

The Group Finance Director has submitted a report to Cabinet to note the update to the Cabinet on Finance, Risk and Corporate Performance

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matters at 30<sup>th</sup> June 2025.

Cabinet is recommended to:

1. **Note** the financial position for quarter 1 (Q1) 2025/26 including forecast outturn, as well as the current position on risk and performance at 30<sup>th</sup> June 2025.

**11 Citizen and Community Engagement Policy 2025 - Adoption of Plan**

67 - 116

**Lead Member:** Cabinet Member for Citizen Focused Services and Council Companies (Councillor Nigel Chapman)

The Director of Communities and Citizen Services has submitted a report to Cabinet to request the approval to adopt the Citizen and Community Engagement Policy 2025.

Cabinet is recommended to:

1. **Approve** the Citizen and Community Engagement Policy 2025; and
2. **Delegate authority** to the Director of Communities and Citizen Services to publish the Citizen and Community Engagement Policy and to make any typographical amendments as may be required, before publication.

**12 Re-procurement of Housing First support service**

117 -  
142

**Lead Member:** Cabinet Member for Housing and Communities (Councillor Linda Smith)

The Deputy Chief Executive – City and Citizen Services has submitted a report to Cabinet to request the approval of the commencement of a re-procurement exercise for a support service to enable the Housing First service in Oxford to continue after 31st March 2026.

Cabinet is recommended to:

1. **Approve** the commencement of a re-procurement exercise for a Housing First support service;
2. **Delegate authority** to the Director of Housing, on completion of the procurement exercise and subject to funding, to award contracts in relation to Housing First support provision.

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|   |   |              |
|---|---|--------------|
| 13  | <b>Introduction on the Temporary Accommodation Placement Policy</b> | 143 -<br>212 |
| <b>Lead Member:</b> Cabinet Member for Housing and Communities<br>(Councillor Linda Smith)  |   |              |
| <p>The Director of Housing has submitted a report to Cabinet to approve the Temporary Accommodation Placement Policy.</p>   |   |              |
| <p>Cabinet is recommended to:</p>   |   |              |
| <ol style="list-style-type: none"> <li>1. <b>Approve</b> the Temporary Accommodation Placement Policy as set out in Appendix 1.</li> <li>2. <b>Delegate</b> authority to the Director of Housing to make minor amendments to the policy in response to operational or legislative changes, in consultation with the Cabinet member for Housing and Communities.</li> </ol>  |   |              |
| 14  | <b>Appropriation of land at Underhill Circus</b>                    | 213 -<br>242 |
| <b>Lead Member:</b> Cabinet Member for Housing and Communities<br>(Councillor Linda Smith)  |   |              |
| <p>The Director of Economy, Regeneration and Sustainability has submitted a report to Cabinet that requests to appropriate the land (change the statutory basis on which it is held by the Council) within the General Fund (“GF”) to the Housing Revenue Account (“HRA”) and the appropriation of the land for planning purposes. The land is currently held as garages and for public open space purposes at Underhill Circus (the “Land”) for the objective of building affordable housing.</p>  |   |              |
| <p>Cabinet is recommended to:</p>   |   |              |
| <ol style="list-style-type: none"> <li>1. <b>Note</b> that following the statutory public notification process of the Council’s intention to appropriate the Land to planning purposes, no written representations were received in response to the public notice; and</li> <li>2. <b>Recommend</b> the appropriation of the land in the Council’s ownership at Underhill Circus (see Image 1) (“the Land”), to planning purposes to facilitate its future development for new affordable housing; and</li> <li>3. <b>Recommend</b> to Council the appropriation of the land owned by Oxford City Council that forms the development site for housing at Underhill Circus from the General Fund (“GF”) into the Housing Revenue Account (“HRA”) at the established red book valuation figure. A further report to Council is to be timetabled between the granting of planning consent summer 2026 for the</li> </ol> |   |              |

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new development and the completion of the new homes end 2027, to ensure the appropriation aligns with the delivery phase of the project.

## 15 Acquisition of land at Knights Court into the HRA

243 -  
256

**Lead Member:** Cabinet Member for Housing and Communities  
(Councillor Linda Smith)

The Director of Economy, Regeneration and Sustainability has submitted a report to Cabinet that requests project approval and delegations to progress the development of affordable homes at Between Towns Road (Knights Court). This includes delegated authority to enter into the land purchase, build contracts and other necessary agreements and associated development costs, and virement of HRA capital funds.

Cabinet is recommended to:

1. **Approve** the freehold acquisition of the Between Towns Road site Knights Court on the terms set out in this report and at Appendix 1 and 2;
2. **Grant project approval** to finalise the scheme design, to the proposals to enter into build contracts and any other necessary agreements or contracts and incur associated development cost spends, as set out in this report, and within the allocated HRA capital budgets and business plan, for the purpose of delivering more affordable housing in Oxford;
3. **Delegate authority** to the Director of Housing, in consultation with the Cabinet Member for Affordable Housing; the Head of Financial Services/Section 151 Officer; and the Council's Monitoring Officer, to enter into agreements for the purchase of land; build contracts and any other necessary agreements or contracts to facilitate the development within the identified budget, for the provision of additional affordable housing; and
4. **Grant approval** for a virement within the HRA capital budget for scheme costs of £8.9 million. The virement will be from the "Properties purchased from OCHL" (Oxford City Housing Limited) purchase line into a new scheme line to be profiled to match the build programme across the four years from 2025/26 to 2028/29;

## 16 Acquisition of land at Elsfield Hall into the HRA

257 -  
270

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**Lead Member:** Cabinet Member for Housing and Communities  
(Councillor Linda Smith)

The Director of Economy, Regeneration and Sustainability has submitted a report to Cabinet that requests for project approval and delegations to progress the development of affordable homes at Elsfield Hall. This includes delegated authority to enter into build contracts and other necessary agreements and associated development costs, virement of HRA capital funds and the approval to commence the process regarding the appropriation of land from the General Fund (“GF”) to the Housing Revenue Account (“HRA”) (changing the statutory basis on which it is held by the Council).

Cabinet is recommended to:

1. **Grant project approval** to finalise the scheme design, to the proposals to enter into build contracts and any other necessary agreements or contracts and incur associated development cost spends, as set out in this report, and within the allocated HRA capital budgets and business plan, for the purpose of delivering more affordable housing in Oxford;
2. **Delegate authority** to the Director of Housing, in consultation with the Cabinet Member for Affordable Housing; the Head of Financial Services/Section 151 Officer; and the Council’s Monitoring Officer, to enter into build contracts and any other necessary agreements or contracts to facilitate the development within the identified budget, for the provision of additional affordable housing;
3. **Grant approval** for a virement within the HRA capital budget for scheme costs of £11.7 million. The virement will be from the “Properties purchased from OCHL” (Oxford City Housing Limited) purchase line into a new scheme line to be profiled to match the build programme across the four years from 2025/26 to 2028/29;
4. **Recommend to Council** the appropriation of the land owned by Oxford City Council (OCC) at Elsfield Hall from the General Fund (GF) into the Housing Revenue Account (HRA).

## 17 **Acquisition of land at Cave Street into the HRA**

271 -  
284

**Lead Member:** Cabinet Member for Housing and Communities  
(Councillor Linda Smith)

The Director of Economy, Regeneration and Sustainability has submitted a report to Cabinet that requests project approval and delegations to progress the development of affordable homes at Cave

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Street. This includes delegated authority to enter into build contracts and other necessary agreements and associated development costs, virement of HRA capital funds and the approval to commence the process regarding the appropriation of land from the General Fund (“GF”) to the Housing Revenue Account (“HRA”) (changing the statutory basis on which it is held by the Council).

Cabinet is recommended to:

1. **Grant project approval** to finalise the scheme design, to the proposals to enter into build contracts and any other necessary agreements or contracts and incur associated development cost spends, as set out in this report, and within the allocated HRA capital budgets and business plan, for the purpose of delivering more affordable housing in Oxford;
2. **Delegate authority** to the Director of Housing, in consultation with the Cabinet Member for Affordable Housing; the Head of Financial Services/Section 151 Officer; and the Council’s Monitoring Officer, to enter into build contracts and any other necessary agreements or contracts to facilitate the development within the identified budget, for the provision of additional affordable housing;
3. **Grant approval** for a virement within the HRA capital budget for scheme costs of £5.9 million. The virement will be from the “Properties purchased from OCHL” (Oxford City Housing Limited) purchase line into a new scheme line to be profiled to match the build programme across the four years from 2025/26 to 2028/29;
4. **Recommend to Council** the appropriation of the land owned by Oxford City Council (OCC) at Cave Street from the General Fund (GF) into the Housing Revenue Account (HRA).

## 18      **4 x Food Waste 18T Dennis Terberg Topload RCVs**

285 -  
288

**Lead Member:** Cabinet Member for Citizen Focused Services and Council Companies (Councillor Nigel Chapman)

The Group Finance Director has submitted a report to Cabinet to request to award a contract to Dennis Eagle T/a Terberg Matec UK under the Halton Framework for the purchase of four (4) 18T Terberg single compartment toploading food waste refuse vehicles

Cabinet is recommended to:

1. **Enter into** a contract with Dennis Eagle T/a Terberg Matec UK under the Halton Framework for the purchase of four (4) 18T Terberg single compartment toploading food waste refuse

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vehicles.

**19 Agreement to procure the provision and award including the budget for the Lift Servicing and Maintenance and minor/major works contracts**

289 -  
314

**Lead Member:** Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)

The Director of Property and Assets has submitted a report to Cabinet to request an agreement to procure and award the Lift Servicing and Maintenance contract from the committed budget for a 5-year term with an optional (+1) (+1) year extension.

Cabinet is recommended to:

1. **Approve** the procurement of a 5-year contract with two 12-month extensions, for the inspection, servicing, maintenance and repair of lifts with an approximate value of £330,000 per annum.
2. **Delegate authority** to the Director of Property and Assets to award a contract for inspection, servicing, maintenance and repair of lifts following a lawful procurement exercise.

**20 Dates of future meetings**

Meetings are scheduled for the following dates:

- 22 October 2025
- 19 November 2025
- 10 December 2025
- 21 January 2026
- 11 February 2026
- 18 March 2026
- 15 April 2026

All meetings start at 6.00

**21 Matters Exempt from Publication**

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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.

## 22      **Disposal of City Centre commercial property**

315 -  
328

**Lead Member:** Deputy Leader (Statutory) - Finance and Asset Management (Councillor Ed Turner)

The Director of Property and Assets has submitted a report to Cabinet to request the disposal of a City Centre Commercial Property.

Cabinet is recommended to:

1. **Delegate authority** to the Director of Property and Assets, in consultation with the Director of Law, Governance and Strategy and the Group Finance Director to consider any comments received through the consultation pursuant to section 123 (2A) of the Local Government Act 1972 following a statutory advertisement for disposal of open space and if considered appropriate following consideration of any comments and or objections agree the final sale terms and dispose of the freehold title.

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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.

\*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.



## **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 clear working day 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](mailto: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 clear 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 clear 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 13 August 2025**



### **Committee members present:**

Councillor Brown

Councillor Arshad

Councillor Hollingsworth

Councillor Munkonge

Councillor Railton

### **Officers present for all or part of the meeting:**

Caroline Green, Chief Executive

Tom Bridgman, Deputy Chief Executive – Place

Emma Jackman, Director of Law, Governance, and Strategy (Monitoring Officer)

Nigel Kennedy, Group Finance Director

Jenny Barker, the Regeneration and Development Lead

Dr Brenda McCollum, Committee and Member Services Officer

### **Also present:**

Councillor Alex Powell, Chair of Scrutiny

### **Apologies:**

Councillor(s) Turner, Chapman and Linda Smith sent apologies.

## **32. Declarations of Interest**

None.

## **33. Minutes of the previous meeting**

**Cabinet resolved to approve** the minutes of the meeting held on **09 July 2025** as a true and accurate record.

## **34. Addresses by members of the public**

**An address to Cabinet was given by Dan Glazebrook, a representative of the Friends of Grandpont Nature Park group:**

Almost 2000 people, the vast majority of them local residents, have now signed the petition against Oxpens River Bridge and its connecting paths. There are many reasons people are up in arms - the ecological destruction involved, the lack of democratic consultation, the fact that there are already two excellent pedestrian and cycle bridges within quarter of a mile of the site, the misuse of £10million of public money intended to facilitate affordable housing - but what I want to focus on today is how the bridge singularly fails to meet its own intended purpose - to provide a floodproof connection from Osney Mead to Oxpens.

So the local plan specifies the need for both a new bridge linking Osney Mead to the other side of the river, and a floodproof route out of Osney Mead. These two things have subsequently been combined into plans for a single floodproof connection reaching all the way from Osney Mead across the river, as is made clear in several official documents.

The problem is, to reach the bridge from Osney Mead, users would have to go across a stream and under a railway bridge along a section of the towpath that frequently floods.

To solve this problem, the City Council commissioned Stantec to develop a project called Osney Pathworks, to create a new floodproof path linking Osney Mead to the planned new bridge. The preferred plan was to erect floodwalls under the railway bridge. But the Environment Agency vetoed this proposal in 2021, as it would cause further flooding elsewhere. Stantec's report admitted there is no solution currently available which adequately addresses the flooding issue whilst also meeting current safety standards for cycling and walking. This remains the case today.

This makes the bridge completely redundant, as it utterly fails to provide the new floodproof connection from Osney Mead across the river without which housing cannot be built on the site and which was the whole point of the project in the first place.

The City Council is now right on the verge of committing up to £14million of public money, and causing irrevocable damage to a cherished piece of countryside on our doorstep, for a bridge that singularly fails to meet its basic purpose. We urge you - please do not be a party to this shocking waste of money and biodiversity. Surely no further funds should be committed so long as there remains no viable plan to floodproof the connection between Osney Mead and the new bridge.

I would also like to address the issue of the University's funding commitments to the scheme. A spokesman for the University told the Oxford Mail back in January that, the University, quote, "last year agreed to make a contribution of around 10 per cent of the cost of the new bridge after learning that cost increases had put its viability at risk."

10% at that time equated to more than £1 million of the project's projected costs. If the University had already committed more than a million pounds last year, why is this financial commitment not appearing in the figures before us today? Why is the public purse being asked to guarantee the full £3.7million in increased costs, and not, say, £2.7 million, given that a million from the University is already in the bag? Have the University now reneged on this commitment? And if the Council is willing to commit the entirety of the increased costs from the public purse, what incentive is there for the University to contribute any money at all?

Finally, I would also like to address the issue of Balfour Beatty's monopoly position in the delivery of the scheme. Balfour Beatty are set to be awarded the construction

contract without any competitive tendering process at all. Balfour Beatty are a notorious company. They are involved in the imposition of near-slavery conditions on their migrant workforce in Qatar; just four years ago they were fined £49 million for massive fraud against the US government after it was revealed they had been systematically falsifying data in order to get bonus payments - and in this country their failure to comply with statutory safety requirements led in 2020 to the death of one construction worker and serious injuries to another, according to a [ruling](#) by the Health and Safety Executive last year.

But as well as being criminally unethical, they are also just not very good builders. On trustpilot, they are rated 'bad' with just 1.7 stars out of 5 and student residents have had to be moved out of their accommodation in Bethnal Green recently due to significant defects which have been blamed on the contractor, and which have cost its owner over £34million to address.

Why is the Council so keen to work with these incompetent criminals that it is prepared to set aside its usual tendering process and guarantee the contract to Balfour Beatty without any tendering at all? And is it's willingness to do so the reason why the company feels confident enough to hike its bill by over 35%, from £10 to £14 million in just a few months?

After all, the company do have form here - in 2016, one of their employees [revealed](#) how they had been extorting the taxpayer by systematically inflating their costs. The company responded by sacking the whistleblower, for which they were later forced to pay £137,000.

I will end there but if you would like to be in touch about this, or to see any of the documentation I have referred to today, please do not hesitate to be in touch with Friends of Grandpont Nature Park at [gnptrees@gmail.com](mailto:gnptrees@gmail.com)

More information is also available at our website - [savegnp.org](http://savegnp.org)

### **An address to Cabinet was submitted by Andrew Smith, resident of Grandpont:**

We are longstanding residents of Grandpont and we have lived in the area for the past 50 years. We are therefore asking the Cabinet to critically review the necessity of continuing with the plan to instal the proposed Oxpens Bridge. The Council appears determined to press ahead with the project despite there being strong grounds to consider cheaper and more environmentally friendly alternatives, and in the face of well informed and consistent opposition. Local residents exercised their democratic right to raise objections and galvanise support to oppose the bridge. An appeal is pending the recent Judicial review.

The cost of the proposed River Bridge has now spiralled to some £14+million. Local democratic objection has been blamed for this rise from the £10m. In fact, the original deadline for project completion was March 2023, when the price was £6million. The delays were due to the Council's mismanagement of the project (eg not having applied for planning permission and a licence to fell trees) - costs had spiralled long before the Judicial Review October 2024 initiated by the SaveGNP group.

The area of Grandpont Nature park (GNP) that will be unnecessarily destroyed, is a unique area of land that was regenerated from the "poisoned" land that blighted this part of Oxford for many years. The GNP is therefore a success story, that highlights the important partnership between the then environmentally aware council (some 35 years ago) that supported the regeneration, the local community and the capacity of nature to

grow and diversify, and turn this once abandoned and toxic part of Oxford into a thriving biodiverse area for the people of Oxford.

The Council must continue to take responsibility for the natural environment in Oxford. These principles seem to have sadly been abandoned and to have become a willing participant in the destruction of this unique area. It is a legacy that should be respected and protected for future generations.

The Council appears to simply brush aside this argument, seeing the bridge as being essential for connectivity and as part of the yet to be authorised Osney Mead science park development. but perhaps will do so in a manner that seriously limits a open minded and informed approach to the There are much cheaper and better alternatives:

The Gas Works Bridge, built in 1927, was recently publicised by Cllr Railton and Liz Wooley (local historian) as an important part of Oxford's industrial heritage (but in need of maintenance). As you are aware it is a 2 minute walk from the proposed site of the new bridge. It offers not only a historical connection to the regenerated nature reserve, but offers an ongoing route for local people into Oxford. A Council feasibility study (cost updated 2024: £679.344) highlighted the Gas work Bridge as offering good much cheaper connectivity to the city and proposed a redevelopment scheme that would create a flood proof oute across the Oxpens Meadow. This was roundly rejected by the Council as not a viable option, but is something that the council as guardians of tax payers' money should revisit and perhaps, put into practice the commitment to sustainability that the Council projects as a guiding principle. The Council's focus on the proposed bridge has become rigid and unimaginative.

It has been pointed out repeatedly, that the position of the River Bridge, does not take into account the serious limitations of the route under the railway bridge on the pathway towards Osney/Botley. It has a limited height and often floods. You then have to cross a small wooden bridge in poor condition, where 2 cyclists can't pass each other. The proposed 4 metre wide bridge would exit into an area that is not suitable: a motorway grade construction and roadway would lead into an ancient cycle and pedestrian path, which would be hazardous for all users. There are no plans about connectivity towards Osney and how to safely negotiate the rail bridge limitations. When we asked Council officials about these obvious problems, during a "walk about" in March 2024, officer Jenny said: "it is not in our remit - up to the University to sort out ". Thus confirming a planning infrastructure "black hole" that does little justice to the planned bridge and the safety and needs of local people. We see ever more electric bikes/delivery vans going at breakneck speeds along existing paths. We dread to think of the ever higher speeds across the new "motorway", then screeching down a path under the low, often flooded railway bridge/tiny wooden bridge! This is a shared space : pedestrians (often elderly) love to walk through the woods.

It is time for a rethink! Is this really the time for such a poorly conceived and unpopular project to be advanced with our public money, intended for much needed housing for local people? We are regularly in the glade where the proposed bridge will be situated. We have had many conversations with members of the local public who use the cycle track or walk through the area. The most common response is WHY?- we already have 2 good bridges" Then followed by shock about the scale and purpose of the proposed bridge.

After considering all the local objections, it would be seen as reasonable and admirable for the Council to cancel the River Bridge, not a weakness or loss of face. This which would greatly improve the public perception that the Council are working in the best interest of us, your tax payers.

We thank you for considering our views and hope you will reconsider the River Bridge.

Councillor Alex Hollingsworth provided Cabinet's response to the two addresses from members of the public. He noted that the second member of the public who had submitted an address had not been able to attend in person and that the response below was being given to respond to both addresses from members of the public.

*"The Cabinet report is seeking agreement to delegate the signing of agreements and entering of contracts to deliver the bridge. This is necessary to be able to meet the programme to deliver the bridge in 2026.*

*The Bridge has long been part of the policy and placemaking proposals for the West End. Councillor Hollingsworth noted that all of the previous policies and proposals had been subject to public consultation and democratic approval by the Council.*

***The West End AAP, adopted June 2008, sought***

A new pedestrian and cycle bridge across the Thames to join Oxpens Field to the Thames towpath is proposed. This would link the West End to Osney Mead and the West Oxford Cycle Route. Improvements will also be made to the route running east from the pedestrian bridge

***The Oxford Core Strategy adopted March 2011 sought; A new Thames cycle and pedestrian bridge***

***The Oxpens SPD, adopted Nov 2013 sought (5.30)***

*A new footbridge crossing the Thames (Isis) should be provided to enhance opportunities to move between Oxpens and the wider area, notably the Grandpont Nature Reserve, the residential areas up/down stream on the opposite side of the river. Indicative locations for the proposed bridge crossing are illustrated on the Development Framework Plan and Illustrative Masterplan. The exact location of the bridge is to be determined, and the Environment Agency must be consulted on the design.*

***The Oxford LP policy SP2 June 20***

*The masterplan should consider in greater detail how and when a new pedestrian and cycle bridge will be delivered linking this site with the other side of the river.*

***West End and Osney Mead SPD Nov 22***

*Key Infrastructure priorities in relation to movement are:*

*....Oxpens River Bridge*

- The proposed bridge now has planning permission and technical approval for the structure and a route has been identified to deliver the bridge. Further work has been done to refine the proposals to reduce the impact on trees at Grandpont through reuse of the existing path as far as possible and these are*



*set out in a Non-Material Amendment currently with the planning team. Grandpont Nature Park will remain for recreational use. The proposals include replacement planting and deliver a Net Biodiversity Gain.*

- The path through Grandpont is already well used and with further development in the West End the level of use is forecast to increase. Optioneering was done to look at the options to floodproof the tow path under the rail bridge but they were not taken forward as there was not funding available for them. That does not mean the route will not continue to be used the rest of the time, and the pathworks and the proposed bridge will provide an attractive and legible route across the river to the city centre.*
- The other Gasworks bridges will remain. The potential to improve the Gasworks Rail bridge was considered by the County Council in 2016/17 and discounted. Further review has highlighted considerable challenges particularly with the footpath alongside Castle Mill Stream which is too narrow to accommodate cycling and the alternative route over the Castle Mill Stream bridge which would require alterations to create a hardened path and altered levels across the Meadow.*
- The proposed bridge provides the opportunity for a new and convenient active travel route across the river, designed specifically for the location and to support the placemaking that will support the development of the West End as a vibrant quarter of the City.”*

*Councillor Brown thanked the members of the public for their submissions.*

### **35. Councillor addresses on any item for decision on the Cabinet agenda**

None.

### **36. Councillor addresses on Neighbourhood Issues**

None received.

### **37. Items raised by Cabinet Members**

None.

### **38. Reports from the Scrutiny Committee**

The Scrutiny Committee met on 5 August 2025 and reviewed the Oxpens River Bridge Update. The Climate and Environment Working Group met on 22 July 2025 to consider the Net Zero Tracker, the Local Plan 2042 Climate Change and Resilience, and the Annual Air Quality Status Report. Councillor Alex Powell noted that there were not recommendations arising from the Working Group regarding the Net Zero Tracker.

Councillor Alex Powell presented the Scrutiny Committee's discussions and recommendations regarding the Oxpens River Bridge Update. He noted that the Committee discussed possible impacts, risks, and the likelihood of further delays.

- **Recommendation:** That Cabinet undertake high-level remodelling and assess potential impact of the judicial review appeal progressing to a hearing,



particularly around timescales and future costings, to ensure the Council is better prepared and has a more informed basis for decision.

Councillor Hollingsworth responded to the recommendations from Scrutiny and said that Cabinet had agreed the recommendation from Scrutiny.

Councillor Alex Powell presented the Climate and Environment Working Group's discussions and recommendations relating to the Local Plan 2042 Climate Change and Resilience. He noted that the Working Group emphasised the need to integrate building cooling systems into building plans moving forward.

- **Recommendation 1:** That the Local Plan 2042 include clearer support for renewable energy schemes, particularly the potential for solar panel installations on terraced houses through community-led energy schemes.
- **Recommendation 2:** That there is greater robustness demonstrated in the Local Plan 2042 supporting text acknowledging the urgency of climate action when balancing the need to address climate emergency through retrofitting heritage buildings to support decarbonisation against the need to minimise harm to heritage assets.
- **Recommendation 3:** That the Plan explicitly references the potential use of energy offsetting funds from developers for retrofit improvements to schools and community buildings, recognising the wider public benefit of public buildings rather than individual residential buildings, and criteria applied to the allocation of these funds prioritises maximum community impact.
- **Recommendation 4:** That there is specific language acknowledging the potential for loss and damage associated with new and existing properties in areas of high flood risk, and that local plan policies ensure applicants take account of these potential impacts in future planning and climate resilience design features to minimise possible damage (e.g. positioning of plugs, use of specific materials on the ground floor that can cope with flood damage).

Councillor Alex Powell presented the Climate and Environment Working Group's discussions and recommendations relating to the Annual Air Quality Status Report.

- **Recommendation:** That the Air Quality Action Plan incorporates specific measures addressing the use of diesel generators associated with street trading, construction and similar activities, reflecting the Council's regulatory responsibilities in relation to street trading and seek to reduce air quality impacts.

Councillor Hollingsworth provided the Cabinet responses to the recommendations from the Climate and Environment Working Group regarding the Local Plan 2042. Generally, he said that they would agree with most of the recommendations regarding the Local Plan 2042. He noted that there were limitations from government guidance and legislation which meant that they could only agree in part to recommendations two and three from the Working Group. Regarding loss and damage policies, he said that those would be set out in greater detail later on in the Local Plan delivery process. He said that recommendations one and four had been agreed by Cabinet.

Councillor Railton provided the Cabinet response to the recommendation from the Climate and Environment Working Group relating to the Annual Air Quality Status Report. She said that they had agreed the recommendation in part.

Councillor Brown thanked the Scrutiny Committee and the Chair of Scrutiny for their work and discussions on these items.

### 39. Oxpens River Bridge Update on Delivery and Funding

The Deputy Chief Executive – Place had submitted a report to Cabinet to request that Cabinet agree to the virement of underspend in the current capital programme to increase the project budget in the capital programme for the Oxpens bridge; to accept additional funding for the construction of the bridge from external bodies, and to agree to amending and entering legal agreements as necessary for the funding, construction and transfer of the bridge.

Councillor Hollingsworth presented the report. He highlighted key elements of the report, including the fact that the bridge had been in many different policy plans, adopted through public consultation, for about twenty years. He emphasised that the first recommendation requests delegated authority to seek external funds to support this project. Clarifying the original funding for the bridge, he said it had come from central government, the County Council was accountable for the funds, and that the City Council had taken responsibility for the delivery. He noted that if the Council decided not to proceed with this, they would have to return residual money not spent on the program to central government and could not spend the money on a different program.

Jenny Barker, the Regeneration and Development Lead, highlighted the work which had been done in the planning and approvals process for this project. She said that their timing was key and that to deliver the bridge, construction needed to take place when land is at its driest. She noted that they had agreed with the EA to do the construction in September. Responding to Scrutiny, regarding the impacts of further delays, she said that their team had concluded that further delay would move construction back to 2027. With inflationary rises in costs, this would cause an increase in the total cost of the project, between 600k and 1 million.

Councillor Munkonge thanked the team for their work on this report and said that he supported this project. He thanked Councillor Hollingsworth for the background he had provided. He emphasised that he supported the report's aim to seek external funds first, as a way of funding the project.

Councillor Railton discussed the difficulties with alternative cycle path options in this area and how these challenges necessitated the purpose-built bridge being proposed in this project. She expressed her support for the report and the project.

Councillor Brown acknowledged the issues that had been raised and highlighted that they were there today to approve the latest round of funding for the bridge. She acknowledged the possibility of legal proceedings delaying the project and increasing costs but noted that they needed to take action accordingly. She said that she supported the report and the project.

Councillor Hollingsworth provided a summary of the report. He emphasised the third recommendation and noted that they did not yet have a contract for construction of the bridge.

Cabinet resolved to:

1. **Delegate** authority to the Deputy Chief Executive - Place, in consultation with the Council's Group Finance Director (Section 151 Officer), the Director of Law Governance and Strategy (Monitoring Officer) and the Cabinet Member for Planning and Culture to enter into legal agreements, or amend legal agreements, to secure the additional external funds required to meet the £3.7 m

needed to deliver the Oxpens River Bridge and to enter an amended agreement with Oxfordshire County Council to enable the Growth Deal funding to be spent in 26/27

2. To **approve** the increase in the budget for the project within in the capital programme for the Oxpens River Bridge project by £3.7 m from £10.3m to £14.00m through the virement of underspend within the capital programme 2025/26.
3. **Delegate** authority to the Deputy Chief Executive - Place, in consultation with the Council's Group Finance Director (Section 151 Officer), the Director of Law Governance and Strategy (Monitoring Officer) and the Cabinet Member for Planning and Culture to enter into a construction contract and any necessary ancillary contracts for the delivery of the bridge, subject to the necessary funds being in place.
4. **Delegate** authority to the Deputy Chief Executive - Place, in consultation with the Council's Group Finance Director (Section 151 Officer), the Director of Law Governance and Strategy (Monitoring Officer) and the Cabinet Member for Planning and Culture, to approve the transfer of the bridge to Oxfordshire County Council on completion.

#### 40. 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 18:00 and ended at 18:40.**

Chair .....  
2025

**Date: Wednesday 17 September**

*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:** 17 September 2025  
**Report of:** Group Finance Director (Section 151 Officer)  
**Title of Report:** Financial Outturn Report 2024/25

| Summary and recommendations  |  |
|------------------------------|--|
| <b>Decision being taken:</b> | To note the update to the Cabinet on the financial outturn for the year ending 31 March 2025 |
| <b>Key decision:</b>         | No   |
| <b>Cabinet Member:</b>       | Cabinet Member for Finance and Assets  |
| <b>Corporate Priority:</b>   | All areas  |
| <b>Policy Framework:</b>     | Corporate Strategy 2024-2028   |

| Recommendation(s): That the Cabinet resolves to:  |
|---|
| 1. <b>Note</b> the financial outturn and performance of the Council for the year 2024/25 and the recommended transfer of £1.549 million from the risk reserve; and<br>2. <b>Agree</b> the carry forward requests in respect of the General Fund of £0.083 million in accordance with paragraph 6. |

| Appendix No. | Appendix Title                               | Exempt from Publication |
|--------------|--|-------------------------|
| Appendix 1   | General Fund – March 2025 Outturn            | No                      |
| Appendix 2   | Housing Revenue Account – March 2025 Outturn | No                      |
| Appendix 3   | Capital Programme Outturn – March 2025       | No                      |

## Introduction and background

1. This report updates the Cabinet on the financial performance of the Council for the year ending 31<sup>st</sup> March 2025.

## Financial Position Overview

2. **General Fund (GF)** – the final outturn position is a deficit of £1.549 million (“m”) before a recommended equivalent transfer from risk reserves required to balance the fund due to significant cost pressures such as Temporary Accommodation and net cost of housing benefit payments. Further detail is provided in paragraphs 5 to 10 and Appendix 1.
3. **Housing Revenue Account (HRA)** – The 2024/25 outturn position on the HRA is a year end surplus of £2.921m, which is a favourable variance of £9.403m against the original budgeted deficit of £6.482m. This favourable variance is mainly achieved via a lower revenue contribution to capital by £8.69m and an unbudgeted gain on the sale of fixed assets of £6.882m offset by an overspend on repairs of £7.82m. More information is provided in paragraph 11 and in Appendix 2.
4. **Capital Programme** – the final outturn spend for the year 2024/25 is £145.35m, which is 88% of the Latest Budget 2024/25 of £164.884m and a favourable variance of £19.535m. This variance relates to £9.321m slippage of programme activity into 2025/26 and a net underspend of £10.214m on budgeted projects mainly associated with the HRA demand driven spend on communal, internal and external works on council houses. Further detail and analysis are provided in paragraphs 12 to 19 and Appendix 3.

## General Fund Revenue Outturn

5. The overall Net Budget Requirement for 2024/25 agreed by the Council in February 2024 was £28.604m after a £1.4m transfer from general reserves.
6. The final outturn position at 31<sup>st</sup> March 2025 is a deficit of £1.549m as set out in Appendix 1 including a total of £0.083m of General Fund carry forward requests which have been recommended for approval. Carry forward requests have been proposed for the following:

- Community Champions programme extension to autumn 2025 - £47,000
- Active Oxfordshire Move Together Community Space - £36,000

7. The General Fund Earmarked Reserves at 31 March 2025 stand at £56.498m of which the most significant earmarked reserves are as follows:

|                                   |          |
|-----------------------------------|----------|
| NNDR reserve                      | £16.711m |
| Direct revenue funding of capital | £10.406m |
| Grants reserve                    | £8.974m  |
| Risk reserve                      | £6.690m  |
| Property Fund Guarantee Reserve   | £2.960m  |
| Employee Cost Reserve             | £2.943m  |

8. The current MTFP provides for exhausting the risk reserve and spending half of the direct funding reserve to fund capital, although usage of the direct funding reserve will depend on the level of slippage within the capital programme and of other resources generated to finance the programme
9. In addition to the above the General Fund Working Balance was £3.6m as at 31st March 2025.

## General Fund Variations

10. Main 2024/25 variations to budget include:

- **Housing Services/ Temporary accommodation** – demand continues to fluctuate whilst supply of housing is being increased via a variety of routes, HRA, Private Rented Sector etc. Due to the ongoing TA demand the 2024-25 actual overspend is **£1.89m**. An annual pressure of £1.73m has been included in the base budget within the 2025-26 budget and ongoing MTFP to address the ongoing demand for this category of accommodation.
- **Community Services** – the actual underspend of **£1.067m** against budget for year-end relates mainly to Leisure £0.809m and £0.139m underspend for Community Centres due to East Oxford and Blackbird Leys community centres being closed and out of use due to redevelopment reducing running costs including salaries.

The Leisure underspend comprises:

- a one-off £0.387m favourable variance for the concluded leisure contract as a result of an improved settlement agreement in respect of outstanding debt
- an underspend of £0.543m compared to the budget for the in-year procured SERCO leisure contract relating to savings for utilities of £0.380m and contingency of £0.160m offset by leisure central management cost pressure of £0.057m mainly due to insurance.
- **Information & Technology** – actual adverse variance of £0.895m due mostly to :
  - £1.183m adverse pressure resulting from SCC server hosting costs and the costs of migrating individual systems to an Azure cloud-based platform together with IT absorbing unbudgeted running costs arising from the introduction of new systems commissioned by different service areas. A new SCC contract was agreed in October 2024 which provides mitigation against recurring expenditure at this level.
  - £0.263m one-off contractual payments regarding telephony services, incurred during the delivery of the new contract, which will deliver recurring savings of £0.230m per annum.
  - £0.498m favourable variance from the recharge of ICT salaries to other revenue service areas, £0.058mm and capital schemes, £0.440m

- **Corporate Property** – actual favourable variance of £107k due to :
  - an underspend of £0.224m on maintenance and minor repairs
  - unbudgeted income from Pitch and Site Rents of £0.158m
  - less unbudgeted business rates spend for which a refund may be obtainable in due course
- **Companies Client** - the actual underspend is £2.761m against budget for year-end from the Council's companies which comprises:
  - An additional £0.925m of dividend income compared to budget from ODS due to favourable trading conditions
  - Favourable variance of £1.543m in the Parking Management area relating to additional income across all car parks but most notably from Oxpens, Worcester Street, St Clements
  - Favourable variance of £0.136m in Street Cleansing area principally arising from £0.097m lower than budgeted charges from ODS for the provision of statutory services, £0.030m less than budgeted Council Tax/ Business Rates costs, and a budget for Consultant's Fees that was not utilised.
- **Financial Services** – there is an actual overspend of £1.13m for 2024/25 compared to budget which is mainly attributed to:
  - adverse salary pressures of £0.444m across the service area required for capacity and resilience purposes with staff vacancies and long term absence in key managerial posts including: Incomes Team to deal with increased workloads; Procurement and Payments Teams for administration in the run up to the implementation of the Procurement Act ; unbudgeted establishment charges in the Change Support Team
  - cost pressure of £0.242m from third party services reassessing valuations for business rates collection, most of this cost is recovered from increased business rates income shown elsewhere
  - £0.113m unbudgeted bad debt provision where work continues to secure recovery of the debts
  - internal audit fees over budget by £0.084m due to increased unexpected audit work
  - increased debit & credit card processing fees £0.070m as the council transitions to going cashless
  - £0.070m cost pressure for printing services being decentralised

Many of these pressures are included within the base budget of the Council's 2025/26 MTFP or are considered non-recurring.
- **People** – an actual underspend of £0.166m includes savings of £0.094m related to the reduction in FTE for business partnering resource and apprentice intake being lower than budgeted
- **Corporate Accounts, Service Level Agreements and Contingencies** – there is an overall adverse variance of £1.297m for 2024/25 which arises from a number of variances including:



- **Net cost of housing benefit payments** – the adverse variance of £1.491m for 2024/25 is the overspend on costs related to benefit paid to non-registered provider organisations in respect of supported accommodation. The number of such providers in the city is limited and the service is commissioned largely by bodies outside the City Council i.e. NHS/ Oxfordshire County Council and other District Councils. Whilst the Council will try to mitigate this issue, the extent to which it can do so is limited. There will be an increased impact from 1 April 2025 as a result of working age housing benefit claimants being transferred to Universal Credit. Scrutiny has received a detailed briefing on the City Council's actions to address this matter, although it remains largely outside our control.
- **Interest Payable, Interest Receivable and Investment Income** – a net £0.358m favourable year-end position due to:
  - Lower anticipated general fund borrowing costs circa £30 million than anticipated as a result of slippages in the capital programme
  - Lower interest income from companies than anticipated, largely as a result of the redemption of housing investment company loans during the year
  - Income from HRA internal borrowing related to HRA capital programme prudential borrowing finance. The Council is currently maximising the use of internal cash balances before borrowing externally

## **Housing Revenue Account (“the HRA”)**

11. HRA budgeted deficit agreed by the Council in February 2024 for 2024/25 was £6.482m after a revenue contribution to fund capital of £12.367m. The 2024/25 outturn is a surplus of £2.921m after a reduced revenue contribution of £3.677m to capital, which has experienced slippage in the programme as detailed in paragraph 16. The total favourable variance to budget of £9.403m is mostly due to a change in the mix of appropriations for which there is a favourable variance of £12.6m compared to budget, including the lower than budgeted revenue contribution to capital by £8.69m and a £6.88m gain on the sale of fixed assets; this is offset by a net operating pressure of £3.249m.

Reasons for the variation to budget include:

### **Income**

2024/25 actual income of £58.6m is higher than budget by £1.426m. This is due to:

- **Dwelling Rent** exceeding the budget by £0.671m, due to the transfer of OX Place properties into the HRA and also, since the budget was set, 428 properties have been re-let and moved to formula rent.
- **Service Charges** - an increase of £0.276m: additional income from Leaseholders; unbudgeted £0.097m Major Works; £0.054m based on actual bills compared to estimated charges; plus, additional income from OX Place transfer properties.
- **Garages income** - an increase of £0.070m.

- **Misc Income** - an increase of £0.378m from: Furnished Tenancies £0.150m; Leased properties £0.200m and some grant funding for Tenant Satisfaction Measures New Burdens Payments.

## Expenditure

2024/25 actual expenditure of £55.836m is higher than budget by £4.676m. This is attributed to:

- **Management and Services (Stock Related)** – the 2024/25 outturn is an underspend of £1.528m compared to the Latest Budget 2024/25 due to the following:
  - **Salaries** - Savings of £1.188m, namely from Landlord Services, new budget bid of £0.862m added in, new posts to be filled and some existing vacant posts from prior year, recruitment on hold pending Landlord Services Transformation.
  - **Utilities** - a saving of £0.679m, which is due to several credits paid back to us relating to previous years, a total refund of approximately £0.300m to date.
  - **Council Tax** - an overspend of £0.200m on Council tax payments on void properties.
  - **Furnished Tenancy scheme** - an overspend of £0.081m on furniture purchases.
  - **Supplies and Services** - an overspend of £0.178m; this includes a £0.268m overspend on Housing Consultants and a £0.075km saving on court fees.
  - **Insurance premium** - an additional spend of £0.399m.
  - **SLA charges** - a saving of £0.551m
  - **Transfer of stock** – a shortfall on income from OX Place to Landlord Services of £0.031m.
- **Other Revenue Spend (Stock Related)** - overall savings of £0.203m in 2024/25 arising from:
  - savings of £0.530m from underspends, less £0.211m of costs on new developments of which £0.283m relates to abortive costs.
  - a £0.090m purchase card spend in relation to decants and B&B's
  - a £0.026m spend on compensation payments to tenants
- **Misc Expenditure (Not stock related)** - the 2024/25 outturn is an underspend of £0.704m compared to the latest 2024/25 budget. This is due to several budgets not being utilised, namely £0.459m unspent on new developments and £0.210m on general contracted services, plus a further £0.035m across the service area.
- **Bad Debt** - the actual bad debt provision for 2024/25 is £0.773m, which is a favourable variance to budget of £0.158m

- **Responsive & Cyclical Repairs** – this is the largest category of actual expenditure at £20.379m for 2024/25 which is an adverse variance to budget of £7.820m, which is analysed below:
  - **General Minor works** - £2.748m. This is a demand led budget which council officers are trying to reduce in favour of undertaking more planned work.
  - **Asbestos works and fire safety** - £1.145m – due to compliance with Housing regulator new standards and the levels of asbestos clearance and surveys required.
  - **Day to Day** - £1.128m – demand led jobs raised by tenants via the contact centre.
  - **Void works** - £0.788m – significant increase in voids due to increases in number of new homes coming into the HRA from the Development programme.
  - **Electrical upgrades/inspections** - £0.724m – electrical inspections are being moved from a 7 yearly cycle to a 5 yearly to comply with the latest standards.
  - **Repairs and Maintenance Contact Centre** - £0.496m - to cover additional costs for the contact centre calls associated with repairs by ODS

The 2024/25 overspend for repairs is due to an exceptional year following the introduction of significant changes to the compliance standards set by the Housing Regulator. This has required a rapid response by the Council resulting in an increase to the number of specialist surveys carried out, as well as any remedial works required. Notable areas in respect of this are Fire Safety, Asbestos and Electrical Upgrades / Inspections. To address this, overspend the proposed budgets included in the 2025/26 MTFP have been increased to accommodate the expected ongoing planned compliance works which should be at a more managed level going forward. The Council has also undertaken a significant amount of work in Business and Asset Management Planning to compile a comprehensive programme of capital investment that over the longer term will reduce the ad-hoc demand for repairs and maintenance.

We continue to move works where possible into capital programmes and reduce the element of reactive works. A new 5-year capital programme commences from 2025/26.

- **Interest Paid** – a favourable variance of £1.968m due to delays in the delivery of the planned development programme that has resulted in significantly lower borrowing levels and hence lower interest costs.
- **Depreciation** – an overspend to budget of £1.416m. This is an uncontrollable cost linked to the overall value of the homes. The recent increases in valuations of the homes alongside the acquisition of additional homes at Barton Park (circa £40m) has significantly increased the depreciation charge. However, the depreciation charge in the HRA is recycled into the Major Repairs Reserve which is then used for planned maintenance programmes across the HRA estate.

- **Gain on Sale of Fixed Assets** – the 2024/25 actual gain of £6.882m relates to the realisation of the increase in values of properties sold. Every year the HRA properties are valued and any increases / decreases in valuation are recorded on the balance sheet. However, when a property is sold, this increase in value is “realised” as the difference between the historic cost of the property (the original cost plus any subsequent capital investment) and the sales value. As most of the stock is over 50 years old, the base asset values will have increased significantly over the lifetime of the properties.

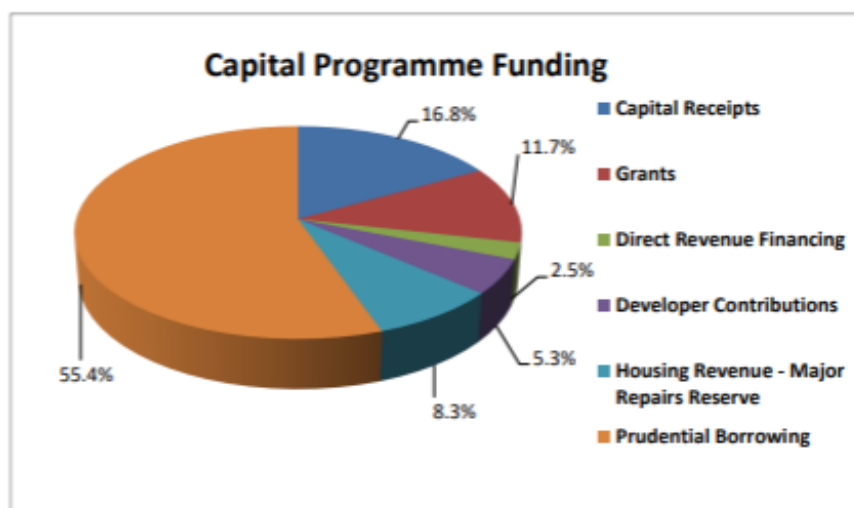
## Capital

- The budget for 2024/25, as approved by the Council at its meeting in February 2024, was set at £235.419m. Since this point, some of the required carry forwards of underspends from 2023/24 have been included as well as in-year budget slippages with the budgets reprofiled accordingly which gave rise to a Latest Budget 2024/25 of £164.884m.
- 2024/25 actual spend is £145.35m [HRA: £105.68m, GF £39.67m], which is 88% of the Latest Budget 2024/25 of £164.88m [HRA: £115.98m, GF £48.90m] resulting in an underspend to budget of £19.535m [HRA: £10.30m, GF £9.23m] as shown in Fig.1 and Appendix 3. The underspend of £19.535m comprises £9.32m slippage of programme activity into 2025/26 and a net underspend of £10.214m on budgeted projects.

|                                | Original Budget<br>2024/25 | Latest Budget<br>2024/25 | Actual Spend<br>2024/25 | % Y/E<br>Outturn to<br>Budget | £ Y/E Outturn<br>Variance |
|--------------------------------|----------------------------|--------------------------|-------------------------|-------------------------------|---------------------------|
| <b>General Fund Total</b>      | £77,182,456                | £48,903,302              | £39,671,254             | 81%                           | £9,232,048                |
| <b>HRA Total</b>               | £158,254,860               | £115,980,996             | £105,678,424            | 91%                           | £10,302,572               |
| <b>Total Capital Programme</b> | £235,437,316               | £164,884,298             | £145,349,678            | 88%                           | £19,534,620               |

Fig.1

- There has been a concerted focus on monitoring and scheme delivery in 2024/25 resulting in the percentage spend of Latest Budget almost doubling from 45% in 2023/24 to 88% in 2024/25.
- The capital programme in 2024/25 has been funded as follows:



## General Fund Capital

16. A summary of the General Fund schemes by project type is shown below in Fig.2 and this provides an insight into the value and range of development projects that the Council is undertaking. It also highlights that 12%-15% of the capital programme relates to Housing Company Loans of which the spend is reliant on the progress of the Housing company development programme.
17. From the start of 2024/25 a revised approach to aligning the OX Place Business Plan with the quarterly Capital Monitoring has been in place and this is realising improved projections in terms of both loans to the company and HRA purchases.

| Project Classification | Projects | Latest Budget 2024/25 | Actual Spend 2024/25 | % Y/E Outturn to Budget | £ Y/E Outturn Variance |
|------------------------|----------|-----------------------|----------------------|-------------------------|------------------------|
| Project - Development  | 32       | £16,451,118           | £14,161,176          | 86%                     | £2,289,942             |
| Project - ICT          | 26       | £2,413,921            | £1,458,432           | 60%                     | £955,489               |
| Project - Compliance   | 4        | £2,437,745            | £1,815,209           | 74%                     | £622,536               |
| Project - Other        | 12       | £4,313,394            | £3,574,694           | 83%                     | £738,701               |
| Rolling Programme      | 9        | £2,396,039            | £1,879,945           | 78%                     | £516,094               |
| Housing Company Loans  | 2        | £7,344,583            | £5,844,583           | 80%                     | £1,499,999             |
| Other Capital Spend    | 14       | £13,546,502           | £10,937,214          | 81%                     | £2,609,288             |
| General Fund Total     | 99       | £48,903,302           | £39,671,254          | 81%                     | £9,232,048             |

Fig.2

18. Overall, 81% of the Latest General Fund Capital Budget was spent in 2024/25.

### Project type key budgets:

- **Development** – Blackbird Leys Regeneration; East Oxford Community Centre; Covered Market; HIF and Growth Deal Osney Bridge works and Oxford Flood Alleviation Scheme (OFAS).
- **ICT** – MS365 and Cloud Migration; system upgrades
- **Compliance** – Gloucester Green CP(H&S); Old Gas Works Bridges & Waterways.
- **Project Other** – Leisure Invest to Save and Dilaps works; numerous Capital M&E works on City Centre Portfolio.
- **Rolling Programme** – ODS Fleet Replacement Programme; Stock condition surveys; Planned Building Maintenance and Energy Efficiency Initiatives
- **Housing Co. Loans** – both Barton Park and non-Barton Park Loans to OxPlace.
- **Other Capital Spend** - includes Barton Park purchases; OxWED loans; Oxford North Development; Cowley Branch Line; Affordable Housing Supply and Disabled Facilities Grants.

Significant variances for 2024/25 include:

- **Osney Mead Path Works (HIF) & Osney Mead Bridge (Growth Deal)** – £1.758m slippage. These projects have been delayed into 2025/26 due to Judicial Review. A decision was received on 10 March 2025 however an appeal process can occur. Funding remains in place despite the delays.
- **Council salary costs able to be capitalised** - £1.572m variance. This is a rolling programme of work to support a variety of projects and the variance is due to a reduced level of capitalizable staff costs in 2024-25.
- **Housing Company Loans** - £1.50m variance. The latest budget was estimated in case the planned receipts the company was expecting to receive in March 2025 did not materialise. Receipts did materialise therefore there was no need to draw down any loans at the end of 2024/25.
- **IT Projects** - £0.713m variance across projects for 'Information@Work' system renewal/ replacement £0.254m; ICT Feasibility £0.180m; online forms development £0.151m; desktop/laptop renewal £0.112m.
- **Go Ultra Low Oxford-On Street** - £0.495m slippage. The project and payment to Oxfordshire County Council is delayed into 2025-26.
- **Planned Building Improvements** - £0.372 million – this is due to a reduced level of capitalisable maintenance costs in 2024-25 compared to budget. This is a rolling programme of work and the costs will be incurred in future years
- **UK Shared Prosperity Fund Investment Plan** - £0.372m unspent budget to be vired to Covered Market Masterplan programme in 2025/26.
- **Gloucester Green car park** - £0.319m unspent budget; the project is complete with all costs incurred.
- **Old Gas Works Bridge** - £0.313m slippage into 2025/26 for retention payments remaining due

## HRA Capital

19. A summary of the HRA schemes by project type is shown in Fig.3 below. This shows that the Project - Other element accounts for approximately 50% of the programme and relates to works required which have been included in the new programme model including items such as Fire Safety, Structural works and decency (damp and mould, etc.). The next most significant element, 35%, of the HRA capital programme is the Other Capital Spend classification; these schemes relate to acquisitions and developments. Approximately 8% of the capital programme is a rolling programme, for example kitchen and bathroom replacements, heating, and electrics etc.

| Project Classification | Projects | Latest Budget | Spend to Date | % YE Outturn Variance | £ YE Outturn Vairance |
|------------------------|----------|---------------|---------------|-----------------------|-----------------------|
| Project - Development  | 4        | £8,346,943    | £7,279,708    | 87%                   | £1,067,235            |
| Project - Compliance   | 1        | £207,021      | £0            | 0%                    | £207,021              |
| Project - Other        | 2        | £58,238,879   | £50,498,287   | 87%                   | £7,740,591            |
| Rolling Programme      | 23       | £9,303,132    | £8,906,774    | 96%                   | £396,358              |
| Other Capital Spend    | 11       | £39,885,022   | £38,993,655   | 98%                   | £891,367              |
| HRA Total              | 41       | £115,980,996  | £105,678,424  | 91%                   | £10,302,572           |

Fig.3

Significant variances for 2024/25 include:

- **HRA Capital Maintenance programme** - £7.214m underspend to budget. Any works not completed will be addressed within the new planned maintenance programme that commenced in 2025/26.
- **Properties purchased from OCHL** - £0.995m underspend due to slippage on a number of schemes
- **East Oxford development** - £0.809m slippage into 2025/26
- **Oxford North Development** - £0.602m overspent as at 31 March 2025 although the overall programme cost remains on track
- **Next Steps Accommodation Programme** – £0.582m slippage into 2025/26
- **HRA Barton Acquisitions and Regeneration** - £0.524m slippage into 2025/26
- **Juniper** - £0.385m unspent; this scheme has been removed from the programme

### Financial implications

20. All financial implications are covered in the body of this report and the Appendices.

### Legal issues

21. There are no legal implications arising directly from this report.

### Level of risk

22. All risk implications are covered in the body of this report and the Appendices.

### Equalities impact

23. There are no equalities impacts arising directly from this report.

|                            |  |
|----------------------------|--|
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|                                |
|--------------------------------|
| <b>Background Papers:</b> None |
|--------------------------------|



## Appendix 1: General Fund – 2024/25 Outturn

| General Fund Outturn Report<br>24/25 @ 31 March 2025 |                                      |               |            |              | Carry Forward<br>Requests | Revised<br>Outturn | Final Variance |
|--|--------------------------------------|---------------|------------|--------------|---------------------------|--------------------|----------------|
|  | Approved Budget<br>(per Budget book) | Latest Budget | Actual YTD | Variance YTD |                           |                    |                |
|  | £000's                               | £000's        | £000's     | £000's       | £000's                    | £000's             | £000's         |
| S26 - Oxford Direct Services Client                  | 12,933                               | 11,821        | 9,059      | (2,762)      |                           | 9,059              | (2,762)        |
| ODS Development Director                             | 12,933                               | 11,821        | 9,059      | (2,762)      |                           | 9,059              | (2,762)        |
| S03 - Communities & Citizen Services                 | 6,556                                | 7,161         | 6,012      | (1,149)      | 83                        | 6,095              | (1,067)        |
| S06 - Information & Technology                       | 3,946                                | 4,322         | 5,216      | 894          |                           | 5,216              | 894            |
| S13 - Housing Services                               | 4,907                                | 5,944         | 7,834      | 1,890        |                           | 7,834              | 1,889          |
| S15 - Community Safety                               | 814                                  | 878           | 827        | (51)         |                           | 827                | (51)           |
| City and Citizens' Services                          | 16,223                               | 18,305        | 19,887     | 1,582        | 83                        | 19,970             | 1,665          |
| S01 - Corporate Strategy                             | 471                                  | 519           | 478        | (41)         |                           | 478                | (41)           |
| S32 - Financial Services                             | 3,958                                | 4,857         | 5,987      | 1,130        |                           | 5,987              | 1,130          |
| S33 - Chief Executive                                | 742                                  | 916           | 928        | 12           |                           | 928                | 12             |
| S34 - Law and Governance                             | 3,403                                | 3,759         | 3,695      | (64)         |                           | 3,695              | (65)           |
| S35 - People   | 1,733                                | 1,844         | 1,678      | (166)        |                           | 1,678              | (166)          |
| Corporate Services                                   | 10,307                               | 11,895        | 12,766     | 871          |                           | 12,766             | 871            |
| S09 - Corporate Property                             | (7,916)                              | (7,475)       | (7,582)    | (107)        |                           | (7,582)            | (107)          |
| S10 - Economy, Regeneration & Sustainability         | 1,786                                | 2,337         | 2,349      | 12           |                           | 2,349              | 11             |
| S16 - Planning & Regulatory Services                 | 308                                  | 886           | 937        | 51           |                           | 937                | 51             |
| Place  | (5,822)                              | (4,252)       | (4,297)    | (45)         |                           | (4,297)            | (45)           |
| Directorate Total Excl SLA's & Capital Charges       | 33,641                               | 37,769        | 37,415     | (354)        | 83                        | 37,498             | (271)          |
| SLA's & Capital Charges                              | (9,612)                              | (9,612)       | (8,366)    | 1,246        |                           | (8,366)            | 1,246          |
| Corporate Accounts                                   | (2,614)                              | 1,436         | 2,660      | 1,224        |                           | 2,660              | 1,224          |
| Contingencies  | 8,556                                | 1,174         |            | (1,174)      |                           |                    | (1,174)        |
| Total Corporate Accounts & Contingencies             | 5,942                                | 2,610         | 2,660      | 50           |                           | 2,660              | 50             |
| Net Expenditure Budget                               | 29,971                               | 30,767        | 31,709     | 942          | 83                        | 31,792             | 1,025          |
| S48D - Transfers To/From Earmarked Reserves          | (1,367)                              | 46            | 569        | 523          |                           | 569                | 523            |
| Net Budget Required                                  | 28,604                               | 30,813        | 32,278     | 1,465        | 83                        | 32,361             | 1,548          |
| <b>Funding</b>                                       |                                      |               |            |              |                           |                    |                |
| S47A - External Funding                              | 1,416                                | 1,416         | 1,416      |              |                           | 1,416              |                |
| S47B - Council Tax Funding                           | 16,278                               | 16,242        | 16,242     |              |                           | 16,242             |                |
| S47C - Parish Precept                                | (264)                                | (274)         | (274)      |              |                           | (274)              |                |
| S47D - NDR Funding                                   | 11,175                               | 13,428        | 13,428     |              |                           | 13,428             |                |
| Total Funding Available                              | 28,605                               | 30,812        | 30,812     |              |                           | 30,812             |                |
| (Surplus) / Deficit for the year                     | (1)                                  | 1             | 1,466      | 1,465        | 83                        | 1,549              | 1,548          |

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## Appendix 2: Housing Revenue Account – 2024/25 Outturn

| <b>HRA Report 24/25<br/>@ Mar 2025</b>    | <b>Approved Budget<br/>(per Budget<br/>book)</b> | <b>Revised<br/>Approved Budget<br/>@ 31st Mar 2025</b> | <b>Provisional<br/>Outturn</b> | <b>Outturn Variance</b> |
|---|--|--|--------------------------------|-------------------------|
|   | <b>£000's</b>                                    | <b>£'000's</b>   | <b>£000's</b>                  | <b>£'000's</b>          |
| Dwelling Rent                             | (53,249)   | (53,309)   | (53,980)                       | (671)                   |
| Service Charges                           | (2,897)  | (2,837)  | (3,113)                        | (276)                   |
| Garage Income                             | (228)  | (228)  | (298)                          | (70)                    |
| Miscellaneous Income                      | (806)  | (806)  | (1,184)                        | (378)                   |
| <b>Net Income</b>                         | <b>(57,180)</b>                                  | <b>(57,180)</b>  | <b>(58,606)</b>                | <b>(1,426)</b>          |
| Management & Services (Stock Related)     | 13,975   | 14,050   | 12,523                         | (1,528)                 |
| Other Revenue Spend (Stock Related)       | 972  | 897  | 694                            | (203)                   |
| Misc Expenditure (Not Stock Related)      | 826  | 826  | 122                            | (704)                   |
| Bad Debt Provision                        | 931  | 931  | 773                            | (158)                   |
| Responsive & Cyclical Repairs             | 12,735   | 12,735   | 20,379                         | 7,820                   |
| Interest Paid                             | 12,191   | 12,191   | 10,223                         | (1,968)                 |
| Depreciation                              | 9,706  | 9,706  | 11,122                         | 1,416                   |
| <b>Total Expenditure</b>                  | <b>51,337</b>                                    | <b>51,337</b>  | <b>55,836</b>                  | <b>4,676</b>            |
| <b>Net Operating Expenditure/(Income)</b> | <b>(5,843)</b>                                   | <b>(5,843)</b>   | <b>(2,770)</b>                 | <b>3,249</b>            |
| Investment Income                         | (42)   | (42)   | (495)                          | (453)                   |
| Revenue Contribution to Capital           | 12,367   | 12,367   | 3,677                          | (8,690)                 |
| Other HRA Reserve Adjustment              |  |  | 3,549                          | 3,373                   |
| Gain/Loss on sale of Fixed Asset          |  |  | (6,882)                        | (6,882)                 |
| <b>Total Appropriations</b>               | <b>12,325</b>                                    | <b>12,325</b>  | <b>(151)</b>                   | <b>(12,652)</b>         |
| <b>Total HRA (Surplus)/Deficit</b>        | <b>6,482</b>                                     | <b>6,482</b>   | <b>(2,921)</b>                 | <b>(9,403)</b>          |

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### Appendix 3: Capital Programme – 2024/25 Outturn

| Capital Scheme  | Original Budget<br>2024/25 | Latest Budget<br>2024/25 | Actual Spend<br>2024/25 | Y/E Outturn<br>Variance |
|---|----------------------------|--------------------------|-------------------------|-------------------------|
|   | £                          | £                        | £                       | £                       |
| <b>General Fund Capital Programme</b>                 |                            |                          |                         |                         |
| <b>City &amp; Citizens Services Directorate</b>       |                            |                          |                         |                         |
| <b>Community &amp; Citizen Services Projects</b>      |                            |                          |                         |                         |
| Upgrade Existing Tennis Courts                        | -                          | 148,000                  | 127,569                 | 20,431                  |
| Rose Hill Community Centre - Parking                  | -                          | -                        | -                       | -                       |
| Leys Youth Hub  | -                          | 667,606                  | 609,067                 | 58,539                  |
| Leisure Invest to Save - Leisure Contract             | 2,400,000                  | 1,730,000                | 1,726,563               | 3,437                   |
| Solar PV & LEDS – Barton LC (Sport England)           | -                          | 105,373                  | 105,313                 | 60                      |
| East Oxford Community Centre                          | 4,223,967                  | 3,531,992                | 3,337,323               | 194,669                 |
| Bullingdon Community Centre                           | -                          | 63,158                   | 132,742                 | (69,584)                |
| Hinksey Pool Liner Replacement                        | -                          | -                        | -                       | -                       |
| Street Sports Lighting Upgrade                        | -                          | 69,000                   | 69,000                  | -                       |
| <b>Community &amp; Citizen Services Projects</b>      | <b>6,623,967</b>           | <b>6,315,129</b>         | <b>6,107,577</b>        | <b>207,552</b>          |
| <b>Community Safety Projects</b>                      |                            |                          |                         |                         |
| Bodycams for Community Safety Team                    | -                          | 23,000                   | 26,806                  | (3,806)                 |
| <b>Community Safety Projects Total</b>                | <b>-</b>                   | <b>23,000</b>            | <b>26,806</b>           | <b>(3,806)</b>          |
| <b>Housing Services Projects</b>                      |                            |                          |                         |                         |
| Replace or refurbish Lifts                            | 140,000                    | 86,000                   | 18,206                  | 67,794                  |
| Floyds Row Refurbishment                              | 48,283                     | -                        | 12,239                  | (12,239)                |
| National Homelessness Property Fund                   | -                          | 157,664                  | 157,664                 | -                       |
| Roken House   | -                          | 95,556                   | (83,203)                | 178,759                 |
| <b>Housing Services Projects Total</b>                | <b>188,283</b>             | <b>339,220</b>           | <b>104,907</b>          | <b>234,314</b>          |
| <b>Information &amp; Technology Projects</b>          |                            |                          |                         |                         |
| ICT Software and Licences                             | 245,000                    | 245,000                  | 402,357                 | (157,357)               |
| CRM Lagan Replacement                                 | -                          | 52,268                   | 22,609                  | 29,659                  |
| End-Point Devices (Desktops/Laptops)                  | 150,000                    | 354,367                  | 241,910                 | 112,457                 |
| Telephony Device Refresh                              | 60,000                     | 33,690                   | 111,400                 | (77,710)                |
| Windows 2008 Server Replacement                       | -                          | -                        | (4,910)                 | 4,910                   |
| Business Process Automation Full Rollout              | -                          | -                        | 2,611                   | (2,611)                 |
| Forms Engine Replacement                              | -                          | -                        | -                       | -                       |
| Telephony Contract Replacement                        | -                          | -                        | 31,600                  | (31,600)                |
| Capitalised ICT Projects                              | 163,200                    | 615,646                  | 693,598                 | (77,952)                |
| Website Redesign                                      | -                          | -                        | -                       | -                       |
| ICT - QL Exploitation Programme                       | 256,000                    | 178,125                  | 160,626                 | 17,499                  |
| ICT - replacing Netcall contact centre telephony      | -                          | 29,469                   | 34,284                  | (4,815)                 |
| ICT - replacing Uniform (building control and         | 100,000                    | 100,000                  | 16,070                  | 83,931                  |
| ICT - Extension of existing Alemba case               | -                          | -                        | -                       | -                       |
| ICT - Replacement of IKEN - L&G case management       | -                          | 67,500                   | 48,210                  | 19,290                  |
| ICT - Replacement of ArcGIS geospatial mapping        | -                          | -                        | -                       | -                       |
| ICT - Information @ Work major upgrade                | 3,000                      | 18,000                   | 18,480                  | (480)                   |
| ICT - Redesign of Council Website                     | -                          | -                        | -                       | -                       |
| ICT - Refresh of content and taxonomy of the          | 25,000                     | 100,914                  | 77,528                  | 23,386                  |
| Third-party consultancy for Azure Active              | 135,000                    | 242,000                  | 32,666                  | 209,334                 |
| I@W renewal or replacement                            | 300,000                    | 300,000                  | 45,665                  | 254,335                 |
| Cyber security monitoring and response service        | 115,000                    | 115,000                  | -                       | 115,000                 |
| Upgrade/replace Kirona DRS (this is an ODS            | 75,000                     | -                        | 23,443                  | (23,443)                |
| Windows security server upgrades                      | 75,000                     | 75,000                   | 21,551                  | 53,449                  |
| Migration of Mod.gov                                  | 90,000                     | -                        | 53,951                  | (53,951)                |
| Migration of SCC to cloud hosted alternatives         | 107,000                    | -                        | -                       | -                       |
| Replacement of Uniform IDOX (additional               | 25,000                     | -                        | -                       | -                       |
| Online forms development (2x resources to             | 160,000                    | 160,000                  | 9,080                   | 150,920                 |
| ICT - feasibility                                     | -                          | 180,000                  | -                       | 180,000                 |
| <b>Information &amp; Technology Projects Total</b>    | <b>2,084,200</b>           | <b>2,866,979</b>         | <b>2,042,728</b>        | <b>824,251</b>          |
| <b>City &amp; Citizens Services Directorate Total</b> | <b>8,896,450</b>           | <b>9,544,328</b>         | <b>8,282,017</b>        | <b>1,262,311</b>        |

| Capital Scheme                                    | Original Budget<br>2024/25 | Latest Budget<br>2024/25 | Actual Spend<br>2024/25 | Y/E Outturn<br>Variance |
|---|----------------------------|--------------------------|-------------------------|-------------------------|
|   | £                          | £                        | £                       | £                       |
| <b>General Fund Capital Programme</b>             |                            |                          |                         |                         |
| <b>PLACE Directorate</b>                          |                            |                          |                         |                         |
| <b>Corporate Property Projects</b>                |                            |                          |                         |                         |
| Conversion of stored water system to mains at     | 130,000                    | -                        | -                       | -                       |
| Leisure infrastructure life cycle investment      | -                          | 240,000                  | 232,166                 | 7,834                   |
| Leisure Centre Capital Works & Replacements       | 200,000                    | 171,000                  | 206,722                 | (35,722)                |
| Community Centres Capital Works &                 | 430,000                    | -                        | 78,884                  | (78,884)                |
| Hinksey Splash                                    | 18,385                     | 370,000                  | 337,837                 | 32,163                  |
| Planned Building Improvements                     | 750,000                    | 501,982                  | 130,049                 | 371,934                 |
| Community Centres                                 | -                          | -                        | -                       | -                       |
| Gloucester Green Car Park (H&S)                   | 300,000                    | 370,730                  | 51,261                  | 319,469                 |
| Capital Works at Covered Market                   | 200,000                    | 25,395                   | 50,781                  | (25,386)                |
| Old Gas Works Bridges                             | 1,000,000                  | 1,692,357                | 1,378,810               | 313,546                 |
| Covered Market Roof Works (Capitalised Planned)   | 525,000                    | -                        | -                       | -                       |
| Town Hall Dry Risers                              | -                          | -                        | 35,803                  | (35,803)                |
| Covered Market Masterplan                         | -                          | -                        | -                       | -                       |
| Regeneration Property                             | -                          | 3,402                    | -                       | 3,402                   |
| Port Meadow Moorings                              | -                          | 10,000                   | 14,185                  | (4,185)                 |
| City Centre Restart (CIL Funded)                  | -                          | 39,324                   | 248                     | 39,076                  |
| Asset Surveys                                     | -                          | 225                      | 25,474                  | (25,249)                |
| Town Hall Options                                 | -                          | 5,000                    | 4,709                   | 291                     |
| New Burial Space                                  | -                          | 199,000                  | 229,364                 | (30,364)                |
| Court Place Farm and Blackbird Leys Bowling       | -                          | -                        | 221                     | (221)                   |
| Enabling works - Decarbonisation Project          | -                          | -                        | -                       | -                       |
| Stock condition surveys (including bridge works)  | 500,000                    | 25,000                   | 48,391                  | (23,391)                |
| Town Hall Relocation                              | -                          | 55,000                   | 68,791                  | (13,791)                |
| Repairs to 2-4 Gloucester Street and 24-26 George | -                          | 1,251                    | 37,730                  | (36,479)                |
| Tumbling Bay Embankment Works                     | -                          | 20,001                   | 39,720                  | (19,719)                |
| Bus Shelters                                      | -                          | 21,922                   | 21,922                  | -                       |
| HSBC Options                                      | -                          | 12,000                   | 6,273                   | 5,727                   |
| Covered Market masterplan and enabling works      | 1,513,991                  | 436,955                  | 456,705                 | (19,750)                |
| Waterways - Condition Survey / Long Bridges       | 355,000                    | 354,658                  | 345,418                 | 9,239                   |
| Works Town Hall                                   | 1,500,000                  | 412,000                  | 508,224                 | (96,224)                |
| Redbridge Masterplan                              | -                          | 107,245                  | 107,675                 | (430)                   |
| Network infrastructure installations (utilities,  | 40,000                     | -                        | -                       | -                       |
| Waterways investment                              | 500,000                    | -                        | -                       | -                       |
| Stone walls & Railing programme                   | 100,000                    | 40,000                   | 78,131                  | (38,131)                |
| Broad street roofing & Facade project             | 2,000,000                  | 10,000                   | 28,753                  | (18,753)                |
| Fire Risk Assessment programme works              | 50,000                     | 50,000                   | 55,829                  | (5,829)                 |
| Bridge investment work                            | 500,000                    | 19,072                   | 51,131                  | (32,059)                |
| M&E Capital budget to fund capital replacement    | 150,000                    | 94,945                   | 77,685                  | 17,260                  |
| ICT - Asset Management System                     | 318,662                    | 150,000                  | 119,686                 | 30,314                  |
| General Fund Capital Reserve (SCS works &         | 1,000,000                  | 50,000                   | -                       | 50,000                  |
| <b>Corporate Property Projects Total</b>          | <b>12,081,038</b>          | <b>5,488,463</b>         | <b>4,828,575</b>        | <b>659,889</b>          |
| <b>Economy, Regeneration &amp; Sustainability</b> |                            |                          |                         |                         |
| City Wide Cycling Infrastructure Contribution     | 60,000                     | 82,000                   | 23,665                  | 58,335                  |
| R & D Feasibility Fund                            | 500,000                    | 137,215                  | -                       | 137,215                 |
| Car Parking Oxpens                                | -                          | -                        | -                       | -                       |
| Jericho Community Centre                          | -                          | -                        | -                       | -                       |
| Seacourt Park & Ride Extension                    | -                          | 500                      | 500                     | -                       |
| Cave Street Development (Standingford House)      | -                          | 194,134                  | 146,851                 | 47,283                  |
| 1-3 George Street                                 | -                          | 30,000                   | 156,328                 | (126,329)               |
| Future Options for City Centre Land (Odeon)       | -                          | 87,000                   | 174,076                 | (87,076)                |
| Diamond Place Redevelopment                       | -                          | 3,768                    | 4,410                   | (643)                   |
| Osney Mead Path Works (HIF)                       | 564,914                    | 1,398,635                | 6,351                   | 1,392,285               |
| Oxford Ice Rink Development                       | -                          | 36,704                   | 30,140                  | 6,564                   |
| Oxford Station Feasibility                        | -                          | 28,214                   | 34,207                  | (5,993)                 |
| Osney Bridge (Growth Deal)                        | 7,184,694                  | 985,961                  | 620,305                 | 365,657                 |
| City Cycle Schemes (Growth Deal)                  | -                          | 32,000                   | 76,374                  | (44,373)                |
| Greenways Cycling Project                         | -                          | 92,250                   | 76,736                  | 15,514                  |
| CIL Feasibility                                   | -                          | 43,350                   | -                       | 43,350                  |

| Capital Scheme  | Original Budget<br>2024/25 | Latest Budget<br>2024/25 | Actual Spend<br>2024/25 | Y/E Outturn<br>Variance |
|---|----------------------------|--------------------------|-------------------------|-------------------------|
|   | £                          | £                        | £                       | £                       |
| <b>General Fund Capital Programme</b>                   |                            |                          |                         |                         |
| <b>PLACE Directorate</b>                                |                            |                          |                         |                         |
| <b>Economy, Regeneration &amp; Sustainability</b>       |                            |                          |                         |                         |
| Meanwhile In Oxfordshire                                | -                          | -                        | 2,369                   | (2,369)                 |
| Coach Parking Feasibility                               | -                          | 20,000                   | 152                     | 19,848                  |
| City Centre Public Realm (Kiosks Project)               | 179,987                    | 201,034                  | 146,355                 | 54,679                  |
| St Michael's Street Levelling Works                     | 168,817                    | 253,027                  | 90,527                  | 162,500                 |
| Ice Rink Car Parking                                    | 100,000                    | 16,066                   | 15,189                  | 877                     |
| Oxford Flood Alleviation HIF Contribution               | -                          | -                        | -                       | -                       |
| Cowley Branch Line Full Business Case                   | 1,689,183                  | 3,145,000                | 3,142,945               | 2,055                   |
| Templars Square (GF Element)                            | -                          | -                        | 3,634                   | (3,634)                 |
| Floyds Row (Feasibility 2024)                           | 1,050,000                  | 27,000                   | 25,748                  | 1,252                   |
| TH Archive Scanning Project                             | -                          | 65,000                   | 64,317                  | 683                     |
| 42&46a George St - Feasibility                          | 323,000                    | 61,000                   | 38,576                  | 22,424                  |
| Regeneration Property Purchase/Odeon                    | -                          | -                        | 998                     | (998)                   |
| Bury Knowle House                                       | -                          | 41,000                   | -                       | 41,000                  |
| Union Street Car Park                                   | -                          | 10,500                   | 13,663                  | (3,163)                 |
| Redbridge Paddock Moorings - Feasibility                | -                          | 10,000                   | -                       | 10,000                  |
| City Centre Income Strip - Feasibility                  | -                          | 60,000                   | -                       | 60,000                  |
| Magdalen Woods Pathway                                  | -                          | 65,955                   | 325                     | 65,630                  |
| Blackbird Leys Regeneration (GF Element)                | 5,586,876                  | 7,094,014                | 7,122,561               | (28,547)                |
| UK Shared Prosperity Fund Investment Plan               | 65,000                     | 371,817                  | -                       | 371,817                 |
| Brownfield Land Release Fund (BLRF)                     | -                          | 340,213                  | 170,520                 | 169,693                 |
| ZEZ Phase 1 Feasibility                                 | -                          | -                        | -                       | -                       |
| Oxford and Abingdon Flood Alleviation Scheme            | -                          | -                        | 962                     | (962)                   |
| Go Ultra Low Oxford - On Street                         | -                          | 494,706                  | -                       | 494,706                 |
| Go Ultra Low Oxford - Taxis                             | -                          | 38,327                   | 18,113                  | 20,213                  |
| Decarbonisation Fund - OCC element                      | -                          | 105,142                  | -                       | 105,142                 |
| Leisure Centre LED Lighting Feasibility                 | -                          | 3,840                    | 3,840                   | -                       |
| Biodiversity Net Gain (Feasibility)                     | -                          | 45,000                   | -                       | 45,000                  |
| Depot Rationalisation                                   | -                          | 266,645                  | 152                     | 266,493                 |
| <b>Economy, Regeneration &amp; Sustainability Total</b> | <b>17,472,471</b>          | <b>15,887,018</b>        | <b>12,210,889</b>       | <b>3,676,129</b>        |
| <b>Housing Supply (Delivery) Projects</b>               |                            |                          |                         |                         |
| Barton Park - Purchase by Council                       | 11,051,609                 | 5,844,583                | 5,623,193               | 221,390                 |
| Housing Company Loans (excl Barton Park)                | 14,051,609                 | 1,500,000                | -                       | 1,500,000               |
| Barton Park - loan to OCHL                              | -                          | 5,844,583                | 5,844,583               | (1)                     |
| Affordable Housing Supply                               | 1,958,000                  | 128,000                  | -                       | 128,000                 |
| Growth Deal Registered Provider Payments                | 272,000                    | -                        | -                       | -                       |
| Northern Gateway (Oxford North)                         | -                          | -                        | 2,218                   | (2,218)                 |
| <b>Housing Supply Projects Total</b>                    | <b>27,333,218</b>          | <b>13,317,166</b>        | <b>11,469,995</b>       | <b>1,847,171</b>        |
| <b>Planning &amp; Regulatory Projects</b>               |                            |                          |                         |                         |
| Essential Repairs Grant                                 | 15,000                     | 10,000                   | 5,000                   | 5,000                   |
| Disabled Facilities Grants                              | 1,200,000                  | 1,800,000                | 1,833,512               | (33,512)                |
| Additional DFG Funding CLOSED                           | -                          | 0                        | (2,439)                 | 2,439                   |
| Controlled Parking Zones                                | -                          | 70,000                   | -                       | 70,000                  |
| <b>Planning &amp; Regulatory Projects Total</b>         | <b>1,215,000</b>           | <b>1,880,000</b>         | <b>1,836,073</b>        | <b>43,927</b>           |
| <b>PLACE Directorate Total</b>                          | <b>58,101,727</b>          | <b>36,572,647</b>        | <b>30,345,532</b>       | <b>6,227,115</b>        |

| Capital Scheme   | Original Budget<br>2024/25 | Latest Budget<br>2024/25 | Actual Spend<br>2024/25 | Y/E Outturn<br>Variance |
|--|----------------------------|--------------------------|-------------------------|-------------------------|
|  | £                          | £                        | £                       | £                       |
| <b>General Fund Capital Programme</b>                  |                            |                          |                         |                         |
| <b>Corporate Services Directorate</b>                  |                            |                          |                         |                         |
| <b>Financial Services Projects</b>                     |                            |                          |                         |                         |
| Agresso Update   | -                          | -                        | -                       | -                       |
| ICT - Open Revenue Cloud Migration                     | 50,000                     | -                        | 8,975                   | (8,975)                 |
| ICT - Agresso upgrade and migration to Cloud           | -                          | (0)                      | 42,710                  | (42,711)                |
| Salary Costs across the Council to be capitalised      | 380,000                    | 1,571,668                | -                       | 1,571,668               |
| OxWED Loans  | 3,750,000                  | -                        | -                       | -                       |
| Transformation Funding                                 | -                          | -                        | 63,988                  | (63,988)                |
| <b>Financial Services Projects Total</b>               | <b>4,180,000</b>           | <b>1,571,668</b>         | <b>115,672</b>          | <b>1,455,996</b>        |
| <b>Law &amp; Governance</b>                            |                            |                          |                         |                         |
| FOI System   | -                          | -                        | -                       | -                       |
| Audio & Visual Equipment                               | -                          | -                        | -                       | -                       |
| <b>Law &amp; Governance Projects Total</b>             | <b>-</b>                   | <b>-</b>                 | <b>-</b>                | <b>-</b>                |
| <b>People</b>  |                            |                          |                         |                         |
| ICT - Itrent replacement                               | -                          | -                        | -                       | -                       |
| Itrent system improvement                              | 30,000                     | 30,000                   | -                       | 30,000                  |
| <b>People Projects Total</b>                           | <b>30,000</b>              | <b>30,000</b>            | <b>-</b>                | <b>30,000</b>           |
| <b>Corporate Services Directorate Total</b>            | <b>4,210,000</b>           | <b>1,601,668</b>         | <b>115,672</b>          | <b>1,485,996</b>        |
|  |                            |                          |                         |                         |
| <b>ODS Client Projects</b>                             |                            |                          |                         |                         |
| MT Vehicles/Plant Replacement Programme                | 5,774,279                  | 1,000,000                | 774,729                 | 225,271                 |
| Car Parks Resurfacing                                  | 200,000                    | 150,000                  | 152,904                 | (2,905)                 |
| Cowley Marsh Extension                                 | -                          | 34,659                   | 400                     | 34,259                  |
| Headington Environmental Improvements                  | -                          | -                        | -                       | -                       |
| <b>ODS Client Projects Total</b>                       | <b>5,974,279</b>           | <b>1,184,659</b>         | <b>928,033</b>          | <b>256,626</b>          |
| <b>General Fund Total</b>                              | <b>77,182,456</b>          | <b>48,903,302</b>        | <b>39,671,254</b>       | <b>9,232,048</b>        |
|  |                            |                          |                         |                         |
| <b>Housing Revenue Account (GRA) Capital Programme</b> |                            |                          |                         |                         |
| Tower Blocks   | 1,000,000                  | 260,387                  | 31,681                  | 228,706                 |
| Adaptations for disabled                               | 800,000                    | 1,500,000                | 1,459,078               | 40,922                  |
| Structural   | 2,000,000                  | 164,000                  | 177,331                 | (13,331)                |
| Controlled Entry                                       | 100,000                    | 100,000                  | 7,360                   | 92,640                  |
| Major Voids  | 1,000,000                  | 1,254,679                | 1,535,763               | (281,085)               |
| Damp-proof works (K&B)                                 | -                          | -                        | -                       | -                       |
| Kitchens & Bathrooms                                   | -                          | -                        | -                       | -                       |
| Kitchens   | -                          | (0)                      | -                       | (0)                     |
| Compulsory purchase of property                        | -                          | -                        | -                       | -                       |
| Bathrooms  | -                          | (0)                      | -                       | (0)                     |
| Heating  | -                          | -                        | -                       | -                       |
| Boilers Only   | 500,000                    | 1,325,598                | 1,443,882               | (118,284)               |
| Heating Systems  | 500,000                    | 654,823                  | 86,874                  | 567,949                 |
| Roofing  | -                          | -                        | -                       | -                       |
| Electrics  | 2,000,000                  | 750,000                  | 781,405                 | (31,405)                |
| Doors and Windows                                      | -                          | 0                        | -                       | 0                       |
| Extensions & Major Adaptions                           | 1,000,000                  | 445,672                  | 399,037                 | 46,635                  |
| Communal Areas   | -                          | -                        | 455                     | (455)                   |
| Energy Efficiency Initiatives                          | 7,450,000                  | 3,295,000                | 4,121,037               | (826,037)               |
| Lift Replacement Programme                             | 100,000                    | 185,000                  | 68,016                  | 116,984                 |
| Fire doors   | 1,500,000                  | 30,000                   | 201,885                 | (171,885)               |
| Renewal Of Fire Alarm Panels                           | 60,000                     | 207,021                  | -                       | 207,021                 |
| HRA Stock Condition Survey                             | 400,000                    | 728,573                  | 241,072                 | 487,501                 |
| Great Estates Programme                                | -                          | -                        | -                       | -                       |
| Fencing  | -                          | -                        | -                       | -                       |
| QL Improvements  | -                          | 226,551                  | 283,502                 | (56,951)                |



| Capital Scheme   | Original Budget<br>2024/25 | Latest Budget<br>2024/25 | Actual Spend<br>2024/25 | Y/E Outturn<br>Variance |
|--|----------------------------|--------------------------|-------------------------|-------------------------|
|  | £                          | £                        | £                       | £                       |
| <b>Housing Revenue Account (GRA) Capital Programme</b> |                            |                          |                         |                         |
| Southfield Park Leases                                 | -                          | -                        | -                       | -                       |
| Oxford North Development                               | 13,538,505                 | 8,294,670                | 8,896,805               | (602,135)               |
| LAHF Acquisitions                                      | -                          | 312,704                  | 647,302                 | (334,598)               |
| Major Voids – Kitchens and Bathrooms                   | -                          | 500,000                  | 83,727                  | 416,273                 |
| Climate Change   | -                          | -                        | -                       | -                       |
| LAHF 2 Acquisitions                                    | -                          | 1,590,679                | 1,076,438               | 514,240                 |
| Retained Right to Buy Receipts (Acquisitions)          | -                          | 3,872,524                | 3,432,864               | 439,660                 |
| Retained Right to Buy Receipts (Additional)            | 1,000,000                  | -                        | -                       | -                       |
| Alice Smith (Heating)                                  | 200,000                    | -                        | -                       | -                       |
| Renewal of Solar and Energy infrastructure             | 15,000                     | 5,000                    | -                       | 5,000                   |
| Extensions (5/6 Beds)                                  | 300,000                    | -                        | -                       | -                       |
| SHWP Urgent Works                                      | 500,000                    | -                        | -                       | -                       |
| Tower Blocks Additional Works                          | 1,500,000                  | -                        | -                       | -                       |
| Housing for Older People - white goods and             | 50,000                     | -                        | -                       | -                       |
| Digital Noticeboards for towerblocks                   | 50,000                     | 17,000                   | 16,904                  | 96                      |
| Capital R&M Works Investment                           | 2,500,000                  | -                        | -                       | -                       |
| Communal Capital investment works to Council           | 4,500,000                  | 5,620,539                | 778,032                 | 4,842,507               |
| External Capital investment works to Council           | 4,500,000                  | 4,569,646                | 3,511,180               | 1,058,467               |
| Internal Capital investment works to Council           | 3,500,000                  | 3,921,481                | 3,469,656               | 451,825                 |
| Tower Blocks - Fire Alarm System Replacement           | -                          | 35,000                   | 2,210                   | 32,790                  |
| Stock Decency Improvement Works (Legislative)          | -                          | -                        | -                       | -                       |
| Leiden Road (c. 12 affordable homes)                   | -                          | 50,000                   | 43,750                  | 6,250                   |
| Underhill Circus (c. 11 affordable homes)              | -                          | 50,000                   | 38,750                  | 11,250                  |
| Additional Units (RRTBR)                               | -                          | -                        | -                       | -                       |
| Additional Programme (RRTBRs)                          | -                          | -                        | -                       | -                       |
| LAHF 3 Acquisitions                                    | -                          | 961,600                  | 911,766                 | 49,834                  |
| HRA Barton Acquisitions                                | -                          | 35,080,286               | 35,154,527              | (74,241)                |
| Barton Regeneration                                    | -                          | 598,360                  | -                       | 598,360                 |
| Major Refurbishment Masons Road                        | -                          | 30,000                   | (3,436)                 | 33,436                  |
| Social Rented Housing Acquisitions                     | -                          | 0                        | 55,938                  | (55,938)                |
| Acquisition of Additional Units                        | 3,000,000                  | -                        | -                       | -                       |
| East Oxford development                                | 6,793,288                  | 5,377,223                | 4,568,102               | 809,121                 |
| Properties Purchased From OCHL                         | 83,684,822                 | 23,992,108               | 22,996,704              | 995,404                 |
| Northfield Hostel                                      | 9,524,123                  | 1,700,555                | 1,822,882               | (122,327)               |
| Lanham Way   | 3,185,122                  | 3,118,009                | 3,114,946               | 3,063                   |
| SHAP Acquisitions                                      | -                          | 1,510,000                | 1,537,636               | (27,636)                |
| Juniper  | -                          | 385,229                  | -                       | 385,229                 |
| Next Steps Accommodation Programme                     | -                          | 581,746                  | -                       | 581,746                 |
| Blackbird Leys Regeneration (HRA)                      | 1,504,000                  | 2,679,334                | 2,683,362               | (4,028)                 |
| <b>Housing Revenue Account Total</b>                   | <b>158,254,860</b>         | <b>115,980,996</b>       | <b>105,678,424</b>      | <b>10,302,572</b>       |
| <b>Grand Total</b>                                     | <b>235,437,316</b>         | <b>164,884,298</b>       | <b>145,349,678</b>      | <b>19,534,620</b>       |
|  | <b>% Original Budget</b>   | <b>% Latest Budget</b>   |                         |                         |
| GF Spend v Budget                                      | 51%                        | 81%                      |                         |                         |
| HRA Spend v Budget                                     | 67%                        | 91%                      |                         |                         |
| Total Spend v Budget                                   | 62%                        | 88%                      |                         |                         |

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**To:** Cabinet

**Date:** 17 September 2025

**Report of:** Group Finance Director (Section 151 Officer)

**Title of Report:** Integrated Performance Report for Quarter 1 2025/26

| Summary and recommendations  |  |
|------------------------------|--|
| <b>Decision being taken:</b> | To note the update to the Cabinet on Finance, Risk and Corporate Performance matters at 30 <sup>th</sup> June 2025 |
| <b>Key decision:</b>         | No   |
| <b>Cabinet Member:</b>       | Cabinet Member for Finance and Assets  |
| <b>Corporate Priority:</b>   | All areas  |
| <b>Policy Framework:</b>     | Corporate Plan   |

| Recommendation(s): That the Cabinet resolves to:   |
|--|
| 1. Note the financial position for quarter 1 (Q1) 2025/26 including forecast outturn, as well as the current position on risk and performance at 30 <sup>th</sup> June 2025. |

| Appendix No. | Appendix Title                                       | Exempt from Publication |
|--------------|--|-------------------------|
| Appendix 1   | General Fund – June 2025 Forecast Outturn            | No                      |
| Appendix 2   | Housing Revenue Account – June 2025 Forecast Outturn | No                      |
| Appendix 3   | Capital Programme – June 2025                        | No                      |

## Introduction and background

1. This report updates the Cabinet on the financial, corporate performance and corporate risk positions of the Council at 30th June 2025.

## Financial Position Overview

2. **General Fund (GF)** – The General Fund is reporting an actual deficit of £1.31m for the three months ending 30 June 2025; this is currently expected to be partly redressed during the year such that the projected 2025/26 outturn variance is a pressure of £0.656m compared to the 2025/26 Latest Budget.

Further detail is provided in paragraphs 6 to 8 and in Appendix 1.

3. **Housing Revenue Account (HRA)** – At Q1 2025/26 the HRA currently have a favourable variance of £1.2m mainly due to underspend on Responsive & Cyclical Repairs by £0.88m; the budget for this category of expenditure has been increased from the 2024/25 level and it is expected to be spent in full by year end 2025/26. Stock related Management & Services contributed a favourable variance of £0.47m.

The HRA projected outturn for 2025/26 remains the same as the 2025/26 original budget.

More information is provided in paragraph 9 and Appendix 2.

4. **Capital Programme** – The 2025/26 budget, as approved at the Council meeting in February 2025, was set at £179.014m. The carry forward of unspent balances in 2024/25 of £9.321m and £31.412m of additional budget changes including new allocations, a further revision of the Housing Company Loans and HRA property purchases programme since the setting of the budget in February, leads to a revised 2025/26 latest budget of £219.747m.

The 2025/26 forecast outturn stands at £208.645m compared to this revised latest budget, which is a variance of £11.1m due to slippage of programme spend since May, split between GF related of £7.9m and HRA related of £3.2m.

Further detail and analysis are provided in paragraphs 10 to 15 and in Appendix 3.

5. **Corporate Risk Management** – At the end of Q1 2025/26 in the latest update to the current Corporate Risk Register there are 14 risks registered, an increase of two from Q3 2024/25.

There are six red corporate risks at 30 June 2025 which is an increase of one with the category 'Red' since Q3 2024/25. The six red risks at the end of Q1 2025/26 relate to:

- Financial stability;
- Flood;
- A utilities infrastructure that does not meet the needs of the city;
- Cybersecurity and IT infrastructure resilience;
- Addressing the causes and impacts of climate change;
- A failure to deliver Temporary Accommodation strategies to meet demand and increases in homelessness.

More details on the Council's corporate and service risks can be found in paragraphs 16 to 21.

## Financial Position Detailed Analysis

### General Fund Revenue

6. The overall Net Budget Requirement for 2025/26 agreed by the Council in February 2025 was £30.25m after a £3.38m transfer to general reserves.
7. Following budget virements and the release of the central pay contingency between directorate budgets and earmarked reserves in 1Q, the 2025/26 Latest Budget remains in balance. At 30 June 2025, there is a forecast change to this position with an adverse projected 2025/26 outturn variance of £0.656m compared to the 2025/26 Latest Budget.
8. The General Fund is reporting an actual deficit of £1.31m for the three months ending 30 June 2025, which can be attributed to:

**Corporate Property** – actual pressure in Q1 of £0.81m from:

- a shortfall in rental income by £0.373m compared the profiled budget for 1Q; the most recent profiling of actual rental income shows a significant increase expected in 4Q
- unbudgeted temporary staff costs of £0.3m for vacancies and specialist staff, most of which will be recharged to the HRA

**Community & Citizen Services** – an actual underspend of £0.608m in 1Q relating mainly to:

- Sport underspend from grant balances brought forward from 2024/25 of £0.315m which are predicted to be fully spent at year end in March 2026
- Community Centres underspend of £0.128m from savings on salaries, premises costs such as business rates, utilities and waste bills and a marginal income surplus. Costs are expected to pick up during the year and once the community centres are re-opened, therefore no year end outturn variance is currently predicted.
- Community Grants has an underspend of £0.122m in 1Q due to timing of payments versus the budgeted profile spend.. Community Grants is projected to be spent in full according to budget by year end March 2026.
- Leisure underspend of £0.06m relating to surveyor and management fees. This is a timing variance to budget and is predicted to be spent by year end.

**Financial Services** – there is a projected outturn variance of £0.267m for 2025/26 with 1Q pressures mainly attributed to:

- Income pressure of £0.248m across the service area for fees & grant receipts such as lower income from Magistrates Courts and Investigations income. This is projected to be recouped by year end 2025/26.
- Decentralisation of the printing and postage budget from Corporate print room is insufficient to cover printing and postage costs with Revenues Service. Cost pressure of £114 k is expected. Reductions have been made in printing costs associated with annual billing of business rates and council tax although these savings will materialise from 2026-27 onwards.

- Establishment cost pressures of £0.094m across the service area from the requirement for unbudgeted agency staffing to cover one off long-term staff sickness and short-term support to assist with 2024/25 financial year-end closedown tasks
- £0.059m cost pressure from expenditure on asset valuation services in respect of preparation of the statement of accounts. The service is currently being subjected to tender.

**Law, Governance & Strategy** – there is a pressure of £0.418m in 1Q which is projected to result in an adverse outturn variance of £0.239m for 2025/26 due to:

- £0.169m third party services associated with addressing the cyber incident in June 2025
- £0.179m pressure as a result of election staff, hire of premise and printing costs for the May 2025 local elections. This is expected to be reclaimed from the County Council therefore the forecast outturn variance for 2025/26 will be zero.
- Use of locum lawyers and manager to provide resource capacity estimated at £70k

**Corporate Accounts** – this includes the net cost of housing benefits, interest receivable from investments and payable on loan finance. The current net position indicates a net credit of £4.047m in 1Q largely due to the fact that net cost of benefits is shown on a cash and receipts basis as opposed to prepayments and accruals. At this stage the 2025/26 projected outturn for Corporate Accounts remains on target to achieve the net budgeted cost of £2.131m, the majority of which, (£1.5 million), relates to the net cost of housing benefits, largely arising from the inability to claim subsidy on supported housing accommodation benefit expenditure.

Whilst a forecast favourable outturn variance of £1m is expected on net interest, since borrowing to finance the capital programme is significantly less than budgeted due to programme slippages, current indications suggest that this will be offset by increases in the net cost of housing benefits payments as supported housing benefit expenditure continues to rise. The council are working on mitigations to try and contain overspends and the situation is being monitored.

### **Housing Revenue Account (“the HRA”)**

9. HRA budgeted deficit agreed by the Council in February 2025 for 2025/26 was £2.603m. The latest budget and current forecast outturn for 2025/26 remains the same at 30 June 2025.

For Q1 2025/26 the HRA currently have a favourable variance to budget of £1.2m mainly due an underspend on Responsive & Cyclical Repairs; the budget for this expenditure category has been increased from 2024/25 and it is expected to be fully spent by 31 March 2026.

Reasons for the current variation include:

**Income** – 1Q 2025/26 actual income of £15.07m is slightly below the corresponding budget of £15.34m by £0.27m due to:

- Dwelling Rent underachieving by £0.33m; there is an expected increase in rental income of circa £2.6m for new build homes during the year
- A small increase to Service Charges and Garages Income
- A small increase to Miscellaneous Income from: Leased properties rental and lease assignments £0.047m, less Feed In Tariff income grant and income from Furnished Tenancies £0.021m

**Expenditure** - 1Q 2025/26 actual expenditure of £6.39m is lower than the corresponding budget of £7.86m by £1.47m. This is attributed to:

- **Management and Services (Stock Related)** is currently underspent by £0.474m, due to:
  - Savings on salaries of £0.434m, a number of vacant posts across the area are awaiting the outcome of the Landlord Services Transformation, offset by posts within Property Services that have yet be charged to the HRA
  - Savings of £0.148m on utilities and £0.076m on Supplies & Services against the profiled budget

These underspends are reduced by:

- An adverse variance of £0.155m on Council tax payments in respect of void properties.
- An overspend of £0.03m on leasehold properties Service Charges
- **Bad Debt** - a current saving of £0.115m for the bad debt provision; this budget may be able to be reduced in future. At this stage it is too early to say whether this position will be maintained.
- **Responsive & Cyclical Repairs** - the 1Q actual expenditure is £3.68m for Responsive and Cyclical Repairs which compared to the corresponding budget of £4.56m is a favourable variance to date of £0.880m. The expenditure is being carefully managed within the increased budget from 2024/25; the 2025/26 budget is currently forecast to be spent by year end.

We continue to move works where possible into capital programmes and reduce the element of reactive works. The favourable variance of £0.880m is largely attributed to the following areas:

- Day to Day jobs - £0.61m underspend in 1Q on demand led jobs raised by tenants via the contact centre
- General Minor works - £0.422m overspend. This is a demand led budget which council officers are trying to reduce in favour of undertaking more planned work.
- Electrical upgrades - £0.209m underspend
- Highways & Engineering - £0.146m underspend

## Capital

10. The budget for 2025/26, as approved by the Council at its meeting in February 2025, was set at £179.014m. Since this point, the required carry forwards of underspends from 2024/25 of £9.321m have been included as well as £31.412m of additional budget changes including new allocations in-year and budget slippages with the budgets reprofiled accordingly. This gives a revised budget at 30 June 2025 of £219.747m as shown in Fig.1 and in Appendix 3.
11. Spend against the total budget in the period April to June 2025 (Q1) is £22.7m in total, which represents 10% of the latest budget, 19% being GF and 6% HRA. The forecast outturn variance is £11.1m due to forecast slippage.

|                                | Original Budget<br>2025/26 | Latest Budget<br>25/26 | Spend to Date | % Spend to<br>date v Latest<br>Budget | 25/26 Forecast<br>Outturn at Q1 | 25/26 Forecast<br>Outturn<br>Variance at Q1 |
|--------------------------------|----------------------------|------------------------|---------------|---------------------------------------|---------------------------------|---|
| <b>General Fund Total</b>      | £37,687,856                | £73,797,422            | £14,383,223   | 19%                                   | £65,861,162                     | -£7,936,260                                 |
| <b>HRA Total</b>               | £141,326,133               | £145,949,725           | £8,325,374    | 6%                                    | £142,783,807                    | -£3,165,918                                 |
| <b>Total Capital Programme</b> | £179,013,989               | £219,747,147           | £22,708,597   | 10%                                   | £208,644,969                    | -£11,102,178                                |

Fig.1

## General Fund Capital

12. A summary of the General Fund schemes by project type is shown below in Fig.2 and this provides an insight into the value and range of projects that the Council is undertaking. It also highlights that approximately 13% of the capital programme relates to Housing Company Loans of which the spend is reliant on the progress of the Housing company development programme.

| Project Classification    | Latest Budget      | Spend to Date      | % Spend to<br>date v Latest<br>Budget | 25/26 Forecast<br>Outturn at Q1 | 25/26 Forecast<br>Outturn<br>Variance at Q1 |
|---------------------------|--------------------|--------------------|---------------------------------------|---------------------------------|---|
| Project - Development     | £24,861,331        | £2,214,104         | 9%                                    | £17,967,459                     | -£6,893,872                                 |
| Project - ICT             | £3,487,227         | £586,865           | 17%                                   | £3,487,227                      | £0  |
| Project - Compliance      | £1,084,674         | £38,102            | 4%                                    | £1,051,548                      | -£33,126                                    |
| Project - Other           | £19,079,814        | £144,715           | 1%                                    | £17,935,422                     | -£1,144,392                                 |
| Rolling Programme         | £8,970,508         | £1,168,247         | 13%                                   | £8,631,481                      | -£339,027                                   |
| Housing Company Loans     | £9,700,000         | £9,700,000         | 100%                                  | £9,700,000                      | £0  |
| Other Capital Spend       | £6,613,868         | £531,190           | 8%                                    | £7,088,025                      | £474,157                                    |
| <b>General Fund Total</b> | <b>£73,797,422</b> | <b>£14,383,223</b> | <b>19%</b>                            | <b>£65,861,162</b>              | <b>-£7,936,260</b>                          |

Fig.2

13. Overall, 19% of the latest General Fund Capital budget or 21% percent of the forecast outturn has been spent by 30 June 2025.

### Project type key budgets:

- **Development** – Blackbird Leys Regeneration; East Oxford Community Centre; Covered Market; HIF and Growth Deal Osney Bridge works and Path; Oxford Flood Alleviation Scheme; Town Hall works
- **ICT** – MS365 and Cloud Migration; system upgrades
- **Compliance** - Gloucester Green CP(H&S); Old Gas Works Bridges & Waterways



- **Project Other** – Leisure Invest to Save and Dilapidations works; numerous Capital M&E works on City Centre Portfolio.
- **Rolling Programme** – ODS Fleet Replacement Programme; Stock Condition Surveys; Planned Building Maintenance and Energy Efficiency Initiatives
- **Housing Co. Loans** – loans to OxPlace
- **Other Capital Spend** - includes OxWED loans; Cowley Branch Line; Affordable Housing Supply; Disabled Facilities Grant and Capitalised Salaries budget.

Key Budget Re-profile changes and Forecast slippages at Q1 include:

- **Osney Mead Bridge and Path Works** – HIF and Growth Deal funded. Slippage of £5.97m forecast for 2025/26 due to delays associated with the judicial review. Site works are forecast to commence in early 2026.
- **Energy Efficiency Initiatives** - £1.096m slippage forecast for 2025/26 due to delivery pushed back into future years.
- **New Burial Space** - £0.8m slippage forecast for 2025/26 due to extended timescales of Environment Agency and Highways to remove their objections to enable approval of planning application for change of use of land. This is necessary to allow more than 100 burials per year on the land.
- **Bridge Investment Work** - £0.614 slippage in 2025/26 forecast with work being pushed back to 2026/27. The initial study on the Gas Works Railway bridge is expected in 2025/26.
- **Disabled Facilities Grant** – pressure of £0.597m forecast to be funded by increased Government Grant for 2025/26. Budget to be increased upon confirmation of grant; all monies have been received in July 2025.
- **Covered Market** - £0.353m slippage in latest 2025/26 forecast. Extended design work requires additional survey works however this is being accommodated withing the existing project budget.
- **Stock Condition Surveys** - £0.339m slippage forecast for 2025/26 due to delays carrying out some surveys.
- **Town Hall Works** – A pressure of £0.317m due to an increased programme of works expected for 2025/26, for example façade and ceilings. The project budget will be reprofiled.
- **St. Michael's Street Levelling Works** - £0.29m pressure estimated for 2025/26 with final edge works being completed and valuation/safety audit to follow.
- **Broad Street roofing and Façade project** - £0.252m slippage forecast for 2025/26 due to delays in the procurement process.

## HRA Capital

14. A summary of the HRA schemes by project type is shown in Fig.3 below. This shows that the significant element (55%) of the HRA capital programme is the

Other Capital Spend classification; these schemes relate to housing acquisitions and developments. The Other Project element accounts for approximately 33% of the programme and relates to works required, which have been included in the new programme model and include items such as Fire Safety, Structural works and decency (damp and mould, etc.). Approximately 8% of the capital programme is a rolling programme, for example kitchen and bathroom replacements, heating, and electrics etc.

| Project Classification | Latest Budget | Spend to Date | % Spend to date v Latest Budget | 25/26 Forecast Outturn at Q1 | 25/26 Forecast Outturn Variance at Q1 |
|------------------------|---------------|---------------|---------------------------------|------------------------------|---------------------------------------|
| Project - Development  | £4,223,501    | £1,506,879    | 36%                             | £4,110,530                   | -£112,971                             |
| Project - Compliance   | £297,021      | £0            | 0%                              | £297,021                     | £0                                    |
| Project - Other        | £48,852,222   | £2,881,251    | 6%                              | £51,750,578                  | £2,898,355                            |
| Rolling Programme      | £11,616,171   | £2,087,984    | 18%                             | £10,520,208                  | -£1,095,963                           |
| Other Capital Spend    | £80,960,809   | £1,849,260    | 2%                              | £76,105,470                  | -£4,855,339                           |
| HRA Total              | £145,949,725  | £8,325,374    | 6%                              | £142,783,807                 | -£3,165,918                           |

Fig.3

15. The majority of the movements on the HRA capital programme between the Latest Budget and the Forecast for 2025/26, as advised by project managers, are due to the following key variances:

- **Northfield Hostel** - this housing development has been delayed with slippage of £6.21m due to the contractual process.
- **HRA Barton Acquisitions** – there is a forecast pressure of £2.684m arising from the re-casting of the development programme and handover schedule from the developer. The programme budget is being reprofiled
- **Properties purchased from Housing Company** - £1.355m pressure forecast for 2025/26 due to the re-programming of Marston Paddock and Railway Lane properties and the increased scope of Goose Green proposals.

## Corporate Risk

16. The Council employs a 'five-by-five' risk scoring matrix, assessing risks based on probability and impact. Corporate risks are reviewed by the Corporate Leadership Team quarterly. Service level risks are reviewed periodically by Directors and Service Managers.
17. The table below shows the number of corporate risks on 30 June 2025, categorised by level Red, Amber and Green, and the comparative number for the previous reported quarter.

| Current Risk           | Q3        | Q1        |
|------------------------|-----------|-----------|
|                        | 2024/25   | 2025/26   |
| Red                    | 5         | 6         |
| Amber                  | 7         | 8         |
| Green                  | 0         | 0         |
| <b>Total risks</b>     | <b>12</b> | <b>14</b> |
| New risks in half year | 1         | 10        |

|        |   |   |
|--------|---|---|
| Closed | 0 | 8 |
|--------|---|---|

At 1Q 2025/26 in the latest update to the current Corporate Risk Register (CRR) there are six red corporate risks with one risk remaining red, four new red risks, two red risks that have been combined into one red risk related to climate change and the following two red risks that are no longer in the CRR:

- Health and safety and compliance with legislative requirements which has been replaced by three risks: Failure to comply with governance requirements; Failure to comply with regulations and statutory compliance; Ensuring the health and safety of the workforce and the public
- Increased costs and complexity for waste which is now an amber risk held on the service risk register (SRR)

The current six red risks are as follows:

- **Financial stability** – this risk concerns the Council's capacity to deliver its strategic plans and corporate priorities under increasing financial pressure.

Key contributing factors include:

- Volatility in income and expenditure
- Inflation-driven cost escalation, affecting materials for capital projects
- Rising service demands, such as temporary accommodation

Compounding pressures on the Oxford model are a more challenging client, inflationary increases incurred by Oxford Direct Services, and a need for OxPlace to refresh the business plan for developments once the current plan expires in 2033.

Broader economic weakness may also depress income streams such as commercial rent and business rates. Finally, insufficient governance could increase the risk of overspending and impair the Council's ability to realise required savings

- **Flood** - previously, the Council categorised all types of emergencies under a single Civil Emergencies risk. This new risk focuses on flooding, highlighting concerns over the Council's ability to respond effectively to a major flooding incident. An inadequate response could significantly compromise the Council's capacity to manage the situation.
- **A utilities infrastructure that does not meet the needs of the city** – this risk identifies that without further investment and partnership working, the city's utility infrastructure will come under increasing strain, adversely impacting citizens' well-being and the city's prosperity
- **Cybersecurity and IT infrastructure resilience** - this single risk replaces the previous separate risks for cybersecurity and IT infrastructure.
- **Addressing the causes and impacts of climate change** – this risk, which consolidates the former climate change emergency and climate change adaptation risks, relates to factors that could prevent the Council from prioritising efforts to tackle the causes of climate change and mitigate its effects. Failure to do so would harm both residents and the environment.

- **A failure to deliver Temporary Accommodation strategies to meet demand and increases in homelessness** - This risk assesses the potential consequences if the Council fails to implement effective mitigation measures to control temporary accommodation costs or develop contingency plans to meet the increasing demand for homelessness prevention. It also considers the challenges of securing an adequate housing supply through the private rented sector and the Council's development programme.

18. The current corporate Amber risks are:

- Workforce stability
- Failure to comply with governance requirements
- Political and partnership landscape – Local and National
- Increased demand for services
- Adverse weather, terrorism, and utility outage
- The workforce and public are healthy and safe
- A failure to deliver housing priorities and business plans
- Failure to meet Social Housing (Regulation) Act customer and consumer standards

19. There are currently no corporate Green risks

20. As part of the service planning process, all service risks are reviewed. Those no longer relevant are deleted, and any new ones added. The table below shows the number of service risks at 30 June 2025 compared with the previous reported quarters.

| <b>Current Risk</b>      | <b>Q1<br/>2024/25</b> | <b>Q3<br/>2024/25</b> | <b>Q4<br/>2024/25</b> | <b>Q1<br/>2025/26</b> |
|--------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Red                      | 10                    | 11                    | 11                    | 10                    |
| Amber                    | 44                    | 43                    | 42                    | 52                    |
| Green                    | 17                    | 27                    | 26                    | 32                    |
| <b>Total Risks</b>       | <b>71</b>             | <b>81</b>             | <b>79</b>             | <b>94</b>             |
| New Risks in the Quarter | 0                     | 10                    | 0                     | 25                    |
| Closed                   | 2                     | 0                     | 2                     | 10                    |

21. The number of red service area risks at 30 June 2025 has reduced from 11 to 10 since 31 March 2025. Details of the current red service risks are as follows:

- **Planning - External delays** - delays to Council projects arising from external agencies may impact overall Council performance, resulting in missed targets and reduced effectiveness.
- **Planning** - if Government legislation requiring substantial changes in the planning system results in a need for redesigned processes, then there will be a lack of capacity to meet the changes, and the delivery of local policy objectives will be undermined.
- **Property and Assets - Quality of data and property knowledge** – Failure to implement an asset management system capable of storing and

analysing data may hinder the Council's ability to effectively plan and schedule work. This could result in delays to property lettings, difficulties in providing timely insurance information, and increased risk of non-compliance.

- **Law, Governance and Strategy – Resilience of service** - an inability to effectively deliver services required by the Council and to deliver critical projects and support statutory and non-statutory functions will have a direct impact on risk, compliance, expenditure, and income to the Council. Furthermore, inadequate staffing and the requirement for expertise in response to major incidents may necessitate increased reliance on external support or lead to operational delays.
- **Law, Governance and Strategy – Income target not achieved** - a failure to secure external work causes income targets not to be achieved, resulting in budgetary pressure. Income generation is purely reactive; for example, should the Planning Department require fewer s106 agreements, the Council will suffer a reduction in legal income.
- **Law, Governance and Strategy** - the use of the budget is reactive and therefore, as unexpected corporate issues arise, external legal costs increase, which will lead to an overspend on the legal services budget, and potentially pressure on other service area budgets as they may need to fund work.
- **Financial Services** - Management effectiveness and the ability of employees to deliver services. If an increased workload places excessive pressure on staff and managers, then there might be an increase in staff stress and burnout, resulting in a lack of capacity to deliver work demands.
- **Property Assets** - If there is a lack of legal support, the Council will be unable to meet income, capital receipt, and project targets. Alternatively, external legal spend will be more costly and will result in an increase in financial pressure.
- **Communities and Citizen Services** - Failure to achieve the necessary savings may result in financial pressure on the Council and/or a decline in the quality of services delivered, as cost-cutting measures may need to be implemented.

### **Financial implications**

22. All financial implications are covered in the body of this report and the Appendices.

### **Legal issues**

23. There are no legal implications arising directly from this report.

### **Level of risk**

24. All risk implications are covered in the body of this report and the Appendices.

### **Equalities impact**

25. There are no equalities impacts arising directly from this report.

|                            |  |
|----------------------------|--|
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**Background Papers:** 'Risk Management Reporting at 30 June 2025' report to the Audit and Governance Committee dated 23<sup>rd</sup> July 2025

**Please note in the table below the version number of your report that was finally cleared at each stage**

| <b>Report Stage</b>   | <b>Version Number</b> |
|---|-----------------------|
| <b>First Draft:</b><br><i>Commissioned and cleared by Director</i>    | V1.0                  |
| <b>Second Draft:</b><br><i>Cleared by Legal and Finance</i>           | V2.0                  |
| <b>Organisational Draft:</b><br><i>Cleared by the Chief Executive</i> | -                     |
| <b>Final Draft:</b><br><i>Cleared by the Board Member</i>             |                       |
| <b>Final Report:</b><br><i>Cleared by Labour Group</i>                |                       |

## Appendix 1: General Fund – June 2025 Forecast Outturn

| General Fund Outturn Report 25/26<br>@ 30 June 2025       | Approved<br>Budget (per<br>Budget book) | Latest Budget  | Actual YTD    | % latest<br>2024/25<br>budget used<br>YTD | Projected<br>Outturn<br>against Latest<br>Budget | Projected<br>Outturn<br>Variance |
|---|---|----------------|---------------|---|--|----------------------------------|
|   | 2025/26                                 | 2025/26        | P3 Jun-25     | P3 Jun-25                                 | 2025/26  | 2025/26                          |
|   | £000's                                  | £000's         | £000's        | %   | £000's   | £000's                           |
| S03 - Communities & Citizen Services                      | 7,174                                   | 7,465          | 1,419         | 19.0%                                     | 7,465  | 0                                |
| S13 - Housing Services                                    | 6,757                                   | 6,757          | 1,604         | 23.7%                                     | 6,757  | 0                                |
| S15 - Community Safety                                    | 987                                     | 1,006          | 180           | 17.9%                                     | 1,006  | 0                                |
| S06 - Information & Technology                            | 5,031                                   | 5,031          | 1,454         | 28.9%                                     | 5,031  | 0                                |
| <b>City &amp; Citizens' Services</b>                      | <b>19,950</b>                           | <b>20,259</b>  | <b>4,657</b>  | <b>23.0%</b>                              | <b>20,259</b>                                    | <b>0</b>                         |
| S09 - Corporate Property                                  | -8,445                                  | -8,461         | -1,211        | 14.3%                                     | -8,311   | 150                              |
| S10 - Economy, Regeneration & Sustainability              | 2,127                                   | 2,199          | 407           | 18.5%                                     | 2,199  | 0                                |
| S16 - Planning & Regulatory Services                      | 966                                     | 975            | -55           | -5.7%                                     | 975  | 0                                |
| <b>Place</b>  | <b>-5,353</b>                           | <b>-5,287</b>  | <b>-859</b>   | <b>16.2%</b>                              | <b>-5,137</b>                                    | <b>150</b>                       |
| <b>S26 - Companies Client</b>                             | <b>7,712</b>                            | <b>9,512</b>   | <b>5,072</b>  | <b>53.3%</b>                              | <b>9,512</b>                                     | <b>0</b>                         |
| S01 - Corporate Strategy                                  | 605                                     | 605            | 145           | 23.9%                                     | 605  | 0                                |
| S32 - Financial Services                                  | 4,811                                   | 4,811          | 2,139         | 44.5%                                     | 5,078  | 267                              |
| S33 - Chief Executive                                     | 918                                     | 918            | 212           | 23.1%                                     | 918  | 0                                |
| S34 - Law, Governance & Strategy                          | 3,905                                   | 3,896          | 1,391         | 35.7%                                     | 4,135  | 239                              |
| S35 - People  | 1,882                                   | 1,882          | 420           | 22.3%                                     | 1,882  | 0                                |
| <b>Corporate Services</b>                                 | <b>12,121</b>                           | <b>12,112</b>  | <b>4,307</b>  | <b>35.6%</b>                              | <b>12,618</b>                                    | <b>506</b>                       |
| <b>Directorate Total Excl SLA's &amp; Capital Charges</b> | <b>34,431</b>                           | <b>36,597</b>  | <b>13,177</b> | <b>36.0%</b>                              | <b>37,253</b>                                    | <b>656</b>                       |
|   |   |                |               |   |  |                                  |
| <b>SLA's &amp; Capital Charges</b>                        | <b>-9,612</b>                           | <b>-9,612</b>  | <b>0</b>      | <b>0.0%</b>                               | <b>-9,612</b>                                    | <b>0</b>                         |
|   |   |                |               |   |  |                                  |
| <b>Corporate Accounts</b>                                 | <b>2,131</b>                            | <b>2,131</b>   | <b>-4,047</b> | <b>-189.9%</b>                            | <b>2,131</b>                                     | <b>0</b>                         |
|   |   |                |               |   |  |                                  |
| <b>Contingencies</b>                                      | <b>-82</b>                              | <b>-82</b>     | <b>0</b>      | <b>0.0%</b>                               | <b>-82</b>                                       | <b>0</b>                         |
|   |   |                |               |   |  |                                  |
| <b>Total Corporate Accounts &amp; Contingencies</b>       | <b>2,049</b>                            | <b>2,049</b>   | <b>-4,047</b> | <b>-197.5%</b>                            | <b>2,049</b>                                     | <b>0</b>                         |
|   |   |                |               |   |  |                                  |
| <b>Net Expenditure Budget</b>                             | <b>26,869</b>                           | <b>29,034</b>  | <b>9,131</b>  | <b>31.4%</b>                              | <b>29,690</b>                                    | <b>656</b>                       |
|   |   |                |               |   |  |                                  |
| <b>Transfers To/From Earmarked Reserves</b>               | <b>3,379</b>                            | <b>1,214</b>   | <b>-389</b>   | <b>-32.0%</b>                             | <b>1,214</b>                                     | <b>0</b>                         |
|   |   |                |               |   |  |                                  |
| <b>Net Budget Required</b>                                | <b>30,248</b>                           | <b>30,248</b>  | <b>8,742</b>  | <b>28.9%</b>                              | <b>30,904</b>                                    | <b>656</b>                       |
|   |   |                |               |   |  |                                  |
| <b>Funding</b>  |   |                |               |   |  |                                  |
| S47A - External Funding                                   | -739                                    | -739           | -23           | 3.1%                                      | -739   | 0                                |
| S47B - Council Tax Funding                                | -16,783                                 | -16,783        | -4,248        | 25.3%                                     | -16,783  | 0                                |
| S47C - Parish Precept                                     | 264                                     | 264            | 141           | 53.6%                                     | 264  | 0                                |
| S47D - NDR Funding  | -12,989                                 | -12,989        | -3,247        | 25.0%                                     | -12,989  | 0                                |
|   |   |                |               |   |  |                                  |
| <b>Total Funding Available</b>                            | <b>-30,248</b>                          | <b>-30,248</b> | <b>-7,377</b> | <b>24.4%</b>                              | <b>-30,248</b>                                   | <b>0</b>                         |
|   |   |                |               |   |  |                                  |
| <b>(Surplus) / Deficit for the year</b>                   | <b>0</b>                                | <b>0</b>       | <b>1,366</b>  |   | <b>656</b>                                       | <b>656</b>                       |

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## Appendix 2: Housing Revenue Account – June 2025 Forecast Outturn

| HRA Report 25/26<br>@ Jun 2025            | Approved<br>Budget (per<br>Budget book) | Revised<br>Approved<br>Budget @ 30<br>June 2025 | Actual YTD      | Budget YTD      | Variance YTD   | % Budget<br>Spent to 30<br>June 2025 | Projected<br>Outturn against<br>Latest Budget @<br>30 June 2025 | Projected<br>Outturn<br>Variance |
|---|---|---|-----------------|-----------------|----------------|--------------------------------------|---|----------------------------------|
|   | £000's                                  | £'000's   | £000's          | £000's          | £'000's        | %                                    | £'000's   | £000's                           |
| Dwelling Rent                             | (56,887)                                | (56,887)  | (13,893)        | (14,222)        | 329            | 24%                                  | (56,887)  | 0                                |
| Service Charges                           | (3,066)                                 | (3,066)   | (786)           | (766)           | (20)           | 26%                                  | (3,066)   | 0                                |
| Garage Income                             | (288)                                   | (288)   | (75)            | (72)            | (3)            | 26%                                  | (288)   | 0                                |
| Miscellaneous Income                      | (1,006)                                 | (1,006)   | (302)           | (278)           | (24)           | 30%                                  | (1,006)   | 0                                |
| Right to Buy (RAF)                        |   | 0   | (13)            | 0               | (13)           |                                      | 0   | 0                                |
| <b>Net Income</b>                         | <b>(61,247)</b>                         | <b>(61,247)</b>                                 | <b>(15,069)</b> | <b>(15,338)</b> | <b>269</b>     | <b>25%</b>                           | <b>(61,247)</b>   | <b>0</b>                         |
| Management & Services (Stock Related)     | 15,524                                  | 15,524  | 2,430           | 2,904           | (474)          | 16%                                  | 15,524  | 0                                |
| Other Revenue Spend (Stock Related)       | 990                                     | 990   | 80              | 77              | 3              | 8%                                   | 990   | 0                                |
| Misc Expenditure (Not Stock Related)      | 834                                     | 834   | 64              | 70              | (6)            | 8%                                   | 834   | 0                                |
| Bad Debt Provision                        | 994                                     | 994   | 133             | 249             | (115)          | 13%                                  | 994   | 0                                |
| Responsive & Cyclical Repairs             | 18,211                                  | 18,211  | 3,682           | 4,562           | (880)          | 20%                                  | 18,211  | 0                                |
| Interest Paid                             | 15,290                                  | 15,290  | 0               | 0               | 0              | 0%                                   | 15,290  | 0                                |
| Depreciation                              | 12,040                                  | 12,040  | 0               | 0               | 0              | 0%                                   | 12,040  | 0                                |
| <b>Total Expenditure</b>                  | <b>63,884</b>                           | <b>63,884</b>                                   | <b>6,389</b>    | <b>7,862</b>    | <b>(1,472)</b> | <b>10%</b>                           | <b>63,884</b>   | <b>0</b>                         |
|   |   |   |                 |                 |                |                                      |   |                                  |
| <b>Net Operating Expenditure/(Income)</b> | <b>2,637</b>                            | <b>2,637</b>                                    | <b>(8,680)</b>  | <b>(7,476)</b>  | <b>(1,204)</b> | <b>()</b>                            | <b>2,637</b>  | <b>0</b>                         |
| Investment Income                         | (34)                                    | (34)  | 0               | 0               | 0              | 0%                                   | (34)  | 0                                |
| <b>Total Appropriations</b>               | <b>(34)</b>                             | <b>(34)</b>                                     | <b>0</b>        | <b>0</b>        | <b>0</b>       | <b>0%</b>                            | <b>(34)</b>   | <b>0</b>                         |
|   |   |   |                 |                 |                |                                      |   |                                  |
| <b>Total HRA (Surplus)/Deficit</b>        | <b>2,603</b>                            | <b>2,603</b>                                    | <b>(8,680)</b>  | <b>(7,476)</b>  | <b>(1,204)</b> | <b>(333%)</b>                        | <b>2,603</b>  | <b>0</b>                         |

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## Appendix C: Capital Programme – June 2025

| Capital Scheme   | 2025/26 Original Budget | 2025/26 Latest Budget | Profiled Budget 30/06/2025 | Spend to 30/06/2025 | 2025/26 Budget Remaining | 2025/26 Forecast Variance |                          |                    |                          |
|--|-------------------------|-----------------------|----------------------------|---------------------|--------------------------|---------------------------|--------------------------|--------------------|--------------------------|
|  |                         |                       |                            |                     |                          | Forecast Variance         | Variance due to Slippage | Over / Under Spend | 2025/26 Outturn Forecast |
|  | £                       | £                     | £                          | £                   | £                        | £                         | £                        | £                  | £                        |
| <b>General Fund Capital Programme</b>                  |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| <b>City &amp; Citizens Services Directorate</b>        |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| <b>Community &amp; Citizen Services Projects</b>       |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| Upgrade Existing Tennis Courts                         | -                       | 20,431                | 5,108                      | (125,000)           | 145,431                  | -                         | -                        | -                  | 20,431                   |
| Rose Hill Community Centre - Parking                   | -                       | 10,000                | 2,500                      | -                   | 10,000                   | -                         | -                        | -                  | 10,000                   |
| Leys Youth Hub   | -                       | 619,669               | 181,521                    | 140,925             | 478,744                  | 19,003                    | 19,003                   | -                  | 638,672                  |
| Leisure Invest to Save - Leisure Contract              | -                       | 1,013,437             | 311,628                    | -                   | 1,013,437                | -                         | -                        | -                  | 1,013,437                |
| Solar PV & LEDS - Barton LC (Sport England)            | -                       | 4,627                 | 1,424                      | 3,971               | 656                      | -                         | -                        | -                  | 4,627                    |
| Rose Hill CC Gym Equipment                             | -                       | 80,000                | 20,000                     | -                   | 80,000                   | -                         | -                        | -                  | 80,000                   |
| Cuttleslowe Café - Feasibility                         | -                       | 10,000                | 2,500                      | -                   | 10,000                   | -                         | -                        | -                  | 10,000                   |
| Community Centres Review - Feasibility                 | -                       | 95,000                | 23,750                     | -                   | 95,000                   | -                         | -                        | -                  | 95,000                   |
| East Oxford Community Centre                           | 2,124,657               | 2,550,559             | 627,867                    | 1,560,673           | 989,886                  | (559)                     | (559)                    | -                  | 2,550,000                |
| Bullington Community Centre                            | -                       | -                     | -                          | 4,192               | (4,192)                  | -                         | -                        | -                  | 0                        |
| Street Sports Lighting Upgrade                         | -                       | 1,000                 | 308                        | -                   | 1,000                    | (1,000)                   | (1,000)                  | -                  | 0                        |
| <b>Community &amp; Citizen Services Projects Total</b> | <b>2,124,657</b>        | <b>4,404,723</b>      | <b>1,176,606</b>           | <b>1,584,761</b>    | <b>2,819,962</b>         | <b>17,444</b>             | <b>17,444</b>            | <b>-</b>           | <b>4,422,167</b>         |
| <b>Community Safety Projects</b>                       |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| CCTV Camera & Infrastructure upgrade                   | -                       | 80,000                | 20,000                     | 5,022               | 74,978                   | -                         | -                        | -                  | 80,000                   |
| <b>Community Safety Projects Total</b>                 | <b>-</b>                | <b>80,000</b>         | <b>20,000</b>              | <b>5,022</b>        | <b>74,978</b>            | <b>-</b>                  | <b>-</b>                 | <b>-</b>           | <b>80,000</b>            |
| <b>Housing Services Projects</b>                       |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| Replace or refurbish Lifts                             | -                       | 67,794                | 18,303                     | 46,573              | 21,221                   | -                         | -                        | -                  | 67,794                   |
| Floyds Row Refurbishment                               | -                       | 36,044                | 11,796                     | -                   | 36,044                   | -                         | -                        | -                  | 36,044                   |
| National Homelessness Property Fund                    | -                       | 476,298               | 146,553                    | -                   | 476,298                  | -                         | -                        | -                  | 476,298                  |
| Roken House  | -                       | 178,759               | 44,690                     | 65,456              | 113,303                  | -                         | -                        | -                  | 178,759                  |
| <b>Housing Services Projects Total</b>                 | <b>-</b>                | <b>758,895</b>        | <b>221,343</b>             | <b>112,029</b>      | <b>646,866</b>           | <b>-</b>                  | <b>-</b>                 | <b>-</b>           | <b>758,895</b>           |
| <b>Information &amp; Technology Projects</b>           |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| ICT Software and Licences                              | 245,000                 | 245,000               | 61,250                     | 495,495             | (250,495)                | -                         | -                        | -                  | 245,000                  |
| CRM Lagan Replacement                                  | -                       | 29,659                | 7,415                      | 16,152              | 13,507                   | -                         | -                        | -                  | 29,659                   |
| End-Point Devices (Desktops/Laptops)                   | 500,000                 | 612,457               | 153,114                    | 398,496             | 213,961                  | -                         | -                        | -                  | 612,457                  |
| Telephony Device Refresh                               | 210,000                 | 132,290               | 33,073                     | 2,539               | 129,752                  | -                         | -                        | -                  | 132,290                  |
| Capitalised ICT Projects                               | 163,200                 | 85,247                | 21,312                     | 115,726             | (30,479)                 | -                         | -                        | -                  | 85,247                   |
| ICT - QL Exploitation Programme                        | 78,000                  | 95,499                | 26,905                     | 28,800              | 66,699                   | -                         | -                        | -                  | 95,499                   |
| ICT - Replacement of IKEN - L&G case management        | -                       | 19,290                | 4,822                      | -                   | 19,290                   | -                         | -                        | -                  | 19,290                   |
| ICT - Refresh of content and taxonomy of the           | -                       | 23,386                | 5,846                      | -                   | 23,386                   | -                         | -                        | -                  | 23,386                   |
| Third-party consultancy for Azure Active               | -                       | 709,334               | 177,334                    | 202,680             | 506,654                  | -                         | -                        | -                  | 709,334                  |
| @W renewal or replacement                              | -                       | 75,000                | 18,750                     | -                   | 75,000                   | -                         | -                        | -                  | 75,000                   |
| Cyber security monitoring and response service         | -                       | 93,326                | 23,332                     | 5,464               | 87,862                   | -                         | -                        | -                  | 93,326                   |
| Upgrade/replace Kirona DRS (this is an ODS)            | -                       | -                     | -                          | 319                 | (319)                    | -                         | -                        | -                  | 0                        |
| Windows security server upgrades                       | -                       | 53,449                | 13,362                     | 32,000              | 21,449                   | -                         | -                        | -                  | 53,449                   |
| Migration of Mod.gov                                   | 25,000                  | 25,000                | 6,250                      | -                   | 25,000                   | -                         | -                        | -                  | 25,000                   |
| Migration of SCC to cloud hosted alternatives          | 500,000                 | -                     | -                          | 6,600               | (6,600)                  | -                         | -                        | -                  | 0                        |
| Online forms development (2x resources to              | 160,000                 | 310,920               | 77,730                     | -                   | 310,920                  | -                         | -                        | -                  | 310,920                  |
| Civica Midcall Telephone Payment System                | 30,000                  | 30,000                | 7,500                      | -                   | 30,000                   | -                         | -                        | -                  | 30,000                   |
| 02 Mobile Telephony Services                           | 30,000                  | 30,000                | 7,500                      | -                   | 30,000                   | -                         | -                        | -                  | 30,000                   |
| Jadu CMS   | 60,000                  | 60,000                | 15,000                     | -                   | 60,000                   | -                         | -                        | -                  | 60,000                   |
| ArcGIS   | 150,000                 | 150,000               | 37,500                     | 4,851               | 145,149                  | -                         | -                        | -                  | 150,000                  |
| Class Affinity   | 75,000                  | 75,000                | 18,750                     | 29,260              | 45,740                   | -                         | -                        | -                  | 75,000                   |
| Gov Delivery   | 50,000                  | 50,000                | 12,500                     | -                   | 50,000                   | -                         | -                        | -                  | 50,000                   |
| Ricoh  | 50,000                  | 50,000                | 12,500                     | 16,250              | 33,750                   | -                         | -                        | -                  | 50,000                   |
| Academy  | 10,000                  | 10,000                | 2,500                      | -                   | 10,000                   | -                         | -                        | -                  | 10,000                   |
| Analyse Pro  | 10,000                  | 10,000                | 2,500                      | -                   | 10,000                   | -                         | -                        | -                  | 10,000                   |
| Codeman Energy Module                                  | 10,000                  | 10,000                | 2,500                      | -                   | 10,000                   | -                         | -                        | -                  | 10,000                   |
| Codeman Recycling                                      | 10,000                  | 10,000                | 2,500                      | -                   | 10,000                   | -                         | -                        | -                  | 10,000                   |
| DRS  | 50,000                  | 50,000                | 12,500                     | 6,791               | 43,209                   | -                         | -                        | -                  | 50,000                   |
| QL/Versaa  | 350,000                 | 350,000               | 87,500                     | 78,059              | 271,941                  | -                         | -                        | -                  | 350,000                  |
| Manage Engine  | 10,000                  | 10,000                | 2,500                      | -                   | 10,000                   | -                         | -                        | -                  | 10,000                   |
| Civica Pay   | 100,000                 | 100,000               | 25,000                     | -                   | 100,000                  | -                         | -                        | -                  | 100,000                  |
| UIPath (RPA)   | 75,000                  | 75,000                | 18,750                     | 14,664              | 60,336                   | -                         | -                        | -                  | 75,000                   |
| Metric Car Parks                                       | 25,000                  | 25,000                | 6,250                      | 29,187              | (4,187)                  | -                         | -                        | -                  | 25,000                   |
| Northgate Housing                                      | 10,000                  | 10,000                | 2,500                      | -                   | 10,000                   | -                         | -                        | -                  | 10,000                   |
| Penalty Notice System                                  | -                       | -                     | -                          | -                   | -                        | -                         | -                        | -                  | 0                        |
| <b>Information &amp; Technology Projects Total</b>     | <b>2,986,200</b>        | <b>3,698,788</b>      | <b>927,728</b>             | <b>1,483,332</b>    | <b>2,215,456</b>         | <b>-</b>                  | <b>-</b>                 | <b>-</b>           | <b>3,698,788</b>         |
| <b>City &amp; Citizens Services Directorate Total</b>  | <b>5,110,857</b>        | <b>8,942,406</b>      | <b>2,345,676</b>           | <b>3,185,144</b>    | <b>5,757,262</b>         | <b>17,444</b>             | <b>17,444</b>            | <b>-</b>           | <b>8,959,850</b>         |

| Capital Scheme  | 2025/26 Original Budget | 2025/26 Latest Budget | Profiled Budget 30/06/2025 | Spend to 30/06/2025 | 2025/26 Budget Remaining | 2025/26 Forecast Variance |                          |                    |                          |
|---|-------------------------|-----------------------|----------------------------|---------------------|--------------------------|---------------------------|--------------------------|--------------------|--------------------------|
|   |                         |                       |                            |                     |                          | Forecast Variance         | Variance due to Slippage | Over / Under Spend | 2025/26 Outturn Forecast |
|   | £                       | £                     | £                          | £                   | £                        | £                         | £                        | £                  | £                        |
| <b>General Fund Capital Programme</b>                   |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| <b>PLACE Directorate</b>                                |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| <b>Corporate Property Projects</b>                      |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| Conversion of stored water system to mains at           | -                       | 130,000               | 40,000                     | -                   | 130,000                  | -                         | -                        | -                  | 130,000                  |
| Leisure infrastructure life cycle investment            | 560,000                 | 1,167,834             | 326,574                    | -                   | 1,167,834                | -                         | -                        | -                  | 1,167,834                |
| Leisure Centre Capital Works & Replacements             | 200,000                 | 193,278               | 49,993                     | -                   | 193,278                  | -                         | -                        | -                  | 193,278                  |
| Community Centres Capital Works &                       | -                       | 71,116                | 17,779                     | 38,239              | 32,877                   | -                         | -                        | -                  | 71,116                   |
| Hinksey Splash  | 200,000                 | 32,163                | (2,232)                    | 6,631               | 25,532                   | -                         | -                        | -                  | 32,163                   |
| Planned Building Improvements                           | 750,000                 | 1,621,865             | 405,466                    | 73,681              | 1,548,184                | -                         | -                        | -                  | 1,621,865                |
| Gloucester Green Car Park (H&S)                         | -                       | 319,469               | 79,867                     | -                   | 319,469                  | -                         | -                        | -                  | 319,469                  |
| Capital Works at Covered Market                         | 888,453                 | 1,037,672             | 309,210                    | -                   | 1,037,672                | -                         | -                        | -                  | 1,037,672                |
| Old Gas Works Bridges                                   | -                       | 391,825               | 102,472                    | 15,509              | 376,316                  | -                         | -                        | -                  | 391,825                  |
| Regeneration Property                                   | -                       | 3,402                 | 851                        | -                   | 3,402                    | -                         | -                        | -                  | 3,402                    |
| Port Meadow Moorings                                    | -                       | 52,815                | 16,492                     | 3,297               | 49,518                   | -                         | -                        | -                  | 52,815                   |
| City Centre Restart (CIL Funded)                        | -                       | 39,076                | 9,769                      | -                   | 39,076                   | -                         | -                        | -                  | 39,076                   |
| Asset Surveys   | 250,000                 | 274,526               | 71,503                     | 1,232               | 273,294                  | -                         | -                        | -                  | 274,526                  |
| Town Hall Options                                       | -                       | 20,363                | 6,249                      | 798                 | 19,565                   | -                         | -                        | -                  | 20,363                   |
| New Burial Space  | 1,323,000               | 1,447,636             | 370,851                    | 40,532              | 1,407,104                | (800,000)                 | (800,000)                | -                  | 647,636                  |
| Enabling works - Decarbonisation Project                | 638,576                 | 638,576               | 159,644                    | -                   | 638,576                  | -                         | -                        | -                  | 638,576                  |
| Stock condition surveys (including bridge works)        | 300,000                 | 571,196               | 159,794                    | -                   | 571,196                  | (339,027)                 | (339,027)                | -                  | 232,169                  |
| Town Hall Relocation                                    | -                       | 410,220               | 127,017                    | 9,746               | 400,474                  | -                         | -                        | -                  | 410,220                  |
| Thames Valley Embankment Works                          | 250,000                 | 364,140               | 91,680                     | 9,094               | 355,046                  | (33,126)                  | (33,126)                 | -                  | 331,014                  |
| Hinksey Pool Liner Replacement                          | -                       | 18,385                | 5,657                      | -                   | 18,385                   | -                         | -                        | -                  | 18,385                   |
| Bus Shelters  | -                       | -                     | (10)                       | 2,905               | (2,905)                  | -                         | -                        | -                  | 0                        |
| Covered Market masterplan and enabling works            | 589,820                 | 930,762               | 242,097                    | 29,371              | 901,392                  | (352,637)                 | (352,637)                | -                  | 578,125                  |
| Waterways - Condition Survey / Long Bridges             | -                       | 9,239                 | 2,310                      | 13,500              | (4,261)                  | -                         | -                        | -                  | 9,239                    |
| Works Town Hall   | 1,000,000               | 914,192               | 229,149                    | 30,174              | 884,018                  | 317,260                   | 317,260                  | -                  | 1,231,452                |
| Redbridge Masterplan                                    | -                       | 85,474                | 26,325                     | 33,317              | 52,157                   | 22,300                    | 22,300                   | -                  | 107,774                  |
| Network infrastructure installations (utilities)        | 40,000                  | 54,749                | 15,995                     | -                   | 54,749                   | -                         | -                        | -                  | 54,749                   |
| Waterways investment                                    | 500,000                 | 377,326               | 94,331                     | -                   | 377,326                  | -                         | -                        | -                  | 377,326                  |
| Stone walls & Railing programme                         | -                       | 21,870                | 8,929                      | 39,999              | (18,130)                 | -                         | -                        | -                  | 21,870                   |
| Broad street roofing & Facade project                   | 500,000                 | 671,247               | 178,773                    | 1,000               | 670,247                  | (251,823)                 | (251,823)                | -                  | 419,424                  |
| Fire Risk Assessment programme works                    | -                       | -                     | 2,813                      | -                   | (2,813)                  | -                         | -                        | -                  | 0                        |
| Bridge investment work                                  | 300,000                 | 648,869               | 184,194                    | -                   | 648,869                  | (613,869)                 | (613,869)                | -                  | 35,000                   |
| M&E Capital budget to fund capital replacement          | -                       | 72,315                | 12,601                     | 16,000              | 56,315                   | -                         | -                        | -                  | 72,315                   |
| ICT - Asset Management System                           | 300,000                 | 461,652               | 122,990                    | 62                  | 461,590                  | -                         | -                        | -                  | 461,652                  |
| General Fund Capital Reserve (SCS works &               | 500,000                 | 900,000               | 250,962                    | -                   | 900,000                  | -                         | -                        | -                  | 900,000                  |
| <b>Corporate Property Projects Total</b>                | <b>9,089,849</b>        | <b>13,953,254</b>     | <b>3,719,760</b>           | <b>367,900</b>      | <b>13,585,353</b>        | <b>(2,050,922)</b>        | <b>(2,050,922)</b>       | <b>-</b>           | <b>11,902,332</b>        |
| <b>Economy, Regeneration &amp; Sustainability</b>       |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| City Wide Cycling Infrastructure Contribution           | 173,681                 | 168,340               | 43,961                     | 50,204              | 118,136                  | (110,340)                 | (110,340)                | -                  | 58,000                   |
| R & D Feasibility Fund                                  | 500,000                 | 188,975               | 47,244                     | -                   | 188,975                  | -                         | -                        | -                  | 188,975                  |
| Jericho Community Centre                                | 200,000                 | 200,000               | 50,000                     | 424                 | 199,576                  | -                         | -                        | -                  | 200,000                  |
| Seacourt Park & Ride Extension                          | -                       | -                     | -                          | 1,363               | (1,363)                  | -                         | -                        | -                  | 0                        |
| Cave Street Development (Standingford House)            | -                       | 47,283                | 11,821                     | (10,958)            | 58,242                   | -                         | -                        | -                  | 47,283                   |
| 1-3 George Street                                       | 700,000                 | 710,404               | 185,490                    | (36,402)            | 746,806                  | -                         | -                        | -                  | 710,404                  |
| Future Options for City Centre Land (Odeon)             | -                       | -                     | 2,507                      | 1,610               | (1,610)                  | -                         | -                        | -                  | 0                        |
| Diamond Place Redevelopment                             | 74,770                  | 80,460                | 20,474                     | 2,889               | 77,571                   | -                         | -                        | -                  | 80,460                   |
| Osney Mead Path Works (HIF)                             | -                       | 1,275,675             | 318,919                    | 43                  | 1,275,632                | (851,929)                 | (851,929)                | -                  | 423,746                  |
| Oxford Ice Rink Development                             | -                       | 83,804                | 20,951                     | 1,054               | 82,750                   | -                         | -                        | -                  | 83,804                   |
| Oxford Station Feasibility                              | -                       | 17,357                | 5,686                      | 18,809              | (1,452)                  | 1,452                     | 1,452                    | -                  | 18,809                   |
| Osney Bridge (Growth Deal)                              | -                       | 6,954,725             | 2,112,092                  | 48,083              | 6,906,643                | (5,122,103)               | (5,122,103)              | -                  | 1,832,622                |
| City Cycle Schemes (Growth Deal)                        | -                       | 354,959               | 111,778                    | 5,378               | 349,581                  | (200,000)                 | (200,000)                | -                  | 154,959                  |
| Greenways Cycling Project                               | -                       | 15,514                | 3,879                      | 15,171              | 343                      | -                         | -                        | -                  | 15,514                   |
| CIL Feasibility   | -                       | 43,350                | 10,838                     | -                   | 43,350                   | -                         | -                        | -                  | 43,350                   |
| Meanwhile In Oxfordshire                                | -                       | 79,948                | 24,736                     | -                   | 79,948                   | -                         | -                        | -                  | 79,948                   |
| Coach Parking Feasibility                               | -                       | 19,848                | 4,962                      | -                   | 19,848                   | -                         | -                        | -                  | 19,848                   |
| City Centre Public Realm (Kiosks Project)               | -                       | 94,679                | 25,977                     | 1,420               | 93,259                   | (101,390)                 | (101,390)                | -                  | (6,711)                  |
| St Michael's Street Levelling Works                     | -                       | 91,229                | 31,796                     | 302,541             | (211,312)                | 290,450                   | 290,450                  | -                  | 381,679                  |
| Ice Rink Car Parking                                    | 130,000                 | 130,877               | 32,719                     | 132                 | 130,745                  | (128,877)                 | (128,877)                | -                  | 2,000                    |
| Oxford Flood Alleviation HIF Contribution               | -                       | 4,350,000             | 1,338,462                  | -                   | 4,350,000                | -                         | -                        | -                  | 4,350,000                |
| Cowley Branch Line Full Business Case                   | 653,350                 | 110,074               | (3,943)                    | 21,121              | 88,953                   | -                         | -                        | -                  | 110,074                  |
| Templars Square (GF Element)                            | 100,000                 | 96,366                | 24,092                     | 389                 | 95,977                   | -                         | -                        | -                  | 96,366                   |
| Floyds Row (Feasibility 2024)                           | -                       | 24,252                | 7,390                      | 4,418               | 19,834                   | -                         | -                        | -                  | 24,252                   |
| TH Archive Scanning Project                             | -                       | 635,183               | 195,402                    | 89,533              | 545,650                  | (100,000)                 | (100,000)                | -                  | 535,183                  |
| 42&46a George St - Feasibility                          | -                       | 22,424                | 5,606                      | -                   | 22,424                   | -                         | -                        | -                  | 22,424                   |
| Regeneration Property Purchase/Odeon                    | 9,880,657               | 10,091,659            | 2,535,146                  | 6,574               | 10,085,086               | -                         | -                        | -                  | 10,091,659               |
| Bury Knowle House                                       | -                       | 41,000                | 10,250                     | -                   | 41,000                   | -                         | -                        | -                  | 41,000                   |
| Union Street Car Park                                   | -                       | 86,337                | 24,728                     | 8,401               | 77,936                   | -                         | -                        | -                  | 86,337                   |
| Redbridge Paddock Moorings - Feasibility                | -                       | 10,000                | 2,500                      | -                   | 10,000                   | -                         | -                        | -                  | 10,000                   |
| City Centre Income Strip - Feasibility                  | -                       | 60,000                | 15,000                     | -                   | 60,000                   | -                         | -                        | -                  | 60,000                   |
| Magdalen Woods Pathway                                  | -                       | 65,630                | 16,408                     | 1,120               | 64,510                   | -                         | -                        | -                  | 65,630                   |
| Council Chamber upgrade - Feasibility                   | -                       | 61,000                | 15,250                     | 539                 | 60,461                   | -                         | -                        | -                  | 61,000                   |
| Covered Market Units Split - Feasibility                | -                       | 20,000                | 5,000                      | -                   | 20,000                   | -                         | -                        | -                  | 20,000                   |
| Oxford and Abingdon Flood Alleviation Scheme            | 250,000                 | 249,038               | 62,259                     | 622                 | 248,416                  | -                         | -                        | -                  | 249,038                  |
| Go Ultra Low Oxford - On Street                         | -                       | 494,706               | 123,677                    | 478                 | 494,228                  | -                         | -                        | -                  | 494,706                  |
| Go Ultra Low Oxford - Taxis                             | -                       | 20,213                | 5,053                      | 1,380               | 18,833                   | -                         | -                        | -                  | 20,213                   |
| Decarbonisation Fund - OCC element                      | -                       | 105,142               | 26,286                     | -                   | 105,142                  | -                         | -                        | -                  | 105,142                  |
| Biodiversity Net Gain (Feasibility)                     | -                       | 48,000                | 15,173                     | 985                 | 47,015                   | -                         | -                        | -                  | 48,000                   |
| Blackbird Leys Regeneration (GF Element)                | 4,866,000               | 2,122,453             | 467,959                    | 47,410              | 2,075,043                | (164,543)                 | (164,543)                | -                  | 1,957,910                |
| UK Shared Prosperity Fund Investment Plan               | -                       | 371,817               | 92,954                     | -                   | 371,817                  | -                         | -                        | -                  | 371,817                  |
| Brownfield Land Release Fund (BLRF)                     | -                       | 169,693               | 42,423                     | 4,878               | 164,814                  | -                         | -                        | -                  | 169,693                  |
| Depot Rationalisation                                   | -                       | 16,711                | 4,178                      | -                   | 16,711                   | -                         | -                        | -                  | 16,711                   |
| <b>Economy, Regeneration &amp; Sustainability Total</b> | <b>17,528,458</b>       | <b>29,829,125</b>     | <b>8,097,081</b>           | <b>589,608</b>      | <b>29,239,517</b>        | <b>(6,487,279)</b>        | <b>(6,487,279)</b>       | <b>-</b>           | <b>23,341,846</b>        |
| <b>Housing Supply (Delivery) Projects</b>               |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| Housing Company Loans (excl Barton Park)                | -                       | 9,700,000             | 3,718,231                  | 9,700,000           | -                        | -                         | -                        | -                  | 9,700,000                |
| Affordable Housing Supply                               | -                       | 128,000               | 144,962                    | -                   | 128,000                  | -                         | -                        | -                  | 128,000                  |
| Growth Deal Registered Provider Payments                | 272,000                 | 272,000               | 68,000                     | -                   | 272,000                  | -                         | -                        | -                  | 272,000                  |
| <b>Housing Supply Projects Total</b>                    | <b>272,000</b>          | <b>10,100,000</b>     | <b>4,813,608</b>           | <b>9,700,000</b>    | <b>400,000</b>           | <b>-</b>                  | <b>-</b>                 | <b>-</b>           | <b>10,100,000</b>        |
| <b>Planning &amp; Regulatory Projects</b>               |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| Essential Repairs Grant                                 | 15,000                  | 20,000                | 6,564                      | 2,892               | 17,108                   | -                         | -                        | -                  | 20,000                   |
| Disabled Facilities Grants                              | 1,200,000               | 1,166,488             | 277,415                    | 386,214             | 780,274                  | 597,279                   | 597,279                  | -                  | 1,763,767                |
| Controlled Parking Zones                                | -                       | 443,000               | 132,269                    | -                   | 443,000                  | -                         | -                        | -                  | 443,000                  |
| <b>Planning &amp; Regulatory Projects Total</b>         | <b>1,215,000</b>        | <b>1,629,488</b>      | <b>416,248</b>             | <b>389,106</b>      | <b>1,240,382</b>         | <b>597,279</b>            | <b>597,279</b>           | <b>-</b>           | <b>2,226,767</b>         |
| <b>PLACE Directorate Total</b>                          | <b>28,105,307</b>       | <b>55,511,866</b>     | <b>17,046,697</b>          | <b>11,046,614</b>   | <b>44,465,252</b>        | <b>(7,940,922)</b>        | <b>(7,940,922)</b>       | <b>-</b>           | <b>47,570,944</b>        |

| Capital Scheme   | 2025/26 Original Budget | 2025/26 Latest Budget | Profiled Budget 30/06/2025 | Spend to 30/06/2025 | 2025/26 Budget Remaining | 2025/26 Forecast Variance |                          |                    |                          |
|--|-------------------------|-----------------------|----------------------------|---------------------|--------------------------|---------------------------|--------------------------|--------------------|--------------------------|
|  |                         |                       |                            |                     |                          | Forecast Variance         | Variance due to Slippage | Over / Under Spend | 2025/26 Outturn Forecast |
|  | £                       | £                     | £                          | £                   | £                        | £                         | £                        | £                  | £                        |
| <b>General Fund Capital Programme</b>                  |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| <b>Corporate Services Directorate</b>                  |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| <b>Financial Services Projects</b>                     |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| ICT - Open Revenue Cloud Migration                     | 100,000                 | 41,025                | 13,141                     | -                   | 41,025                   | -                         | -                        | -                  | 41,025                   |
| ICT - Agresso upgrade and migration to Cloud           | -                       | 175,509               | 56,467                     | -                   | 175,509                  | -                         | -                        | -                  | 175,509                  |
| Salary Costs across the Council to be capitalised      | 663,000                 | 2,234,668             | 558,667                    | -                   | 2,234,668                | -                         | -                        | -                  | 2,234,668                |
| OxWED Loans  | -                       | 1,025,000             | 315,385                    | -                   | 1,025,000                | -                         | -                        | -                  | 1,025,000                |
| <b>Financial Services Projects Total</b>               | <b>763,000</b>          | <b>3,476,203</b>      | <b>943,660</b>             | <b>-</b>            | <b>3,476,203</b>         | <b>-</b>                  | <b>-</b>                 | <b>-</b>           | <b>3,476,203</b>         |
| <b>Law &amp; Governance</b>                            |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| IDOX Eros  | 50,000                  | 50,000                | 12,500                     | -                   | 50,000                   | -                         | -                        | -                  | 50,000                   |
| Audio & Visual Equipment                               | -                       | 12,782                | 3,933                      | -                   | 12,782                   | (12,782)                  | (12,782)                 | -                  | 0                        |
| <b>Law &amp; Governance Projects Total</b>             | <b>50,000</b>           | <b>62,782</b>         | <b>16,433</b>              | <b>-</b>            | <b>62,782</b>            | <b>(12,782)</b>           | <b>(12,782)</b>          | <b>-</b>           | <b>50,000</b>            |
| <b>People</b>  |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| ICT - I-trent replacement                              | 20,000                  | 20,000                | 5,000                      | -                   | 20,000                   | -                         | -                        | -                  | 20,000                   |
| I-trent system improvement                             | -                       | 30,000                | 7,500                      | -                   | 30,000                   | -                         | -                        | -                  | 30,000                   |
| <b>People Projects Total</b>                           | <b>20,000</b>           | <b>50,000</b>         | <b>12,500</b>              | <b>-</b>            | <b>50,000</b>            | <b>-</b>                  | <b>-</b>                 | <b>-</b>           | <b>50,000</b>            |
| <b>Corporate Services Directorate Total</b>            | <b>833,000</b>          | <b>3,588,985</b>      | <b>972,592</b>             | <b>-</b>            | <b>3,588,985</b>         | <b>(12,782)</b>           | <b>(12,782)</b>          | <b>-</b>           | <b>3,576,203</b>         |
| <b>ODS Client Projects</b>                             |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| MT Vehicles/Plant Replacement Programme                | 3,500,000               | 5,584,119             | 1,396,030                  | 151,465             | 5,432,654                | -                         | -                        | -                  | 5,584,119                |
| Car Parks Resurfacing                                  | 138,692                 | 135,787               | 33,947                     | -                   | 135,787                  | -                         | -                        | -                  | 135,787                  |
| Cowley Marsh Extension                                 | -                       | 34,259                | 8,565                      | -                   | 34,259                   | -                         | -                        | -                  | 34,259                   |
| <b>ODS Client Projects Total</b>                       | <b>3,638,692</b>        | <b>5,754,165</b>      | <b>1,438,541</b>           | <b>151,465</b>      | <b>5,602,700</b>         | <b>-</b>                  | <b>-</b>                 | <b>-</b>           | <b>5,754,165</b>         |
| <b>General Fund Total</b>                              | <b>37,687,856</b>       | <b>73,797,422</b>     | <b>21,803,507</b>          | <b>14,383,223</b>   | <b>59,414,199</b>        | <b>(7,936,260)</b>        | <b>(7,936,260)</b>       | <b>-</b>           | <b>65,861,162</b>        |
| <b>Housing Revenue Account (HRA) Capital Programme</b> |                         |                       |                            |                     |                          |                           |                          |                    |                          |
| Tower Blocks   | -                       | -                     | -                          | 5,500               | (5,500)                  | -                         | -                        | -                  | 0                        |
| Adaptations for disabled                               | -                       | -                     | -                          | 344,541             | (344,541)                | -                         | -                        | -                  | 0                        |
| Structural   | 300,000                 | 286,669               | 71,667                     | 61,851              | 224,818                  | -                         | -                        | -                  | 286,669                  |
| Controlled Entry                                       | 660,000                 | 752,640               | 188,160                    | 636                 | 752,004                  | -                         | -                        | -                  | 752,640                  |
| Major Voids  | 1,000,000               | 1,000,000             | 250,000                    | 524,928             | 475,072                  | -                         | -                        | -                  | 1,000,000                |
| Boilers Only   | -                       | -                     | -                          | 583,034             | (583,034)                | -                         | -                        | -                  | 0                        |
| Heating Systems  | -                       | -                     | -                          | 14,875              | (14,875)                 | -                         | -                        | -                  | 0                        |
| Electrics  | 1,696,744               | 1,696,744             | 424,186                    | 143,390             | 1,553,354                | -                         | -                        | -                  | 1,696,744                |
| Doors and Windows                                      | -                       | -                     | -                          | -                   | -                        | -                         | -                        | -                  | 0                        |
| Extensions & Major Adaptions                           | 1,370,000               | 1,457,557             | 364,389                    | 84,019              | 1,373,538                | -                         | -                        | -                  | 1,457,557                |
| Communal Areas   | -                       | -                     | -                          | -                   | -                        | -                         | -                        | -                  | 0                        |
| Energy Efficiency Initiatives                          | 6,145,000               | 5,318,963             | 1,329,741                  | 478,159             | 4,840,804                | (1,095,963)               | (1,095,963)              | -                  | 4,223,000                |
| Lift Replacement Programme                             | 190,000                 | 306,984               | 76,746                     | 52,169              | 254,815                  | -                         | -                        | -                  | 306,984                  |
| Fire doors   | 968,500                 | 796,615               | 199,154                    | 144,924             | 651,691                  | -                         | -                        | -                  | 796,615                  |
| Renewal Of Fire Alarm Panels                           | 90,000                  | 297,021               | 74,255                     | -                   | 297,021                  | -                         | -                        | -                  | 297,021                  |
| HRA Stock Condition Survey                             | 120,000                 | 607,501               | 151,875                    | 11,365              | 596,136                  | -                         | -                        | -                  | 607,501                  |
| Southfield Park Leases                                 | -                       | 1,500,000             | 375,000                    | -                   | 1,500,000                | -                         | -                        | -                  | 1,500,000                |
| Oxford North Development                               | 13,922,141              | 13,320,006            | 3,330,002                  | 1,481,484           | 11,838,522               | -                         | -                        | -                  | 13,320,006               |
| LAHF Acquisitions                                      | -                       | -                     | -                          | -                   | -                        | -                         | -                        | -                  | 0                        |
| LAHF 2 Acquisitions                                    | -                       | 179,643               | 44,911                     | -                   | 179,643                  | -                         | -                        | -                  | 179,643                  |
| Retained Right to Buy Receipts (Acquisitions)          | 3,000,000               | 3,439,660             | 859,915                    | 706,835             | 2,732,825                | -                         | -                        | -                  | 3,439,660                |
| Retained Right to Buy Receipts (Additional)            | -                       | -                     | -                          | 26,588              | (26,588)                 | -                         | -                        | -                  | 0                        |
| Digital Noticeboards for tower blocks                  | -                       | -                     | -                          | 10,670              | (10,670)                 | 35,000                    | 35,000                   | -                  | 35,000                   |
| Communal Capital investment works to Council           | 3,335,015               | 3,335,015             | 833,754                    | 201,792             | 3,133,223                | -                         | -                        | -                  | 3,335,015                |
| External Capital Investment works to Council           | 10,389,637              | 10,389,637            | 2,597,409                  | 886,047             | 9,503,590                | -                         | -                        | -                  | 10,389,637               |
| Internal Capital Investment works to Council           | 8,503,914               | 8,503,914             | 2,125,979                  | 941,946             | 7,561,968                | -                         | -                        | -                  | 8,503,914                |
| Tower Blocks - Fire Alarm System Replacement           | 6,300,000               | 6,561,496             | 1,640,374                  | 9,739               | 6,551,757                | -                         | -                        | -                  | 6,561,496                |
| Leiden Road (c. 12 affordable homes)                   | 324,213                 | 330,463               | 82,616                     | -                   | 330,463                  | -                         | -                        | -                  | 330,463                  |
| Underhill Circus (c. 11 affordable homes)              | 264,538                 | 96,922                | 24,231                     | -                   | 96,922                   | 178,866                   | 178,866                  | -                  | 275,788                  |
| LAHF 3 Acquisitions                                    | 261,625                 | 998,234               | 249,559                    | 69,279              | 928,955                  | -                         | -                        | -                  | 998,234                  |
| HRA Barton Acquisitions                                | 14,002,979              | 13,928,738            | 3,482,184                  | (68,211)            | 13,996,949               | 2,684,489                 | 2,684,489                | -                  | 16,613,227               |
| Windale & Northbrook Decant Costc                      | 481,000                 | 481,000               | 120,250                    | 85,097              | 395,903                  | -                         | -                        | -                  | 481,000                  |
| Major Refurbishment Masons Road                        | -                       | 589,615               | 147,404                    | 2,000               | 587,615                  | -                         | -                        | -                  | 589,615                  |
| Social Rented Housing Acquisitions                     | -                       | -                     | -                          | -                   | -                        | -                         | -                        | -                  | 0                        |
| East Oxford development                                | 1,910,128               | 2,719,249             | 679,812                    | 830,509             | 1,888,740                | -                         | -                        | -                  | 2,719,249                |
| Properties Purchased From OCHL                         | 49,176,171              | 50,171,575            | 12,542,824                 | 2,380               | 50,169,195               | 1,355,317                 | 1,355,317                | -                  | 51,526,892               |
| Northfield Hostel                                      | 15,581,280              | 15,438,953            | 3,864,738                  | 16,428              | 15,442,525               | (6,210,656)               | (6,210,656)              | -                  | 9,248,297                |
| Lanham Way   | 191,248                 | 510,275               | 127,569                    | 4,428               | 505,847                  | -                         | -                        | -                  | 510,275                  |
| SHAP Acquisitions                                      | -                       | -                     | -                          | 104                 | (104)                    | -                         | -                        | -                  | 0                        |
| Blackbird Leys Regeneration (HRA)                      | 1,142,000               | 914,637               | 228,659                    | 668,870             | 245,768                  | (112,971)                 | (112,971)                | -                  | 801,666                  |
| <b>Housing Revenue Account Total</b>                   | <b>141,326,133</b>      | <b>145,949,725</b>    | <b>36,487,431</b>          | <b>8,325,374</b>    | <b>137,624,351</b>       | <b>(3,165,918)</b>        | <b>(3,165,918)</b>       | <b>-</b>           | <b>142,783,807</b>       |
| <b>Grand Total</b>                                     | <b>179,013,989</b>      | <b>219,747,147</b>    | <b>58,290,938</b>          | <b>22,708,597</b>   | <b>197,038,550</b>       | <b>(11,102,178)</b>       | <b>(11,102,178)</b>      | <b>-</b>           | <b>208,644,969</b>       |
|  |                         |                       |                            | % Latest Budget     |                          | % Original Budget         |                          |                    |                          |
| GF Spend v Budget                                      |                         |                       |                            | 19%                 |                          | 38%                       |                          |                    |                          |
| HRA Spend v Budget                                     |                         |                       |                            | 6%                  |                          | 6%                        |                          |                    |                          |
| Total Spend v Budget                                   |                         |                       |                            | 10%                 |                          | 13%                       |                          |                    |                          |

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**To:** Cabinet  
**Date:** 17<sup>th</sup> September 2025  
**Report of:** Director of Communities and Citizen Services  
**Title of Report:** Citizen and Community Engagement Policy 2025

| Summary and recommendations  |   |
|------------------------------|---|
| <b>Decision being taken:</b> | To seek approval to adopt the Citizen and Community Engagement Policy 2025                  |
| <b>Key decision:</b>         | No  |
| <b>Cabinet Member:</b>       | Councillor Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies |
| <b>Corporate Priority:</b>   | All   |
| <b>Policy Framework:</b>     | Corporate plan 2024-2028  |

|   |
|---|
| <b>Recommendation(s):</b> That Cabinet resolves to:   |
| <ol style="list-style-type: none"> <li><b>Approve</b> the Citizen and Community Engagement Policy 2025; and</li> <li><b>Delegate</b> authority to the Director of Communities and Citizen Services to publish the Citizen and Community Engagement Policy and to make any typographical amendments as may be required, before publication.</li> </ol> |

| Appendix No.      | Appendix Title   |
|-------------------|--|
| <b>Appendix 1</b> | Citizen and Community Engagement Policy 2025                                 |
| <b>Appendix 2</b> | Equalities Impact Assessment - Citizens and Community Engagement Policy 2025 |
| <b>Appendix 3</b> | Risk Register - Citizens and Community Engagement Policy 2025                |
| <b>Appendix 4</b> | Public Consultation Results - Citizens and Community Engagement Policy 2025  |

## Background and Introduction

- Oxford City Council has a longstanding commitment to engaging with citizens and communities on the decisions that affect them. The Council takes a proportionate and targeted approach to ensure that views from diverse groups and communities are reflected in the decision-making process.

2. The Citizens and Community Engagement Policy, included at Appendix 1, sets out the framework for how the Council engages with citizens and communities, with the aim of better understanding their needs and increasing their involvement in decisions that impact their lives.
3. This Policy supersedes the Community Engagement Policy Statement 2014-17.
4. The Citizen and Community Engagement Policy includes the following key elements:
  - An overview of the factors influencing citizen and community engagement, including Oxford's diversity and recent housing sector reforms.
  - The principles that underpin the Council's citizen and community engagement activities, including flexibility, proportionality, transparency and clarity, timeliness, feedback, inclusiveness and accessibility, and strengthening tenant voice.
  - An outline of the Council's channels and approaches to citizen and community engagement.
  - The Council's internal information-sharing and engagement coordination mechanisms.

### **Development of the Policy**

5. The principles of citizen and community engagement in the policy were informed by key sources, including the Cabinet Office and the Local Government Association (LGA), helping to shape the framework.
6. The Citizen and Community Engagement Policy aligns with obligations introduced by the Social Housing Act, particularly regarding tenant engagement and the protection of tenant rights. It sets forth how the Council will fulfil these obligations through enhanced engagement and service improvements tailored to tenant needs.
7. The Citizen and Community Engagement Policy was developed in collaboration with the Scrutiny Officer and Director of Corporate Strategy, and with valuable input from the Policy Officer Group, Housing, Communities, Citizen Experience and Contact Centre teams, along with contributions from Councillor Chapman.
8. The public consultation was carried out between 29 May and 26 June 2025, with 197 responses collected and analysed, as set out in Appendix 4. The results showed strong support for the Council's approach to community engagement, with over 80% agreeing with the policy's key principles and 93% saying it's important for residents to be involved in local decisions. People reported taking part in various ways, like online surveys, the Residents' Panel, and speaking with councillors. However, some concerns were raised about trust, communication, and accessibility. In response, the policy places greater focus on providing clear, timely feedback and offering a range of accessible ways for people to get involved—helping to build trust and show that residents' views are taken seriously. A more detailed breakdown of the consultation findings is provided in Appendix 4 – Public Consultation Results.
9. The policy has also been updated to reflect Cabinet's feedback on the Citizen Experience Strategy, including the need for more in-person consultation in outlying



areas, support for language interpretation where needed, and proactive engagement with children under 12.

### **Monitoring and Reporting**

10. The Council will monitor engagement efforts to ensure departments use existing insights and avoid over-consultation.
11. Engagement findings will be reviewed, and departments will report on how feedback influences decision-making, ensuring transparency and demonstrating the impact of citizen input.
12. Feedback mechanisms will ensure that citizen input shapes policy proposals. Engagement results will be published, and the 'You Said, We Did' section on the Council's online portal will highlight how feedback has influenced decisions.
13. The policy will be reviewed once per year to ensure that it is still current.

### **Financial implications**

14. There are no immediate or planned direct financial implications of this Citizen and Community Engagement Policy as it reflects programmes that are funded within existing budgets.

### **Legal issues**

15. While there is not a statutory requirement to have a citizen and community engagement policy, there is new guidance from the Cabinet Office and the Local Government Associations on Consultation Principles. Local Authorities should adopt those principles to engage stakeholders in policy and legislative developments. The Policy has been developed in line with public consultation, the details of the consultation undertaken is set out in Appendix 4.

### **Level of risk**

16. See Appendix 3 for the Risk Register.

### **Equalities impact**

17. The Citizen and Community Engagement Policy is based upon our principles of engagement, which includes inclusiveness and accessibility. This is defined as: "the Council is committed to providing all citizens and communities with the opportunity to participate in engagement activity, as it recognises this leads to improved outcomes. This includes marginalised and/or under-represented groups and groups which are typically more challenging to engage with".
18. See Appendix 2 for the Equalities Impact Assessment.

|                            |  |
|----------------------------|--|
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| Background Papers: |   |
|--------------------|---|
| 1                  | <a href="#">Community Engagement Policy Statement 2014-17</a> |
| 2                  | <a href="#">Social Housing (Regulation) Act 2023</a>          |
| 3                  | <a href="#">Consumer Standards 2024</a>                       |

# CITIZEN AND COMMUNITY ENGAGEMENT POLICY

OXFORD CITY COUNCIL

|                                 |  |
|---------------------------------|--|
| <b><u>DOCUMENT CONTROL:</u></b> |  |
| <b>TITLE:</b>                   | Citizen and Community Engagement Policy  |
| <b>DATE:</b>                    | <i>TBC</i>   |
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| <b>CABINET PORTFOLIO:</b>       | Citizen Focused Services and Council Companies   |
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## PURPOSE

The Citizen and Community Engagement Policy Statement sets out how Oxford City Council engages its citizens and communities in decision-making. It provides the framework for how the Council engages with citizens and communities to develop a greater understanding of their needs, perspectives and priorities, and to facilitate meaningful involvement in the decisions that affect them.

## POLICY CONTEXT

This Policy Statement is underpinned by the Cabinet Office's guidance on Consultation Principles (March 2018)<sup>1</sup> and sets out the framework for how the Council will deliver activity in support of the priorities within the Council's Corporate Strategy 2024-28.

This policy aligns with new obligations under the Social Housing Act, particularly in the areas of tenant engagement and the protection of tenant rights. It sets forth how the Council will fulfil these obligations through enhanced engagement and service improvements tailored to tenant needs.

It should be read in conjunction with the following related Council documents:

- [Corporate Strategy 2024-28](#)
- [Constitution](#)
- [Thriving Communities Strategy 2023-27](#)
- [Citizen Experience Strategy 2023-25](#)
- [Equality, Diversity, and Inclusion Strategy](#)
- [Consultation & Engagement Toolkit](#)
- [Public Involvement Project Brief Template](#)
- [Question design guidelines.](#)
- [Statement of Community Involvement](#)

This Policy Statement supersedes the Community Engagement Policy Statement 2014-17 and the Consultation Strategy 2010-13.

## KEY DEFINITIONS

|   |
|---|
| <b>Engagement</b> – the act of involving or seeking feedback from citizens and communities. |
|---|

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<sup>1</sup> <https://www.gov.uk/government/publications/consultation-principles-guidance> [accessed 14 December 2023]

**Consultation** – the act of exchanging information and opinions about an issue, proposal, or decision to reach a better understanding of it to decide or reach a conclusion.

**Citizen** – “citizens” are those who live, work in, and visit the City Council and/or the City of Oxford.

**Community** – having defining characteristics such as place, identity, or interest in common.

**Online Activities** – engagement which citizens and communities interact with on a digital platform, including consultations, questionnaires, or surveys.

**Stakeholder** – a citizen or community with an interest, concern, or ‘stake’ in an issue, proposal, or decision.

## INTRODUCTION

Oxford City Council recognises that communities and citizens possess valuable insight, experience, and capabilities that should play a significant role in shaping local government decisions.

As such we are committed to nurturing strong, inclusive communities where active community and citizen involvement is at the forefront of our decision-making.

As a dynamic city where different community identities intersect, the Council recognises that effective engagement must reflect this complexity. While individual communities have their unique characters, they broadly relate to one or more of the following:

- Communities of Place – People living in specific geographic areas of the city.
- Communities of Identity - Groups who share commonality in their sense of self, such as ethnicity, age, disability, religion, or sexual orientation.
- Communities of Interest – Individuals connected by shared activities or interests, including students, business and academic visitors, Council tenants, allotment holders, cyclists, theatregoers and users of parks, roads, community buildings, or public transport.

This Policy Statement seeks to deliver on that commitment through effective engagement, ensuring that all voices are heard and facilitating participation in the Council's decision-making processes.

This involves working with communities and citizens to build supportive channels for dialogue and engagement to enhance the relationship and accountability between citizens, communities, and the Council, which in turn leads to better and more sustainable outcomes.

The Council has a longstanding commitment to engaging with citizens and communities about the decisions that affect them and has adopted a proportionate and targeted approach to enable views from diverse groups and communities to feed into the decision-making process.

## BACKGROUND & OXFORD CONTEXT

Oxford is a vibrant and diverse city, shaped by both unique opportunities and significant challenges. While its economy is powered by knowledge, innovation, and tourism, stark inequalities persist across the city. Oxford's population continues to grow, yet it remains one of the least affordable places to live in the country. At the same time, the climate emergency presents an urgent and ongoing threat. Understanding Oxford's citizens and communities is central to Oxford City Council's approach to engagement; however, the 'Oxford context' is outlined in detail within other related Council documents (*as referenced in the 'Policy Context' section*). To avoid duplication, this information is not repeated in this Policy Statement.

The Council engages with citizens and communities in a variety of ways, including through:

- **Oxford's 48 City Councillors** – They provide a direct link between citizens and communities and the Council's decision-making mechanisms. One of City Councillors' most important roles is advocating and being a voice for citizens and communities, which includes raising enquiries with Council officers on behalf of individual citizens.
- **Residents' Panel** – A dedicated panel of Oxford residents, broadly representative of the city's population, that provides regular input on a range of issues and helps shape Council decisions and proposals.
- **Annual Residents' Survey** – An online survey sent to the Residents' Panel each year, giving Oxford residents the opportunity to share their views on a range of topics including how the Council is performing and what they think about the services we provide.
- **Online Consultation and Engagement Portal** – A platform where residents can comment on Council proposals and documents, including policy and strategy documents, as well as the annual budget. This platform is also used by the Council to publish engagement outcomes and share feedback with participants.
- **Planning Involvement** – The *Statement of Community Involvement* sets out the Council's approach to involving the community and stakeholders in shaping planning policy documents and decisions on development proposals in Oxford.

- **Localities Team** – A team that brings together the skills and experience of Council staff and partners to support residents, address local needs, reduce inequalities, and build strong, resilient, and thriving communities. This includes hosting fortnightly online learning sessions open to community groups and organisations that support local people.
- **Public involvement at Council meetings** – Community representatives and individual citizens can regularly speak at Full Council, Cabinet, Planning Committee, and other meetings of Elected Members, using their right to raise issues and share their views directly with decision-makers.
- **Tenant, Leaseholder, and Shared Ownership Engagement** – recent national reforms, including the **Social Housing (Regulation) Act 2023** and the **Consumer Standards (2024)**, have placed greater emphasis on empowering tenants, leaseholders, and shared owners. These reforms make it a statutory requirement for councils to involve residents in shaping the housing services they receive and to be accountable for their performance.

Oxford City Council's **Tenant Involvement Team** ensures compliance with these requirements, promoting meaningful engagement with tenants, shared owners, and leaseholders through a range of channels and initiatives:

- **Independent Tenant Satisfaction Survey** - Conducted annually with an external partner, this survey measures tenant satisfaction and enables the Council to benchmark performance against similar authorities.
- **Tenants in Touch** – A quarterly publication for tenants, focused on topics that matter most to residents and designed to keep them informed and engaged.
- **Annual Report** – Produced each year to report on landlord services, including key statistics and compliance with the Consumer Standards and housing regulations.
- **Focus Groups** – Regular sessions with tenants, leaseholders, and shared owners to explore service improvements and identify priorities, which are central to improving customer experience and value for money.
- **Task and Finish Reviews** – Short-term reviews requested by service managers to investigate specific concerns and help enhance service delivery.
- **Resident Ambassador Meetings** – Monthly meetings with a core group of engaged residents to discuss reports, outcomes, and ongoing challenges.
- **'You Said, We Did' Reporting** – Collation and communication of engagement results across service areas, ensuring transparency, accountability, and follow-through on resident feedback — thereby fostering stronger trust and confidence among residents in the Council's decision-making processes.
- **Resident Recruitment and Outreach** – Ongoing efforts to involve more tenants and leaseholders in engagement activities. Resident involvement is seen as essential to improving Council services.



- **Community Engagement Activities** – The team also supports and delivers wider engagement events such as roadshows and drop-ins, often prioritised through internal service commissioning.

## **PRINCIPLES OF ENGAGEMENT**

The Council's principles of citizen and community engagement are designed to be broad and flexible enough to reflect the diversity of Oxford, ensuring that engagement activities are as inclusive as possible. This includes making sure our consultation and engagement practices fully consider individuals' protected characteristics, as defined by the Equality Act 2010 and the Public Sector Equality Duty.

The Council recognises co-production as a best-practice model for deep and meaningful engagement, where residents, service users, and community groups are treated as equal partners in the design, delivery, and evaluation of services. Unlike traditional consultation, co-production involves continuous collaboration throughout a project's lifecycle and includes such methods as co-design workshops, lived experience forums, community led research and resident evaluation boards. This approach strengthens trust, ensures services are shaped by lived experiences, and supports more inclusive and responsive outcomes—particularly for those who may face greater barriers to engagement. It is about finding out what is important to our residents, focusing on their strengths and talents and enabling them to do what they do best via the co-production process. Embedding co-production within our engagement approach aligns with the Council's commitment to the Thriving Communities Strategy, its ethos and practice as a local authority of sanctuary, and recent national standards for tenant involvement, such as the Social Housing (Regulation) Act and the Consumer Standards.

The Council has also voluntarily adopted the Socio-Economic Duty under the Act. This means that decision-makers must consider relevant evidence and the potential impact of strategic decisions, with the aim of reducing inequalities that arise from socio-economic disadvantage. In doing so, it is essential to give due regard to the views and lived experiences of Oxford's citizens and communities.

The Council's principles of citizen and community engagement, outlined below, adhere to the Gunning Principles, which provide a robust legal foundation for meaningful public consultation. While more detailed information is available on the Local Government Association (LGA) website (see also the 'Further Reading' section of this document), the Gunning Principles can be summarised into four core principles:

- Consultation must take place before decisions are made
- Sufficient information must be provided to allow for informed responses
- Adequate time should be given for consideration and response
- Consultation responses should be conscientiously considered in decision-making

**The Council's Principles of Citizen and Community Engagement are:**

**1. Flexibility**

The Council will adopt a flexible approach to engagement, enabling open and sustained conversations with citizens and communities. The type and breadth of engagement will vary depending on the issue and the stage of development of the proposal or decision. This flexibility allows the Council to learn and act quickly.

Engagement activities may take a variety of forms – from online consultations, questionnaires, and surveys to public meetings or feedback gathered through service delivery.

To ensure effectiveness, the Council will identify the appropriate individuals, groups, or communities to engage at each stage of a proposals or decision's development.

**2. Proportionality**

The type and scale of citizen and community engagement will be proportionate to the potential impact of the proposal or decision, and the degree to which it can be influenced.

For instance, localised issues affecting a small area of the city may involve a smaller-scale, targeted engagement, and more collaborative decision-making. On the other hand, citywide issues may require broader engagement activities; in these cases, while the Council is often the decision-maker, the views of citizens and communities will be an important part of the decision-making process.

Some engagement activities, particularly statutory consultations, may also be subject to predetermined requirements (e.g., citywide scale).

**3. Transparency and Clarity**

Engagement activities will have clear objectives — setting out the proposal or decision being considered, its stage of development, and how it aligns with the Council's broader strategic aims.

The scope of the engagement will be clearly defined, including what elements of the proposals are open to influence and what decisions have already been made. The Council will be transparent about how input can shape outcomes, and what the next steps will be, to help manage expectations of citizens and communities.

Sufficient, accessible information will be provided to support informed participation. Relevant materials will be made publicly available in a timely manner. The Council remains committed to sharing balanced, transparent, and objective information to help citizens and communities understand the issues.

All general communication channels (e.g., the Council website, Tenant Portal, newsletters, social media, posters) and more targeted communications (e.g.,

emailing lists, community networks, direct outreach) will be used, as appropriate to the audience and issue.

#### **4. Timeliness**

Engagement will begin at the earliest appropriate stage in the development of a proposal or decision when the matter is still under consideration and there is a meaningful opportunity for influence.

Engagement timelines will be proportionate and realistic, allowing enough time for thoughtful participation. If engagement takes place over holiday periods, the Council will assess and mitigate any negative impact on participation. Typical timeframes for engagement range from two to twelve weeks, depending on the nature of the proposal/decision and the capacity of communities to respond. Each engagement period will be assessed on a case-by-case basis.

#### **5. Feedback**

The Council is committed to capturing and using feedback from engagement activities to shape proposals and inform decisions. This helps ensure that decisions are well-informed, transparent, and reflective of the views and experiences of Oxford's citizens and communities.

Public consultation on this policy highlighted that the biggest barrier to participation is the belief that individual opinions won't make a difference. To build trust and show that residents' voices matter, the Council will strengthen its feedback loop — providing clear, timely updates on how public input has influenced decisions.

In making decisions and developing policy, the Council will:

- Publish engagement results – Clearly set out the responses received through engagement activities and explain how these have informed the process. Results, including the number of responses, will be published within twelve weeks of the engagement closing, in line with relevant data protection legislation.
- Provide feedback to participants - Share with respondents how their contributions have influenced the proposal or decision, and maintain open communication channels for follow-up, including updates on final decisions and implementation plans.
- Ensure objective analysis – Assess all information and viewpoints fairly and impartially to ensure an accurate interpretation of the results.
- Be responsive to feedback - Take the voices of citizens and communities seriously and be prepared to revise plans where appropriate in response to engagement findings.

- Prioritise meaningful engagement - Ensure that engagement is given appropriate time, space, resources, and attention, with a genuine commitment to understanding and incorporating the views of citizens and communities into proposals and decisions.

## **6. Inclusivity and Accessibility**

The Council is committed to ensuring that all citizens and communities, including marginalised and under-represented groups, can participate in engagement activities. Inclusive engagement leads to better, more equitable outcomes and helps ensure that all voices are heard, especially those that are typically harder to reach.

To maximise participation, information will be clear, easy to understand, and available in a variety of accessible formats. While the Council adopts a 'Digital by Design' approach to enhance accessibility, convenience, and efficiency through online services, it also recognises the importance of alternative methods. These include face-to-face appointments, telephone support, printed newsletters and letters, workshops, posters, leaflets, and public noticeboards, helping to prevent digital exclusion and ensure equitable access to engagement opportunities.

The Council will also consider incorporating a physical presence in future consultations — particularly in areas further from the city centre — to ensure that residents across all neighbourhoods have equal opportunity to participate. Where appropriate, support such as language interpreters will be offered to enable more inclusive and representative engagement.

In recognition of the Council's commitment to becoming an age- and child-friendly city, proactive efforts will be made to engage children under the age of 12. Their perspectives and lived experiences are important in shaping the policies and services that affect their daily lives. Engagement methods will be tailored to be age-appropriate, accessible, and meaningful, while meeting all necessary legal and safeguarding requirements. Where appropriate, the Council will work with schools, youth organisations, and family networks to help ensure younger residents have the opportunity to take part in shaping the city's future.

Where appropriate, the Council will also carry out Equality Impact Assessments and convene policy review task and finish groups — particularly where proposals directly affect residents — to ensure equity is embedded in decision-making from the outset.

## **7. Strengthening Tenant Voice**

In line with the requirements of the Social Housing (Regulation) Act, the Council is committed to strengthening engagement with tenants and leaseholders. This includes establishing regular opportunities for consultations, providing accessible channels for feedback, and ensuring clear, transparent

communication about tenant rights and the ways they can influence housing services and decisions.

These principles are further elaborated in the **Consultation & Engagement Toolkit**, which offers practical guidance on applying the Gunning Principles to engagement processes. The toolkit includes resources such as the **Public Involvement Project Brief Template**, designed to help structure consultations to meet these standards. Staff and stakeholders are encouraged to use this toolkit when designing, implementing, and evaluating consultations, ensuring alignment with the Council's commitment to transparent and effective engagement.

### **INTERNAL INFORMATION-SHARING AND ENGAGEMENT COORDINATION**

To avoid duplication of consultations and make the best use of citizen insights, the Council will establish and maintain a coordinated approach to information-sharing across departments. This ensures that feedback from engagement activities is easily accessible internally, and that departments align in their use of community and citizen insights.

1. **Centralised Data Repository:** A centralised repository will store engagement insights and feedback, enabling all departments to access data from prior consultations. This system allows teams to reference past engagements and reduce the need for repeated consultations on similar topics.
2. **Engagement Activities Tracker:** An internal tracker will document all planned and completed engagement activities, providing visibility of timelines across departments. This tool helps minimise the risk of duplicative outreach to the same community groups. The Consultation Officer and Communications Manager will meet monthly to review the tracker, ensuring that all engagement activities receive the necessary publicity and support.
3. **Citizen Engagement section in the Horizon Scan:** A dedicated section within the monthly **Horizon Scan** document will facilitate the sharing of engagement activities across departments, helping to minimise the risk of overlapping engagement efforts.
4. **Feedback Loop:** Each department will periodically share updates on how community insights have influenced decisions, projects, or policies. This transparency ensures alignment, reinforces accountability, and demonstrates the impact of engagement efforts across teams.
5. **Members Notification:** When commissioning community or citizen engagement activities, the Council will notify relevant ward members, particularly for localised engagements, and the portfolio holder responsible for the related policy or service area. This ensures transparency and provides an opportunity for elected representatives to contribute local knowledge and context to the engagement process.

## CITIZEN & COMMUNITY ENGAGEMENT APPROACHES

The Council engages with citizens and communities in a variety of ways, tailoring the approach to each specific case. The Council's primary goal is to create an inclusive and responsive engagement process that not only informs but actively involves citizens and communities in shaping the proposals and decisions that impact their lives. This collaborative approach enhances the quality and effectiveness of the proposals and decisions.

The Council's approaches to citizen and community engagement include:

- **Digital Engagement:** Utilising online platforms and social media to reach a wider audience and facilitate real-time interaction.
- **Local Media:** Informing the local media outlets, such as newspapers and radio stations, to share key council initiatives and engagement opportunities, particularly for residents who may be digitally excluded.
- **Public Consultations:** conducting surveys, public meetings, and workshops to gather diverse perspectives from a wide range of citizens, groups, and communities.
- **Collaborative Projects:** Partnering with local organisations, schools, and businesses to support community-led initiatives and enhance collective engagement.
- **Locality Learning Sessions:** Hosting local forums to discuss specific issues relevant to different areas of the city. These sessions aim to support residents, respond to local needs, reduce inequalities, and build strong, resilient communities. Locality Managers will utilise both Council-managed and independent venues, such as community centres, to facilitate accessible and tailored learning sessions that engage a broad spectrum of residents.
- **Youth and Minority Engagement:** Developing targeted programmes to involve young people and minority groups in civic activities. For example, the **Youth Voice Panel** gathers feedback from young people under the age of 18 to ensure their voices are heard.
- **Localities and Community Associations:** Leveraging community centres, including non-Council-managed centres, to reach broader groups of citizens and provide accessible pathways for participation.

The Council's engagement approach is further supported by the **Citizen Experience Strategy**, which outlines how the Council ensures a positive experience for citizens accessing its services and engaging with the Council. A key element of this strategy is the **Channel Management Plan**, which aims to streamline the various contact channels available to citizens. This plan focuses on optimising both in-person and digital channels - ensuring that residents who are more likely to be digitally excluded, such as older citizens, can access telephone or face-to-face support without delay, while encouraging and supporting those who can use digital channels to do so. By improving the consistency and efficiency of these contact channels, the Council aims to create a better overall experience for citizens and improve demand management.

## INCENTIVES

Incentives can be a useful tool for encouraging citizen and community participation in engagement activities. Where they are used, the following principles must be followed:

- **Participation-only requirement:** Respondents must not be asked to do anything beyond agreeing to take part in the engagement or consultation activity to qualify for an incentive.
- **No financial cost:** Incentives must not require participants to spend money. For example, discount vouchers should not be used, as these require respondents to pay the remaining balance. Monetary vouchers may be permissible, as determined by the Council's Constitution and authorised by the Group Finance Director, because they do not require participants' personal expenditure.
- **Data privacy:** Incentives must not be used to collect personal information. Any personal data provided (e.g., to deliver a voucher or enter a prize draw) must be stored separately from consultation responses and handled in line with data protection legislation.
- **Clear communication:** Participants must be informed in advance about the nature of the incentive, whether a cash alternative is available, how and when the incentive will be issued, and (if applicable) how and when winners will be announced.
- **Fair prize draws:** If a free prize draw is used, winners must be selected fairly and transparently, in line with the laws of chance. An independent draw process must be followed and supported by a clear audit trail. While the draw process will not be made public, an explanation can be provided on request.

## DATA, DEMOGRAPHICS & INTELLIGENCE

The Council gathers a broad range of local data and intelligence, including demographic information, to support the delivery of services and inform decision-making. This data plays a key role in shaping proposals, identifying community needs, and designing inclusive engagement approaches.

All relevant data and insights are considered during the development of policies, services, and other decisions to ensure that they are evidence-based and responsive to the city's diverse population.

Much of this information is publicly available and published on the [Council's website](#) contributing to transparency and wider community understanding.

In addition, the Council collects valuable insight through its **Residents' Panel**, **Tenant Involvement Insights** and the **Annual Residents' Survey**, all of which help capture the views, experiences, and priorities of Oxford's residents. By tracking feedback over time, as is the case, for example, for the Annual Residents' Survey, the Council can better understand the impact of its decisions and adapt its approach to ensure it

continues to meet the' needs of citizens and communities. Regular reporting of these insights also helps maintain transparency and accountability, further strengthening the Council's commitment to equitable and inclusive engagement

## **PUBLIC INVOLVEMENT AT COUNCIL MEETINGS**

The Council holds a range of meetings - including Full Council, Cabinet, Committees, Sub-Committees and Panels - many of which are open to the public. These meetings provide opportunities for citizens and communities to observe proceedings and watch local democracy in action. In most cases, citizens and communities can participate in meetings following relevant meeting procedures and the Council's Constitution.

Locality Teams support this process by helping to gather and represent community views where relevant.

Further details are available on the Council's website.

## **MONITORING AND REPORTING**

The Council is committed to continuous improvement, and this applies equally to how we engage with citizens and communities.

To ensure engagement activities remain effective and meaningful, the Council will regularly monitor and review its engagement practices using tools such as the centralised data repository and the engagement activities tracker. This includes checking how well departments are using existing insights, incentive tools, helping to reduce duplication and avoid over-consultation.

Engagement outcomes will be reviewed, with departments expected to report on how feedback has shaped proposals or decisions. This process ensures transparency, accountability, and a clear link between citizen input and Council actions.

Established feedback mechanisms support this approach. Citizens and communities are informed about how their input has been considered and used — for example, through published engagement summaries and the 'We Asked, You Said, We Did' section on the Council's online consultation and engagement portal.

## **FURTHER READING**

- [Local Government Association \(LGA\) Guidance on consulting residents](#)
- [The Gunning Principles](#)
- [Consumer Standards 2024](#)
- [Social Housing \(Regulation\) Act 2023](#)



## 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        | <b>NEW-</b> Socio-economic 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. | <b>Name of activity being assessed.</b>  | Review and Refresh of Community Engagement Policy Statement 2014-17 (to be renamed 'Citizen and Community Engagement Policy 2025') | 2. | <b>The implementation date of the activity under consideration:</b>                                       | 17 <sup>th</sup> September 2025  |
| 3. | <b>Directorate/Department(s):</b>  | Business Intelligence Unit   | 4. | <b>Service Area(s):</b>   | Community and Citizens' Services   |
| 5. | <b>Who is (are) the assessment lead(s):</b><br><b>Please provide:</b><br>-Name<br>-Email address | Jiajia Miao<br>jmiao@oxford.gov.uk<br><br>Sally Hicks<br>shicks@oxford.gov.uk<br><br>Helen Bishop<br>hbishop@oxford.gov.uk         | 6. | <b>Contact details, in case there are queries:</b><br><b>Please provide:</b><br>-Name<br>-Email address   | Jiajia Miao<br>jmiao@oxford.gov.uk<br><br>Sally Hicks<br>shicks@oxford.gov.uk<br><br>Helen Bishop<br>hbishop@oxford.gov.uk   |
| 7. | <b>Is this a new or ongoing EqlA?</b>  | <input checked="" type="checkbox"/> New  | 8. | <b>If this is an extension of a previous EqlA, please indicate where the previous EqlA is located and</b> | The initial EqlA for the Community Engagement Policy Statement 2014-17 is available on the Council's website here: <a href="https://mycouncil.oxford.gov.uk/documents/s18760/Appendix%20%20Initial%20EqlA%20-%20Community%20Engagement%20Policy%20Statement.pdf">https://mycouncil.oxford.gov.uk/documents/s18760/Appendix%20%20Initial%20EqlA%20-%20Community%20Engagement%20Policy%20Statement.pdf</a> (Council meeting, 29 September 2014). |

|     |  |   |   |  |
|-----|--|---|---|--|
|     |  | <input type="checkbox"/> Extension to existing EqlA | share the link to the said EqlA.  | The 2014 EqlA has been taken into account in completing this EqlA, however given that the preceding EqlA is now 10 years old, it was decided that it was appropriate to complete a new EqlA to supersede all previous EqlAs for this policy. |
| 9.  | Date this EqlA started:  | 23/11/2023  |   |  |
| 10. | Will this EqlA be attached to <a href="#">Corporate Management Team (CMT)</a> reports/updates, which will be published online? | No  | 11. Give a date (tentative or otherwise) when this assessment will be taken to the CMT. |  |

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

|     |   |  |  |  |  |  |
|-----|---|--|--|--|--|--|
| 12. | <b>Type of activity being considered:</b><br><br><a href="#">Check the most appropriate.</a>  | <input type="checkbox"/> Budget                            | <input type="checkbox"/> Decommissioning                 | <input type="checkbox"/> Commissioning                   | <input checked="" type="checkbox"/> Change to an existing activity |  |
|     |   | <input type="checkbox"/> New Activity                      |  | <input type="checkbox"/> Others. Please specify:         |  |  |
| 13. | <b>Which priority area(s) <a href="#">within Oxford City Council's Corporate strategy (2024-2028)</a> does this activity fulfil?</b><br><br><a href="#">Please check as needed.</a> | <input checked="" type="checkbox"/> Good, affordable homes | <input checked="" type="checkbox"/> Strong, fair economy | <input checked="" type="checkbox"/> Thriving Communities | <input checked="" type="checkbox"/> Zero Carbon Oxford             | <input checked="" type="checkbox"/> Well run council |

|     |   |  |  |   |   |
|-----|---|--|--|---|---|
| 14. | <p><b>Which priority area(s) within <u>Oxford City Council's Equality, Diversity &amp; Inclusion Strategy (2022)</u> does this activity fulfil?</b></p> <p>Please check as needed.</p>  | <input checked="" type="checkbox"/> Responsive services and customer care.   | <input checked="" type="checkbox"/> Diverse and engaged workforce. | <input checked="" type="checkbox"/> Leadership & organisational commitment. | <input checked="" type="checkbox"/> Understanding and working with our communities. |
| 15. | <p><b>Outline the aims, objectives, &amp; priorities of the activity being considered.</b></p>  | <p>To review and refresh the outdated Community Engagement Policy Statement 2014-17 and ensure the adoption of an up-to-date policy that sets out the Council's approach to engagement. Priorities: That the Council adopts an updated policy, which is a key document forming part of the Council's Policy Framework. The refreshed policy will set out the Council's approach to engagement, which will ensure clarity across the Council and among Elected Members and the public.</p>  |  |   |   |
| 16. | <p><b>Please outline the consequences of not implementing this activity.</b></p> <p><b>For example,</b></p> <ul style="list-style-type: none"> <li>-Existing activity does not fulfill Corporate Objectives,</li> <li>-existing activity is discriminatory and not fulfilling Council's PSED, ... to name a few.</li> </ul> | <p>The existing Community Engagement Policy Statement 2014-17 is many years out of date and does not necessarily reflect current practices, as there have been many developments since the existing policy was adopted (e.g. new iterations of the Corporate Strategy, development of other key strategies, advancements in the use of digital technologies etc.). The existing policy forms part of the Council's Policy Framework - documents that make up the Policy Framework should be kept up to date as they are key documents for the Council. Having an outdated policy could lead to a lack of clarity across the Council and among Elected Members and the public as to the Council's approach to engagement. This could lead to a lack of engagement by citizens and communities on the decisions and proposals that affect them which, in turn, could lead to decisions being made by the Council without a clear understanding of citizens' and communities' needs and wishes. Not having a clear engagement policy could further lead to public disenfranchisement and distrust and this could potentially lead to reputational damage for the Council.</p> |  |   |   |

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

|   |  |
|---|--|
| <p><b>17. Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?</b></p> <p><b>Please provide details—</b><br/>         -when,<br/>         -how many, and<br/>         -the approach taken.</p>              | <p>The public consultation on this policy was conducted via the Council's consultation website between 29 May and 26 June 2025, with 197 responses collected and analysed. The results showed strong support for the Council's approach to community engagement, with over 80% of respondents agreeing with the key principles outlined in the policy. Additionally, 93% of respondents felt it was extremely or very important for residents to be involved in decisions that affect them or their neighbourhood.</p> <p>The development of the policy document involved input from a wide range of City Council service areas and groups, including:</p> <p>Councillor Chapman<br/>         Policy Officers Group (internal Council officer group)<br/>         Communities Change Board<br/>         Equalities Steering Group<br/>         Locality Learning Session<br/>         Tenant Involvement Team<br/>         Residents' Panel<br/>         Localities Team<br/>         Citizen Experience Team<br/>         CMT<br/>         Scrutiny Committee</p> |
| <p><b>18. List information and data used to understand who your residents or staff are and how they will be impacted.</b></p> <p><b>These could be—</b><br/>         -third-party research,<br/>         -census data,<br/>         -legislation,</p> | <p>The Council collects a wide range of local data and intelligence, including related to demographics. This information is used by the Council in exercising its functions and delivering services, while also being used to inform the development of proposals. All relevant data and intelligence will be taken into account during the development of individual proposals/decisions; and will also inform the approach to engagement.</p> <p>Data may include:<br/>         - Census 2021</p>  |


|     |   |   |
|-----|---|---|
|     | <ul style="list-style-type: none"> <li>-articles,</li> <li>-reports,</li> <li>-briefs.</li> </ul>   | <ul style="list-style-type: none"> <li>- Oxfordshire Joint Strategic Needs Assessment (JSNA) - published 2023</li> <li>- Community Health Profiles</li> <li>- Index of Multiple Deprivation (IMD) - 2019</li> <li>- Socio-economic Duty insight benchmarking and data</li> <li>- Information available on the Council's website here: <a href="https://www.oxford.gov.uk/statistics-oxford">https://www.oxford.gov.uk/statistics-oxford</a></li> <li>- Thriving Communities Strategy Insights</li> <li>- Citizen Experience Strategy Insights</li> <li>- Equality, Diversity and Inclusion Strategy Insights</li> </ul> |
| 19. | <p><b>If you have not done any consultations or collected data &amp; information, are you planning to do so in the future?</b></p> <p><b>Please list the details –</b></p> <ul style="list-style-type: none"> <li>-when,</li> <li>-with whom, and</li> <li>-how long will you collect the relevant data.</li> </ul> | <p>N/A - see sections 17 and 18</p>   |

## Section 4: Impact analysis.

|     |  |                                  |   |                             |                                     |
|-----|--|----------------------------------|---|-----------------------------|-------------------------------------|
| 20. | Who does the activity impact?                    | Service Users                    | Yes <input checked="" type="checkbox"/> | No                          | Don't Know <input type="checkbox"/> |
|     | Check as needed.                                 | Members of staff                 | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|     | The impact may be positive, negative or unknown. | General public                   | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|     |  | Partner / Community Organisation | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/> |

|  |  |   |  |                                     |
|--|--|---|--|-------------------------------------|
|  | <b>City Councillors</b>                  | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/>            | Don't Know <input type="checkbox"/> |
|  | <b>Council suppliers and contractors</b> | Yes <input type="checkbox"/>            | No <input checked="" type="checkbox"/> | Don't Know <input type="checkbox"/> |

| <b>21.</b>                      | <b>Does the activity impact positively or negatively on any protected characteristics as stated within Equality (Act 2010)?</b> |                          |                                     |                          |   |   |
|---------------------------------|---|--------------------------|-------------------------------------|--------------------------|---|---|
| <b>Protected Characteristic</b> | <b>Positive</b>   | <b>Negative</b>          | <b>Neutral</b>                      | <b>Don't know</b>        | <b>Data/information/evidence supporting your assessment</b> | <b>Analysis &amp; insight Mitigations</b>   |
| <b>Age</b>                      |   | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18.   | <p>The updated policy will set out how the Council engages its citizens and communities in decision-making. It will provide the framework for how the Council engages with citizens and communities to develop a greater understanding of their needs and facilitate meaningful involvement in the decisions that affect them.</p> <p>Specific, individual Equalities Impacts</p> |

|   |  |                          |                                     |  |  |  |
|---|--|--------------------------|-------------------------------------|--|--|--|
|   |  |                          |                                     | <a href="http://www.oxford.gov.uk">www.oxford.gov.uk</a> |  | <p>Assessments will be undertaken during the development of individual proposals/decisions. This overarching Equalities Impact Assessment takes account of the fact that thorough, detailed assessments will be undertaken in relation to individual activities, proposals and decisions.</p> <p>The policy provides guidance on the framework for engagement, rather than the specific equalities considerations for individual proposals/decisions - as consideration and assessment of equalities issues will be undertaken at the project-level.</p> |
| <b>Disability</b><br><br><b>(Visible and invisible)</b> |  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>                                 | See section 18.  | Same as above  |



|   |                          |                          |                                     |                          |                 |               |
|---|--------------------------|--------------------------|-------------------------------------|--------------------------|-----------------|---------------|
|   |                          |                          |                                     |                          |                 |               |
| <b>Gender re-assignment</b>               |                          | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18. | Same as above |
| <b>Marriage &amp; Civil Partnership</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18. | Same as above |
| <b>Race, Ethnicity and/or Citizenship</b> |                          | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18. | Same as above |
| <b>Pregnancy &amp; Maternity</b>          | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18. | Same as above |

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|  |   |                          |                                     |                          |                 |               |
|--|---|--------------------------|-------------------------------------|--------------------------|-----------------|---------------|
|  |   |                          |                                     |                          |                 |               |
| <b>Religion or Belief</b>  |  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18. | Same as above |
| <b>Sex</b>   |   |                          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18. | Same as above |
| <b>Sexual Orientation</b>  | <input type="checkbox"/>  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18. | Same as above |
| <b>Socio-economic inequalities such as:</b><br><br>- income and factors that impact income.<br>-access to jobs<br><br>This was voluntarily adopted by <a href="#">Oxford</a> | <input type="checkbox"/>  | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18. | Same as above |

|   |                          |                          |                                     |                          |                 |               |
|---|--------------------------|--------------------------|-------------------------------------|--------------------------|-----------------|---------------|
| <a href="#">City Council on the 13<sup>th</sup> of March 2024.</a>  |                          |                          |                                     |                          |                 |               |
| <b>Other (voluntary consideration)</b><br><br><b>Council of Sanctuary</b><br><b>For example:</b><br>Migrant, refugee, or asylum seekers.  | <input type="checkbox"/> | <input type="checkbox"/> |                                     | <input type="checkbox"/> | See section 18. | Same as above |
| <b>Other</b><br><b>For example:</b> <ul style="list-style-type: none"> <li>- Unpaid carers</li> <li>- Prison population</li> <li>- Homeless population</li> <li>-Council suppliers &amp; contractors</li> <li>-Cabinet Members</li> </ul> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | See section 18. | Same as above |


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

|     |   |                          |  |                                     |                          |   |
|-----|---|--------------------------|--|-------------------------------------|--------------------------|---|
| 22. | <b>Conclusions.</b>   |                          |  |                                     |                          |   |
|     | <input type="checkbox"/> Stop and reconsider the activity.  | <input type="checkbox"/> | Adjust activity before beginning the activity and continue to monitor. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | No major change(s) or adjustments and continue with the activity. No need to monitor in the future. |
| 23. | <p><b>Please explain how you have reached your conclusions above.</b></p> <p>The updated policy will set out how the Council engages its citizens and communities in decision-making. It will provide the framework for how the Council engages with citizens and communities to develop a greater understanding of their needs and facilitate meaningful involvement in the decisions that affect them.</p> <p>Specific, individual Equalities Impacts Assessments will be undertaken during the development of individual proposals/decisions. This overarching Equalities Impact Assessment takes account of the fact that thorough, detailed assessments will be undertaken in relation to individual activities, proposals and decisions.</p> <p>The overarching policy provides guidance on the framework for engagement, rather than the specific equalities considerations for individual proposals/decisions - as consideration and assessment of equalities issues will be undertaken at the project-level.</p> |                          |  |                                     |                          |   |

## 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. | <p>Who or which team or service area will be responsible for monitoring equalities impact?</p> <p><b>For example-</b></p> <ul style="list-style-type: none"> <li>- team,</li> <li>-directorate,</li> <li>-service area,</li> <li>-Equalities Steering Group,etc.</li> </ul> | <p>Business Intelligence Unit, Community and Citizens' Services</p>  |     |  |
| 25. | <p>Who (individual, team, or service area) will be responsible for carrying out the EqlA review?</p>  | <p>Business Intelligence Unit, Community and Citizens' Services</p>  |     |  |
| 26. | <p>How often will the equality impact be reviewed for this activity?</p> <p><b>For example-</b></p> <ul style="list-style-type: none"> <li>-quarterly,</li> <li>-yearly, etc.</li> </ul>  | <p>When the policy is next refreshed/reviewed.</p>   | 27. | <p>Date when the EqlA will be reviewed again.</p> <p>tbc</p> |

Section 7: Sign-off

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Name: Jiajia Miao  
Job Title: Consultation Officer  
Signature:  
Jiajia Miao

Name: Gail Malkin  
Job Title: Head of People  
Signature:  
G Malkin

Name: Full Name  
Job Title: Type here  
Signature:

Name:  
Job Title:  
Signature:

Name: Full Name  
Job Title: Type here  
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**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.**

**You have now reached the end of the assessment.**

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

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| Ref | Title | Risk Description   | Opp / Threat | Risk Treatment | Date Raised | Owner        | Gross |   |       | Current |   |       | Target |   | Control / Mitigation Description  | Date Due | Action Status | % Progress | Action Owner         |
|-----|-------|--|--------------|----------------|-------------|--------------|-------|---|-------|---------|---|-------|--------|---|---|----------|---------------|------------|----------------------|
|     |       |  |              |                |             |              | P     | I | Score | P       | I | Score | P      | I |   |          |               |            |                      |
|     |       | Legal challenge related to community engagement activities caused by issues with compliance or process in the engagement activity. | Threat       | Reduce         | 11/06/25    | Emma Jackman | 5     | 5 | 25    | 1       | 5 | 5     | 1      | 5 | Project briefs require service teams to identify potential legal risks and develop action plans to mitigate them.   | 10/06/26 | Ongoing       | 50%        | Consultation Officer |
|     |       | Insufficient resources to execute this plan.   | Threat       | Reduce         | 12/06/25    | Emma Jackman | 4     | 3 | 12    | 2       | 3 | 6     | 1      | 3 | Annual consultation plan in place to help estimate the resources required. Regularly review the consultation tracker with key stakeholders to ensure alignment. Coordinate with service areas at the start of each project. Streamline engagement processes and promote self-service where appropriate.                                 | 10/06/26 | Ongoing       | 50%        | Consultation Officer |
|     |       | Insufficient budget to carry out the public engagement activities in the Plan.   | Threat       | Reduce         | 12/06/25    | Emma Jackman | 3     | 3 | 9     | 1       | 3 | 3     | 1      | 3 | Citizen and Community Engagement Plan based upon current resource level. Ongoing assessment of value for money provided by suppliers, and pursuit of the best possible deal.  | 10/06/26 | Ongoing       | 60%        | Consultation Officer |
|     |       | Decision-making is compromised due to lack of input from some groups.  | Threat       | Reduce         | 11/06/25    | Emma Jackman | 4     | 3 | 12    | 3       | 3 | 9     | 2      | 3 | Promote consultation opportunities across diverse communities and organisations through the Your Oxford newsletter. Refresh the Oxford Residents' Panel annually and promote it regularly via the weekly newsletter. Ensure a strong physical presence in future consultations, including drop-in sessions and face-to-face engagement. | 10/06/26 | Ongoing       | 50%        | Consultation Officer |
|     |       | Services don't engage effectively with communities after plan adoption.  | Threat       | Reduce         | 11/06/25    | Emma Jackman | 3     | 3 | 9     | 2       | 3 | 6     | 1      | 3 | Consultation Officer to share best practice and audit engagement. Public Involvement Board to review project briefs to ensure appropriate engagement with Communities.  | 10/06/26 | Ongoing       | 60%        | Consultation Officer |

THE RISK REGISTER IS FORMATTED AS A TABLE. PRESS TAB ON THE LAST TABLE CELL TO INSERT A NEW ROW.

## Risk Identification

Risks should be identified that may affect the Council's ability to achieve its business objectives, execute its strategies successfully or limit its ability to exploit opportunities.

Risks can be identified through a number of methods, including:

- A 'brainstorming' session or workshop with the whole management team and relevant stakeholders
- Interviews or questionnaires with key stakeholders
- Meetings with smaller groups of people

There are a wide range of methods available that can be used to identify and understand risks. The method that you select will depend upon the type of risk(s) that you are dealing with but typically a management team workshop is the method most commonly used.

Additionally, existing sources of information could help inform this stage. Some examples are listed below:

- Service / corporate plans, strategies and objectives
- Existing risk registers
- Risks or issues raised by internal audit or other scrutiny body
- Risks identified through budget setting processes
- Health & safety risk assessments
- Business continuity risk assessments
- Partnership, programme or project documentation (e.g. business case or project risk register)
- Experience of those participating in the risk identification process

It is the responsibility of those identifying risks to decide which sources of information they should consult. This may be one or more of the sources listed above or it could be something else you think is appropriate.

As well as direct risks to the achievement of our objectives it is important to think broadly about uncertainties that may have an impact on the organisation. The diagram shown below illustrates a variety of different risk themes, expanding on PESTLE prompts, which the organisation could face. Think also in terms of these themes when identifying risks.



Once identified, the risks need to be described in sufficient detail and recorded in a consistent format to support effective decision making on the way that the risk is managed. It is crucial for risks to be defined properly at this stage. Failure to do so can result in confusion about the exact nature of the risk, ineffective risk controls being implemented, or the risk analysis being over or underestimated.

The description of the risk should include the following elements:

- Risk Title – a short and concise header for the risk
- Description – expanding on the risk title outlining the situation or event that exposes us to a risk.
- Risk Cause – also known as the trigger event. Situations or factors which result in the risk becoming a reality.
- Risk Effect – the likely consequences if the risk materialises (The negative impact - consider worst likely scenario)

When describing a risk try not to describe the impact of the risk as the risk itself or define risks with statements which are the converse of objectives. Focus upon the uncertain event that would result in those impacts.

| Types of Risk to consider                          |  |
|--|--|
| <b>Strategic / Commercial</b>                      |  |
| 1  | Under performance to specification   |
| 2  | Management will under perform against expectations                                     |
| 3  | Collapse of contractors  |
| 4  | Insolvency of promoter   |
| 5  | Failure of suppliers to meet contractual commitments (quality, cost, time)             |
| 6  | Insufficient capital   |
| 7  | Market fluctuations  |
| 8  | Trade/Banking crises   |
| 9  | Fraud/theft  |
| 10   | Partnership failing to deliver desired outcomes  |
| 11   | Situation is not insurable (cost of insurance outweighs the benefit)                   |
| <b>Economic / Financial / Market</b>               |  |
| 1  | Exchange rate fluctuation  |
| 2  | Interest rate instability  |
| 3  | Inflation  |
| 4  | Shortage of working capital  |
| 5  | Failure to meet projected revenue targets  |
| 6  | Market developments will adversely affect plans  |
| <b>Legal and Regulatory</b>                        |  |
| 1  | New or changed legislation may invalidate assumptions upon which the activity is based |
| 2  | Failure to obtain appropriate approval e.g. planning consent                           |
| 3  | Unforeseen inclusion of contingent liabilities   |
| 4  | Loss of intellectual property rights   |
| 5  | Failure to achieve satisfactory contractual arrangements                               |
| 6  | Unexpected regulatory controls or licencing requirements                               |
| 7  | Changes in tax or tariff structure   |
| <b>Organisational / Management / Human factors</b> |  |
| 1  | Management incompetence  |
| 2  | Inadequate corporate policies  |
| 3  | Inadequate adoption of management practices  |
| 4  | Poor leadership  |
| 5  | Key personnel have inadequate authority to fulfil their roles                          |
| 6  | Poor staff selection procedures  |
| 7  | Lack of clarity over roles and responsibilities  |
| 8  | Vested interests creating conflict and compromising overall aims                       |
| 9  | Individual or group interests given unwarranted priority                               |
| 10   | Personality clashes  |
| 11   | Indecision or inappropriate decision making  |
| 12   | Lack of operational support  |
| 13   | Inadequate or inaccurate information   |
| 14   | Health and Safety constraints  |
| <b>Political</b>                                   |  |
| 1  | Change of government policy  |
| 2  | Change of government   |
| 3  | War and disorder   |
| 4  | Adverse public opinion/media intervention  |
| <b>Environmental</b>                               |  |
| 1  | Natural disasters  |
| 2  | Storms, flooding, tempests   |
| 3  | Pollution incidents  |

|   |  |
|---|--|
| 4   | Transport problems (including aircraft/vehicle collisions) |
| <b>Technical / Operational / Infrastructure</b> |  |
| 1   | Inadequate design  |
| 2   | Professional negligence                                    |
| 3   | Human error/incompetence                                   |
| 4   | Infrastructure failure                                     |
| 5   | Operation lifetime lower than expected                     |
| 6   | Increased dismantling/decommissioning costs                |
| 7   | Safety being compromised                                   |
| 8   | Performance failure  |
| 9   | Residual maintenance problems                              |
| 10  | Scope creep  |
| 11  | Unclear expectations                                       |
| 12  | Breaches in security/information security                  |
| 13  | Lack or inadequacy of business continuity                  |

## Risk Evaluation and Prioritisation

Once risks have been identified the risk matrix is the main tool for prioritising risks so we can establish which risks are most significant and therefore are in need of greater attention and resources. It also allows us to compare different types of risk with each other across the council.

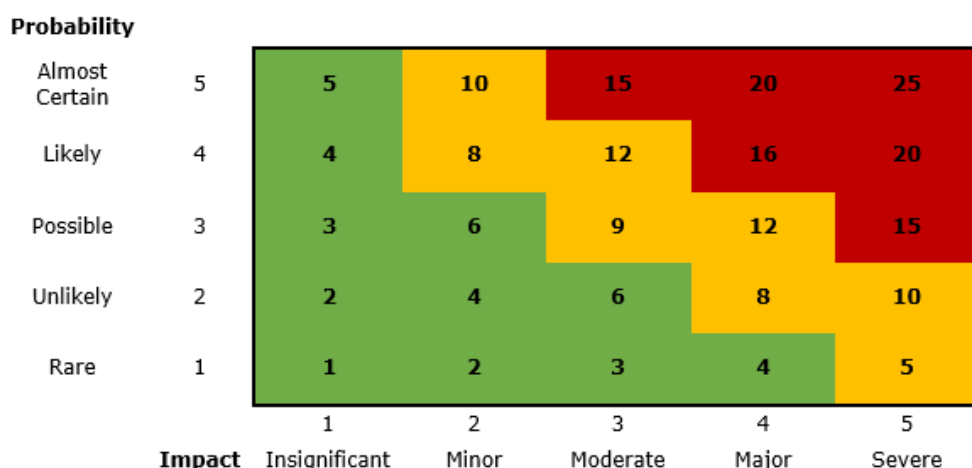
Each risk should be analysed using a five by five matrix for (1) the likelihood it will happen and (2) the impact if it did occur. This assessment should be made on three different basis:

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

Assessing the gross risk allows consideration of the dependency the organisation has upon the existing key controls and informs decisions around risk treatment, and selection of an appropriate target risk level, considered in the next section of this toolkit. It is often helpful to consider the Current Risk first, and then ask yourself what the impact and likelihood of the risk might be if the key controls were not in place.

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 considered within the current risk.

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



When considering the likelihood of a risk happening you should select the number from 1 to 5 from the risk matrix that you think it will be over the next 12 months (it can be longer or shorter; some risks in the Strategic Risk Register are better considered over 3 to 5 years, some operational risks will be considered over 3 to 6 months). This score will require an element of judgement when considering how likely an event is to occur and you should consider the following:

- 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 likelihood and impact.

### Risk Probability Assessment Criteria

| Scale | Description    | Likelihood of Occurrence | Probability of Occurrence                          |
|-------|----------------|--------------------------|--|
| 1     | Rare           | 1 in 10 years            | The event may occur in certain circumstances       |
| 2     | Unlikely       | 1 in 3 years             | The event could occur                              |
| 3     | Possible       | 1 in 2 years             | The event should occur                             |
| 4     | Likely         | Annually                 | The event will probably occur                      |
| 5     | Almost certain | Monthly                  | The event is expected to occur or occurs regularly |

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 judgement.

### Risk Impact Assessment Criteria

|                                    | Insignificant   | Minor   | Moderate   | Major   | Severe   |
|------------------------------------|---|---|--|---|--|
| <b>Financial</b>                   | <£50k per annum   | £50k - £250k per annum  | £250k - £500k per annum  | £500k - £750k per annum   | >£750K per annum   |
| <b>Service Delivery</b>            | No impact to service quality, limited disruption to operations                            | Minor impact to service quality, minor service standards are not met, short term disruption to operations, minor impact on a partnerships | Significant fall in service quality, major partnership relationships strained, serious disruption in service standards | Major impact to service quality, multiple service standards are not met, long term disruption to operations, multiple partnerships affected | Catastrophic fall in service quality and key service standards are not met, long term catastrophic interruption to operations, several major partnerships are affected |
| <b>Reputation</b>                  | Public concern restricted to local complaints which do not attract local media attention. | Minor adverse local / public / media attention and complaints   | Adverse national media public attention  | Serious negative national or regional criticism   | Prolonged, regional & national condemnation  |
| <b>Compliance &amp; Regulation</b> | Minor breach of internal regulations, not reportable                                      | Minor breach of external regulations, not reportable  | Breach of internal regulations leading to disciplinary action<br>Breach of external regulations, reportable            | Significant breach of external regulations leading to intervention or sanctions   | Major breach leading to suspension or discontinuation of business and services   |
| <b>Strategic</b>                   | Little impact on the organisational strategy  | May have an impact on achieving organisational strategy   | Would impact on the organisational objectives  | Would require a significant shift from current strategy and objectives  | Would require a fundamental change in strategy and objectives  |

## Risk Treatment

Once risks have been identified and scored based on current controls the next step is to decide what action needs to be taken to manage them. Generally speaking, there are four approaches to treating risk: Treat, Tolerate, Terminate or Transfer:

| Action                   | Description   | Options   |
|--------------------------|---|---|
| <b>Treat / Reduce</b>    | Controlling the likelihood of the risk occurring, or controlling the impact of the consequences if the risk does occur  | Reducing the likelihood of the risk occurring<br>AND / OR<br>Mitigating the impact if the risk does occur   |
| <b>Tolerate / Accept</b> | Acknowledging that the ability to take effective action against some risks may be limited or that the cost of taking action may be disproportionate to the potential benefits gained. | The ability to take effective action against some risks may be limited or the cost of taking action may be disproportionate to the potential benefits gained in which case the risk is accepted on an "informed" basis.   |
| <b>Terminate / Avoid</b> | Not undertaking the activity that is likely to trigger the risk   | Changing the direction or strategy and revisiting objectives or improving channels of communication<br>Obtaining further information from external sources or acquiring expertise<br>Reducing the scope of the activity or adopting a familiar, proven approach<br>Deciding not to undertake the activity likely to trigger the risk  |
| <b>Transfer</b>          | Handing the risk on elsewhere, either totally or in part – e.g. through insurance.  | Financial instruments such as insurance, performance bonds, warranties or guarantee.<br>Renegotiation of contract conditions for the risk to be retained by the other party.<br>Seeking agreement on sharing the risk with the other party.<br>Sub-contracting risk to a consultant or external suppliers.<br>NB. It may not be possible to transfer all aspects of a risk. For example, where there is or reputational damage to the organisation. |

When considering further action required to manage the risk, and indeed the appropriateness of existing controls, an assessment of treatment options should be made alongside a consideration of the Council's risk appetite and tolerance for the current level of risk.

A further consideration is the efficiency of risk treatment in relation to the cost effectiveness of the proposed actions to be taken. Firstly the cost of implementation has to be considered (time, manpower, budget, etc.). The impact expected if no action is taken, should be weighed against the cost of action and the reduction of the impact. There should be a direct benefit from the cost implementation in terms of the reduction of the level of the risk.

Plans should then be put into place to manage the risk with key milestones identified and clear owners – ensuring that they are 'SMART' – Specific, measurable, achievable, realistic, time bound.

Oxford City Council has focused on the Red, Amber, Green status of risks in determining the risk appetite of the organization. Red risks are considered unacceptable and every effort must be made to reduce the risk to the organization.

The risk appetite is reviewed periodically or when there are significant changes to the organisation. Changes to the risk appetite level would require a change to strategy and would therefore require approval of the Cabinet.

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## Citizen and Community Engagement Policy Consultation

The activity ran from 29/05/2025 to 26/06/2025

Responses to this survey: **197**

### Key findings:

The consultation received strong support for the Council's commitment to community engagement, with several clear themes emerging:

- **Strong support for engagement principles:** Over 80% of respondents agreed or strongly agreed with the principles outlined in the draft policy, including flexibility, proportionality, transparency, timeliness, feedback, inclusiveness, and strengthening tenant voice.
- **Resident involvement is highly valued:** 93% of respondents said it is either *extremely* or *very important* for residents to be involved in decisions that affect them or their neighbourhood.
- **Engagement is already happening in various forms:** A majority of respondents reported having engaged through online surveys (76%), the Residents' Panel (58%), and speaking with local councillors (49%).
- **Barriers remain, particularly around trust and awareness:** The most commonly cited barrier was feeling that residents' opinions won't make a difference (48%), followed by not knowing enough about the issues (39%) and lack of time (38%).

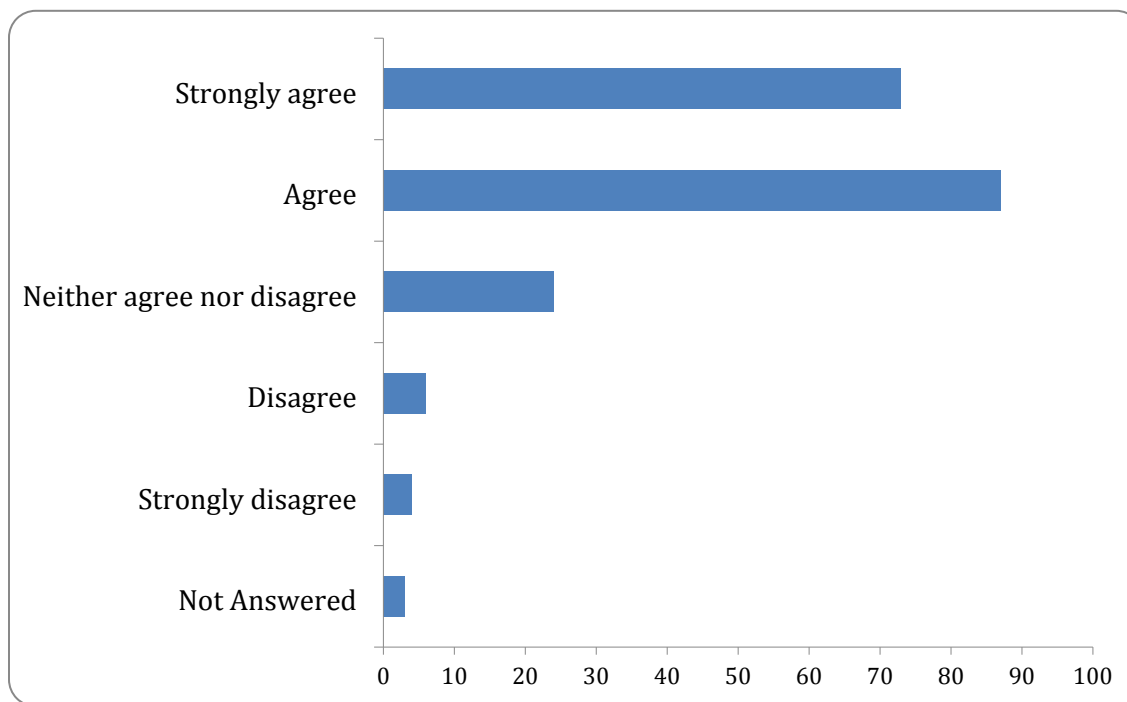
These findings suggest that while residents value and engage with council decision-making, there are still challenges to address, particularly in improving trust, communication, and accessibility.

## Detailed results:

A total of 197 people responded to this survey. Most respondents (95%) took part in the consultation as residents of Oxford. A small number of responses came from local businesses (1.5%), community groups or residents' organisations (1.5%), and a local elected Member (0.5%).

**The Policy outlines the principles guiding community engagement activities on pages 6 to 10. These include flexibility, proportionality, transparency and clarity, timeliness, feedback, inclusiveness and accessibility, and strengthening tenant voice. To what extent do you agree or disagree that these principles should underpin citizen and community engagement?**

There were 194 responses to this part of the question.

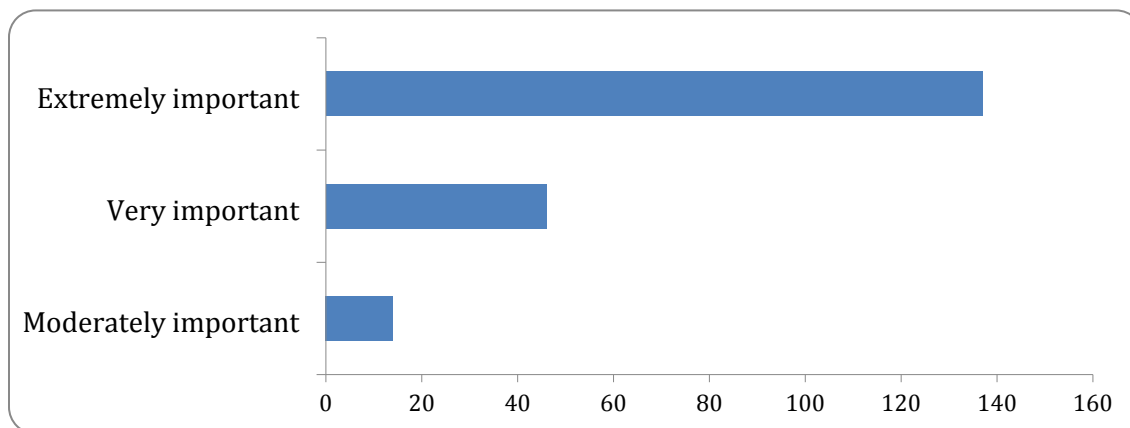


| Option                     | Total | Percent |
|----------------------------|-------|---------|
| Strongly agree             | 73    | 37.06%  |
| Agree                      | 87    | 44.16%  |
| Neither agree nor disagree | 24    | 12.18%  |
| Disagree                   | 6     | 3.05%   |
| Strongly disagree          | 4     | 2.03%   |

|                     |   |       |
|---------------------|---|-------|
| <b>Not Answered</b> | 3 | 1.52% |
|---------------------|---|-------|

**Oxford City Council is committed to involving residents in its decision-making process. How important do you think it is for residents to be involved in decisions that affect them or their neighbourhood?**

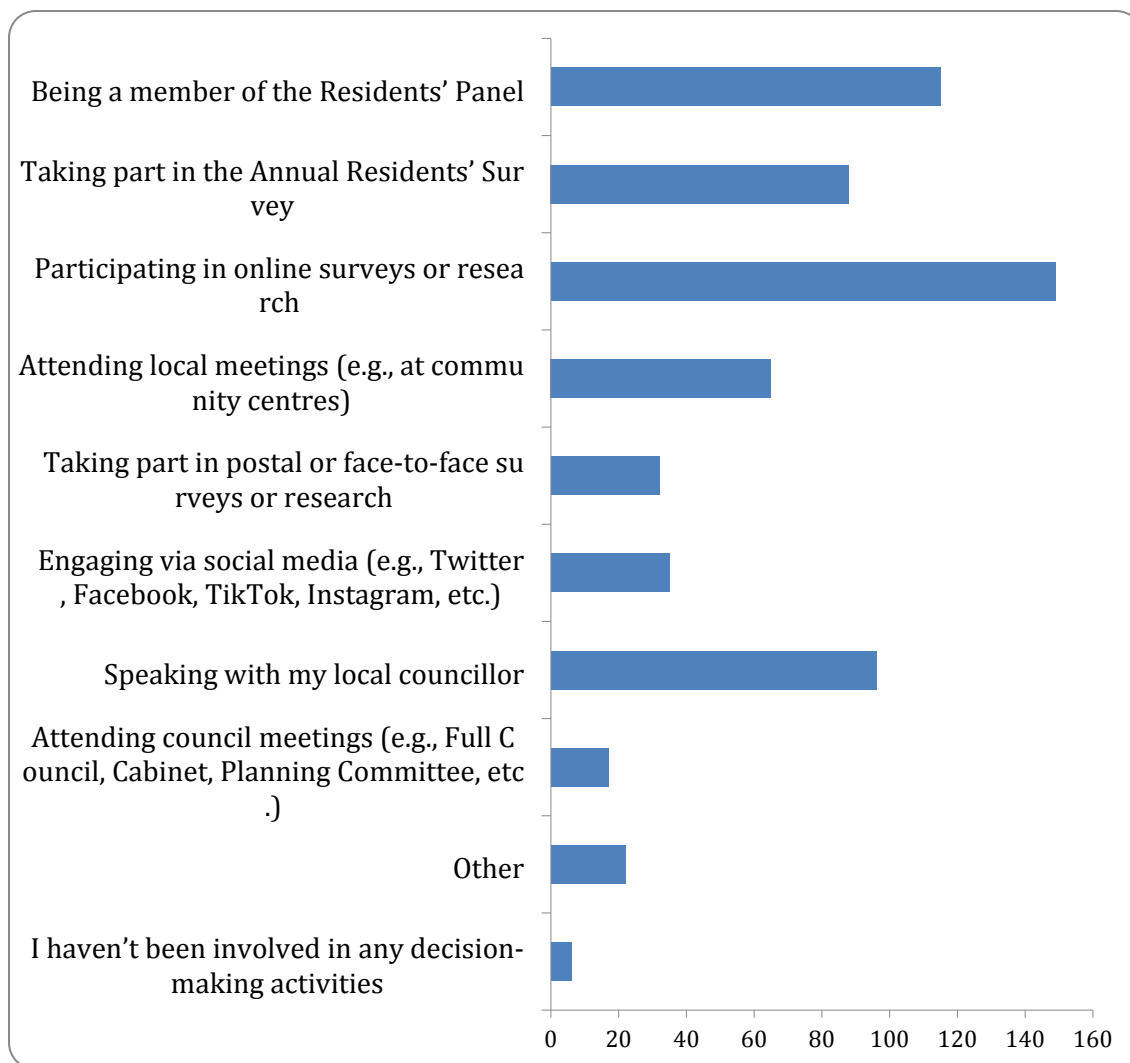
There were 197 responses to this part of the question.



| Option                      | Total | Percent |
|-----------------------------|-------|---------|
| <b>Extremely important</b>  | 137   | 69.54%  |
| <b>Very important</b>       | 46    | 23.35%  |
| <b>Moderately important</b> | 14    | 7.11%   |
| <b>Slightly important</b>   | 0     | 0.00%   |
| <b>Not at all important</b> | 0     | 0.00%   |
| <b>Not Answered</b>         | 0     | 0.00%   |

**In which of the following ways, if any, have you been involved in decisions that affect you or your neighbourhood?**

There were 197 responses to this part of the question.

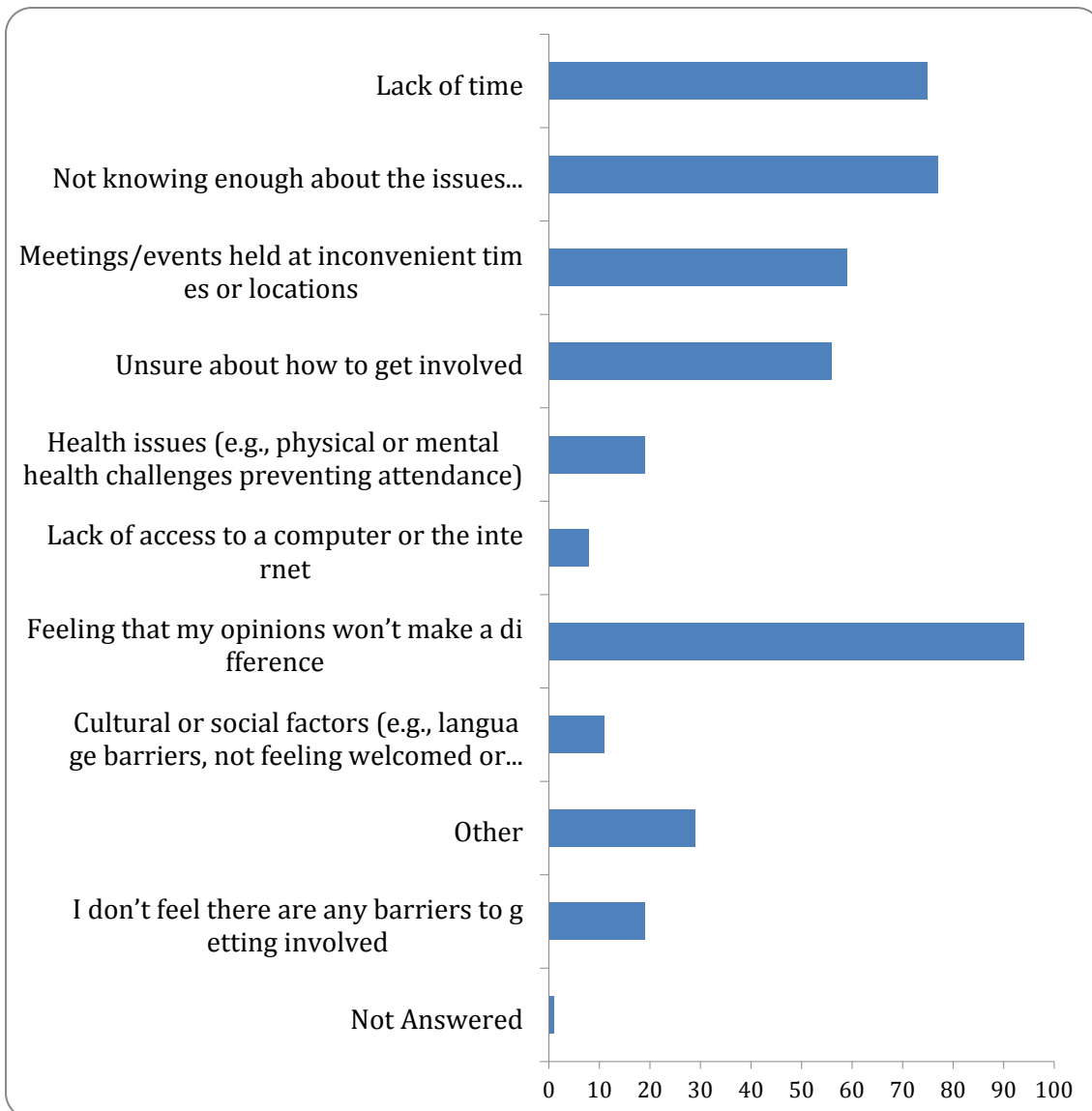


| Option   | Total | Percent |
|--|-------|---------|
| Being a member of the Residents' Panel   | 115   | 58.38%  |
| Taking part in the Annual Residents' Survey  | 88    | 44.67%  |
| Participating in online surveys or research  | 149   | 75.63%  |
| Attending local meetings (e.g., at community centres)                              | 65    | 32.99%  |
| Taking part in postal or face-to-face surveys or research                          | 32    | 16.24%  |
| Engaging via social media (e.g., Twitter, Facebook, TikTok, Instagram, etc.)       | 35    | 17.77%  |
| Speaking with my local councillor  | 96    | 48.73%  |
| Attending council meetings (e.g., Full Council, Cabinet, Planning Committee, etc.) | 17    | 8.63%   |
| Other  | 22    | 11.17%  |

|  |   |       |
|--|---|-------|
| <b>I haven't been involved in any decision-making activities</b> | 6 | 3.05% |
| <b>Not Answered</b>  | 0 | 0.00% |

### What do you feel are the barriers, if any, to getting involved in the decision-making process?

There were 196 responses to this part of the question.



| Option              | Total | Percent |
|---------------------|-------|---------|
| <b>Lack of time</b> | 75    | 38.07%  |

|  |    |        |
|--|----|--------|
| <b>Not knowing enough about the issues being discussed</b>                                       | 77 | 39.09% |
| <b>Meetings/events held at inconvenient times or locations</b>                                   | 59 | 29.95% |
| <b>Unsure about how to get involved</b>  | 56 | 28.43% |
| <b>Health issues (e.g., physical or mental health challenges preventing attendance)</b>          | 19 | 9.64%  |
| <b>Lack of access to a computer or the internet</b>  | 8  | 4.06%  |
| <b>Feeling that my opinions won't make a difference</b>  | 94 | 47.72% |
| <b>Cultural or social factors (e.g., language barriers, not feeling welcomed or represented)</b> | 11 | 5.58%  |
| <b>Other</b>   | 29 | 14.72% |
| <b>I don't feel there are any barriers to getting involved</b>                                   | 19 | 9.64%  |
| <b>Not Answered</b>  | 1  | 0.51%  |

**In your view, are there particular areas or services where you think we should engage with residents more often?**

There were 125 responses to this part of the question.

**A summary of the most frequently mentioned aspects where residents feel more engagement is needed:**

- **Traffic and Transport:** LTNs, Traffic filters, public transport, roadworks, parking, cycling, e-scooters, and coordination between City and County councils on traffic decisions.
- **Planning and Development:** Concerns include a lack of transparency and feedback in planning processes, worries about the loss of green spaces, a strong desire for more proactive community involvement, and the need for affordable housing alongside balanced land use.
- **Social Issues and Services:** Key topics include youth services, social housing, food banks, mental health support, rising crime rates, rough sleeping, and antisocial behaviour.
- **Environment and Green Spaces:** While many residents urge stronger protection of green spaces, opinions vary on the Council's climate emergency initiatives—some demand more action, while others question the approach.

## **Do you have any further comments on the Citizen and Community Engagement Policy 2025?**

There were 67 responses to this part of the question.

**The most commonly mentioned themes include:**

- **Transparency and Accountability:** Residents are interested in understanding how their input is considered and used. There is a desire to see visible outcomes from engagement and for councillors to be more responsive to community feedback.
- **Communication and Process Clarity:** Some residents find current documents and processes difficult to understand due to their length, complexity, or use of technical language. There is interest in using clearer, plain English, simplifying steps, and providing better guidance on how to get involved and influence decisions.
- **Representation and Inclusive Engagement:** Residents have expressed a desire for more balanced outreach that includes a wider range of voices, such as older adults, disabled individuals, and those without digital access. Suggestions include using diverse participation methods, like citizen juries, to support broader involvement.

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**To:** Cabinet  
**Date:** 17 September 2025  
**Report of:** Deputy Chief Executive – City and Citizens  
**Title of Report:** Re-procurement of Housing First support service

| Summary and recommendations  |   |
|------------------------------|---|
| <b>Decision being taken:</b> | To approve the commencement of a re-procurement exercise for a support service to enable the Housing First service in Oxford to continue after 31st March 2026. |
| <b>Key decision:</b>         | Yes. <a href="#">Issue details - Re-procurement of Housing First support service   Oxford City Council</a>  |
| <b>Cabinet Member:</b>       | Councillor Linda Smith, Cabinet Member for Housing and Communities  |
| <b>Corporate Priority:</b>   | Good affordable homes   |
| <b>Policy Framework:</b>     | Housing, Homelessness & Rough Sleeping Strategy 2023-28   |

|   |
|---|
| <b>Recommendation(s):</b> That Cabinet resolves to:   |
| <ol style="list-style-type: none"> <li><b>Approve</b> the commencement of a re-procurement exercise for a Housing First support service;</li> <li><b>Delegate authority</b> to the Director of Housing, on completion of the procurement exercise and subject to funding, to award contracts in relation to Housing First support provision.</li> </ol> |

| Appendix No. | Appendix Title             | Exempt from Publication |
|--------------|----------------------------|-------------------------|
| Appendix 1   | Risk Register              | No                      |
| Appendix 2   | Equality Impact Assessment | No                      |

## **Introduction and background**

1. Housing First is an internationally evidenced housing intervention, which has proven successful in supporting people who were formerly homeless with multiple and complex needs to maintain housing. This client group can often be homeless for long periods of time and are unable to access other forms of permanent accommodation due to their support needs, Housing First directly addresses this and provides a home with support. The main premise is that an individual should not need to prove they are ready for housing and is instead given a permanent offer of their own home, along with an intensive long-term support package to enable them to maintain it.
2. Unlike traditional homelessness services, the only condition placed on the individual is a willingness to maintain a tenancy. Support is bespoke to the needs of the individual, and they are able to engage with this on their own terms. The support and accommodation are not linked and are generally not delivered by the same provider. This means support can flex according to the person's needs and aspirations over time.
3. Since the high-fidelity Housing First services started in Oxford in 2022, 50 individuals have been accommodated under our three Housing First support contracts held by St Mungo's, A2Dominion and Beam Up Ltd. At the time of writing 45 individuals are accommodated, with a further 13 individuals being supported at a pre-tenancy stage. To date, support services and partners have managed to avoid evicting anyone from their tenancy. However, 3 individuals relinquished their tenancy, and sadly two individuals have passed away.
4. The high tenancy sustainment rate for the Housing First programme in Oxford is a considerable success, with the average tenancy sustainment rate for Housing First nationally being 80% year-on-year. A crucial factor in the success of the programme in Oxford is the close working relationships developed between the commissioned services and the Council's Tenancy Management, Allocations, Rents and Antisocial Behaviour teams, as well as external partners in Adult Social Care, Adult Mental Health and Turning Point (provision of drug and alcohol misuse services).
5. Under the Housing First programme, the support providers have been able to assist some of the most vulnerable former rough sleepers into stable accommodation. In almost all circumstances the people being supported have experienced repeat homelessness over many years and continue to experience multiple disadvantages. Although many individuals have progressed away from life on the street, whilst developing new skills and interests, they are not yet ready to sustain and maintain their current accommodation without the support currently offered.

## **Funding of the Housing First programme**

6. The implementation of the Housing First programme in the City in 2021/22, followed successful bids from the government's Next Steps Accommodation Programme (NSAP) and the Rough Sleeping Accommodation Programme (RSAP). The original funding awards provided both capital and revenue funding.
7. The capital funding through NSAP and RSAP enabled the purchase of 15 self-contained units of accommodation through the Council's Housing Revenue Account, and revenue funding to support residents in these properties, as well as funding support for a further 25 properties. 20 of the 25 properties have been made

available from the Council's housing stock, and 5 properties by A2Dominion. In total therefore, 40 individuals can be accommodated and supported in the city's Housing First programme funded through NSAP and RSAP.

8. During summer/autumn 2021, the Council carried out a procurement exercise in respect of a Housing First support service, using the NSAP and RSAP funds. The procurement was divided into two different lots, where providers could bid for one or both lots. Following this exercise, the Council entered into two separate contracts with St Mungo's and A2Dominion to deliver this support. The contracts were awarded initially until 31<sup>st</sup> March 2024, with an option to extend each contract for up to two additional periods of 12 months.
9. The extension clauses incorporated into the contracts have now been exhausted and both contracts come to an end on 31<sup>st</sup> March 2026.
10. The Council has relied on funding from the Ministry for Housing, Communities and Local Government (MHCLG) – NSAP, RSAP, the Rough Sleeping Initiative (RSI) 2022-25, and Accommodation for Ex-Offenders funding (AfEO), to commission services and projects for several years. New government funding was announced in late December 2024 to replace these funding streams. In 2025/26, the Rough Sleeping Prevention and Recovery Grant (RSPRG) replaced the RSI and AfEO funding streams, and the NSAP/RSAP streams, that fund the St Mungo's and A2Dominion Housing First support service contracts, have been combined under RSAP. These awards saw no increase compared to awards for 2024/25
11. The full revenue cost of the two Housing First support services contracts have been met by funding through NSAP and RSAP this far, and there has been no additional cost to the Council for this service. From 1<sup>st</sup> April 2026 however, there is currently no guaranteed government funding for this service. Following the Government's Spending Review earlier in the year, the Council is expecting announcements on future funding for homelessness and rough sleeping services, including funding that could be used to extend our Housing First programme, but this cannot be guaranteed. Please see 'Financial Implications' section for detailed information.
12. The Council is fully committed to the Housing First programme, as it is a key element of both the Council's Housing, Homelessness and Rough Sleeping Strategy 2023-28, and Oxfordshire's Homelessness and Rough Sleeping Strategy 2021-26. The delivery of Housing First is integral to the success of both strategies, which seek to transform the approach to preventing and ending rough sleeping in the city.
13. Therefore, the Council is now looking to re-procure the Housing First support services delivered by St Mungo's and A2Dominion, as the contracts are due to end 31<sup>st</sup> March 2026, and there is no facility to extend the contracts further
14. Based on the annual value for 2025/26 of the two current contracts, it is likely that the total contract value including any proposed extension periods, if awarded as separate contracts following the procurement process, will exceed £750,000. As such, and in line with the Council's constitution, project approval is needed from Cabinet to start the re-procurement process for the Housing First Support service.
15. In addition to the two contracts in respect of Housing First support services held by St Mungo's and A2Dominion, the Council also has a third contract with Beam Up Ltd. This contract is in place until 31<sup>st</sup> March 2027, so is not impacted by this

procurement exercise, and is funded through the Single Homeless Accommodation Programme (SHAP).

### **Re-procurement implications**

16. Due to the estimated values of the Housing First support service contracts any re-procurement is likely to be regulated by the Procurement Act and as such waiting to the end of the year, when the Council expects further detail from MHCLG on future grant levels, is too late to run a proper re-procurement for the services. Consequently, officers intend to run a pre-emptive procurement for replacement contracts to those ending in March 2026, but will only progress to awarding any contracts once the funding for them is secured.
17. Any contract awarded following the re-procurement of the Housing First support service is therefore likely to:
18. be for an initial 12 month period, with an option for the Council to extend for up to a further four periods of 12 months;
19. specify that any award of contract/s and any subsequent extensions are reliant on sufficient funds being available to the Council.

### **Alternative Options Considered**

20. Officers are requesting the approval from Cabinet to commence a re-procurement exercise for the Housing First support service. Other options considered are as follows:
  - a. Extension of current contracts to enable continuation of the current service delivered by A2Dominion and St Mungo's. This is not an option as the current contracts do not allow for a further extension;
  - b. Wait until any funding award from MHCLG have been confirmed. This does not provide sufficient time for a procurement process to be carried out, that also allows adequate time to implement transitions from service providers, should there be a change of service provider.
  - c. Discontinue the Housing First service when the contracts with A2Dominion and St Mungo's end – this option is not advised for the following reasons:
    - i. Council is fully committed to the Housing First programme, as it is a key element of both the Council's Housing, Homelessness and Rough Sleeping Strategy 2023-28, and Oxfordshire's Homelessness and Rough Sleeping Strategy 2021-26.
    - ii. A total of 33 persons are currently accommodated in Council and A2Dominion properties under the support contracts held by St Mungo's and A2Dominion, and these individuals are in need of the Housing First support service in order to maintain their accommodation. There would be a high risk of homelessness and rough sleeping if this support was not in place. At present there is no alternative support service that could replace the Housing First support service. A further 7 individuals are currently being supported to obtain housing under these contracts.

### **Other implications**

21. The relevant implications, including those as a result of other options considered, the financial, legal and equalities, and environmental, as well as risk are all included in the sections below and in the appendices of the report.

### **Financial implications**

22. As described above in this report, the Housing First support service delivered under contract by St Mungo's and A2Dominion, is currently fully funded from MHCLG funding until 31st March 2026. However, from 1st April 2026 there is currently no guaranteed allocations of MHCLG funding through the current funding streams, or confirmation that these will be replaced. An announcement to confirm funding beyond 1st April 2026 is due late 2025.
23. The procurement documentation and any subsequent contracts/agreements will need to specify that they are subject to an annual review during the term of the contract to ensure the Council has sufficient funds to enter into/continue to fund these services.
24. There are three different scenarios in respect of the funding, and the implications of such are detailed below:
25. Funding settlement is increased – with an increase in funding, this should enable the full cost of Housing First support provision to be met.
26. Funding settlement is at the same level as in 2025/26 - due to the expectation that the new contracts will cost more than the current contracts (due to inflation and general increase in service costs), the Council will have to prioritise services to fund / procure. As Housing First is one of the key services that the Council commissions, it is likely that this service will continue to be funded, whilst any necessary reductions are made to other services.
27. Funding settlement is less than received in 2025/26. The same principles as above would apply, but with more negative impact on other services that the Council funds. If there are significant reductions to funding, a decision will have to be made whether the Housing First support service re-procurement is viable, and if not, the procurement process may need to be dis-continued. It is currently not anticipated that funding will be significantly reduced.
28. In the event that the Council does not receive any funding from MHCLG for/to replace RSPRG and RSAP - the Council will have to decide if some services should be decommissioned, if the Council will find alternative (own) financial resources to fund priority projects currently funded through these funding streams, and consider (as above) if the re-procurement process for a Housing First support service should be discontinued.

### **Legal issues**

29. Under Parts 4.5 (10) 4.5 (11) 18.12 and 19 (17) of the Constitution Cabinet is responsible for the decisions set out in the recommendation. Under section 9E (3) (c) of the Local Government Act 2000 Cabinet is empowered to delegate its functions to officers.
30. Due to the estimated value of spend including proposed extension periods re-procurement of the Housing First Service will need to be carried out in accordance with the Procurement Act 2023 and the Council's Constitution. It is possible to run an

anticipatory procurement exercise provided it is made clear in the invitation to tender that the Council may not award a contract in the event funding is not forthcoming. Further the contract itself can be drafted to offer annual extension options but the decision to exercise them will be at the Council's sole discretion. If there is no funding in future years the contracts will naturally expire.

31. 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.

#### **Level of risk**

32. The Risk Register is attached as Appendix 1.

#### **Equalities impact**

33. As detailed in the Equality Impacts Assessment attached as Appendix 2, there are limited impacts overall in relation to the re-procurement exercise of the Housing First support service. In the event that funding is not made available to allow an award, or there is significant impact on the current service, a detailed Equality Impact Assessment will be carried out before any decision is made relating to this.

#### **Carbon and Environmental Considerations**

34. There are no environmental or carbon considerations arising directly from this report.

|                            |  |
|----------------------------|--|
| <b>Report author</b>       | Ossi Mosley  |
| Job title                  | Rough Sleeping and Single Homelessness Manager                   |
| Service area or department | Housing Services   |
| Telephone                  | 01865 252178   |
| e-mail                     | <a href="mailto:Omosley@oxford.gov.uk">Omosley@oxford.gov.uk</a> |

Appendix 1: Risk Register

| Title                                 | Risk description   | Opp/<br>threat | Cause   | Consequence   | Date Raised | Owner       | Gross |   | Current |   | Residua |   | Comments | Controls  |          |             |            |   |
|---------------------------------------|--|----------------|---|---|-------------|-------------|-------|---|---------|---|---------|---|----------|---|----------|-------------|------------|---|
|                                       |  |                |   |   |             |             | I     | P | I       | P | I       | P |          | Control description   | Due date | Status      | Progress % | Action Owner                              |
| Delayed procurement                   | Procurement is delayed until funding settlement is known                     | Threat         | Council decides to not progress with pre-emptive procurement, and instead wait until funding settlement is known and then carry out a procurement process | A rushed procurement exercise is conducted, not sufficient time for implementation should there be a change so service provider | 01/07/2025  | Ossi Mosley | 3     | 3 | 3       | 1 | 3       | 1 |          | A pre-emptive procurement process is carried out, with mitigations in place including options to extent contracts, and specify that any award of contract/s and subsequent extensions are reliant on sufficient funds being available to the Council.   | 31/03/26 | In Progress | 0          | Rough Sleeping & Single Homelessness Team |
| Sufficient funding is not forthcoming | MHCLG funding announcement not sufficient to fund all or part of the service | Threat         | MHCLG funding announcement not sufficient to fund all or part of the service  | Potential cut or reduction to Housing First and/or services currently funded through MHCLG funding.                             | 01/07/2025  | Ossi Mosley | 4     | 3 | 4       | 3 | 3       | 2 |          | Council to make decisions in relation to sourcing other funds to continue the provision for either a short period whilst the service is decommissioned; or for a longer period of time to continue the commitment to the service. As part of the procurement process, exit planning will be carried out with current providers. | 31/03/26 | No started  | 0          | Rough Sleeping & Single Homelessness Team |

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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        | <b>NEW-</b> Socio-economic 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.  | <b>Name of activity being assessed.</b>   | Re-procurement of 2 x Housing First support services. Each contract supports 20 vulnerable residents | 2.  | <b>The implementation date of the activity under consideration:</b>  | 01/04/2026   |
| 3.  | <b>Directorate/Department(s):</b>   | City and Citizens' Services  | 4.  | <b>Service Area(s):</b>  | Housing Services   |
| 5.  | <b>Who is (are) the assessment lead(s):</b><br><b>Please provide:</b><br>-Name<br>-Email address                                      | Brendan Lewis<br>blewis2@oxford.gov.uk   | 6.  | <b>Contact details, in case there are queries:</b><br><b>Please provide:</b><br>-Name<br>-Email address                                    | Brendan Lewis<br>blewis2@oxford.gov.uk <b>Error! Bookmark not defined.</b> |
| 7.  | <b>Is this a new or ongoing EqlA?</b>   | New  | 8.  | <b>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.</b> | N/A  |
| 9.  | <b>Date this EqlA started:</b>  | 01/07/2025   |     |  |  |
| 10. | <b>Will this EqlA be attached to <a href="#">Corporate Management Team (CMT)</a> reports/updates, which will be published online?</b> | No   | 11. | <b>Give a date (tentative or otherwise) when this assessment will be taken to the CMT.</b>   | N/A  |

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

|     |   |   |   |  |   |   |
|-----|---|---|---|--|---|---|
| 12. | <b>Type of activity being considered:</b><br><br>Check the most appropriate.  | <input checked="" type="checkbox"/> Budget  | <input type="checkbox"/> Decommissioning                | <input checked="" type="checkbox"/> Commissioning                | <input type="checkbox"/> Change to an existing activity                               |   |
|     |   | <input type="checkbox"/> New activity   | <input type="checkbox"/> Others. Please specify:        |  |   |   |
| 13. | <b>Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil?</b><br><br>Please check as needed.                      | <input type="checkbox"/> x Good, affordable homes   | <input type="checkbox"/> Strong, fair economy           | <input checked="" type="checkbox"/> x Thriving Communities       | <input type="checkbox"/> Zero Carbon Oxford   | <input type="checkbox"/> Well run council |
| 14. | <b>Which priority area(s) within <u>Oxford City Council's Equality, Diversity &amp; Inclusion Strategy (2022)</u> does this activity fulfil?</b><br><br>Please check as needed. | <input checked="" type="checkbox"/> x Responsive services and customer care.  | <input type="checkbox"/> Diverse and engaged workforce. | <input type="checkbox"/> Leadership & organisational commitment. | <input checked="" type="checkbox"/> x Understanding and working with our communities. |   |
| 15. | <b>Outline the aims, objectives, &amp; priorities of the activity being considered.</b>   | Aims: Continue to deliver our Housing First support services to the existing residents.<br>Objectives: Work with the support provider(s), staff and current residents to ensure continuity of support and the sustainment of existing tenancies. This in turn should have the impact of reducing repeat rough sleeping in Oxford.<br>Priorities: Ensure that there is a high-fidelity Housing First service in place that is delivered in line with the key priorities in Oxfordshire's Homelessness and Rough Sleeping Strategy and the City Council's |   |  |   |   |

|  |  |
|--|--|
| <p><b>16. Please outline the consequences of not implementing this activity.</b></p> <p><b>For example,</b></p> <ul style="list-style-type: none"> <li>-Existing activity does not fulfil Corporate Objectives,</li> <li>-existing activity is discriminatory and not fulfilling Council's PSED, ... to name a few.</li> </ul> | <p>This EqIA is primarily being undertaken in relation to the launching of the re-procurement of the Housing First services. Should there be significant changes to the service provision following the re-procurement process a comprehensive EqIA would be carried to assess the full impact of those changes and mitigations.</p> <p>If we are unable to re-procure the Housing First support services we will be left in a position where 40 vulnerable individuals are left without an adequate level of support. This is likely to lead to a number of tenancies failing and many individuals returning to a period of rough sleeping. It is likely to also increase the workload of Tenancy Management Officers and Tenancy Sustainment Officers as the burden will fall on them to support the individuals with tenancies.</p> |
|--|--|

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

|   |  |
|---|--|
| <p><b>17. Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?</b></p> <p><b>Please provide details—</b></p> <ul style="list-style-type: none"> <li>-when,</li> <li>-how many, and</li> <li>-the approach taken.</li> </ul> | <p>A consultation exercise was carried out prior to the original procurement process and worked closely with the Lived Experience Advisory Forum (LEAF) and learnt from the experience of the 'Everyone In' programme during the pandemic. On top of this we also use evidence from the following sources:</p> <ul style="list-style-type: none"> <li>-Regular monitoring of all services commissioned by the City Council and those commissioned in partnership through the Oxfordshire Homelessness Alliance takes place.</li> <li>-Monitoring data and information is provided by our Housing First services. These take place quarterly and provides commissioners with a good understanding of how services operate, if they meet the need or if they need to adapt. All services are expected to interview/hold forums with residents and staff to get their feedback on the current service/any improvements that can be made to the service. This is a specific ask of our monitoring report.</li> <li>- Housing First access panel data and the attached waiting list - The service is currently oversubscribed with 12 individuals currently on a waiting list for the service.</li> </ul> <p>We have not undertaken any recent consultations as the existing services have been in place for over 3 years now and there is clear evidence for the need of the service (Housing First is currently over-subscribed).</p> |
|---|--|


|   |   |
|---|---|
| <p><b>18. List information and data used to understand who your residents or staff are and how they will be impacted.</b></p> <p><b>These could be-</b></p> <ul style="list-style-type: none"> <li>-third-party research,</li> <li>-census data,</li> <li>-legislation,</li> <li>-articles,</li> <li>-reports,</li> <li>-briefs.</li> </ul> | <p>The original data used to understand the need for the service was based on data collected via the 'Everyone In' programme during the pandemic. It highlighted the need for a new form of service to support the most vulnerable members of our community to move away from homelessness.</p> <p>Service monitoring information</p> <p>Ending Rough Sleeping Data Framework</p> <p>Oxfordshire's Homelessness and Rough Sleeping Strategy 2021-26</p> <p>Annual rough sleeping numbers for city, including age, gender,</p> <p>Oxford City Council's Housing, Homelessness and Rough Sleeping Strategy 2023-28 and accompanying homelessness review and evidence base</p> <p>Gap needs analysis compiled for various bids for government funding, such as the more recent SHAP bid (2023) to extend the Housing First service.</p> <p>Our evidence base shows that there is great, and in some instances unmet need, for supported accommodation for persons who have high support needs, and those with multiple and complex needs, and therefore there is a need to prioritise the financial resources we have available to fund such accommodation provision.</p> <p>As highlighted above the tailored support available to existing Housing First clients is vital to them being able to sustain their tenancy with Oxford City Council. If we are unable to re-procure this service it is likely to have a significant impact on the wellbeing of the service users, as well as the staff supporting them.</p> |
| <p><b>19. If you have not done any consultations or collected data &amp; information, are you planning to do so in the future?</b></p> <p><b>Please list the details –</b></p> <ul style="list-style-type: none"> <li>-when,</li> <li>-with whom, and</li> <li>-how long will you collect the relevant data.</li> </ul>                     | <p>Monitoring of services and collection of data will continue as is currently undertaken in line with contract monitoring. We will work with services where possible and necessary to enhance and increase service users feedback. Data is collected throughout the year and will continue for the foreseeable future</p>  |

## Section 4: Impact analysis.

|     |  |                                   |                                |                             |                                       |
|-----|--|-----------------------------------|--------------------------------|-----------------------------|---------------------------------------|
| 20. | Who does the activity impact?  | Service Users                     | Yes x <input type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/>   |
|     | Check as needed.<br><br>The impact may be positive, negative or unknown. | Members of staff                  | Yes x <input type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/>   |
|     |  | General public                    | Yes <input type="checkbox"/>   | No <input type="checkbox"/> | Don't Know x <input type="checkbox"/> |
|     |  | Partner / Community Organisation  | Yes x <input type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/>   |
|     |  | City Councillors                  | Yes <input type="checkbox"/>   | No <input type="checkbox"/> | Don't Know x <input type="checkbox"/> |
|     |  | Council suppliers and contractors | Yes x <input type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/>   |

| 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<br><br>Mitigations                          |
| Age                      |  |          | x       |            | Homelessness review and Housing Homelessness and Rough Sleeping | Any person who is in need of Housing First in the city, can be |

|  |  |  |   |   |  |
|--|--|--|---|---|--|
|  |  |  |   | <p>Strategy evidence base, as well as HCLIC data and locally held data in relation to rough sleeping and services for single homeless persons and those who are experiencing rough sleeping.</p>  | <p>assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it. Age will be considered as part of this process but it is not in itself a determining factor, other than the person most over 18.</p>   |
| <p><b>Disability</b><br/>(Visible and Invisible)</p> |  |  | x | <p>Homelessness review and Housing Homelessness and Rough Sleeping Strategy evidence base, as well as HCLIC data and locally held data in relation to rough sleeping and services for single homeless persons and those who are experiencing rough sleeping.</p> <p>A large proportion of single homeless people and those rough sleeping in the city have physical health needs and/or a disability.</p> | <p>Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it. Disability will be considered as part of this process but it is not in itself a determining factor, unless it is clearly obvious that the disability is the main contributing factor to the individual's continued/repeat homelessness.</p> |

|   |          |  |          |                          |  |  |
|---|----------|--|----------|--------------------------|--|--|
| <p>Gender re-assignment</p>             | <p>x</p> |  |          | <p>www.oxford.gov.uk</p> | <p>Homelessness review and Housing Homelessness and Rough Sleeping Strategy evidence base, as well as HCLIC data and locally held data in relation to rough sleeping and services for single homeless persons and those who are experiencing rough sleeping</p>  | <p>Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it. Whenever present, gender re-assignment will be considered as part of this process, but it is not in itself a determining factor, unless it can be clearly evidenced that this is the only provision that can truly support someone with this protected characteristic. This service supports people in to self-contained accommodation to is likely to be more appropriate than some congregate settings.</p> |
| <p>Marriage &amp; Civil Partnership</p> |          |  | <p>x</p> |                          | <p>Due to the nature of our team and the funding streams we hold, we commission services for single persons and those rough sleeping. As such</p>  | <p>Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have</p>  |




|  |  |  |   |                          |   |   |
|--|--|--|---|--------------------------|---|---|
|  |  |  |   |                          | <p>very few clients that are married or in civil partnerships will access the service in question. This is not to say that couples will not be accepted but individuals will need to be case worked separately to retain high-fidelity.</p>                     | <p>developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it. Whenever present, marital status will be considered as part of this process, but it is not in itself a determining factor, unless it can be clearly evidenced that this is the only provision that can truly support individuals with this protected characteristic.</p>  |
| <p><b>Race, Ethnicity and/or Citizenship</b></p> |  |  | x | <p>www.oxford.gov.uk</p> | <p>Homelessness review and Housing Homelessness and Rough Sleeping Strategy evidence base, as well as HCLIC data and locally held data in relation to rough sleeping and services for single homeless persons and those who are experiencing rough sleeping</p> | <p>Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it. Whenever present, race and ethnicity will be considered as part of this process, but it is not in itself a determining factor, unless it can be clearly evidenced that this is the only provision that can truly support</p> |

|  |  |  |   |  |  |   |
|--|--|--|---|--|--|---|
|  |  |  |   |  |  | someone with this protected characteristic.   |
| <div data-bbox="94 790 138 861" data-label="Page-Header">134</div> <div data-bbox="94 207 309 279" data-label="Section-Header">Pregnancy &amp; Maternity</div> |  |  | x |  | <p data-bbox="994 167 1408 534">It is extremely unlikely that someone with this protected characteristic would be supported by the Housing First service. However, this is not to say that individuals will not be accepted and supported should this characteristic be present.</p> <div data-bbox="922 624 981 1054" data-label="Page-Footer">www.oxford.gov.uk</div> <div data-bbox="1046 598 1305 1054" data-label="Image"> </div> | <p data-bbox="1408 167 1769 1177">Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it. Whenever present, pregnancy will be considered as part of this process, but it is not in itself a determining factor, unless it can be clearly evidenced that this is the only provision that can truly support someone with this protected characteristic. It is likely that support from statutory housing services will be required as part of the solution.</p> |
| <div data-bbox="94 1212 376 1252" data-label="Section-Header">Religion or Belief</div>   |  |  | x |  | <p data-bbox="994 1177 1408 1487">Homelessness review and Housing Homelessness and Rough Sleeping Strategy evidence base, as well as HCLIC data and locally held data in relation to rough sleeping and services for single</p>  | <p data-bbox="1408 1177 1769 1487">Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that</p>   |

|     |   |  |  |   |  |
|-----|---|--|--|---|--|
| 135 |   |  |  | <p>homeless persons and those who are experiencing rough sleeping.</p> <p>www.oxford.gov.uk</p>    | <p>this scarce resource is provided to those that most need it. Whenever present, religion and belief will be considered as part of this process, but it is not in itself a determining factor, unless it can be clearly evidenced that this is the only provision that can truly support someone with this protected characteristic.</p>  |
| Sex | x |  |  | <p>Homelessness review and Housing Homelessness and Rough Sleeping Strategy evidence base, as well as HCLIC data and locally held data in relation to rough sleeping and services for single homeless persons and those who are experiencing rough sleeping.</p> <p>The gender breakdown for those seen rough sleeping in the city has consistently seen just over 80% men over the last 7 years.</p> | <p>Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it. Sex will be considered as part of this process, but it is not in itself a determining factor, unless it can be clearly evidenced that this is</p> |

|   |   |  |  |                          |  |  |
|---|---|--|--|--------------------------|--|--|
|   |   |  |  |                          | <p>However in Housing First we have seen the proportion of women benefitting from the service at around 45%.</p>   | <p>the only provision that can truly support someone with this protected characteristic. This service supports people in to self-contained accommodation to is likely to be more appropriate than some congregate settings for vulnerable individuals.</p>   |
| <p>136</p> <p><b>Sexual Orientation</b></p> | x |  |  | <p>www.oxford.gov.uk</p> | <p>Homelessness review and Housing Homelessness and Rough Sleeping Strategy evidence base, as well as HCLIC data and locally held data in relation to rough sleeping and services for single homeless persons and those who are experiencing rough sleeping.</p> | <p>Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it. Where known, sexual orientation will be considered as part of this process, but it is not in itself a determining factor, unless it can be clearly evidenced that this is the only provision that can truly support someone with this protected characteristic. This service supports people in to self-contained</p> |

|   |  |  |   |  |  |
|---|--|--|---|--|--|
|   |  |  |   |  | accommodation to is likely to be more appropriate than some congregate settings for vulnerable individuals.  |
| <b>Socio-economic inequalities such as:</b><br><br>- income and factors that impact income.<br>-access to jobs<br><br>This was voluntarily adopted by <a href="#">Oxford City Council on the 13<sup>th</sup> of March 2024.</a> |  |  | x | N/A  | N/A  |
| <b>Other (voluntary consideration)</b><br><br><b>Council of Sanctuary</b><br><br><b>For example:</b><br><br>Migrant, refugee, or asylum seekers.  |  |  | x | <a href="http://www.oxford.gov.uk">www.oxford.gov.uk</a><br><br>Homelessness review and Housing Homelessness and Rough Sleeping Strategy evidence base, as well as HCLIC data and locally held data in relation to rough sleeping and services for single homeless persons and those who are experiencing rough sleeping. | Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it. Migration status will be considered as part of this process, but it is not in itself a determining factor, unless it can be clearly evidenced that this is the only provision that can truly support |

|     |  |   |  |  |  |  |   |
|-----|--|---|--|--|--|--|---|
| 138 | Other<br>For example:<br>- Unpaid carers<br>- Prison population<br>- Homeless population<br>- Council suppliers & contractors<br>- Cabinet Members | x |  |  |  | This services is only available to individuals that have experienced multiple period of homelessness and rough sleeping. | someone with this protected characteristic<br>Any person who is in need of Housing First in the city, can be assessed and considered for relevant provision. We have developed a robust set of criteria to ensure that this scarce resource is provided to those that most need it, with an emphasis on individuals with multiple needs that have experienced homelessness for many years |
|     |  |   |  |  |  |  |   |

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

|     |                          |                                   |                          |  |                                     |                                   |   |
|-----|--------------------------|-----------------------------------|--------------------------|--|-------------------------------------|-----------------------------------|---|
| 22. | Conclusions.             |                                   |                          |  |                                     |                                   |   |
|     | <input type="checkbox"/> | Stop and reconsider the activity. | <input type="checkbox"/> | Adjust activity before beginning the activity and continue to monitor. | <input checked="" type="checkbox"/> | No major change(s) or adjustments | <input type="checkbox"/> No major change(s) or adjustments and continue |

|     |   |  |   |  |   |  |
|-----|---|--|---|--|---|--|
|     |   |  |   |  | and continue with activity but continue to monitor. | with the activity. No need to monitor in the future. |
| 23. | Please explain how you have reached your conclusions above. |  | <p>A range of people can become homeless, and people will have a range of characteristics, some will be protected. The provision of supported accommodation in the city and who can access the various kinds of supported accommodation we as a city council commission, depends on the support needs a person has and what kind of accommodation they need to live in. A person will work with support workers to ensure that they are assessed for and can access the appropriate accommodation. Where a person has particular support needs, support agencies will work together, both statutory and non-statutory to ensure that the person can access the appropriate support should they wish to do so.</p> <p>As discussed above, this service is already in existence and is aimed at some of the most vulnerable members of our community. As such this EqlA is primarily being undertaken in relation to the launching of the re-procurement of the Housing First services. Should there be significant changes to the service provision following the re-procurement process a comprehensive EqlA would be carried to assess the full impact of those changes and mitigations.</p> <p>If we are unable to re-procure the Housing First support services we will be left in a position where 40 vulnerable individuals are left without an adequate level of support. This is likely to lead to a number of tenancies failing and many individuals returning to a period of rough sleeping. It is likely to also increase the workload of Tenancy Management Officers and Tenancy Sustainment Officers as the burden will fall on them to support the individuals with tenancies.</p> |  |   |  |

## 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.    | <p>Who or which team or service area will be responsible for monitoring equalities impact?</p> <p><b>For example-</b></p> <ul style="list-style-type: none"> <li>- team,</li> <li>-directorate,</li> <li>-service area,</li> <li>-Equalities Steering Group,etc.</li> </ul> | <p>Rough Sleeping and Single Homelessness Team</p>   |        |     |   |
| 25.    | <p>Who (individual, team, or service area) will be responsible for carrying out the EqlA review?</p>  | <p>Rough Sleeping and Single Homelessness Manager and Senior Rough Sleeping Officers</p>   |        |     |   |
| 26.    | <p>How often will the equality impact be reviewed for this activity?</p> <p><b>For example-</b></p> <ul style="list-style-type: none"> <li>-quarterly,</li> <li>-yearly, etc.</li> </ul>  | <table> <tr> <td data-bbox="638 933 1048 1189">Yearly</td><td data-bbox="1048 933 1473 1189">27.</td><td data-bbox="1473 933 1825 1189"> <p>Date when the EqlA will be reviewed again.</p> <p>01/09/2026</p> </td></tr> </table> | Yearly | 27. | <p>Date when the EqlA will be reviewed again.</p> <p>01/09/2026</p> |
| Yearly | 27.   | <p>Date when the EqlA will be reviewed again.</p> <p>01/09/2026</p>  |        |     |   |



## Section 7: Sign-off

Name: Ossi Mosley

Job Title: Rough Sleeping and  
Single Homelessness Manager

Signature:  
Ossi Mosley

-----

Name: Brendan Lewis

Job Title: Senior Rough Sleeping  
Officer

Signature:

-----

Name: Nerys Parry

Job Title: Director of Housing

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.

14

You have now reached the end of the assessment.

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

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**To:** Cabinet  
**Date:** 17<sup>th</sup> September 2025  
**Report of:** Director of Housing  
**Title of Report:** Temporary Accommodation Placement Policy.

| Summary and recommendations  |  |
|------------------------------|--|
| <b>Decision being taken:</b> | To approve the Temporary Accommodation Placement Policy.           |
| <b>Key decision:</b>         | Yes  |
| <b>Cabinet Member:</b>       | Councillor Linda Smith, Cabinet Member for Housing and Communities |
| <b>Corporate Priority:</b>   | Deliver more affordable housing                                    |
| <b>Policy Framework:</b>     | Housing, Homelessness and Rough Sleeping Strategy                  |

|   |  |
|---|--|
| <b>Recommendation(s):</b> That Cabinet resolves to: |  |
| 1   | Approve the Temporary Accommodation Placement Policy as set out in Appendix 1.   |
| 2   | Delegate authority to the Director of Housing to make minor amendments to the policy in response to operational or legislative changes, in consultation with the Cabinet member for Housing and Communities. |

| Appendix No. | Appendix Title                                 | Exempt from Publication |
|--------------|--|-------------------------|
| Appendix 1   | Temporary Accommodation Placement Policy       | No                      |
| Appendix 2   | Operational Protocol – Temporary Accommodation | No                      |

|                   |   |    |
|-------------------|---|----|
| <b>Appendix 3</b> | Risk Register – Temporary Accommodation Placement Policy Implementation | No |
| <b>Appendix 4</b> | Equalities Impact Assessment – Temporary Accommodation Placement Policy | No |

## Introduction and background

1. Temporary Accommodation (TA) is short-term housing the Council must provide for households whom the authority has reason to believe are eligible, homeless and in priority need as prescribed under housing legislation.
2. Its purpose is to assist families and vulnerable households as they seek suitable long-term accommodation. This is a statutory obligation that the Council is required by law to fulfil.
3. The Council provides TA through properties it owns (via the Housing Revenue Account and General Fund), as well as through private sector leases. If required, accommodation may also be sourced on a nightly paid basis in B&Bs or hotels. Due to rapidly growing demand for TA, the Council in recent years has had to make more use of hotel and B&B placements.
4. Sometimes, households are placed outside of Oxford because the Council is unable to source enough suitable accommodation within the city. Staying in a B&B or out of the area can be difficult for people and often leads to requests for moves and complaints about placements. Given the increasing use of B&B accommodation both in and outside the City, the Council has now developed a policy to guide these decisions, in order to increase the transparency around decision making on placements and ensure consistency. The introduction of the Temporary Accommodation Placement Policy will help to ensure that Oxford City Council meets its statutory housing duties in a fair, transparent, and legally robust manner.
5. The need for such a policy is supported by the Homelessness Code of Guidance for Local Authorities, which advises that councils should have a clearly defined policy for allocating temporary accommodation, particularly when making out-of-area placements. This guidance is reinforced by the Supreme Court case *Nzolameso v Westminster City Council [2015] UKSC 22*, which established that local authorities must have a properly evidenced and consistently applied policy to justify placement decisions.
6. A lack of such a framework can expose Councils to legal challenges, inconsistent decision-making, and reputational risk. By adopting this policy, Oxford City Council strengthens its ability to meet statutory obligations under the Housing Act 1996, the Homelessness Reduction Act 2017, and the Children Act 2004, while safeguarding the rights and wellbeing of vulnerable residents.

## Homelessness Demand

7. Oxford City Council continues to experience sustained and significant demand pressure on its temporary accommodation (TA) services. The number of households requiring TA has more than doubled over the past years, rising from 116 in March 2023 to 298 in May 2025. This increase reflects a combination of factors, including the cost-of-living crisis, rapidly rising private sector rents, and the ongoing shortage of affordable housing in Oxford and surrounding areas. These trends are being seen across the country, and in particular in more expensive housing markets in the south of England.

#### Households in Temporary Accommodation

| Financial Year           | Total Households at end of financial year |
|--------------------------|---|
| April 2022 to March 2023 | 116                                       |
| April 2023 to March 2024 | 246                                       |
| April 2024 to March 2025 | 275                                       |
| April 2025 to 2026       | 298 (May)                                 |

#### Average weekly Temporary Accommodation placement rate

| Financial Year           | Weekly average  |
|--------------------------|-----------------|
| April 2022 to March 2023 | 4.38            |
| April 2023 to March 2024 | 9.38            |
| April 2024 to March 2025 | 9.42            |
| April 2025 to March 2026 | 11.29 (Present) |

8. Despite proactive measures to increase TA supply, with the City Council on course to grow its stock by an extra 200 units within a two year period to over 300 — through repurposing council-owned stock, entering into long-term leases with private landlords and registered providers, purchasing units, and expanding the use of the Emergency Housing Procurement Framework—the demand for TA continues to outpace available provision. This has resulted in increased reliance on out-of-area placements and the use of bed and breakfast accommodation, particularly for single-person households and some with complex needs.
9. The Council recognises that this level of demand is hugely challenging and presents both operational and financial impacts. In response, a range of mitigations have been implemented, including:
- Expanding the TA portfolio further through new acquisitions and leasing arrangements.
  - Improving move on by strengthening pathways into private rented and supported housing.
  - Enhancing prevention work to reduce the number of households entering TA.
  - With an expanding TA stock and continued use of B&B and out of area placements, it is now important we introduce a structured placement policy to

ensure fair, transparent, and legally compliant decision-making, supporting our wider mitigations.

## **Policy Details and Rationale**

10. The Temporary Accommodation Placement Policy has been developed to respond to the growing and shifting demands for temporary housing while ensuring fairness, suitability, and legal compliance. This policy is structured around several core principles that guide how placements are made and ensure that every household receives accommodation that is appropriate to their unique circumstances.

11. Key features of the policy include:

- Prioritising Suitability: The policy sets out clear, legally compliant criteria for assessing suitability, considering factors such as household composition, medical and accessibility needs, proximity to education and employment, and safeguarding considerations. By focusing on these elements, the policy aims to minimise disruption, especially for vulnerable households, helps ensure households are placed in suitable accommodation factoring in their needs with what accommodation is available, and to support the wellbeing of all residents placed in temporary accommodation.
- Managing Out-of-Area Placements: While the Council's goal is to place households within the local area wherever possible, the policy outlines the circumstances under which out-of-area placements may be necessary such as limited availability or specific support needs and describes the safeguards in place to ensure households are consulted and supported throughout the process.
- Fairness and Consistency: The policy ensures that all placement decisions follow a transparent and equitable process, supported by regular reviews and ongoing consultation with service users. This approach is transparent and consistent so that every decision can be justified in accordance with established protocols and guidance.

12. The Temporary Accommodation Placement Policy will be implemented by the Housing Needs team, with oversight from senior officers within the Housing Services department. Operational delivery will be supported by regular case review meetings, where individual placements particularly those in bed and breakfast accommodation are monitored and assessed for suitability and potential move-on options.

## **Monitoring**

13. The policy will be monitored through regular reviews and key performance indicators, with an initial review within 12 months of implementation and full reviews every three years. Feedback from service users and any changes in legislation or local needs will also inform ongoing adjustments to ensure continued effectiveness and compliance.

14. This structured approach ensures that the policy remains aligned with the Council's strategic objectives and statutory responsibilities, while maintaining transparency and accountability in its delivery.

## Options Considered

15. **Option one (recommendation) - Create a formal policy:** The option being recommended is the formal adoption and implementation of the Temporary Accommodation Placement Policy. This approach was selected because it establishes clear procedures and criteria for making placement decisions, ensures transparency and legal compliance, and minimises the risk of inconsistent outcomes or legal challenges. By formalising the process, the policy promotes fairness, prioritises suitability and safeguarding vulnerable households, and enables the Council to meet its statutory obligations effectively.
16. **Option two – No formal policy, ad hoc placements:** Without clear policy leads to inconsistent, less transparent decisions that are hard to explain or improve. This lack of guidelines can hinder fairness, compromise protection for vulnerable groups, and create confusion for both staff and applicants. This also can lead to legal challenges

## Other implications

17. In addition to the core recommendations, the implementation of the Temporary Accommodation Placement Policy may have wider implications that need to be considered. These include potential impacts on health and safety, human resources, crime and disorder, sustainability, and the environment. This section outlines any such implications to ensure that Cabinet is fully informed of the broader context and consequences of the proposed decision.
- **Health and safety:** The policy supports safe placements, particularly for vulnerable individuals.
  - **Crime and disorder:** Supports safeguarding by ensuring appropriate placements for at-risk households.

## Financial implications

18. The cost of temporary accommodation is significant. The policy supports cost-effective placements and encourages the use of Council-owned or leased properties. Applicants are expected to contribute to costs, and housing benefit applications are encouraged.
19. The existing budget for the provision of temporary accommodation was significantly increased during the 25/26 budget setting round. However, based on current projections further additional budget may be required for future years. The creation of a policy will assist in the delivery of a more cost-effective service helping to mitigate the amount of additional budget required moving forward. This is part of a range of proposed mitigation measures to be implemented.

## Legal issues

20. Legal Services have reviewed the policy to ensure compliance. The policy is based on the Council's legal obligations under the Housing Act 1996, the Homelessness Reduction Act 2017, and the Children Act 2004. It reflects guidance from the Homelessness Code of Guidance 2018 and ensures that the Council continues to meet its statutory duties to provide suitable accommodation, particularly for families with children, pregnant applicants, and those with specific support needs.

## Level of risk

21. A risk register is attached (Appendix 3). Key risks include legal challenge and reputational damage if placements are deemed unsuitable.

### **Equalities impact**

22. An Equalities Impact Assessment has been completed (Appendix 4). The policy promotes fairness and considers the needs of protected groups

### **Carbon and Environmental Considerations**

23. Not applicable.

|                            |  |
|----------------------------|--|
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| <b>Background Papers:</b> |  |
|---------------------------|--|
| 1                         | Temporary Accommodation Placement Policy 2025 – Draft Policy Document            |
| 2                         | Temporary Accommodation Common Operational Protocol (2025)                       |
| 3                         | Temporary Accommodation Demand and Mitigations Report                            |
| 4                         | Temporary Accommodation Common Operational Protocol                              |
| 5                         | Homelessness and Rough Sleeping Strategy 2023–2028                               |
| 6                         | Nzolameso v Westminster City Council [2015] UKSC 22 – Supreme Court Judgment     |
| 7                         | Homelessness Code of Guidance for Local Authorities (MHCLG, 2018 – updated 2024) |
| 8                         | Equalities Impact Assessment – Temporary Accommodation Placement Policy          |
| 9                         | Risk Register – Temporary Accommodation Placement Policy Implementation          |



## **TEMPORARY ACCOMMODATION PLACEMENT POLICY – Oxford City Council**

**September 2025**

### **Introduction:**

An initial duty to accommodate homeless applicants arises if Oxford City Council has reason to believe the applicant is homeless, eligible and in priority need, outlined in the Housing Act 1996 (amended). Provided the first two elements are met, a 'relief' duty is accepted; accommodation is provided if all these parts are accepted. A further duty also occurs when the Council accepts it has a main duty to secure accommodation for an applicant.

The Council will provide interim accommodation using its own stock (including that leased from private landlords), or it will use bed and breakfast accommodation, including hotels. Whilst the Council always tries to place within its boundary, accommodation may also be located out of area.

This policy explains the factors that Oxford City Council will have regard to when it provides accommodation, both initially and on an ongoing basis.

In writing this policy, the Council has taken account of both section 11 of the Children Act 2004 and the Homelessness Code of Guidance 2018, particularly its guidance on the suitability of accommodation, including interim or temporary accommodation.

### **Background:**

Over the last two years Oxford City Council has received an increasing number of homelessness applications. Furthermore, of these, the number of applicants owed a statutory duty to secure temporary accommodation (TA) has more than doubled.

Oxford City Council has taken measures to increase its stock of units of temporary accommodation. This includes moving units of its social (Part 6) accommodation for use as temporary accommodation, the Council has secured long term leases with landlords in the private sector, it has purchased additional units for use of TA, and is working in partnership with Registered Providers in the City to source accommodation.

To date, the Council has doubled the number of units of temporary accommodation, but this hasn't been sufficient to keep up with demand and therefore has continued to need to use nightly paid hotel and B&B accommodation. The Council continues to develop and implement further plans to grow its owned and leased temporary accommodation to lower nightly paid use.

### **Use of bed and breakfast accommodation:**

A duty to accommodate arises if the housing authority has reason to believe an applicant is homeless, eligible and in priority need.

For such applicants, due to demand for temporary accommodation being greater than what the Council can currently source, it is likely that bed and breakfast accommodation will be provided for most applicants and households initially, until a

point in time the Council has sufficient TA stock to avoid B&B use. On acceptance of a relief duty, a personal housing plan will be prepared. This will set out the housing needs of the applicant together with agreed actions from both the applicant and Council to help secure suitable accommodation. This will be kept under review during the relief period (usually 56 days from its acceptance). The Council will seek to ensure that all applicants with dependent children, or an applicant who is pregnant, spend no more than six weeks in bed and breakfast accommodation.

There may also be some applicants, or members of a household, with specific disabilities, for whom bed and breakfast accommodation is unsuitable.

We recognise that accessibility is a fundamental aspect of suitable accommodation. Oxford City Council will always endeavor to source hotel and bed and breakfast rooms that are accessible to applicants and households who require them, ensuring that individual needs related to mobility and disability are met wherever possible.

The Council will move such applicants, as soon as reasonably possible, to more suitable accommodation to help provide for the disability.

A duty to provide interim, or temporary accommodation, will end if an applicant refuses an offer of the accommodation or, after occupation, is required to leave the property because of their conduct.

#### **Allocation of temporary accommodation:**

Oxford City Council will prioritise placements into temporary accommodation using a structured tiered system. This system is defined by a protocol, aligned with policy, that will define how cases are prioritised, detailing the assessment of criteria and allocation process (see Housing Needs Common Operational Protocol – Temporary Accommodation). Officers will follow clear guidance for fair distribution of temporary accommodation. Regular reviews will ensure ongoing best use of TA stock to meet the needs of people housed in accommodation, and transparency.

This system ensures that households with the highest need—such as families with children, pregnant applicants, and those with safeguarding concerns—are prioritised for being moved on from hotel/ B&B accommodation and for in-city placements. All out-of-area placements will be reviewed weekly, and efforts will be made to relocate households back into Oxford as soon as suitable accommodation becomes available. Placement decisions will be governed by a multi-disciplinary panel where necessary, and all placements will be accompanied by a support plan and risk assessment.

#### **Location:**

Despite the addition of properties to its stock of temporary accommodation, there is a need to use accommodation outside the geographical area covered by Oxford City Council due to insufficient temporary stock in the city. This includes the Council's TA properties and bed and breakfast accommodation. Nevertheless, all accommodation provided will have transport links to Oxford.

The Council accepts there may be applicants who have a need to be in Oxford. For applicants placed outside of Oxford, the Council will consider whether a move to within the city is necessary for the individual applicant (and household if applicable). Each case will be considered on its merits, having regard to employment, caring responsibilities, medical needs, and education of the household. These will be considered against necessary travel, and if a similar service is available close to the accommodation.

These principles apply both for applicants under a relief duty and for those where a main duty has been accepted.

A move will be dependent upon there being available accommodation within Oxford City Council's geographical area.

In most situations, given the short-term nature of temporary accommodation, a placement outside the district will be treated as being suitable. However, specific examples where it would normally be considered necessary to have accommodation in Oxford include:

- Households containing a child with special educational needs who are at a school in Oxford and where a change to another school would be detrimental to their progress and development.
- Households with a child subject to a Child Protection Plan where there is evidence that a move to another area may harm the child's welfare.
- Applicants with a serious health condition requiring intensive specialist medical treatment only available in Oxford.
- Applicants who are receive a significant care package which cannot easily be transferred. This could be for a physical or mental illness.

It is also likely that applicants who are currently have employment of at least 16 hours in Oxford and where the additional costs of travel would render accommodation in another area unaffordable would be moved.

Where an applicant is provided accommodation out of area, the Council will notify the local housing authority in whose district the accommodation is situated in line with section 208 of the Housing Act 1996 (as amended).

### **Acceptance of the main housing duty:**

This may apply for those applicants for who are still homeless after the relief period. There is a main housing duty to secure accommodation for an applicant if that person is homeless, eligible, in priority need, unintentionally homeless and has a local connection. (A local connection is not required for an applicant who is homeless because of domestic abuse.)

At this stage, Oxford City Council will allocate an officer to help move the household onto a final offer of accommodation or to longer term temporary accommodation with support. This would either be a social tenancy or a tenancy in the private rented sector. On some occasions, for those with support needs, an offer of temporary accommodation will be made into supported accommodation, either directly or

through the Access Panel. (This is to ensure an applicant is offered accommodation (if available) to match their support needs.)

For some applicants (without children in their household), it may be necessary to continue to provide bed and breakfast accommodation after the acceptance of a main duty for a limited period. This is due to the current shortage of self-contained properties. Where this occurs, Oxford City Council will ensure it is satisfied that the accommodation remains suitable during the time of occupation.

### **Storage of belongings:**

It is the applicant's responsibility for storage of furniture and belongings that may need to be stored during a stay in temporary accommodation. The Council have a number of garages that can be rented to applicants for this purpose. If storage is required, an applicant should let their case officer know as soon as possible.

### **Pets:**

In accommodation that is neither owned nor leased by Oxford City Council, pets are usually not allowed. If the pet is a recognised emotional support animal, the Council will take this into account when considering move-on options from bed and breakfast accommodation.

### **Financing temporary accommodation:**

Although Oxford City Council will cover the initial cost of the accommodation, applicants will be required to repay the Council for a reasonable charge to help pay towards the cost of accommodation. For those on a low income, it is recommended that an application for housing benefit is made which can cover all or some of the cost depending on the circumstances of the household. (It should be noted that the Council's Allocation Scheme for social housing excludes those who have rent arrears, including those in temporary accommodation.)

### **Ending a duty to provide temporary accommodation:**

Oxford City Council will end its requirement to provide interim or temporary accommodation when an applicant is no longer homeless, or when an offer of suitable accommodation has been refused (either during the relief period or after the acceptance of a main housing duty). The duty may also end if an applicant or household member engages in unreasonable behavior, or breaches the terms of their license or tenancy agreement, for example, by accruing rent arrears or failing to comply with other key conditions.

### **Review of the Temporary Accommodation Policy**

The Rapid Rehousing Manager will review the policy annually, considering any changes required due to changing demand and needs, or changes in legislation.

The Director of Housing will consider and can approve any minor changes, in consultation with the Cabinet Member for Housing and Communities.

More significant changes will be submitted to Cabinet for approval.

If you would like a large print version, a translation of, or any other information about this document you should contact the **Housing Needs** team at Oxford City Council



**Oxford City Council, Town Hall, St Aldates, Oxford OX1 1BX**



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## **Housing Needs Common Operational Protocol- Temporary Accommodation**

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## **Housing Needs Temporary Accommodation Common Operational Protocol**

Oxford City Council delivers temporary accommodation services as part of its statutory duties to prevent and relieve homelessness. These services are provided in partnership with a range of internal teams and external providers and are aligned with the Council's Housing, Homelessness and Rough Sleeping Strategy and the Temporary Accommodation Policy.

The primary aim of temporary accommodation is to provide safe, suitable, and short-term housing for individuals and households who are homeless or at immediate risk of homelessness. This provision supports the Council's commitment to early intervention, rapid rehousing, and the reduction of rough sleeping. Temporary accommodation acts as a critical stepping stone, enabling people to stabilise their circumstances while longer-term housing solutions are identified.

Oxford City Council works closely with local housing providers, support services, and statutory agencies to ensure that placements into temporary accommodation are made fairly, consistently, and in accordance with legal duties. The Council also ensures that support is available to help residents sustain their placements and move on to permanent housing as quickly as possible.

This Common Operational Protocol has been developed to provide a clear and consistent framework for accessing and managing temporary accommodation. It outlines the roles, responsibilities, and procedures that underpin the delivery of this service, and is overseen by the Housing Needs team within Housing Services.

The document is laid out in five sections:

- **Section 1: Who Can Access Temporary Accommodation**
  - Prioritisation of applicants who qualify for temporary accommodation, eligibility criteria, and support for vulnerable groups
- **Section 2: Entry into Temporary Accommodation Services**
  - The referral process and placement procedures
- **Section 3: Decision-Making and Governance**
  - Governance and oversight, including reviews and complaints
- **Section 4: Other Guidance Documents, Forms and Policies**
  - Guidance on pets in temporary accommodation and the storage of belongings
- **Section 5: Appendices**

## **Section 1 – Who Can Access Temporary Accommodation**

An initial duty to accommodate homeless applicants arises if Oxford City Council have reason to believe the applicant is homeless, eligible and in priority need, outlined in the Housing Act 1996 (amended).

The Council will provide interim accommodation using its own stock (including that leased from private landlords), or it will use bed and breakfast accommodation, including hotels. Whilst the Council always try to place within its boundary, accommodation may also be located out of area.

The type of temporary accommodation that will be offered to single people, couples and families who are owed an accommodation duty by Oxford City Council is determined by the following priority groups. These categories help ensure that placements are made fairly and consistently, based on statutory duties, vulnerability, and risk of homelessness.

### **1.1 Priority Groups**

| <b>Priority</b>                          | <b>Definition</b>  | <b>Placement Priority</b>  |
|--|--|--|
| <b>Priority 1 – High-Risk Households</b> | Applicants who are owed the main or interim housing duty under the Housing Act 1996, and who are: <ul style="list-style-type: none"><li>• Households with dependent children (under 18, or under 19 if in full-time education),</li><li>• Pregnant women,</li><li>• Individuals with family members expected to live with them and for whom they have a caring responsibility,</li><li>• Young adults who qualify as Care Leavers or Former Relevant Children under the Children Act 1989.</li></ul> | <ul style="list-style-type: none"><li>• Guaranteed first access to available in-district or most suitable accommodation.</li><li>• 6-week High risk household B&amp;B cases must be prioritised for move-on to self-contained</li><li>• Pregnant women and Families with children must not exceed 6 weeks in B&amp;B under any circumstances.</li></ul> <p><b>Out-of-Area Guidance:</b></p> <ul style="list-style-type: none"><li>• Only used if no suitable in-district accommodation is available.</li><li>• Must be reviewed weekly.</li><li>• Must consider school continuity, medical needs, and safeguarding</li></ul> |
| <b>Priority 2 – Main Duty and</b>        | Applicants owed a main duty, or applicants owed the interim housing duty and who:  | <ul style="list-style-type: none"><li>• Second-tier access to available accommodation, after priority one group.</li></ul>   |

|   |   |  |
|---|---|--|
| <b>Vulnerable Households</b>  | <ul style="list-style-type: none"> <li>• Have complex needs that make mainstream housing difficult to secure and sustain.</li> <li>• Are in unsafe or unsuitable accommodation.</li> </ul>  | <ul style="list-style-type: none"> <li>• Prioritised for in-district placements where possible.</li> <li>• Reviewed regularly to assess escalation risk and further prioritised when required</li> </ul> <p><b>Out-of-Area Guidance:</b></p> <ul style="list-style-type: none"> <li>• May be placed out-of-area if in-district options are exhausted.</li> <li>• Must be reviewed for suitability and potential move-in to city when space becomes available.</li> </ul> |
| <b>Priority 3 – Adult Only Households who are owed a relief duty or pending formal notification of a decision</b> | <p>Adult-only households (with no dependent children or pregnant household members), who are not owed a main duty but:</p> <ul style="list-style-type: none"> <li>• Are at immediate risk of rough sleeping and deemed to meet the required homelessness, priority need and eligibility threshold.</li> <li>• Are imminently homeless, sofa surfing or leaving institutions (hospital, prison, supported housing).</li> </ul> | <ul style="list-style-type: none"> <li>• Access to different forms of temporary accommodation subject to availability and risk assessment.</li> </ul> <p><b>Out-of-Area Guidance:</b></p> <ul style="list-style-type: none"> <li>• May be placed out-of-area with on-going support plan.</li> <li>• Must be offered support to reconnect or move-on to settled accommodation.</li> </ul>   |

## **1.2 Eligibility Criteria for Accessing Temporary Accommodation**

In accordance with the Housing Act 1996 (as amended) and the Homelessness Reduction Act 2017, Oxford City Council will consider the following criteria when determining eligibility for temporary accommodation:

### **Legal Eligibility**

The applicant must be eligible for assistance under immigration and housing law.

### **Homelessness Status**

Temporary accommodation is usually provided only when the Council has a legal duty to do so. This typically applies when a household is already homeless, as defined under Section 188 of the Housing Act 1996 (interim duty) or Section 193 (main housing duty).

In cases where an applicant is *threatened with homelessness*, temporary accommodation may still be offered, but only in exceptional circumstances. This might include situations where there are significant safeguarding concerns or vulnerabilities that place the individual or household at immediate risk.

### Priority Need

The Council must have reason to believe that the applicant is in priority need. This includes households with dependent children, pregnant women, care leavers, and individuals who are vulnerable due to age, disability, or other special circumstances.

### Local Connection

Applicants should have a local connection to Oxford City, as defined in Section 199 of the Housing Act 1996. This includes:

- Current or recent residence in the area,
- Employment in the area,
- Family associations,
- Other special circumstances.

Where no local connection to Oxford exists, and the applicant is not at risk of violence, a referral to another local authority where a local connection does exist may be considered. However, the Council cannot refuse temporary accommodation solely on the basis of no local connection if a duty to accommodate has been triggered.

### Intentional Homelessness

The Council will assess whether the applicant has become homeless intentionally. If it is determined that the applicant deliberately did or failed to do something that led to the loss of their accommodation, they may not be owed the main housing duty.

### Age

Applicants must be aged 18 or over. Applicants aged 16–17 or care leavers aged 18–20 may be accommodated under joint protocols with Children's Services, where appropriate.

### Support and Suitability Needs

The Council will assess whether the applicant has support needs that affect their ability to secure or sustain accommodation independently. These may include:

- Financial hardship or budgeting difficulties,
- Tenancy sustainment issues,
- Mental or physical health conditions,
- Substance misuse,
- Learning difficulties,
- Risk of domestic abuse or exploitation.

Where support needs are identified, the Council may refer the applicant to floating support, supported accommodation, or other relevant services.

## Recourse to Public Funds

Applicants must have recourse to public funds. Those without recourse will not normally be eligible for temporary accommodation.

## Alternative and More Suitable Provision

Applicants whose needs are better met through other services (e.g. mental health inpatient care, extra care housing, or supported living) will be referred appropriately. Temporary accommodation is not a substitute for specialist provision and will only be used where no suitable alternatives are available.

## Young People (18–20)

Young people aged 18–20 will be assessed in partnership with the Young People's Pathway and Statutory Children's Services.

Where appropriate, referrals will be made to supported accommodation or mediation services to prevent homelessness.

## Applicants Over 65

While temporary accommodation is not age-restricted, applicants over 65 will be assessed for more suitable housing options, such as sheltered or extra care housing. Where temporary accommodation is used, a clear move-on plan will be developed in partnership with Adult Social Care and other relevant agencies.

## Vulnerable Women

Oxford City Council recognises that women experiencing homelessness may face distinct risks and vulnerabilities, including domestic abuse, sexual exploitation, and trauma. The Council is committed to ensuring that temporary accommodation placements for women are safe, appropriate, and trauma informed.

### *Eligibility and Placement Principles for Vulnerable Women:*

Vulnerable women will be assessed for temporary accommodation in line with statutory duties under the Housing Act 1996 and the Homelessness Reduction Act 2017.

Consideration will be given to:

- Women fleeing domestic abuse or coercive control.
- Women with a history of experiencing sexual violence or exploitation.
- Pregnant women or women with dependent children.
- Women with complex needs, including mental health, substance misuse, or trauma.

Oxford City Council is committed to ensuring that trans and non-binary people are not discriminated against while accessing homelessness services. In April 2025, the UK Supreme Court ruled that for the purposes of the Equality Act 2010, the term "woman" refers to biological sex. The practical implications of this ruling are that services

designated as women-only or men-only must now apply those categories by biological sex. However, the Equality Act 2010 and the Public Sector Equality Duty continue to provide protection against discrimination to those who identify as transgender or non-binary. Oxford City Council will work closely and compassionately with all homeless applicants who identify as transgender or non-binary, taking personal risk and safeguarding considerations into account, to ensure they are offered accommodation which is non-discriminatory, safe and suitable to their needs

#### *Placement Considerations:*

Where possible, women will be placed in women-only or women-preferred accommodation.

Shared accommodation will be risk-assessed to ensure safety and suitability.

Where no suitable in-district placement is available, out-of-area placements may be considered, but only where:

- The location is safe and appropriate.
- Support services are in place or can be accessed locally.

### **1.3 Support and Safeguarding for Vulnerable Groups**

Oxford City Council is committed to ensuring that all individuals placed in temporary accommodation—particularly those with additional vulnerabilities—receive appropriate support and safeguarding. This includes, but is not limited to:

- Vulnerable women, including those fleeing domestic abuse, at risk of exploitation, or with complex trauma histories.
- Families with dependent children, especially those approaching the 6-week B&B limit.
- Young people aged 18–24, who may be at risk of exploitation or estrangement from family.
- Older adults (65+), who may require more suitable or supported housing options.
- Applicants with disabilities, mental health needs, or substance misuse issues.

#### **Key Safeguarding Measures:**

- All placements will be accompanied by a support plan and subject to regular review.
- Referrals will be made to specialist services (e.g. domestic abuse support, mental health, youth services, adult, and children social care) as appropriate.
- The Council will work in partnership with safeguarding boards, health services, and voluntary sector agencies to ensure risks are identified and mitigated.
- Where possible, placements will be made in gender-appropriate, trauma-informed, or specialist accommodation.
- The Council's approach is informed by its DAHA accreditation aims and commitment to best practice in responding to domestic abuse and safeguarding concerns

## **Section 2 – Entry into Temporary Accommodation Services**

### **2.1 Referral Process**

All applicants referred for temporary accommodation must undergo a structured assessment process. This includes:

- Completion of a Homelessness Application under Part 7 of the Housing Act 1996.
- Where a relief duty has been accepted, a Personal Housing Plan (PHP) will be completed. In cases where accommodation is provided under interim duty, the PHP may follow shortly after placement.

A Housing Needs Support Plan is required for all placements and is used to capture support needs and risks.

Referrals should be made by a Housing Needs Officer and approved by a designated Senior or Team Leader within the Housing Needs team. The referral must include:

- Confirmation of eligibility and priority status (P1–P3),
- Summary of support needs and any safeguarding concerns,
- Any known risks or accommodation requirements (e.g. women-only, step-free access, proximity to services).
- For urgent cases (e.g. rough sleepers, domestic abuse survivors, hospital discharges), a partially completed referral may be accepted to avoid delays, with full documentation to follow within 48 hours

### **2.2 Placement Location and Use of Out-of-Area Accommodation**

Oxford City Council uses temporary accommodation units both within Oxford and in surrounding districts, including Cherwell, South Oxfordshire, Vale of White Horse, Buckinghamshire and Berkshire. These include:

- Council-owned properties within Oxford,
- Private sector leased (PSL) units,
- Emergency hotel and B&B placements under the Emergency Housing Framework.

While the Council aims to place households within Oxford wherever possible, the use of out-of-area placements is sometimes necessary due to high demand and limited local supply.

Placement decisions will consider:

- The applicant's support needs and risk factors, proximity to schools, employment, medical care, and support networks,
- The suitability of the accommodation for the household's composition,
- The availability of in-city units at the time of need.

Families with children, pregnant applicants, and those with significant medical or safeguarding needs will be prioritised for in-district placements according to the

prioritisation matrix laid out in Section 1.1. Where this is not possible, out-of-area placements will be reviewed regularly, and efforts will be made to relocate the household back into Oxford as soon as suitable accommodation becomes available.

Where an applicant is provided accommodation out of area, the Council will notify the local housing authority in whose district the accommodation is situated in line with section 208 of the Housing Act 1996 (as amended).

## **2.3 Emergency Housing Framework and Spot Placements**

Oxford City Council operates under a flexible Emergency Housing Framework that allows for both block and spot procurement of accommodation. This enables the Council to:

- Secure rooms quickly for individuals in crisis,
- Respond to urgent safeguarding or health-related needs,
- Maintain a diverse and responsive supply of accommodation across multiple providers and locations.

Spot placements are made based on availability, price, and suitability, with priority given to providers offering the lowest cost in the required area. Providers must be able to admit service users within 1 hour of notification.

## **2.4 Temporary Accommodation Placement Procedure**

The placement of households into temporary accommodation (TA) is a structured process designed to ensure that placements are safe, appropriate, and legally compliant. This procedure outlines the responsibilities of officers, the documentation required, and the steps to be followed from the decision to place through to post-placement actions.

### **Decision to Place**

- The Options Officer determines whether a duty to accommodate arises under Section 188 of the Housing Act 1996 (as amended).
- All placements must be approved by a Senior Options Officer (Options Team Leader or Reviews & Appeals Officer).
- A Support Plan and Risk Assessment must be completed and submitted to the TA Placement Team before any placement is made.

### **Risk Assessment and Health & Safety**

All clients must have an up-to-date risk assessment. In the absence of information, clients should be treated as substantial risk.

Placement types include:

1. In-person (lone or joint visit),
2. Office-based appointment,
3. Remote placement

### **Property Matching and Suitability**



The Allocations Officer (AO) will liaise with the Options Officer and follow the prioritisation matrix laid out in Section 1.1 to identify a suitable property based on:

- Household composition,
- Priority and Eligibility criteria for Accessing Temporary Accommodation
- Support needs,
- Risk factors.

#### Carrying out the placement

The Placement Officer conducts the placement, ensuring the client:

- Receives and signs all required documents,
- Understands the terms of the licence,
- Knows who to contact for support, repairs, and emergencies.

The property must meet the Temporary Accommodation Property Standard and be ready to let. (See appendix 4)

#### Financial Responsibilities

- Clients are informed of their occupational and service charges and the importance of payment.
- The PO supports clients to set up direct debits or standing orders.
- The role of the Rents Officer is explained, including consequences of arrears.

#### Housing Benefit and Council Tax

Clients are supported to complete a Housing Benefit (HB) claim at or before placement. For out-of-area placements, clients are advised to apply for Council Tax Reduction with the relevant local authority.

#### Keys and Access

- One set of keys is provided per adult: additional sets for families with older children.
- A spare set is secured in a key safe.

All placements should occur during office hours unless authorised through the out-of-hours process.

## **Section 3 – Decision-Making and Governance of Temporary Accommodation Placements**

### **3.1 Governance and Oversight**

The operational oversight of temporary accommodation placements is led by the Housing Needs Team, under the direction of the **Housing Needs Management**. This team is responsible for ensuring that placements are made in accordance with statutory duties, local policy, and safeguarding principles.

Decisions to place a household into temporary accommodation are made by the Options Team, based on an assessment of homelessness duties under the Housing Act 1996. All decisions must be authorised by a Senior Officer (**Options Team Leader, Reviews & Appeals Officer and Homeless Prevention Manager**) and supported by a completed Support Plan and Risk Assessment.

The Allocations and Assessment Team is responsible for identifying suitable accommodation based on the household's needs, availability, and risk profile. Where multiple placement options exist, the team will prioritise based on:

- Legal obligations (e.g. 6-week B&B limit for families),
- Vulnerability and safeguarding needs,
- Suitability of location and property type.

Where there is uncertainty or disagreement about a placement, particularly in complex or high-risk cases, a Placement Review Panel may be convened. This panel will include:

- A Senior Officer from the Housing Needs Team,
- Representatives from relevant support services (e.g. Adult Social Care, Domestic Abuse Services),
- A member of the Senior Housing Needs Management Team (as required).

The panel will aim to reach a consensus on the most appropriate placement. Where consensus cannot be reached, the final decision will rest with a member of the Senior Housing Needs Management Team, ensuring alignment with legal duties, eligibility, and priority criteria for accessing Temporary Accommodation and statutory safeguarding responsibilities.

The referring officer (typically the Options Officer or Homeless Prevention Officer) retains overall case responsibility, including move-on planning and ongoing support coordination.

The Placement Team facilitates the operational delivery of the placement but does not assume case management responsibilities.

### **3.2 Waiting List and Case Management**

Priority for voids will be determined through the prioritisation procedure detailed above and on suitability for a placement, not the length of time on a waiting list.

## Updates and Case Management Responsibilities

Case Managers must provide regular updates for individuals waiting for temporary accommodation, particularly where there has been a relevant change in the applicant's needs or circumstances that may affect the suitability of specific accommodation.

In line with Oxford City Council's Customer Service Standards, applicants should have an assigned case manager responsible for maintaining up-to-date case records and ensuring that Personal Housing Plans (PHPs) are reviewed regularly.

### **3.3 Property Visits During Occupation**

During the period of occupation in temporary accommodation, Oxford City Council and its contracted providers may conduct visits to the property for the purposes of:

- Welfare and safeguarding checks,
- Property inspections,
- Repairs and maintenance,
- Compliance with the Licence Agreement.

#### Notification and Access

The Council or its representatives may enter the accommodation at any reasonable time.

Wherever possible, reasonable notice will be given to the licensee, except in emergencies or where unannounced visits are required for welfare or safety purposes.

Visits may be conducted by:

- The Placement and Property Officer,
- The Rents or Income Officer,
- A contracted provider under the Emergency Housing Framework,
- Maintenance or estate services (e.g. ODS).

#### Purpose and Conduct of Visits

Visits are carried out to ensure the accommodation remains safe, habitable, and compliant with the terms of the Licence Agreement.

Officers will check:

- The condition and cleanliness of the property,
- That the licensee is occupying the property as agreed,
- That there are no unauthorised occupants or pets,
- That there are no breaches of the Licence Agreement (e.g. anti-social behaviour, damage, or absence without notice).

#### Feedback and Action

Any concerns identified during a visit will be recorded and shared with the relevant Housing Needs officers.

Where a breach of the Licence Agreement is identified, the licensee may be issued with a warning, or in serious cases, a Notice to Quit.

If the property is found to be unsuitable or unsafe, the Council may consider a transfer or alternative placement, in line with its Framework obligations and safeguarding responsibilities.

### Framework Compliance

All providers operating under the Council's Emergency Housing Framework must:

- Allow access for Council officers and contractors,
- Cooperate with inspections and compliance checks,
- Report any concerns about licensee conduct or property condition to the Council immediately.

### Notice and Eviction

While the aim is to support residents to move on positively, there are situations where a household may be asked to leave the temporary accommodation provided.

### When Notice May Be Issued

A Notice to Quit (NTQ) may be issued if:

- The household breaches the licence agreement (e.g. serious anti-social behaviour, non-payment of rent) or, where applicable, the terms and conditions set out by a supplier on the temporary accommodation procurement framework.
- The Council's legal duty to provide accommodation has ended,
- The household refuses to engage with support or move-on planning,
- The property is abandoned.

This applies to all types of temporary accommodation provided by the Council.

### Eviction Process

If the household does not leave after the notice period:

- The Council may apply to court for a possession order.
- If granted, an eviction warrant will be requested and a date set.
- The eviction will be carried out with appropriate support and risk management in place.
- In some low-risk cases, where the property is unoccupied and no legal duty remains, the Council or Accommodation provider may recover possession without going to court.

### Support and Safeguarding

The Council will:

- Review any safeguarding concerns,
- Refer families to children's services where appropriate,

- Refer adults with support needs to adult social care or other relevant services where appropriate.

### Support and Engagement

Before any formal action is taken, the Council will make reasonable efforts to engage with the household. This includes:

- Offering advice and support to help resolve issues such as rent arrears, anti-social behaviour, or tenancy sustainment,
- Referring residents to relevant support services (e.g. welfare advice, mental health, substance misuse, or domestic abuse support),
- Encouraging residents to participate in move-on planning and maintain communication with their case officer.

The aim is always to prevent eviction where possible and to support residents in achieving a positive outcome.

### **3.4 Right to Request a Review**

Applicants may request a review under Section 202 of the Housing Act 1996 (as amended) if they believe a decision is incorrect or unfair. This includes decisions relating to:

- The suitability of temporary accommodation,
- The ending of interim or main housing duty,
- The refusal to provide accommodation due to conduct or eligibility.

Requests must be made in writing within 21 days of the decision being communicated.

### Submitting a Review

Reviews should be submitted to the Reviews and Appeals Officer via:

✉ [housingneeds@oxford.gov.uk](mailto:housingneeds@oxford.gov.uk)

📍 Housing Needs Team, Oxford City Council, Town Hall, St Aldate's, Oxford OX1 1BX

The appeal should include:

- The applicant's full name and contact details,
- The decision being appealed,
- The reasons for the appeal and any supporting evidence.

### Review Process

The review will be conducted by a senior officer not involved in the original decision. The officer will consider all relevant information, including any new evidence submitted. A written decision will be issued within 56 days of the request, unless an extension is agreed.

### Temporary Accommodation During Review:

Where an applicant requests a review of a homelessness decision, the Council has a discretionary power under Section 188(3) of the Housing Act 1996 to provide temporary accommodation during the review period. This discretion is exercised based on factors such as the strength of the applicant's case, any new information provided, and the potential impact on the applicant if accommodation is not provided.

However, where the review specifically concerns the suitability of accommodation offered under the main housing duty or as a final offer under the relief duty, the Council is under a continuing duty to provide accommodation until the review is concluded and the applicant has been notified of the outcome. This is in line with the Homelessness Code of Guidance for Local Authorities, particularly paragraphs 7.24–7.27 and Chapter 17 on suitability.

### **3.5 Escalation and Complaints**

If the applicant remains dissatisfied after the review, they may make an appeal to the County Court under s204 Housing Act:

#### Complaints

If an applicant wishes to submit a formal complaint, they may:

- Submit a formal complaint through the Council's complaints procedure
- Contact the Housing Ombudsman Service for further advice.

## **Section 4 – Other Guidance Documents, Forms and Policies**

### **4.1 Pets**

In accommodation that is neither owned nor leased by Oxford City Council, pets are usually not allowed. If the pet is a recognised emotional support animal, the Council will take this into account when considering move-on options from temporary accommodation.

### **4.2 Storage of belongings**

It is the applicant's responsibility to make arrangements for storage of furniture and belongings that may need to be stored during a stay in temporary accommodation. The Council has a number of garages that can be rented to applicants for this purpose. If storage is required, an applicant should let their case officer know as soon as possible. See appendix 3 for more detailed information.

## **Section 5 – Appendices**

### **Appendix 1 – Duty to Protect Belongings**

#### **DUTY TO PROTECT BELONGINGS**

##### **Introduction**

Some licensees of temporary accommodation leave their belongings in their room or other accommodation when they leave. This might be, for example, if a licensee has returned key or fob, or has left with no notice, including being recalled to prison for those on probation. Whilst this property remains, the accommodation cannot be re-let. This document explains procedures to be followed to help ensure the accommodation can be re-let quickly.

##### **The law**

Where a Local Authority (LA) has provided interim accommodation for an applicant (or similar accommodation having accepted the main duty to secure accommodation) there is a duty to take reasonable steps to prevent the loss of, or to prevent or mitigate damage to, any personal property of the applicant.

Where a duty has been discharged a LA may take any steps they consider reasonable for the purpose of protecting property, although a LA can absolve itself of this duty including disposal of personal property. The circumstances under which this can be done must be clear to licensee.

##### **Procedures:**

To enable the Council to comply with provisions allowing disposal of personal property it has decided to notify licensee that it will remove and store personal belongings for 14 days from the end of the license.

To ensure legal compliance before personal property is disposed of the procedure is explained in the letter provided to the licensee accompanying the licence agreement at the outset of licence. (Perishable property and property involving unreasonable expense or inconvenience in storing can be disposed of without storage.)

It is also made clear in the letter provided to the licensee accompanying a Notice to Quit. Any letter is either given personally or sent by post. Furthermore, if an e-mail address has been provided, the notice will also be e-mailed to this address.

In circumstances where the licensee has abandoned or left the property and it is unclear where the person resides, the notice will be left or sent to the last known address (if an e-mail address is unavailable).



I have read and accept the above.

**Signed** .....  
**(the Licensee)**

**Name:** **Date:**

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## **Appendix 2 - Temporary Accommodation Void Standards**

### **Introduction**

This guidance sets out the standards which Oxford City Council aims to achieve when placing families in Temporary Accommodation.

Although there is no specific standard for the provision of Temporary Accommodation, Oxford City Council recognises that good practice and a consistent approach is paramount. This Guidance aims to underpin this approach.

Local housing authorities in England have a duty to secure accommodation for unintentionally homeless households in priority need under Part 7 of the 1996 Housing Act (as amended). Households may be placed in Temporary Accommodation pending the completion of enquiries into their application, or they might spend time waiting in Temporary Accommodation after an application is accepted until suitable alternative secure accommodation becomes available.

Whilst there is no sole standard for the delivery of Temporary Accommodation for homeless households Oxford City Council recognises that the quality of temporary accommodation should be of good standard and should largely meet the day to day needs of families. Oxford City Council has over 130 Temporary Accommodation properties with the majority owned by Oxford City Council and a number of properties leased from Private Landlords. These properties are essential to meet the short term needs of households whilst inquiries are made and more suitable alternative accommodation is obtained. During the stages of Temporary Accommodation Oxford City Council will strive to provide accommodation that is suitable for the needs of families. This guidance aims to set out the standards that Oxford City Council will strive to achieve when providing temporary accommodation.

This standard should be read in conjunction with the Temporary Accommodation Service Standard. The Temporary Accommodation Service Standard sets out the service that residents can expect to receive whilst in their temporary home and the expectation Oxford City Council places on its residents whilst they are in situ.

## **1.0 Living Environment and the Community**

The building should be in reasonable condition, clean, tidy and safe. Oxford City Council has arrangements in place to ensure that maintenance needs can be delivered promptly through our Multi Skilled Operatives or the relevant Landlord. Officers log all maintenance requests to the Multi Skilled Operatives or relevant landlord together with a response time.

### **2.0 External Parts**

#### **2.1 Structure**

The building should be structurally stable, free from disrepair and weather tight and in good repair and condition.

#### **2.2 External walls and windows**

External decoration must be sound and in reasonable repair.

Defective joinery should be appropriately repaired or renewed and decorated.

Rendered surfaces and parapet walls should be in good condition with coping and flashings secure and complete.

All brickwork must be sound and vertical with continuous pointing. Chimney stacks must be in good repair with chimney pots securely fixed.

#### **2.3 Roofs and rainwater goods**

Roof and rainwater goods must be in a good and serviceable condition.

Loose slates, tiles or aerial which presents a possible hazard or that could cause defects to the property must be made safe.

Gutters and down pipes must be securely fitted, in good condition and clear of blockages.

## **2.4 Soil Pipes and Drainage**

Soil and waste pipes must be in good and serviceable condition and securely fixed to the structure.

There must be no evidence of leaks or damage to the soil or waste pipes, and seals at ground level must be good.

## **2.5 Doors**

Internal glass doors in houses must be fitted with safety glass.

## **2.6 Windows**

Windows must provide adequate light and ventilation to the room.

Windows should be able to be opened and free from decay and reasonably decorated.

Ideally, all windows should be fitted with restrictors; however, windows with a cill height of below 1100mm must be fitted with restrictors. The restrictor must prevent the window being opened by more than 100mm.

Restrictors must be fitted with an override for escape purposes. Curtain tracks should be provided where necessary.

## **2.7 Gardens**

Gardens must be free of debris and reasonably well maintained with anything presenting a significant hazard removed.

Patio, paths and other concrete areas should be in good repair. Boundary walls and fences should be in good repair.

Ponds must be filled in.

Large trees and vegetation should be pruned or lopped back subject to any tree preservation orders.

Ideally, vertical/near vertical drops in the garden greater than 1 metre should be protected by secure fencing.

### **3.0 Inside Finishes**

#### **3.1 Ceiling and Walls**

Any areas of live plaster, damp saturation, cracks, excessive condensation, mould growth or structural movement must be remedied and made good.

#### **3.2 Floors**

All floors should be level and even and free from trip hazards and dampness.

Floor finishes in kitchens, bathrooms and WCs should be good quality sheet vinyl ideally.

Floor finishes must be of appropriate quality and in good repair.

Carpets are preferred in the remainder of the dwelling including any stairs.

#### **3.3 Decoration**

All walls, woodwork, ceilings and metal work should be clean and in good decorative order with a minimum of scuffs, marks or abrasions. Wallpaper should be free from tears, marks or gaps.

#### **3.4 Stairs**

Stairs bannisters and handrails must be strong and well fixed. Stairs must be clean and well painted where necessary.

Handrails must be provided.

#### **3.5 Sound transmission**

Every reasonable effort will be taken to minimise sound transmission.

### **4.0 Services**

#### **4.1 Gas Safety Certificate**

All properties will have a valid CP12 certificate.

On void turnaround a visual check should be undertaken.

#### **4.2 Electrics**

The property must have a full electrical periodic safety test certificate, and should be checked at property inspections/void that there are no loose broken incorrectly installed electrical points.

All rooms are to have either a pendant light fitting, or a florescent light fitting.

Where space and layout permits two double sockets at worktop level in kitchen, living room and main bedroom and one double socket in other rooms.

Electric meters will be boxed in if required. Communal areas will have adequate lighting.

#### **4.3 Refuse Disposal**

Appropriate refuse disposal bins will be provided with appropriate recycling information.

#### **4.4 Energy Efficiency**

All properties must be provided with as a minimum hot water tank and pipe lagging.

Thermostatic temperature controls will be fitted, where necessary.

### **5.0 Facilities**

#### **5.1 Kitchen**

All floor surfaces should be reasonably smooth and impermeable and capable of being easily cleaned.

Wall surfaces must be smooth with the ability to be easily cleaned. All kitchen areas must be provided with adequate lighting.

Storage units should be in reasonable condition to enable food storage.

A refrigerator with adequate freezer compartment to be supplied and maintained and displaying a valid PAT label.

Refuse disposal should be provided to include non-food recycling disposal, food waste disposal with instructions in line with Oxford City Council's green agenda.

A fire blanket will be provided in the kitchen hung on the wall at least 1 metre away from the cooking appliance.

## **5.2 Toilet and personal washing facilities**

Basin, baths, and showers must be well sealed to the tiled splash back with waterproof silicone sealant.

Toilet pan and seats must be clean and free of cracks or chips and should be well secured to the floor.

Where a resident is disabled a safety rail will usually be provided in shower unit.

## **5.3 Communal areas & garden**

Communal areas and gardens should be easily accessible to all occupants. All areas should be kept free from items and not used as storage areas.

Communal gardens/hedges will be maintained by the Multi Skilled Operatives.

Hedges around external doors and windows must be kept trimmed low to avoid providing a safeguard for burglars.

Fencing and walls must be properly maintained.

The Multi Skilled Operatives will carry out a one off cut for individual self- contained void properties thereafter resident should maintain the garden.

Trees should be visually inspected seasonally for condition and safety. Pruning and maintenance should be carried out as necessary, under specialist advice if required, subject to any tree preservation orders.

## **5.4 Pets**

Whilst in temporary accommodation alternative arrangements should be made for pets. The Dogs Trust may be able to assist with finding a new home for pets or temporary pet fostering schemes may be able to assist alternatively ask if friends or family can look after them.

## **6.0 Health and Safety**

### **6.1 Fire Precautions (Flats)**

The entrance door to the flat must be fitted with a 30 minute fire door. The door should be provided with intumescent strips, cold smoke seals (where appropriate), and a self-closing device.

The kitchen must be fitted with a 30 minute fire door with self-closing device.

All partitions on the common escape route and between separate units of accommodation there must be 30 minute fire-resisting construction.

Emergency lighting should be provided where means of escape is particularly dark (e.g. no borrowed light from street lighting) or is a long and complex route.

Smoke alarms should be provided in the common escape route and heat alarms in each flat in the lobby opening onto the common escape route. These alarms should be mains fed with a battery backup and linked so that they all activate simultaneously.

Additionally, there must be single point smoke detectors, mains fed with a battery backup, in the lobby of the flat. Units/flats consisting of 2 to 4 storeys must have interlinked detectors.

### **6.2 Fire Precautions (Self Contained Units)**

Smoke alarms will be provided in all units.

### **6.3 Maintaining the means of escape in case of fire**

All fire doors should be checked regularly to ensure that they are not damaged and that the intumescent strips, cold smoke seals (where fitted) and self-closing devices are working effectively.

Fire alarm systems must be checked regularly to ensure that there are no defects. They must also be checked annually by a suitably qualified Contractor.

All extinguishers, where provided, must be serviced annually by a suitably qualified Contractor.



#### **6.4 Lighting**

All rooms (excluding the bathroom or shower room) should have a lighting pendant or batten holder with bulb points and on/off switch. An appropriate rated fitting should be provided in the bathroom/shower room.

External lighting should be provided where necessary for the safety and security of residents.

#### **6.5 Ventilation**

All habitable rooms should have external air by an opening window.

#### **6.6 Water supply**

Where possible a stop tap should be situated in an appropriately reachable place.

#### **6.7 Legionella**

Properties with infrequently used outlets will be flushed through on a weekly basis whilst void.

#### **6.8 Laundry facilities**

Laundry provisions will be advised at the time of placement.

#### **6.9 Security measures**

Front entrance and rear doors should have locking doors and where possible suited mortice deadlock openable from the inside without a key using a thumb turn release.

External doors should be timber or metal framed UPVC construction or specialist laminated security doors. Where there is glazing this should be wired or toughened laminated glass.

Windows should be of sound construction, and where possible, fitted with window locks.

Hedges around external doors and windows must be kept trimmed low wherever practical to avoid providing screening for burglars.

All fencing and walls will be properly maintained.

#### **6.10 Furnishing standards and storage space**

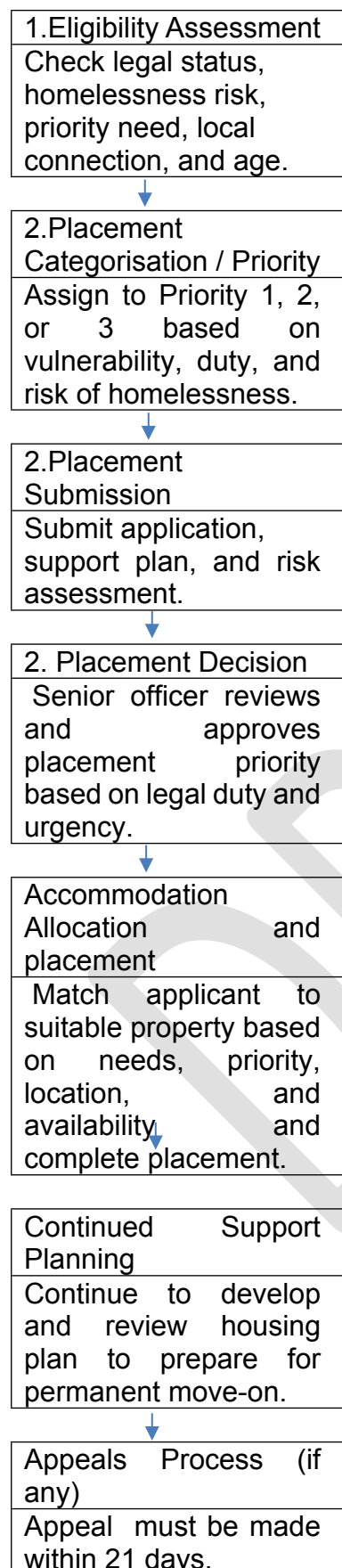
All furnishings and furniture must be clean and in a reasonable condition and comply as appropriate with the Furniture and furnishings fire Safety Regulation.

All rooms should be adequately furnished for the purpose intended.

Any large or potentially dangerous mirrors should be removed, however small bathroom mirrors can be retained but should be well fixed and secure.

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### **Appendix 3 – Temporary Accommodation Process Flowchart**



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## Temporary Accommodation Placement Policy Implementation

**As at: (DATE)**

[illegible]

THE RISK REGISTER IS FORMATTED AS A TABLE. PRESS TAB ON THE LAST TABLE CELL TO INSERT A NEW ROW.

Risks should be identified that may affect the Council's ability to achieve its business objectives, execute its strategies successfully or limit its ability to exploit opportunities.

Risks can be identified through a number of methods, including:

- A 'brainstorming' session or workshop with the whole management team and relevant stakeholders
- Interviews or questionnaires with key stakeholders
- Meetings with smaller groups of people

There are a wide range of methods available that can be used to identify and understand risks. The method that you select will depend upon the type of risk(s) that you are dealing with but typically a management team workshop is the method most commonly used.

Additionally, existing sources of information could help inform this stage. Some examples are listed below:

- Service / corporate plans, strategies and objectives
- Existing risk registers
- Risks or issues raised by internal audit or other scrutiny body
- Risks identified through budget setting processes
- Health & safety risk assessments
- Business continuity risk assessments
- Partnership, programme or project documentation (e.g. business case or project risk register)
- Experience of those participating in the risk identification process

It is the responsibility of those identifying risks to decide which sources of information they should consult. This may be one or more of the sources listed above or it could be something else you think is appropriate.

As well as direct risks to the achievement of our objectives it is important to think broadly about uncertainties that may have an impact on the organisation. The diagram shown below illustrates a variety of different risk themes, expanding on PESTLE prompts, which the organisation could face. Think also in terms of these themes when identifying risks.



Once identified, the risks need to be described in sufficient detail and recorded in a consistent format to support effective decision making on the way that the risk is managed. It is crucial for risks to be defined properly at this stage. Failure to do so can result in confusion about the exact nature of the risk, ineffective risk controls being implemented, or the risk analysis being over or underestimated.

The description of the risk should include the following elements:

- Risk Title – a short and concise header for the risk
- Description – expanding on the risk title outlining the situation or event that exposes us to a risk.
- Risk Cause – also known as the trigger event. Situations or factors which result in the risk becoming a reality.
- Risk Effect – the likely consequences if the risk materialises (The negative impact - consider worst likely scenario)

When describing a risk try not to describe the impact of the risk as the risk itself or define risks with statements which are the converse of objectives. Focus upon the uncertain event that would result in those impacts.

| Types of Risk to consider                          |  |
|--|--|
| <b>Strategic / Commercial</b>                      |  |
| 1  | Under performance to specification   |
| 2  | Management will under perform against expectations                                     |
| 3  | Collapse of contractors  |
| 4  | Insolvency of promoter   |
| 5  | Failure of suppliers to meet contractual commitments (quality, cost, time)             |
| 6  | Insufficient capital   |
| 7  | Market fluctuations  |
| 8  | Trade/Banking crises   |
| 9  | Fraud/theft  |
| 10   | Partnership failing to deliver desired outcomes  |
| 11   | Situation is not insurable (cost of insurance outweighs the benefit)                   |
| <b>Economic / Financial / Market</b>               |  |
| 1  | Exchange rate fluctuation  |
| 2  | Interest rate instability  |
| 3  | Inflation  |
| 4  | Shortage of working capital  |
| 5  | Failure to meet projected revenue targets  |
| 6  | Market developments will adversely affect plans  |
| <b>Legal and Regulatory</b>                        |  |
| 1  | New or changed legislation may invalidate assumptions upon which the activity is based |
| 2  | Failure to obtain appropriate approval e.g. planning consent                           |
| 3  | Unforeseen inclusion of contingent liabilities   |
| 4  | Loss of intellectual property rights   |
| 5  | Failure to achieve satisfactory contractual arrangements                               |
| 6  | Unexpected regulatory controls or licencing requirements                               |
| 7  | Changes in tax or tariff structure   |
| <b>Organisational / Management / Human factors</b> |  |
| 1  | Management incompetence  |
| 2  | Inadequate corporate policies  |
| 3  | Inadequate adoption of management practices  |
| 4  | Poor leadership  |
| 5  | Key personnel have inadequate authority to fulfil their roles                          |
| 6  | Poor staff selection procedures  |
| 7  | Lack of clarity over roles and responsibilities  |
| 8  | Vested interests creating conflict and compromising overall aims                       |
| 9  | Individual or group interests given unwarranted priority                               |
| 10   | Personality clashes  |
| 11   | Indecision or inappropriate decision making  |
| 12   | Lack of operational support  |
| 13   | Inadequate or inaccurate information   |
| 14   | Health and Safety constraints  |
| <b>Political</b>                                   |  |
| 1  | Change of government policy  |
| 2  | Change of government   |
| 3  | War and disorder   |
| 4  | Adverse public opinion/media intervention  |
| <b>Environmental</b>                               |  |
| 1  | Natural disasters  |
| 2  | Storms, flooding, tempests   |
| 3  | Pollution incidents  |

|   |  |
|---|--|
| 4   | Transport problems (including aircraft/vehicle collisions) |
| <b>Technical / Operational / Infrastructure</b> |  |
| 1   | Inadequate design  |
| 2   | Professional negligence                                    |
| 3   | Human error/incompetence                                   |
| 4   | Infrastructure failure                                     |
| 5   | Operation lifetime lower than expected                     |
| 6   | Increased dismantling/decommissioning costs                |
| 7   | Safety being compromised                                   |
| 8   | Performance failure  |
| 9   | Residual maintenance problems                              |
| 10  | Scope creep  |
| 11  | Unclear expectations                                       |
| 12  | Breaches in security/information security                  |
| 13  | Lack or inadequacy of business continuity                  |



## Risk Evaluation and Prioritisation

Once risks have been identified the risk matrix is the main tool for prioritising risks so we can establish which risks are most significant and therefore are in need of greater attention and resources. It also allows us to compare different types of risk with each other across the council.

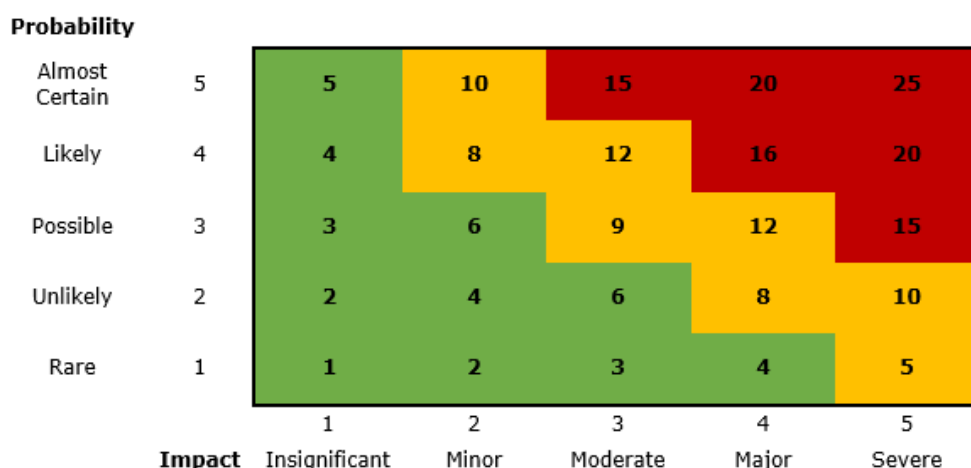
Each risk should be analysed using a five by five matrix for (1) the likelihood it will happen and (2) the impact if it did occur. This assessment should be made on three different basis:

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

Assessing the gross risk allows consideration of the dependency the organisation has upon the existing key controls and informs decisions around risk treatment, and selection of an appropriate target risk level, considered in the next section of this toolkit. It is often helpful to consider the Current Risk first, and then ask yourself what the impact and likelihood of the risk might be if the key controls were not in place.

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 considered within the current risk.

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



When considering the likelihood of a risk happening you should select the number from 1 to 5 from the risk matrix that you think it will be over the next 12 months (it can be longer or shorter; some risks in the Strategic Risk Register are better considered over 3 to 5 years, some operational risks will be considered over 3 to 6 months). This score will require an element of judgement when considering how likely an event is to occur and you should consider the following:

- 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 likelihood and impact.

### Risk Probability Assessment Criteria

| Scale | Description    | Likelihood of Occurrence | Probability of Occurrence                          |
|-------|----------------|--------------------------|--|
| 1     | Rare           | 1 in 10 years            | The event may occur in certain circumstances       |
| 2     | Unlikely       | 1 in 3 years             | The event could occur                              |
| 3     | Possible       | 1 in 2 years             | The event should occur                             |
| 4     | Likely         | Annually                 | The event will probably occur                      |
| 5     | Almost certain | Monthly                  | The event is expected to occur or occurs regularly |

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 judgement.

### Risk Impact Assessment Criteria

|                                    | Insignificant   | Minor   | Moderate   | Major   | Severe   |
|------------------------------------|---|---|--|---|--|
| <b>Financial</b>                   | <£50k per annum   | £50k - £250k per annum  | £250k - £500k per annum  | £500k - £750k per annum   | >£750K per annum   |
| <b>Service Delivery</b>            | No impact to service quality, limited disruption to operations                            | Minor impact to service quality, minor service standards are not met, short term disruption to operations, minor impact on a partnerships | Significant fall in service quality, major partnership relationships strained, serious disruption in service standards | Major impact to service quality, multiple service standards are not met, long term disruption to operations, multiple partnerships affected | Catastrophic fall in service quality and key service standards are not met, long term catastrophic interruption to operations, several major partnerships are affected |
| <b>Reputation</b>                  | Public concern restricted to local complaints which do not attract local media attention. | Minor adverse local / public / media attention and complaints   | Adverse national media public attention  | Serious negative national or regional criticism   | Prolonged, regional & national condemnation  |
| <b>Compliance &amp; Regulation</b> | Minor breach of internal regulations, not reportable                                      | Minor breach of external regulations, not reportable  | Breach of internal regulations leading to disciplinary action<br>Breach of external regulations, reportable            | Significant breach of external regulations leading to intervention or sanctions   | Major breach leading to suspension or discontinuation of business and services   |
| <b>Strategic</b>                   | Little impact on the organisational strategy  | May have an impact on achieving organisational strategy   | Would impact on the organisational objectives  | Would require a significant shift from current strategy and objectives  | Would require a fundamental change in strategy and objectives  |

## Risk Treatment

Once risks have been identified and scored based on current controls the next step is to decide what action needs to be taken to manage them. Generally speaking, there are four approaches to treating risk: Treat, Tolerate, Terminate or Transfer:

| Action                   | Description   | Options   |
|--------------------------|---|---|
| <b>Treat / Reduce</b>    | Controlling the likelihood of the risk occurring, or controlling the impact of the consequences if the risk does occur  | Reducing the likelihood of the risk occurring<br>AND / OR<br>Mitigating the impact if the risk does occur   |
| <b>Tolerate / Accept</b> | Acknowledging that the ability to take effective action against some risks may be limited or that the cost of taking action may be disproportionate to the potential benefits gained. | The ability to take effective action against some risks may be limited or the cost of taking action may be disproportionate to the potential benefits gained in which case the risk is accepted on an "informed" basis.   |
| <b>Terminate / Avoid</b> | Not undertaking the activity that is likely to trigger the risk   | Changing the direction or strategy and revisiting objectives or improving channels of communication<br>Obtaining further information from external sources or acquiring expertise<br>Reducing the scope of the activity or adopting a familiar, proven approach<br>Deciding not to undertake the activity likely to trigger the risk  |
| <b>Transfer</b>          | Handing the risk on elsewhere, either totally or in part – e.g. through insurance.  | Financial instruments such as insurance, performance bonds, warranties or guarantee.<br>Renegotiation of contract conditions for the risk to be retained by the other party.<br>Seeking agreement on sharing the risk with the other party.<br>Sub-contracting risk to a consultant or external suppliers.<br>NB. It may not be possible to transfer all aspects of a risk. For example, where there is or reputational damage to the organisation. |

When considering further action required to manage the risk, and indeed the appropriateness of existing controls, an assessment of treatment options should be made alongside a consideration of the Council's risk appetite and tolerance for the current level of risk.

A further consideration is the efficiency of risk treatment in relation to the cost effectiveness of the proposed actions to be taken. Firstly the cost of implementation has to be considered (time, manpower, budget, etc.). The impact expected if no action is taken, should be weighed against the cost of action and the reduction of the impact. There should be a direct benefit from the cost implementation in terms of the reduction of the level of the risk.

Plans should then be put into place to manage the risk with key milestones identified and clear owners – ensuring that they are 'SMART' – Specific, measurable, achievable, realistic, time bound.

Oxford City Council has focused on the Red, Amber, Green status of risks in determining the risk appetite of the organization. Red risks are considered unacceptable and every effort must be made to reduce the risk to the organization.

The risk appetite is reviewed periodically or when there are significant changes to the organisation. Changes to the risk appetite level would require a change to strategy and would therefore require approval of the Cabinet.

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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        | <b>NEW-</b> Socio-economic 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.  | <b>Name of activity being assessed.</b>   | Temporary Accommodation Placement Policy   | 2.  | <b>The implementation date of the activity under consideration:</b>  | Implementation date to match the Cabinet sign-off date for the Temporary Accommodation Placement Policy |
| 3.  | <b>Directorate/Department(s):</b>   | Housing Services   | 4.  | <b>Service Area(s):</b>  | Housing Needs   |
| 5.  | <b>Who is (are) the assessment lead(s):</b><br><b>Please provide:</b><br>-Name<br>-Email address                                      | Kieran Edmunds<br><a href="mailto:kedmunds@oxford.gov.uk">kedmunds@oxford.gov.uk</a> | 6.  | <b>Contact details, in case there are queries:</b><br><b>Please provide:</b><br>-Name<br>-Email address                                    | Kieran Edmunds<br><a href="mailto:kedmunds@oxford.gov.uk">kedmunds@oxford.gov.uk</a>                    |
| 7.  | <b>Is this a new or ongoing EqlA?</b>   | New  | 8.  | <b>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.</b> | N/A   |
| 9.  | <b>Date this EqlA started:</b>  | May 2025   |     |  |   |
| 10. | <b>Will this EqlA be attached to <a href="#">Corporate Management Team (CMT)</a> reports/updates, which will be published online?</b> | Yes  | 11. | <b>Give a date (tentative or otherwise) when this assessment will be taken to the CMT.</b>   | July 2025   |


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

|     |   |   |  |   |   |
|-----|---|---|--|---|---|
| 12. | <b>Type of activity being considered:</b><br><br>Check the most appropriate.  |   |  |   |   |
|     |   |   | Others. Please specify: Policy implementation  |   |   |
| 13. | <b>Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil?</b><br><br>Please check as needed.                      | Good, affordable homes  |  | Thriving Communities                    | Well run council                                |
| 14. | <b>Which priority area(s) within <u>Oxford City Council's Equality, Diversity &amp; Inclusion Strategy (2022)</u> does this activity fulfil?</b><br><br>Please check as needed. | Responsive services and customer care.  |  | Leadership & organisational commitment. | Understanding and working with our communities. |
| 15. | <b>Outline the aims, objectives, &amp; priorities of the activity being considered.</b>   | To ensure fair, transparent, and legally compliant placement of homeless applicants into temporary accommodation, prioritising suitability, safeguarding, and minimising disruption to vulnerable households. |  |   |   |
| 16. | <b>Please outline the consequences of not implementing this activity.</b><br>For example,   | <ul style="list-style-type: none"> <li>• Risk of legal challenge and reputational damage</li> <li>• Inconsistent and potentially discriminatory placement decisions</li> </ul>                                |  |   |   |

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

- Failure to meet statutory housing duties and PSED obligations

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

|  |  |
|--|--|
| <p><b>17. Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?</b></p> <p><b>Please provide details—</b><br/>-when,<br/>-how many, and<br/>-the approach taken.</p>  | <p>Internal consultation with Housing Needs officers and Legal Services.</p>   |
| <p><b>18. List information and data used to understand who your residents or staff are and how they will be impacted.</b></p> <p><b>These could be—</b><br/>-third-party research,<br/>-census data,<br/>-legislation,<br/>-articles,<br/>-reports,<br/>-briefs.</p> | <ul style="list-style-type: none"> <li>• Homelessness Code of Guidance 2018</li> <li>• Nzolameso v Westminster City Council [2015] UKSC 22</li> <li>• Oxford City Council homelessness data (2022–2025)</li> <li>• Risk Register and Equalities Impact Grid</li> </ul> |
| <p><b>19. If you have not done any consultations or collected data &amp; information, are you planning to do so in the future?</b></p>   | <p>Ongoing service user feedback and quarterly monitoring</p>  |



**Please list the details –**

-when,  
-with whom, and  
-how long will you collect the  
relevant data.

## Section 4: Impact analysis.

|     |  |  |     |  |  |
|-----|--|--|-----|--|--|
| 20. | <b>Who does the activity impact?</b>             | <b>Service Users</b>                     | Yes |  |  |
|     | <b>Check as needed.</b>                          | <b>Members of staff</b>                  | Yes |  |  |
|     | The impact may be positive, negative or unknown. | <b>General public</b>                    | Yes |  |  |
|     |  | <b>Partner / Community Organisation</b>  | Yes |  |  |
|     |  | <b>City Councillors</b>                  | Yes |  |  |
|     |  | <b>Council suppliers and contractors</b> | Yes |  |  |



| 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<br><br>Mitigations   |
| Age                      | Y        |  |         |            | <p>As of 23/07/2025, there were <b>69</b> homeless applicants <b>aged 16-24</b> in temporary (self-contained and bed and breakfast) accommodation. This does not include dependent children within the households of adult homeless applicants.</p> <p>As of 23/07/2025, there were <b>12 care leavers aged 18-20</b> and <b>3 care leavers aged 21-24</b> in temporary (self-contained and bed and breakfast) accommodation.</p> <p>As of 23/07/2025, there were <b>10</b> homeless applicants <b>aged 60 or over</b> in temporary (self-contained and bed and breakfast) accommodation.</p> | <p>The Temporary Accommodation Placement Policy prioritises families with children and older adults for suitable placements.</p> <p>As a general principle, applicants must be aged 18 or older to make an application for homelessness assistance. Homeless individuals aged 17 or less should be supported and, if necessary, accommodated by Statutory Children's Services.</p> <p>Young people aged 18–20 will be assessed in partnership with the Young People's</p> |



*Total number of households in temporary (self-contained and bed and breakfast) accommodation as of 23/07/2025: **305***

Pathway and Statutory Children's Services.

Where appropriate, referrals will be made to supported accommodation for young people or mediation services to prevent homelessness. Young adults who qualify as Care Leavers or Former Relevant Children under the Children Act 1989 will fall into the 'Priority 1' category for temporary accommodation and will therefore be prioritised for placements within the city.

While temporary accommodation is not age-restricted, applicants over 65 will be assessed for more suitable housing options, such as sheltered or extra care housing.

Where temporary accommodation is used, a clear move-on

|   |   |  |  |   |   |
|---|---|--|--|---|---|
|   |   |  |  |   | plan will be developed in partnership with Adult Social Care and other relevant agencies.   |
| <p><b>Disability</b></p> <p><b>(Visible and invisible)</b></p> <p>200</p> | Y |  |  | <p>As of 23/07/2025, there were <b>61</b> homeless applicants with a <b>physical disability</b>, <b>115</b> applicants with disclosed <b>mental health problems</b>, and <b>13</b> applicants with a <b>learning disability</b>, in temporary (self-contained and bed and breakfast) accommodation.</p> <p><i>Total number of households in temporary (self-contained and bed and breakfast) accommodation as of 23/07/2025: <b>305</b></i></p> | <p>The Temporary Accommodation Placement Policy recognises adjustments must be made for physical and mental health needs. Oxford City Council will always endeavour to source hotel and bed and breakfast rooms that are accessible to applicants and households who require them, ensuring that individual needs related to mobility and disability are met wherever possible. The Council will move such applicants, as soon as reasonably possible, to more suitable accommodation to help provide for the disability.</p> |

|   |   |  |   |  |  |
|---|---|--|---|--|--|
| <b>Gender re-assignment</b>               |   |  | Y |  | No specific impact identified; Oxford City Council has publicly committed to being a trans-inclusive council and is committed to ensuring that trans and non-binary people are not discriminated against while accessing homelessness services.            |
| <b>Marriage &amp; Civil Partnership</b>   |   |  | Y |  | No specific impact identified  |
| <b>Race, Ethnicity and/or Citizenship</b> | Y |  |   | As of 23/07/2025, 32.8% of homeless applicants in temporary (self-contained or bed and breakfast) accommodation identified themselves as White British. According to the 2021 census, White British people make up 74.4% of the population of England and Wales. This indicates people from ethnic minority backgrounds are disproportionately represented in the homeless population of Oxford. | The Temporary Accommodation Placement Policy ensures fair access to temporary accommodation irrespective of race, ethnicity or citizenship, while recognising that those from ethnic minority backgrounds are disproportionately impacted by homelessness. |

|     |                                  |   |   |  |  |   |
|-----|----------------------------------|---|---|--|--|---|
|     |                                  |   |   |  | <i>Total number of households in temporary (self-contained and bed and breakfast) accommodation as of 23/07/2025: <b>305</b></i>   |   |
| 202 | <b>Pregnancy &amp; Maternity</b> | Y |   |  | <p>As of 23/07/2025, there were <b>7 pregnant women</b> in in temporary (self-contained or bed and breakfast) accommodation.</p> <p><i>Total number of households in temporary (self-contained and bed and breakfast) accommodation as of 23/07/2025: <b>305</b></i></p> | The Temporary Accommodation Placement Policy ensures safeguarding measures are in place for pregnant women. Households containing pregnant women will fall into the 'Priority 1' category for temporary accommodation and will therefore be prioritised for placements within the city. |
|     | <b>Religion or Belief</b>        |   | Y |  |  | No specific impact identified   |
|     | <b>Sex</b>                       | Y |   |  | As of 23/07/2025, <b>166</b> homeless applicants identified as <b>female</b> in temporary (self-contained or bed and breakfast)  | Oxford City Council recognises that women experiencing homelessness may face distinct risks and   |

accommodation. **45** applicants had been made homeless as a result of **domestic abuse**: although it is not possible to disaggregate this figure by gender, it is recognised that domestic abuse disproportionately impacts women and girls.

*Total number of households in temporary (self-contained and bed and breakfast) accommodation as of 23/07/2025: **305***



vulnerabilities, including domestic abuse, sexual exploitation, and trauma.

When assessing allocations of temporary accommodation for vulnerable women, consideration will be given to:

- Women fleeing domestic abuse or coercive control.
- Women with a history of sexual violence or exploitation.
- Pregnant women or women with dependent children.
- Women with complex needs, including mental health, substance misuse, or trauma.

Where possible, women will be placed in women-only or

www.oxford.gov.uk




women-preferred accommodation.

Shared accommodation will be risk-assessed to ensure safety and suitability.

Oxford City Council has publicly committed to being a trans-inclusive council and is committed to ensuring that trans and non-binary people are not discriminated against while accessing homelessness services.

In April 2025, the UK Supreme Court ruled that for the purposes of the Equality Act 2010, the term “woman” refers to biological sex. The practical implications of this ruling are that services designated as women-only or men-only must now apply those categories by biological sex. However, the Equality Act 2010 and the Public Sector



|                    |  |  |   |  |  |  |
|--------------------|--|--|---|--|--|--|
| 205                |  |  |   | <a href="http://www.oxford.gov.uk">www.oxford.gov.uk</a> |  | <p>Equality Duty continue to provide protection against discrimination to those who identify as transgender or non-binary. Oxford City Council will work closely and compassionately with all homeless applicants who identify as transgender or non-binary, taking personal risk and safeguarding considerations into account, to ensure they are offered accommodation which is non-discriminatory, safe, and suitable to their needs.</p> |
| Sexual Orientation |  |  | Y |  |  | <p>No specific impact identified</p>   |

|   |   |  |  |                   |  |   |
|---|---|--|--|-------------------|--|---|
| <p><b>Socio-economic inequalities such as:</b></p> <ul style="list-style-type: none"> <li>- income and factors that impact income.</li> <li>-access to jobs</li> </ul> <p>This was voluntarily adopted by <a href="#">Oxford City Council on the 13<sup>th</sup> of March 2024.</a></p> | Y |  |  | www.oxford.gov.uk | <p>As of 23/07/2025, <b>209</b> homeless applicants in temporary (self-contained or bed and breakfast) accommodation were in receipt of <b>Universal Credit. 71 applicants were in work</b> (full time, part time, or on paid parental leave). The majority of homeless applicants have a sufficiently low income as to qualify for welfare benefits, indicating socio-economic inequalities within the homeless population in Oxford.</p> <p><i>Total number of households in temporary (self-contained and bed and breakfast) accommodation as of 23/07/2025: <b>305</b></i></p> | <p>The Temporary Accommodation Placement Policy supports low-income households without the means to resolve their own housing situation by offering access to emergency accommodation for those groups who qualify for it. Employment status will be taken into consideration when determining priority for in-district placements, ensuring users can maintain existing employment where appropriate. Homeless applicants will be supported to make claims for Housing Benefit, if they are eligible to do so, to ensure the costs of temporary accommodation are covered.</p> |
| <p><b>Other (voluntary consideration)</b></p> <p><b>For example:</b></p>  | Y |  |  |                   | <p>As of 23/07/2025, <b>13 former asylum seekers</b> (i.e., those with refugee status) were in temporary (self-contained or bed and breakfast) accommodation.</p>  | <p>The Temporary Accommodation Placement Policy directly supports vulnerable groups experiencing homelessness,</p>  |

|   |          |  |  |                          |  |  |
|---|----------|--|--|--------------------------|--|--|
| <p>Migrant, refugee, or asylum seekers.</p> <p>207</p>                                  |          |  |  | <p>www.oxford.gov.uk</p> | <p>There were <b>12 care leavers aged 18-20</b> and <b>3 care leavers aged 21-24</b> in temporary (self-contained and bed and breakfast) accommodation.</p> <p><b>30</b> homeless applicants in temporary (self-contained or bed and breakfast) accommodation had a <b>history of criminal offending</b>.</p> <p><i>Total number of households in temporary (self-contained and bed and breakfast) accommodation as of 23/07/2025: 305</i></p> | <p>including refugees, care leavers, prison leavers and those with unpaid caring responsibilities.</p> |
| <p><b>Other</b><br/><b>For example:</b><br/>- Unpaid carers<br/>- Prison population</p> | <p>Y</p> |  |  |                          | <p><i>Total number of households in temporary (self-contained and bed and breakfast) accommodation as of 23/07/2025: 305</i></p>   | <p>The Temporary Accommodation Placement Policy directly supports vulnerable groups experiencing</p>   |

|   |  |  |  |  |  |   |
|---|--|--|--|--|--|---|
| - Homeless population<br>-Council suppliers & contractors<br>-Cabinet Members |  |  |  |  |  | homelessness, including refugees, care leavers, prison leavers and those with unpaid caring responsibilities. |
|---|--|--|--|--|--|---|

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

| 22. | Conclusions. |  |  |                                     |  |  |
|-----|--------------|--|--|-------------------------------------|--|--|
|     |              |  | <p>Having considered equality of treatment towards service users, residents, employees, partners, council suppliers and contractors, and Council Members, and considered any potential and real impact of the introduction of a Temporary Accommodation Placement Policy upon these stakeholders, it is concluded that no protected characteristic or PSED will be impacted negatively by the introduction of the Policy.</p> <p>It is anticipated that the protected characteristics of Age, Disability, Race, Ethnicity and/or Citizenship, Pregnancy and Maternity, and Sex will be</p> | <input checked="" type="checkbox"/> | <p>No major change(s) or adjustments and continue with activity but continue to monitor.</p> |  |

positively impacted by the introduction of the Policy. Individuals experiencing socio-economic inequalities will also be positively impacted and the Policy directly supports vulnerable groups experiencing homelessness, including refugees, care leavers, prison leavers and those with unpaid caring responsibilities.

23.

**Please explain how you have reached your conclusions above.**

Having considered the protected characteristics as defined in the Equality Act (2010), it is concluded that the Temporary Accommodation Placement Policy will have a net positive impact because it promotes equity, improves access to housing for vulnerable groups, and ensures legal compliance. It enhances diversity and representation in service delivery. Vulnerable groups, including those with protected characteristics, will be prioritised for in-district placements according to the placement prioritisation matrix, taking into account multiple disadvantage and specific needs. No protected characteristic will be directly negatively impacted by the introduction of the Policy and so mitigations in this respect are not required, but monitoring will be ongoing to ensure that negative impacts do not arise during the Policy's implementation.

## 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. | <p><b>Who or which team or service area will be responsible for monitoring equalities impact?</b></p> <p><b>For example-</b></p> <ul style="list-style-type: none"> <li>- team,</li> <li>-directorate,</li> <li>-service area,</li> <li>-Equalities Steering Group,etc.</li> </ul> | Housing Needs Team, Housing Services  |     |   |
| 25. | <p><b>Who (individual, team, or service area) will be responsible for carrying out the EqlA review?</b></p>  | Housing Needs and Strategy Manager  |     |   |
| 26. | <p><b>How often will the equality impact be reviewed for this activity?</b></p> <p><b>For example-</b></p> <ul style="list-style-type: none"> <li>-quarterly,</li> <li>-yearly, etc.</li> </ul>  | The EqlA will be reviewed in line with the Temporary Accommodation Placement Policy review cycle—whenever the policy is formally reviewed or amended. | 27. | <p><b>Date when the EqlA will be reviewed again.</b></p> <p><b>Aligned with the next scheduled policy review or earlier if amendments are made.</b></p> |

## Section 7: Sign-off

**Suggested list of people to include are:**

1) Project lead/manager.

Name: **Kieran Edmunds**

Job Title: **Rapid Rehousing Manager**

Signature:

-----

Name: Richard Wood

Job Title: Housing Needs and Strategy  
Manager

Signature:

-----

Name:

Job Title:

Signature:

-----

Name: **Sobia Afridi**

Job Title: Diversity and Inclusion  
specialist

Signature:  
G Malkin

-----

Name: Full Name

Job Title: Type here

Signature:

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Name: Full Name

Job Title: Type here

Signature:

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Name: Full Name

Job Title: Type here

Signature:

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Name: Full Name

Job Title: Type here

Signature:

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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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**To:** Cabinet

**Date:** 17 September 2025

**Report of:** Clive Tritton, Director of Economy, Regeneration and Sustainability

**Title of Report:** Appropriation of land at Underhill Circus to a planning purpose

| Summary and recommendations  |   |
|------------------------------|---|
| <b>Decision being taken:</b> | This report recommends the appropriation of land (change the statutory basis on which it is held by the Council) within the General Fund ("GF") to the Housing Revenue Account ("HRA") and the appropriation of the land for planning purposes. The land is currently held as garages and for public open space purposes at Underhill Circus (the "Land") for the objective of building affordable housing. |
| <b>Key decision:</b>         | No,<br><a href="https://mycouncil.oxford.gov.uk/mglIssueHistoryHome.aspx?lId=40401&amp;PlanId=537&amp;RPID=43624792">https://mycouncil.oxford.gov.uk/mglIssueHistoryHome.aspx?lId=40401&amp;PlanId=537&amp;RPID=43624792</a>  |
| <b>Cabinet Member:</b>       | Councillor Ed Turner, Cabinet Member for Finance and Asset Management<br><br>Councillor Linda Smith, Cabinet Member for Housing   |
| <b>Corporate Priority:</b>   | More Affordable Housing   |
| <b>Policy Framework:</b>     | Housing and Homelessness Strategy 2023 to 2028  |

**Recommendation(s):** That Cabinet resolves to:

1. **Note** that following the statutory public notification process of the Council's intention to appropriate the Land to planning purposes, no written representations were received in response to the public notice; and
2. **Recommend** the appropriation of the land in the Council's ownership at Underhill Circus (see Image 1) ("the Land"), to planning purposes to facilitate its future development for new affordable housing; and
3. **Recommend** to Council the appropriation of the land owned by Oxford City Council that forms the development site for housing at Underhill Circus from the General Fund ("GF") into the Housing Revenue Account ("HRA") at the established red book valuation figure. A further report to Council is to be timetabled between the granting of planning consent summer 2026 for the new

development and the completion of the new homes end 2027, to ensure the appropriation aligns with the delivery phase of the project.

## Appendices

| Appendix No.                | Appendix Title                                 | Exempt from Publication   |
|-----------------------------|--|---|
| <b>Appendices 1a and 1b</b> | Notice of Appropriation and site location plan | No  |
| <b>Appendix 2</b>           | Equality Impact Assessment                     | No  |
| <b>Appendix 3</b>           | Appropriation valuation                        | Yes, This information is exempted from publication under Schedule 12A to the Local Government Act 1972 on the following basis:<br><br><b>Commercial Sensitivity</b> |

## Introduction and background

1. The Council continues to develop a supply programme to deliver more affordable housing through multiple work streams, including the delivery of homes through the Council's housing company – OCHL; direct delivery by the Council; joint ventures; regeneration schemes; acquisitions; and enabling activity with Registered Providers, community-led housing groups, and other partners. The Council seeks to deliver over 1,600 affordable tenure homes across the next four years (to March 2029), with at least 850 of those at the most affordable Social Rent level.
2. OCHL continue to deliver an extensive programme of development schemes in accordance with the OCHL business plan.

## Scheme information

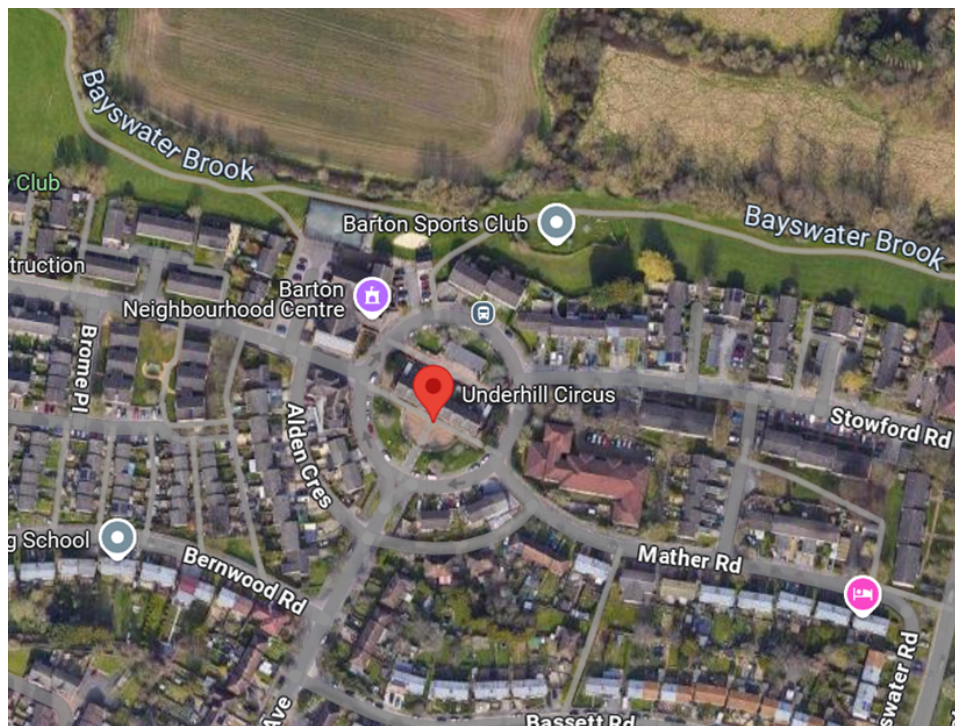
3. This report concerns a single development within the Affordable Housing Supply Programme: Land at Underhill Circus, located in the Barton and Sandhills ward.
4. The site comprises vacant garages, some of which have been unused for several years. Lessees are not necessarily local residents and, while some garages were historically used in relation to the shops, the garage leases are no longer within the demise of new shop leases. The site has been subject to reports of anti-social behaviour.
5. The open space is infrequently used and comprises a small area to the rear of the garages, surrounded by the road.
6. The scheme remains subject to planning consent. A multi-disciplinary design team has been appointed to conduct the necessary design development work. The planning application is being prepared for submission in early 2026. This report is separate from the formal planning process, and the information provided is for context and reference only.
7. The current proposal is for a 100% affordable housing development, comprising of up to nine homes - Social Rent and Affordable Rent unit (capped at LHA). The final

tenure mix between Social Rent and Affordable Rent will be subject to viability considerations.

8. The image below details the extent of land to be appropriated at Underhill Circus. The area for appropriation is comprised of the red line plan.



**Image 1:** Red line drawing of the land at Underhill Circus to be appropriated to a planning purpose.



**Image 2:** Aerial view of the land at Underhill Circus to be appropriated to a planning purpose.

9. For more information on the scheme’s background please refer to the [Council's January 2024 Cabinet report on Project approvals, budget and delegations to develop five small sites for affordable housing, using spend from the Brownfield Land Release Fund](#). A confidential appendix regarding Development scheme appraisal summary information on proposed Underhill and Leiden HRA schemes is referenced in the January 2024 Cabinet Report.

### **Alternative Options Considered**

10. The site is currently comprised of vacant garages and an area of open space. Retaining the land in its existing state was considered; however, this option does not contribute to meeting the Council’s strategic housing objectives or make effective use of underutilised brownfield land.
11. Disposal to a private developer is a consideration. While this could potentially generate a capital receipt, it would limit the Council’s ability to ensure delivery of genuinely affordable housing and control over design quality and sustainability standards.
12. The potential for community-led or non-residential uses on the site was explored; however, no viable proposals have been identified to date. It is worth noting that alternative garage sites are currently being progressed in partnership with the Oxfordshire Community Land Trust (OCLT) as a pilot project.
13. The option of delivering a more extensive redevelopment encompassing the entire Underhill Circus area, including the shops, was explored and consulted on. However, due to financial viability issues and the lack of community support, this proposal was not progressed further.

### **Appropriation of the land from its present use as a garage site for housing**

14. Appropriation allows a council to change the purpose for which it holds the land. Generally, councils must only use land for the statutory purposes for which it was acquired or following acquisition, appropriated. Appropriation is the process by which land held by a council pursuant to one statutory function is transferred to another statutory function.
15. A council may appropriate land held from one purpose to another only if the land in question is no longer required to be held for the purpose for which it is held before the appropriation.
16. Where the land to be appropriated is used as open space the council must advertise its intention to appropriate the land and consider any objections made to the proposed appropriation.
17. The land at Underhill Circus comprises seven garages with open space adjacent to the rear. Appropriation of the land under the mechanism described above will have the effect of discharging any relevant public trust allowing the council to use the land for other purposes, in this case for housing development.
18. In January 2024, Cabinet approved the commencement of the appropriation process for the land at Underhill Circus for planning purposes, as outlined in the report. It was noted at the time that a further report would be brought to Cabinet at a later date to seek approval for the appropriation.
19. Following Cabinet's decision, a notice announcing the Council's intention to appropriate the land for a 'Planning Purpose' at Underhill Circus was published in the Oxford Times for two consecutive weeks from 10 July 2025 to 24 July 2025 (see Appendix 1). A plan showing the location of the area proposed to be appropriated was available for inspection during work hours at the Oxford City Council offices (the Town Hall) during this time.
20. Subsequently, to facilitate the proposed housing development, the land must be transferred from the General Fund ("GF") to the Housing Revenue Account ("HRA") prior to completion. This report seeks Cabinet's recommendation to Council for the appropriation of the land at Underhill Circus from the GF to the HRA following planning consent, but prior to the completion of the new homes.

### **Summary of objections**

21. In determining whether to appropriate land that is held for public open space purposes the Council has a duty to properly consider any representations received following publication of the public notice and the outcome of the Equality Impact Assessment.
22. In further determining whether to appropriate land for planning purposes so as to override rights affecting its development, good practice suggests that Councils should weigh in the balance the reasons of securing the development of the land against the impact the loss of private rights may have on those affected recognising that compensation is payable where such right can be demonstrated to exist.
23. No objections or representations were received.

### **Financial implications**

24. There were costs associated with publishing the notice of intention to appropriate to a planning purpose.

25. The land will be appropriated from the GF to the HRA at a value equal to that of a Red Book valuation. For reference a Royal Institution of Chartered Surveyors (RICS) valuation can be found in confidential Appendix 3.
26. The report to Council is to be timetabled between the granting of planning consent summer 2026 for the new development and the completion of the new homes end 2027, to ensure the appropriation aligns with the delivery phase of the project. An up-to-date Red Book valuation will be undertaken to support this.
27. The appropriation will result in an increase to the HRA Capital Financing Requirements (CFR) of the valuation figure and a corresponding decrease in the General Fund CFR.

### **Equalities impact**

28. Given the nature of the exercise of the powers proposed by the Council it is necessary for the Council to have regard to its public sector equality duty in reaching a final decision to appropriate the Land to planning purposes. The public sector equality duty is an obligation on the council to have due regard in the exercise of its functions to the need to promote equality through the achievement of various equality objectives.
29. An Equalities Impact Assessment has been carried out and is included at Appendix 2.
30. The Council commits to monitoring the impact of the development through ongoing communication and engagement with the local community.
31. The report also details the high housing need within Oxford and the positive impact for families and single people waiting for affordable housing on the housing register.
32. Any adverse impacts to the community in undertaking this activity have been considered with mitigating actions undertaken or planned wherever possible. It is considered that these are balanced against improving provision for persons in housing need, through the delivery of more affordable and accessible housing to better meet client needs.

### **Legal issues**

33. The land at the Underhill Circus site is intended for residential development and the provision of new affordable housing on the land will contribute to the achievement of the objectives of the Council's Housing, Homelessness and Rough Sleeping Strategy. Under the circumstances and given the urgent need for housing in the city it is the view of officers that on balance the interest of the community are best served in this case by the appropriation of the land for housing.
34. The activities, as set out in this report, relate to the development of homes as affordable housing. This is within the Council's statutory powers. The general power of competence under the Localism Act 2011 and the Local Authorities (Land) Act 1963 enable the Council to develop land it already owns.
35. Under section 122(1) of the Local Government Act 1972 ("LGA 1972") a local authority "may appropriate for any purpose for which the council are authorised by this or any other enactment to acquire land by agreement any land which belongs to the council and is no longer required for the purpose for which it is held immediately before the appropriation". This general power of appropriation is subject to section 19(1) of the Housing Act 1985 ("HA 1985").

36. Appropriation from General Fund to the Housing Revenue Account is specifically dealt with in section 19(1) HA 1985. Section 19(1) HA 1985 states that a local housing authority may appropriate for the purposes of Part II of the Housing Act 1985 any land for the time being vested in them or at their disposal and the authority have the same powers in relation to the land so appropriated as they have in relation to land acquired for the purposes of Part II.
37. The powers of appropriation under section 122 LGA 1972 are in conjunction with the powers of section 203 of Housing and Planning Act 2016. Section 203 of the Housing and Planning Act 2016 grants a local authority or successor in title the power to appropriate for planning purposes. The effect of section 203 will be that such rights still exist but are overridden and converted to a right of payment.
38. Under Parts 4.5 (8) of the Constitution Cabinet is responsible for the decisions set out in the recommendation.

### **Level of risk**

39. Key risks identified include the potential for legal challenge to the appropriation process, which has been mitigated through strict adherence to statutory procedures and ongoing legal oversight.
40. Delays in securing planning consent and the risk of cost escalation due to unforeseen site constraints are both considered medium likelihood and high impact; these are being addressed through proactive coordination with planning teams and early feasibility work.
41. Risks related to inaccurate land ownership data have been minimised through detailed title investigations.
42. Political or reputational risks associated with the appropriation of open space are being managed through clear articulation of the public interest case and transparent decision-making.

### **Carbon and Environmental Considerations**

43. There are no carbon or environmental considerations in relation to the appropriation to a planning purpose or from the GF to the HRA.

|                            |  |
|----------------------------|--|
| <b>Report author</b>       | Dave Scholes   |
| Job title                  | Affordable Housing Supply Corporate Lead                           |
| Service area or department | Economy, Regeneration and Sustainability                           |
| Telephone                  | 01865 529123   |
| e-mail                     | <a href="mailto:Dscholes@oxford.gov.uk">Dscholes@oxford.gov.uk</a> |

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OXFORD CITY COUNCIL  
SECTION 122(2A) LOCAL GOVERNMENT ACT 1972

APPROPRIATION OF OPEN SPACE LAND

NOTICE IS HEREBY GIVEN is that Oxford City Council (“the Council”) proposes to appropriate an area of 724 sq. metres of open space land within Underhill Circus (“the Site”) for planning purposes in order to deliver homes on part of Underhill Circus. The Site consists of open space land (“the Open Space”).

Requirements for the appropriation of land by local authorities are contained in Section 122 of the Local Government Act 1972. Section 122(2A) of that Act requires notice of any proposal to appropriate land consisting of an open space to be published in a local newspaper for two consecutive weeks so that any person wishing to raise an objection to the sale may do so.

A plan showing the location of the area that is proposed to be appropriated is available for inspection between 9:00 and 17:00 Monday to Friday at the offices of Oxford City Council, The Town Hall, St Aldate’s, Oxford OX1 1BX.

Details of the Open Space that will be subject to appropriation are as follow:-

| Drawing Number: |     |           | Site Description                | Site Area      |
|-----------------|-----|-----------|---------------------------------|----------------|
| Outlined        | Red | Underhill | (a) Garages at Underhill Circus | 724 sq. metres |

Under the provisions of Section 122(2A) of the Local Government Act 1972 any person wishing to object to the proposed appropriation should set out details of such objection in writing addressed to:

For the attention of the Director of Law, Governance and Strategy,  
Oxford City Council,  
The Town Hall,  
St Aldate’s,  
Oxford  
OX1 1BX

Objections must be received by no later than 17:00pm on 24<sup>th</sup> July 2025.

Dated: 10 July 2025

Director of Law, Governance and Strategy  
Oxford City Council  
The Town Hall  
St Aldate’s  
Oxford  
OX1 1BX

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Notes

- 1. Copyright Jessop and Cook Architects Limited.
- 2. Do not scale from drawings, all dimensions to be checked on site.

Revisions

CONVEYANCING ISSUE

Garages at  
Underhill Circus,Oxford, OX3 9LY

for  
Oxford City Council

Drawing title

Site Location Plan

JESSOP & COOK  
ARCHITECTS

WEST WING, SECOND FLOOR  
9 PARK END STREET  
OXFORD OX1 1HH  
  
T:01865 591212  
E: info@jessopandcook.co.uk  
www.jessopandcook.co.uk

|                |          |          |         |
|----------------|----------|----------|---------|
| Scale at A3    | Date     | Drawn by | Checked |
| 1:500          | May 2025 | RG       |         |
| Drawing number | Revision |          |         |
| P.1746_600     |          |          |         |

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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        | <b>NEW-</b> Socio-economic 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.  | <b>Name of activity being assessed.</b><br>New Positive Action Policy   | Appropriation of land at Underhill circus                           | 2.  | <b>The implementation date of the activity under consideration:</b>   | September 2025                           |
| 3.  | <b>Directorate/Department(s):</b>   | Place   | 4.  | <b>Service Area(s):</b>   | Economy, Regeneration and Sustainability |
| 5.  | <b>Who is (are) the assessment lead(s):</b><br><b>Please provide:</b><br>-Name<br>-Email address                                      | Safridi@oxford.gov.uk   | 6.  | <b>Contact details, in case there are queries:</b><br><b>Please provide:</b><br>-Name<br>-Email address                             | Error! Bookmark not defined.             |
| 7.  | <b>Is this a new or ongoing EqlA?</b>   | New<br><input type="checkbox"/>                                     | 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. |  |
| 9.  | <b>Date this EqlA started:</b>  | 17/06/2025  |     |   |  |
| 10. | <b>Will this EqlA be attached to <a href="#">Corporate Management Team (CMT)</a> reports/updates, which will be published online?</b> | Will be attached to the cabinet report can be published if required | 11. | <b>Give a date (tentative or otherwise) when this assessment will be taken to the CMT.</b>  |  |

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

|     |   |   |  |   |  |
|-----|---|---|--|---|--|
| 12. | <b>Type of activity being considered:</b><br><br>Check the most appropriate.  | Change to an existing activity. <input type="checkbox"/>  |  |   |  |
|     |   | <input checked="" type="checkbox"/> <b>New Activity</b>   |  | <input type="checkbox"/> Others. Please specify:                        |  |
| 13. | <b>Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil?</b><br><br>Please check as needed.                      | <input type="checkbox"/> Good, affordable homes<br>x  | <input type="checkbox"/> Strong, fair economy<br>N/A           | <input type="checkbox"/> Thriving Communities<br>N/A                    | <input type="checkbox"/> Zero Carbon Oxford<br>N/A<br><br><input type="checkbox"/> Well run council<br>Yes |
| 14. | <b>Which priority area(s) within <u>Oxford City Council's Equality, Diversity &amp; Inclusion Strategy (2022)</u> does this activity fulfil?</b><br><br>Please check as needed. | <input type="checkbox"/> Responsive services and customer care.<br><br>N/A  | <input type="checkbox"/> Diverse and engaged workforce.<br>Yes | <input type="checkbox"/> Leadership & organisational commitment.<br>N/A | <input type="checkbox"/> Understanding and working with our communities.<br>x                              |
| 15. | <b>Outline the aims, objectives, &amp; priorities of the activity being considered.</b>   | The aim of this activity is to ensure that the decision to appropriate land for planning purposes — specifically for the delivery of affordable housing — is made in a way that is fair, transparent, and compliant with the Public Sector Equality Duty (PSED). It seeks to identify and mitigate any potential negative impacts on people with protected characteristics under the Equality Act 2010. |  |   |  |
| 16. | <b>Please outline the consequences of not implementing this activity.</b><br>For example,<br>-Existing activity does not fulfill  | <b>Inequality:</b> Existing barriers and biases may persist, resulting in unequal opportunities and treatment for certain groups.<br><br><b>Low Morale:</b> Members of the community may feel undervalued and disengaged, leading to lower morale and productivity.   |  |   |  |



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

The consequences of not implementing this activity would be non-compliance with statutory duties, risk of discriminatory outcomes and weakened decision-making.

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

|  |  |
|--|--|
| <p><b>17. Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?</b></p> <p><b>Please provide details—</b><br/>-when,<br/>-how many, and<br/>-the approach taken.</p>  | <p>Consultation published on the Oxford Council website and advertised in the local newspaper. A notice announcing the Council's intention to appropriate the land to a 'Planning Purpose' at Underhill Circus was published in the Oxford Times for two consecutive weeks from 10 July 2025 to 24 July 2025 (see Appendix 1). A plan showing the location of the area proposed to be appropriated was available for inspection during work hours at the Oxford City Council offices (the Town Hall) during this time.</p>   |
| <p><b>18. List information and data used to understand who your residents or staff are and how they will be impacted.</b></p> <p><b>These could be—</b><br/>-third-party research,<br/>-census data,<br/>-legislation,<br/>-articles,<br/>-reports,<br/>-briefs.</p> | <p>We have reviewed data to include:<br/>The community data profile for Barton (Census data from Barton and Sandhills ward v2, updated October 2024)</p> <p>It shows that, compared with Oxfordshire as a whole, Barton and Sandhills ward had an above average proportion of:</p> <ul style="list-style-type: none"> <li>• Young residents (0 to 15 years old) and working age residents (30 to 40 years old);</li> <li>• People from an Asian ethnic background (16% vs 6%) and a Black background (8% vs 2%);</li> <li>• People living in social rented households (35% vs 15%) and privately rented households (25% vs 20%);</li> <li>• People economically active in employment (65% vs 61%);</li> <li>• People in Routine (17% vs 10%) and Semi-routine occupations (13% vs 10%).</li> </ul> <p>According to the ONS Census 2021, the total population of Barton MSOA was 8,396 up from 7,013 in Census 2011, an increase of 1,400 (+20%).</p> |
| <p><b>19. If you have not done any consultations or collected data &amp; information, are you</b></p>  | <p>N/A</p>   |

planning to do so in the future?

Please list the details –

-when,  
-with whom, and  
-how long will you collect the relevant data.

## Section 4: Impact analysis.

|   |  |  |                                      |                                     |
|---|--|--|--------------------------------------|-------------------------------------|
| <b>20.</b><br><br><b>Who does the activity impact?</b><br><br><b>Check as needed.</b><br><br>The impact may be positive, negative or unknown. | <b>Service Users</b>                     | Yes <input type="checkbox"/>                   | No <b>X</b> <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|   | <b>Members of staff</b>                  | Yes <input type="checkbox"/>                   | No <b>X</b> <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|   | General public                           | <b>Yes</b> <input checked="" type="checkbox"/> | No <input type="checkbox"/>          | Don't Know <input type="checkbox"/> |
|   | <b>Partner / Community Organisation</b>  | Yes <input type="checkbox"/>                   | No <b>X</b> <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|   | <b>City Councillors</b>                  | Yes <input type="checkbox"/>                   | No <b>X</b> <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|   | <b>Council suppliers and contractors</b> | Yes <input type="checkbox"/>                   | No <b>X</b> <input type="checkbox"/> | Don't Know <input type="checkbox"/> |

21.

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

This is a positive development that will provide much needed affordable housing to residents of Oxford City.

Whilst this change is likely to affect those who are currently using the green space to the north of Underhill Circus, the goal is to find a balance between the need for affordable housing development and the preservation or replacement of residents' access to open space. The mitigating actions and the alternative green spaces and parks available near-by suggest that the appropriation will not have a disproportionately negative impact on the protected characteristics. It is vital that the impact is monitored through effective communication with the community throughout and after the development and that another EQIA is completed to better understand if the mitigations put forward have been sufficient in respect of the rights and well-being of the community.

The closure of the site during development will create a short-term loss of access to facilities and pedestrian pathway. This, however, represents the best option to secure the safety of the public during the development.

The Council will continue to engage with residents and respond to comments and concerns raised.


| Protected Characteristic | Positive | Negative                 | Neutral                             | Don't know               | Data/information/evidence supporting your assessment   | Analysis & insight Mitigations         |
|--------------------------|----------|--------------------------|-------------------------------------|--------------------------|--|--|
| Age                      |          | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Workforce report shows the average employee age is 45, the same as last year and in line with the local population where, at 34% of the total population, the 35-49 age band of Oxford residents is the largest. The largest | Continue to monitor workforce profile. |

|   |                                     |                          |                                     |                          |  |   |
|---|-------------------------------------|--------------------------|-------------------------------------|--------------------------|--|---|
|   |                                     |                          |                                     |                          | employee group is the 51-60 age band.  |   |
| <b>Disability</b><br><b>(Visible and invisible)</b> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | 10.2% of the workforce declared a disability, a small decrease from last year at 10.4%. This compares well to the local population of 9.2%. Employees with a disability are well represented at lower grades and at senior grades representation has increased from 2% to 5% in 2024. Positive action will help to tackle under-representation at senior levels. | Continue to monitor workforce profile.                                |
| <b>Gender re-assignment</b>                         |                                     | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | When we look at employee numbers, they are very small. This is not shown in the workforce report. It is not appropriate to report the data because of the small group size.  | The Council's approach to inclusion will support all employee groups. |
| <b>Marriage &amp; Civil Partnership</b>             | <input type="checkbox"/>            | <input type="checkbox"/> | X                                   | <input type="checkbox"/> | <u>We do not monitor this data.</u>  | The Council's approach to inclusion will support all employee groups. |

|   |                          |                          |                          |                          |  |  |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--|--|
| <p>233</p> <p><b>Race, Ethnicity and/or Citizenship</b></p> | X                        | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <p>The Workforce Equality report shows that employees from minority ethnic groups is 14%. The proportion of people from minority ethnic groups applying for jobs has increased from 32% to 39.8%. The proportion appointed has increased to 18.5% from 14% last year. Ethnic minority representation in management roles has increased from 9% to 10% (21% managers have not declared their ethnicity). Census data puts the economically active population from ethnic minority groups at 27.7%.</p> <p>Employees from the majority ethnic group (white) may feel disadvantaged. It is possible that white employees or candidates for jobs may not have as many opportunities.</p> | <p>Positive action can help to tackle under-representation.</p> <p>We will establish clear, objective criteria for positive action and it will be evidence led.</p> <p>We will monitor the outcomes of any positive action</p> |
| <p><b>Pregnancy &amp; Maternity</b></p>                     | <input type="checkbox"/> | <input type="checkbox"/> | X                        | <input type="checkbox"/> | <p>We do not monitor this data.</p>  | <p>The Council's approach to inclusion will support all employee groups.</p>   |

|     |                    |   |   |                          |  |   |
|-----|--------------------|---|---|--------------------------|--|---|
|     |                    |   |   |                          |  |   |
| 234 | Religion or Belief | <input checked="" type="checkbox"/>           | <input type="checkbox"/>                    | <input type="checkbox"/> | <p>34% of the workforce has declared as Christian compared with 41% in Oxford. 29.1% is atheist/humanist/no belief compared to 40% in Oxford and 28.2% of employees have not provided information. 4.4% of the workforce has chosen other, 2.1% is Muslim (Oxford 7.2%) and 0.5% Sikh (Oxford 0.4%).</p> |   |
|     | Sex                | <input checked="" type="checkbox"/><br>Female | <input checked="" type="checkbox"/><br>Male | <input type="checkbox"/> | <p>Over half of the workforce are women (60%) which is around 10% above that of the population of Oxford at</p>  | <p>We will establish clear, objective criteria for positive action and it will be evidence led.</p> |

|   |                          |                          |                                     |  |  |
|---|--------------------------|--------------------------|-------------------------------------|--|--|
|   |                          |                          |                                     | <p>50.1%. However, women are not represented at the same level in senior roles at grade 11 and above.</p> <p>Positive action in favour of women may disadvantage men and male employees may feel this.</p> <p>Male employees may not have as many opportunities.</p>   | <p>We will monitor the outcomes of any positive action.</p>                  |
| <p><b>Sexual Orientation</b></p> <p>235</p> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <p>Workforce report shows: 4.2% of the workforce identifies as bisexual, lesbian or gay. The 2021 census data indicates that 4.7% of economically active residents in Oxford identify as bisexual, lesbian and gay. We have started to collect data on non-binary and trans staff but it is likely that individuals may feel reluctant to share this data before they learn about the organisation's culture</p> | <p>The Council's approach to inclusion will support all employee groups.</p> |

|   |                          |                          |   |                          |  |   |
|---|--------------------------|--------------------------|---|--------------------------|--|---|
| <b>Socio-economic inequalities such as:</b><br><br>- income and factors that impact income.<br>-access to jobs<br><br>This was voluntarily adopted by <a href="#">Oxford City Council on the 13<sup>th</sup> of March 2024.</a> | <input type="checkbox"/> | <input type="checkbox"/> | X | <input type="checkbox"/> | The policy demonstrates a commitment to diversity and inclusion and may encourage other groups to apply for posts at the Council. Individuals will see it as a positive step to diversify our workforce. | The Council's approach to inclusion will support all employee groups. |
| <b>Other (voluntary consideration)</b><br><br><b>For example:</b><br>Migrant, refugee, or asylum seekers.   | <input type="checkbox"/> | <input type="checkbox"/> |   | <input type="checkbox"/> |    |   |
| <b>Other</b><br><b>For example:</b><br>- Unpaid carers<br>- Prison population<br>- Homeless population<br>-Council suppliers & contractors<br>-Cabinet Members  | <input type="checkbox"/> | <input type="checkbox"/> |   | <input type="checkbox"/> |  |   |



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

|     |   |                          |  |   |  |  |
|-----|---|--------------------------|--|---|--|--|
| 22. | <p><b>Conclusions.</b> Implementation of a positive action policy is crucial for fostering an inclusive, diverse, and equitable work environment. A positive action policy will help to address inequity, promote innovation, and improve the Council's reputation as an inclusive employer. By setting clear aims, objectives, and priorities, and addressing potential barriers, we can create a more supportive and dynamic environment that benefits everyone.</p>  |                          |  |   |  |  |
|     | <input type="checkbox"/> Stop and reconsider the activity.  | <input type="checkbox"/> | <input checked="" type="checkbox"/> Adjust activity before beginning the activity and continue to monitor. | <input checked="" type="checkbox"/> No major change(s) or adjustments and continue with activity but continue to monitor. | <input type="checkbox"/> No major change(s) or adjustments and continue with the activity. No need to monitor in the future. |  |
| 23. | <p><b>Please explain how you have reached your conclusions above.</b></p> <p>We have reached this conclusion by analysing the potential benefits of implementing a positive action policy and balancing these with the negative consequences of not having a policy. Here is a breakdown of the reasoning:</p> <p><b>Benefits of Implementation:</b></p> <p><b>Promotes Equity:</b> Ensures everyone has equal opportunities.</p> <p><b>Enhances Diversity:</b> Creates a more inclusive environment.</p> <p><b>Improves Representation:</b> Helps underrepresented groups gain visibility and opportunities.</p> |                          |  |   |  |  |

## 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. | <p>Who or which team or service area will be responsible for monitoring equalities impact?</p> <p>For example-</p> <ul style="list-style-type: none"><li>- team,</li><li>-directorate,</li><li>-service area,</li><li>-Equalities Steering Group,etc.</li></ul> | <div>People Services, Sobia Afridi</div> <div><div>www.oxford.gov.uk</div><div></div></div> |     |   |                      |
| 25. | <p>Who (individual, team, or service area) will be responsible for carrying out the EqlA review?</p>  | <div>Sobia Afridi</div>   |     |   |                      |
| 26. | <p>How often will the equality impact be reviewed for this activity?</p> <p>For example-</p> <ul style="list-style-type: none"><li>-quarterly,</li><li>-yearly, etc.</li></ul>  | <div>Yearly</div>   | 27. | <p>Date when the EqlA will be reviewed again.</p> | <div>July 2026</div> |

Section 7: Sign-off

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|  |                           |                      |
|--|---------------------------|----------------------|
| Name: <input type="text"/>                     | Name: Sobia Afridi        | Name: Full Name      |
| Job Title: <input type="text"/>                | Job Title: EDI Specialist | Job Title: Type here |
| Signature:<br>-----                            | Signature:<br>-----       | Signature:<br>-----  |
| Name: <input type="text" value="Gail Malkin"/> | Name: Full Name           | Name: Full Name      |
| Job Title: Head of People                      | Job Title: Type here      | Job Title: Type here |
| Signature:<br>G Malkin<br>-----                | Signature:<br>-----       | Signature:<br>-----  |
| Name: Full Name                                | Name: Full Name           | Name: Full Name      |
| Job Title: Type here                           | Job Title: Type here      | Job Title: Type here |
| Signature:<br>-----                            | Signature:<br>-----       | Signature:<br>-----  |

**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.**

**You have now reached the end of the assessment.**

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

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:** 17 September 2025

**Report of:** Clive Tritton, Director of Economy, Regeneration and Sustainability

**Title of Report:** Project approvals and delegations for Between Towns Road affordable housing development site (Knights Court)

| Summary and recommendations  |  |
|------------------------------|--|
| <b>Decision being taken:</b> | This report seeks project approval and delegations to progress the development of affordable homes at Between Towns Road (Knights Court). This includes delegated authority to enter into the land purchase, build contracts and other necessary agreements and associated development costs, and virement of HRA capital funds. |
| <b>Key decision:</b>         | Yes  |
| <b>Cabinet Member:</b>       | Councillor Linda Smith, Cabinet Member for Housing<br>Councillor Ed Turner, Cabinet Member for Finance and Asset Management  |
| <b>Corporate Priority:</b>   | More Affordable Housing  |
| <b>Policy Framework:</b>     | Housing and Homelessness Strategy 2023 to 2028   |

**Recommendation(s):** That Cabinet resolves to:

1. **Approve** the freehold acquisition of the Between Towns Road site (Knights Court) on the terms set out in this report and at Appendix 1 and 2;
2. **Grant project approval** to finalise the scheme design, to the proposals to enter into build contracts and any other necessary agreements or contracts and incur associated development cost spends, as set out in this report, and within the allocated HRA capital budgets and business plan, for the purpose of delivering more affordable housing in Oxford;
3. **Delegate authority to the Director of Housing**, in consultation with the Cabinet Member for Affordable Housing; the Head of Financial Services/Section 151 Officer; and the Council's Monitoring Officer, to enter into agreements for the purchase of land; build contracts and any other necessary agreements or

contracts to facilitate the development within the identified budget, for the provision of additional affordable housing; and

4. **Grant approval** for a virement within the HRA capital budget for scheme costs of £8.9 million. The virement will be from the “Properties purchased from OCHL” (Oxford City Housing Limited) purchase line into a new scheme line to be profiled to match the build programme across the four years from 2025/26 to 2028/29;

| Appendix No.      | Appendix Title                         | Exempt from Publication  |
|-------------------|--|--|
| <b>Appendix 1</b> | Financial Information<br>Knights Court | This information is exempted from publication under Schedule 12A to the Local Government Act 1972 on the following basis:<br><br><b>Commercial Sensitivity</b> |
| <b>Appendix 2</b> | Planning considerations<br>& risk      | This information is exempted from publication under Schedule 12A to the Local Government Act 1972 on the following basis:<br><br><b>Commercial Sensitivity</b> |

## Introduction and background

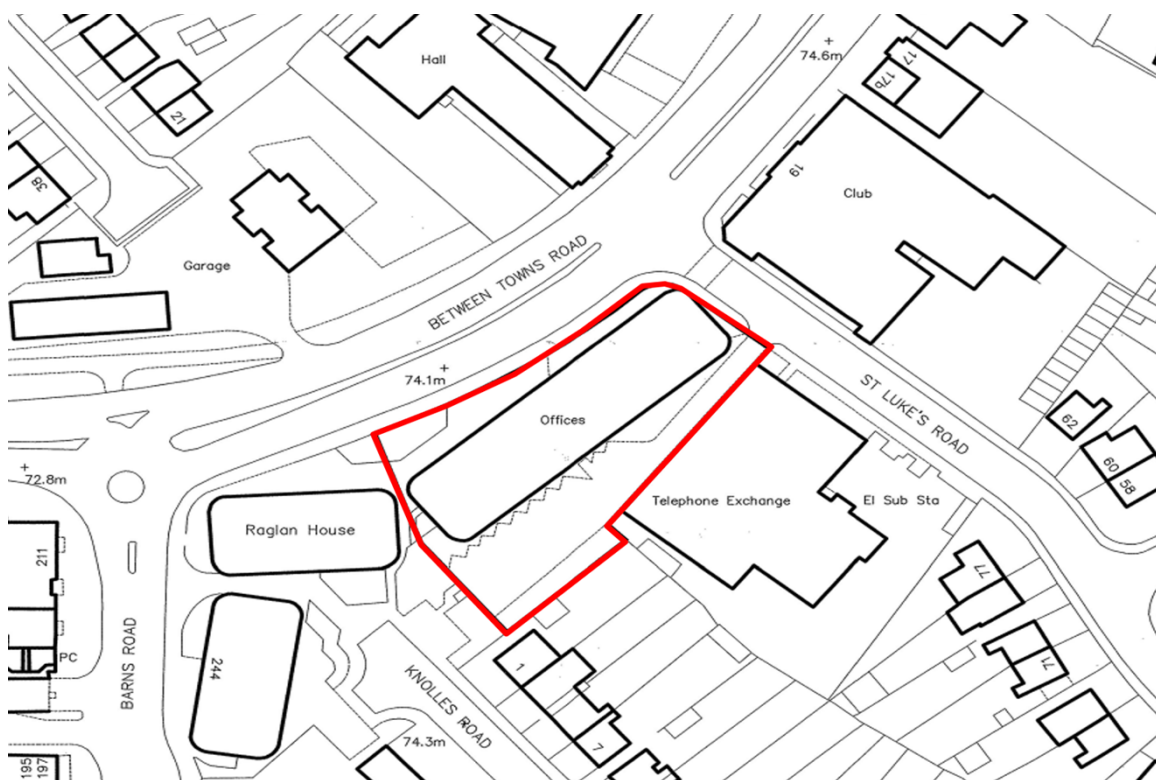
1. The Council continues to develop a supply programme to deliver more affordable housing through multiple work streams, including the delivery of homes through the Council’s housing company – OCHL (Oxford City Housing Limited); direct delivery by the Council; joint ventures; regeneration schemes; acquisitions; and enabling activity with Registered Providers, community-led housing groups, and other partners.
2. The Council seeks to deliver over 1,600 affordable tenure homes across the next four years (to March 2029), with at least 850 of those at the most affordable Social Rent level. Projections at the time of writing will deliver 1,500 homes across this period, and additional sites and developments are required to meet these targets and address housing need within the city.
3. Officers continue to review opportunities to bring forward the development of further affordable homes to increase the supply available to help meet Oxford’s housing needs. This might take the form of developing more new homes; acquiring property to use as affordable housing; or switching tenures to improve affordability and access to these homes.
4. This report identifies a further opportunity for the delivery of more affordable homes at Knights Court. It sits alongside two other reports (acquisition of Elsfield Hall and Cave Street into the HRA).
5. These three new opportunity sites are being brought forward to collectively deliver 83 or more new units in the affordable housing programme. They have been appraised jointly and on an individual basis and meet HRA financial parameters (see ‘Financial



Implications' section). They also present an opportunity to deliver affordable housing to help meet the 1,600 homes target across the 4-year MTFP, rather than at the back end of the development pipeline programme in 2031/32.

### Scheme information

6. This report concerns Between Towns Road site (Knights Court) – a vacant three-storey office block on Between Towns Road, Cowley. It has a floor area of approx. 2,450sqm and is understood to have been built in the 1980s. It has a central lift/ stair core and two additional stair cores at each end of the building.
7. The freeholder, West Oxfordshire District Council (WODC), initially approached OCC with the view of undertaking a joint venture but has since asked whether Oxford City Council (OCC) is interested in the freehold purchase of the building.
8. The building is currently vacant and WODC has been [advertising the building to let](#) as commercial use since June 2024.



**Image 1:** Red line drawing of site

9. The current proposal is for a 100% affordable housing development via a conversion of the existing building to residential use. The existing building is considered to have capacity for 34 homes, though this needs to be agreed through the planning process and will be subject to design development and viability considerations. The intention is to work with the existing fabric of the building and there is no proposed extension.
10. The tenure mix has yet to be finalised, though initial testing includes 9 to 12 units for Temporary Accommodation, and the remaining units to be Social Rent (approximately 22 to 25). Again, the final tenure strategy will be subject to design development and viability considerations. The table below sets out an early indication of the likely mix (of property sizes and tenures) that the site is considered capable of taking in physical design terms, and in terms of ensuring the financial viability of the scheme. The viability of this tenure strategy will be dependent on the successful

application to Homes England for Social and Affordable Homes Programme for both Social Rent and Temporary Accommodation units. If grant is not available however, introduction of Affordable Rent units would provide financial viability and suitable contingency to support development costs.

| Size         | Social Rent | Temporary Accom | Total | %   |
|--------------|-------------|-----------------|-------|-----|
| 1 bed        | 22          | 9               | 31    | 91% |
| 2 bed        | 3           | 0               | 3     | 9%  |
| 3 bed        | 0           | 0               | 0     | 0%  |
| <b>Total</b> | 25          | 9               | 34    |     |
| Percentage   | 74%         | 26%             |       |     |

11. The sizes of the individual homes have also yet to be confirmed, but the Council's ambition is to prioritise 1-bed homes in order to directly respond to the housing need and the Council would be seeking a deviation from the usual planning mix to support this objective. These will always meet 'Nationally Described Space Standards', but in addition, the Council would seek to ensure that one bed flats are for two people. Any two bed homes should accommodate for four people; three bed homes are for five people (i.e., two double bedrooms and a single); and so forth.
12. Given the nature of the building conversion, further review is needed to establish if it is possible to deliver 5% of the affordable homes to M4(3) "Wheelchair Standards (to be adapted/ adaptable for households with mobility needs). If feasible, it is expected that three homes will meet this requirement. The design and allocation of this property has yet to be completed but will be part of the planning submission.
13. The proposed delivery model is for HRA direct delivery, with OCHL employed as the Development Agent through a Development Services Agreement (DSA). OCC will purchase the land from WODC. The purchase price is set out in Appendix 1. Following acquisition there will be no sale of the OCC land. Instead, OCC will grant the OCHL rights to implement the development on the Council's land under licence. The contract between OCC and OCHL will oblige OCHL to procure the grant of this licence along with procuring and appointing a contractor.

### **Alternative Options Considered**

14. A commercial viability appraisal for the development opportunities undertaken by Savills reviewed a range of potential development strategies, including conversion of the existing building, conversion with a rooftop extension and demolition/ new build. The straight conversion strategy generated the most economically viable solution, with the building developed through permitted development rights. Increasing the build density (including the new build option) did not improve results and was identified to introduce additional spend and risk to the scheme, without presenting a significant increase in the number of units (the range going from 34 homes to 46). The option of not proceeding with Knights Court as a development opportunity would mean that the site does not realise its full potential to deliver affordable housing to help meet the 1,600 homes target across the 4-year MTFP. The current programme for Knights Court targets a project completion of end of 2027 – providing an

opportunity to deliver homes relatively quickly, compared with other larger pipeline sites.

15. Only 'core' affordable tenures have been modelled – Social Rent (as the OCC priority), Temporary Accommodation and Affordable Rent (as cross-subsidy). Initial feasibility studies show that introduction of up to nine Affordable Rent units (in a self-contained core, in lieu of Social Rent units) would provide financial viability and suitable contingency to support development costs.

### **Financial implications**

16. Introduction of this site into the development pipeline (alongside the two other new opportunity sites at Elsfield Hall and Cave Street) is contingent on re-shaping of the existing OCHL development programme to release necessary funding for the developments. This will require a virement to be approved within the HRA capital programme from the current "Properties purchased from OCHL" to the new schemes as discussed in this paper.
17. The current OCHL programme review is necessary to address an existing budget pressure (attributed to delays and build cost inflation), and an adjustment is proposed to introduce additional market sale units to cover-off the budget pressure and allow for a programme contingency to be introduced. The re-shaping will then also release funding for these three new pipeline schemes. As such, the budget required for the new opportunity sites will be contained within the existing development budget envelope and will not require an increase to the existing budget.
18. A separate paper will be presented to Cabinet to detail the proposed reshaping of the existing programme, as part of the initial budget reports for 2026/27 & the MTFP.
19. This report seeks the required delegations to further develop the programme of affordable housing supply. The decision to proceed with any purchase or development will be supported by a development scheme appraisal/ financial modelling to ensure that the agreed financial parameters and requirements are met.
20. The financial appraisal for Knights Court has established a proposed HRA capital budget for scheme costs of £8.9 million. A budget virement from the "Properties purchased from OCHL" purchase line into a new scheme line is required to match the build programme across the four years from 2025/26 to 2028/29. Further financial details are provided in confidential Appendix 1.

### **Legal issues**

21. Pursuant to section 9E(3)(c) of the Local Government Act 2000, Cabinet may delegate its functions to officers. Accordingly, Cabinet is asked to delegate authority to the Director of Housing, in consultation with the Cabinet Member for Affordable Housing, the Head of Financial Services/Section 151 Officer, and the Council's Monitoring Officer, to enter into agreements including for the purchase of land, the DSA, license, build contracts, and any other necessary legal agreements or contracts to facilitate the purchase of the site and development of affordable housing within the identified budget and land identified in this report.
22. Procurement of goods and services for the purpose of developing homes must be carried out in accordance with the Council's Constitution, Contract Rules, procurement procedures and in compliance with the Procurement Act 2023 (or any

successor legislation), including adherence to transparency, fairness and best value principles.

23. The proposals set out in this report fall within Council's statutory powers including the power to provide and manage housing through the Housing Revenue Account (HRA). The Council has the power to acquire land by agreement under section 121 of the Local Government Act 1972. The general power of competence under the Localism Act 2011 and the Local Authorities (Land) Act 1963 enables the Council to develop land it already owns. The appointment of OCHL as development agent via a DSA may rely on the teckal exemption, provided the legal criteria are met. The procurement of the DSA must still be carried out in accordance with the Procurement Act 2023, where applicable, and the Council's Constitution.

### **Level of risk**

24. No planning permission is currently granted on the site, and further design development work is required to establish optimal planning strategy for development. Considerable due diligence has been carried out however to identify and mitigate delivery risks associated with a new development, including a building condition survey and a full planning and viability report. Consideration is still being given to whether a structural survey should be further commissioned at this stage, but as it is no longer recommended to pursue the options of adding one of two additional stories to the building, this is not considered the priority it initially was.
25. Further detail on the Principle of Development has been included in Appendix 2.

### **Equalities impact**

26. There are no adverse impacts in undertaking this activity, with the potential to improve provision for persons in housing need, through the provision of more affordable and accessible housing to better meet client needs.

### **Carbon and Environmental Considerations**

27. All development schemes delivered by OCC/OCHL are subject to high sustainability standards with the expectation that they exceed statutory (building) standards.

|                            |  |
|----------------------------|--|
| <b>Report author</b>       | Dave Scholes   |
| Job title                  | Affordable Housing Supply Corporate Lead                           |
| Service area or department | Economy, Regeneration and Sustainability                           |
| Telephone                  | 01865 529123   |
| e-mail                     | <a href="mailto:Dscholes@oxford.gov.uk">Dscholes@oxford.gov.uk</a> |

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

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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:** 17 September 2025

**Report of:** Clive Tritton, Director of Economy, Regeneration and Sustainability

**Title of Report:** Project approvals and delegations for Elsfield Hall affordable housing development

| Summary and recommendations  |   |
|------------------------------|---|
| <b>Decision being taken:</b> | This report seeks project approval and delegations to progress the development of affordable homes at Elsfield Hall. This includes delegated authority to enter into build contracts and other necessary agreements and associated development costs, virement of HRA capital funds and the approval to commence the process regarding the appropriation of land from the General Fund ("GF") to the Housing Revenue Account ("HRA") (changing the statutory basis on which it is held by the Council). |
| <b>Key decision:</b>         | Yes   |
| <b>Cabinet Member:</b>       | Councillor Linda Smith, Cabinet Member for Housing<br>Councillor Ed Turner, Cabinet Member for Finance and Asset Management   |
| <b>Corporate Priority:</b>   | More Affordable Housing   |
| <b>Policy Framework:</b>     | Housing and Homelessness Strategy 2023 to 2028  |

**Recommendation(s):** That Cabinet resolves to:

1. **Grant project approval** to finalise the scheme design, to the proposals to enter into build contracts and any other necessary agreements or contracts and incur associated development cost spends, as set out in this report, and within the allocated HRA capital budgets and business plan, for the purpose of delivering more affordable housing in Oxford;
2. **Delegate authority to the Director of Housing**, in consultation with the Cabinet Member for Affordable Housing; the Head of Financial Services/Section 151 Officer; and the Council's Monitoring Officer, to enter into build contracts and any other necessary agreements or contracts to facilitate the development within the identified budget, for the provision of additional affordable housing;

3. **Grant approval** for a virement within the HRA capital budget for scheme costs of £11.7 million. The virement will be from the “Properties purchased from OCHL” (Oxford City Housing Limited) purchase line into a new scheme line to be profiled to match the build programme across the four years from 2025/26 to 2028/29;
4. **Recommend to Council** the appropriation of the land owned by Oxford City Council (OCC) at Elsfield Hall from the General Fund (GF) into the Housing Revenue Account (HRA).

| Appendix No.      | Appendix Title                         | Exempt from Publication  |
|-------------------|--|--|
| <b>Appendix 1</b> | Financial Information<br>Elsfield Hall | This information is exempted from publication under Schedule 12A to the Local Government Act 1972 on the following basis:<br><b>Commercial Sensitivity</b> |
| <b>Appendix 2</b> | Planning considerations<br>& risk      | This information is exempted from publication under Schedule 12A to the Local Government Act 1972 on the following basis:<br><b>Commercial Sensitivity</b> |

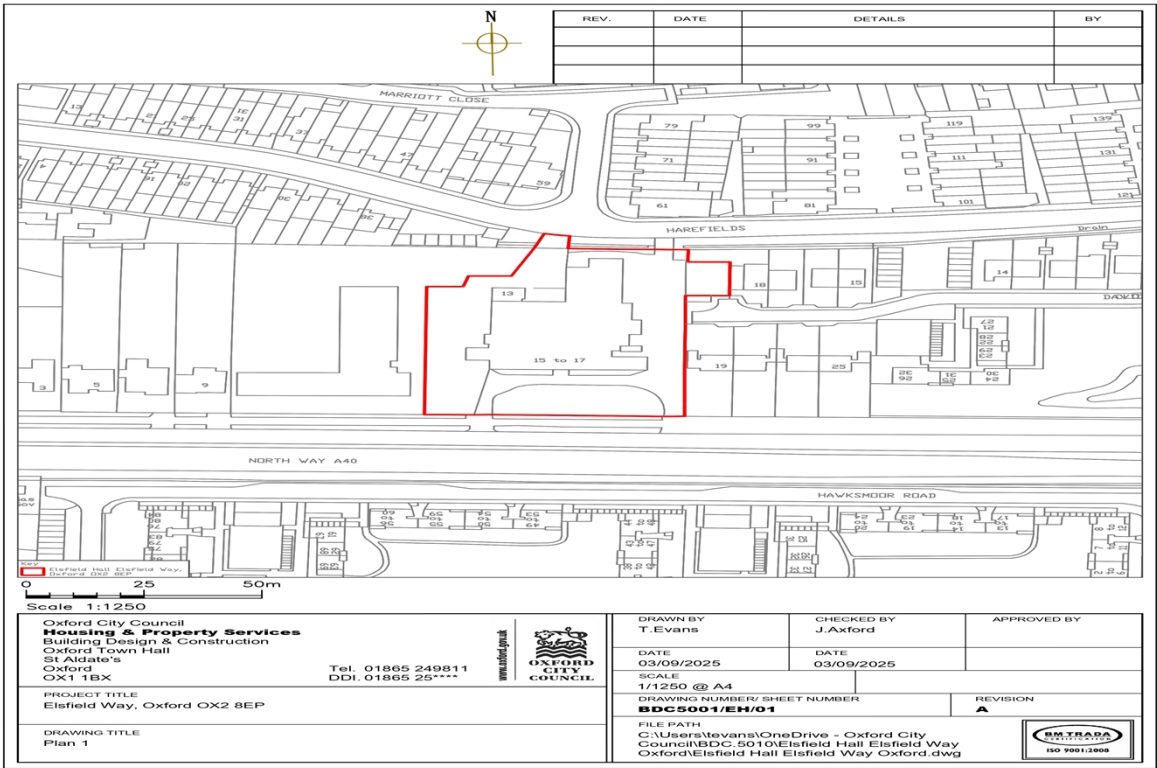
### Introduction and background

1. The Council continues to develop a supply programme to deliver more affordable housing through multiple work streams, including the delivery of homes through the Council’s housing company – OCHL (Oxford City Housing Limited); direct delivery by the Council; joint ventures; regeneration schemes; acquisitions; and enabling activity with Registered Providers, community-led housing groups, and other partners.
2. The Council seeks to deliver over 1,600 affordable tenure homes across the next four years (to March 2029), with at least 850 of those at the most affordable Social Rent level. Projections at the time of writing will deliver 1,500 homes across this period and additional sites and developments are required to meet these targets and address housing need within the city.
3. Officers continue to review opportunities to bring forward the development of further affordable homes to increase the supply available to help meet Oxford’s housing needs. This might take the form of developing more new homes; acquiring property to use as affordable housing; or switching tenures to improve affordability and access to these homes.
4. This report identifies a further opportunity for the delivery of more affordable homes at Cave Street. It sits alongside two other reports (acquisition of Cave Street and Knights Court into the HRA).
5. These three new opportunity sites are being brought forward to collectively deliver 83 or more new units in the affordable housing programme. They have been appraised jointly and on an individual basis and meet HRA financial parameters (see ‘Financial

Implications’ section). They also present an opportunity to deliver affordable housing to help meet the 1,600 homes target across the 4-year MTFP, rather than at the back end of the development pipeline programme in 2031/32.

### Scheme information

- This report concerns Elsfield Hall – a currently vacant office building in the Cutteslowe area, facing onto the Northern ring-road, located in the Wolvercote ward. It has vehicular access from Harefields (to the north) and additional pedestrian access from Elsfield Way. The site is adjacent to the Cannon Court (developed by OX Place) which completed in 2022/23 comprising of 26 affordable flatted homes.
- The site is owned by OCC in the General Fund commercial portfolio.
- The existing buildings are considered to require demolition, although this will require testing as part of the next stage of feasibility work.



**Image** 1:  
Red line drawing of site (including already developed Cannon Court – image left)

- The current proposal is for a 100% affordable housing development, and the site is considered to have capacity for at least 30 homes. The project brief will seek to maximise the site density and building heights which may deliver greater than 30 homes. A final decision on site numbers will need to be balanced against any potential planning risks.
- The tenure mix has yet to be finalised, though initial testing includes fifteen units for Social Rent and fifteen units for Shared Ownership. Again, the final tenure strategy will be subject to design development and viability considerations. The table below sets out an early indication of the likely mix (of property sizes and tenures) that the site is considered capable of taking in physical design terms, and in terms of ensuring the financial viability of the scheme.

| Size         | Social Rent | Shared ownership | Total | %   |
|--------------|-------------|------------------|-------|-----|
| 1 bed        | 6           | 6                | 12    | 40% |
| 2 bed        | 6           | 6                | 12    | 40% |
| 3 bed        | 3           | 3                | 6     | 20% |
| 4 bed        | 0           | 0                | 0     | 0%  |
| <b>Total</b> | 15          | 15               | 30    |     |
| Percentage   | 50%         | 50%              |       |     |

11. The sizes of the individual homes have also yet to be confirmed, but the Council will endeavour to achieve suitably sized homes. These will always meet 'Nationally Described Space Standards', but in addition, the Council would seek to ensure that one bed flats are for two people; two bed homes are for four people; three bed homes are for five people (i.e., two double bedrooms and a single); and so forth.
12. To ensure that 5% of the affordable homes meet the M4 (3) "Wheelchair Standard" (to be adapted/ adaptable for households with mobility needs), it is expected that three homes will meet this requirement. The design and allocation of this property has yet to be completed but will be part of the planning submission.
13. The proposed delivery model is for the HRA direct delivery, under which the Council retains full ownership of the land and delivers the scheme through its Housing Revenue Account. OCHL will be appointed as the Council's development agent via a Development Services Agreement (DSA). There will be no disposal of the land; instead, the Council will grant a licence to the building contractor to carry out the development works on the Council-owned land. The DSA will require OCHL to procure the grant of this licence as part of its role in managing the delivery of the scheme on the Council's behalf along with procuring and appointing a contractor.

### **Alternative Options Considered**

14. The option of not proceeding with Elsfeld Hall as a development opportunity would mean that the site does not realise its full potential to deliver affordable housing to help meet the 1,600 homes target across the 4-year MTFP. The current programme for Elsfeld Hall targets a project completion of end of 2027 – providing an opportunity to deliver homes relatively quickly, compared with other larger pipeline sites.
15. Disposal to a private developer is also a consideration. While this could potentially generate a capital receipt, it would limit the Council's ability to ensure delivery of genuinely affordable housing and control over design quality and sustainability standards and will not necessarily contribute to the delivery of more affordable housing.
16. Re-letting the property as a commercial premises is not considered a viable option. OCC has attempted to market the property for a new letting with limited success, as the office market is not strong, particularly outside the city centre.

17. Only 'core' affordable tenures have been modelled – Social Rent (as the OCC priority) and Shared Ownership (as cross-subsidy).

### **Financial implications**

18. Introduction of this site into the development pipeline (alongside the two other new opportunity sites at Knights Court and Cave Street) is contingent on re-shaping of the existing OCHL development programme to release necessary funding for the developments. This will require a virement to be approved within the HRA capital programme from the current "Properties purchased from OCHL" to the new schemes as discussed in this paper.
19. The current OCHL programme review is necessary to address an existing budget pressure (attributed to delays and build cost inflation), and an adjustment is proposed to introduce additional market sale units to cover-off the budget pressure and allow for a programme contingency to be introduced. The re-shaping will then also release funding for these three new pipeline schemes. As such, the budget required for the new opportunity sites will be contained within the existing development budget envelope and will not require an increase to the existing budget.
20. A separate paper will be presented to Cabinet to detail the proposed reshaping of the existing programme, as part of the initial budget reports for 2026/27 & the MTFP.
21. This report seeks the required delegations to further develop the programme of affordable housing supply. The decision to proceed with any purchase or development will be supported by a development scheme appraisal/ financial modelling to ensure that the agreed financial parameters and requirements are met.
22. The financial appraisal for Elsfeld Hall has established a proposed HRA capital budget for scheme costs of £11.7 million which includes the appropriation value of the land to the HRA. A budget virement from the "Properties purchased from OCHL" purchase line into a new scheme line is required to match the build programme across the four years from 2025/26 to 2028/29. Further financial details are provided in confidential Appendix 1.

### **Legal issues**

23. Section 122 of the Local Government Act 1972 provides a general power to the Council to appropriate land from one statutory purpose to another where the land in question is no longer required for its current purpose. In terms of process, case law has established that appropriation must involve more than a mere decision to hold for the particular land for another purpose. The Council must consider whether the land is no longer needed in the public interest of the locality for the purpose for which it is held.
24. This report proposes bringing a vacant commercial site which is no longer required for its original purpose into use as affordable housing.
25. To facilitate the proposed housing development, the land must be transferred from the General Fund ("GF") to the Housing Revenue Account ("HRA"). This report seeks Cabinet's recommendation to Council for the appropriation of the land at Cave Street from the GF to the HRA. This report seeks Cabinet's recommendation to Council for the appropriation of the land accordingly.

26. In accordance with clauses 4.5 (8), (9), (10) and (11) of the Constitution, Cabinet is empowered to recommend to Council: transfers of assets between the general fund and housing revenue account, agree transfers between cost centres of over £250,000 provided that they are consistent with the policy framework, give project approval for projects of £750,000 or over and award contracts over £750,000.
27. Pursuant to section 9E(3)(c) of the Local Government Act 2000, Cabinet may delegate its functions to officers. Accordingly, Cabinet is asked to delegate authority to the Director of Housing, in consultation with the Cabinet Member for Affordable Housing, the Head of Financial Services/Section 151 Officer, and the Council's Monitoring Officer, to enter into agreements including the DSA, licence, build contracts, and any other necessary legal agreements or contracts to facilitate the development of affordable housing within the identified budget and land identified in this report.
28. Procurement of goods and services for the purpose of developing homes must be carried out in accordance with the Council's Constitution, and in compliance with the Procurement Act 2023 (or any successor legislation), including adherence to transparency, fairness and best value principles.
29. The proposals fall within Council's statutory powers including the power to provide and manage housing through the HRA. The general power of competence under the Localism Act 2011 and the Local Authorities (Land) Act 1963 enables the Council to develop land it already owns. These powers support delivery via the HRA Direct delivery model. The appointment of OCHL as development agent via a DSA may rely on the teckal exemption, provided the legal criteria are met. The procurement of the DSA must still be carried out in accordance with the Procurement Act 2023, where applicable, and the Council's Constitution.

### **Level of risk**

30. No planning permission is currently granted on the site, and further design development work is required to establish the proposed scale, massing and quantum of proposed units. Considerable due diligence has been carried out however to identify and mitigate delivery risks associated with a new development. The existing planning consent of Cannon Court – which includes Elsfield Hall within its red line boundary - establish an in-depth understanding of the site and its opportunities and risks. Whilst the Cannon Court consent provides useful background information of the site, it is noted that any future application will need to assess the proposed site on its own merits to establish its suitability for residential development, and in line with current regulatory standards.
31. Further detail on the Principle of Development has been included in Appendix 2.

### **Equalities impact**

32. There are no adverse impacts in undertaking this activity, with the potential to improve provision for persons in housing need, through the provision of more affordable and accessible housing to better meet client needs.

### **Carbon and Environmental Considerations**

33. All development schemes delivered by OCC/OCHL are subject to high sustainability standards with the expectation that they exceed statutory (building) standards.

|                            |  |
|----------------------------|--|
| <b>Report author</b>       | Dave Scholes   |
| Job title                  | Affordable Housing Supply Corporate Lead                           |
| Service area or department | Economy, Regeneration and Sustainability                           |
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**To:** Cabinet

**Date:** 17 September 2025

**Report of:** Clive Tritton, Director of Economy, Regeneration and Sustainability

**Title of Report:** Project approvals and delegations for Cave Street affordable housing development

| Summary and recommendations  |   |
|------------------------------|---|
| <b>Decision being taken:</b> | This report seeks project approval and delegations to progress the development of affordable homes at Cave Street. This includes delegated authority to enter into build contracts and other necessary agreements and associated development costs, virement of HRA capital funds and the approval to commence the process regarding the appropriation of land from the General Fund ("GF") to the Housing Revenue Account ("HRA") (changing the statutory basis on which it is held by the Council). |
| <b>Key decision:</b>         | Yes   |
| <b>Cabinet Member:</b>       | Councillor Linda Smith, Cabinet Member for Housing<br>Councillor Ed Turner, Cabinet Member for Finance and Asset Management   |
| <b>Corporate Priority:</b>   | More Affordable Housing   |
| <b>Policy Framework:</b>     | Housing and Homelessness Strategy 2023 to 2028  |

**Recommendation(s):** That Cabinet resolves to:

1. **Grant project approval** to finalise the scheme design, to the proposals to enter into build contracts and any other necessary agreements or contracts and incur associated development cost spends, as set out in this report, and within the allocated HRA capital budgets and business plan, for the purpose of delivering more affordable housing in Oxford;
2. **Delegate authority to the Director of Housing**, in consultation with the Cabinet Member for Affordable Housing; the Head of Financial Services/Section 151 Officer; and the Council's Monitoring Officer, to enter into build contracts and any other necessary agreements or contracts to facilitate the development within the identified budget, for the provision of additional affordable housing;
3. **Grant approval** for a virement within the HRA capital budget for scheme costs of £5.9 million. The virement will be from the "Properties purchased from OCHL"

(Oxford City Housing Limited) purchase line into a new scheme line to be profiled to match the build programme across the four years from 2025/26 to 2028/29;

4. **Recommend to Council** the appropriation of the land owned by Oxford City Council (OCC) at Cave Street from the General Fund (GF) into the Housing Revenue Account (HRA).

| Appendix No.      | Appendix Title                       | Exempt from Publication  |
|-------------------|--------------------------------------|--|
| <b>Appendix 1</b> | Financial Information<br>Cave Street | This information is exempted from publication under Schedule 12A to the Local Government Act 1972 on the following basis:<br><br><b>Commercial Sensitivity</b> |
| <b>Appendix 2</b> | Planning considerations<br>& risk    | This information is exempted from publication under Schedule 12A to the Local Government Act 1972 on the following basis:<br><br><b>Commercial Sensitivity</b> |

## Introduction and background

1. The Council continues to develop a supply programme to deliver more affordable housing through multiple work streams, including the delivery of homes through the Council's housing company – OCHL (Oxford City Housing Limited); direct delivery by the Council; joint ventures; regeneration schemes; acquisitions; and enabling activity with Registered Providers, community-led housing groups, and other partners.
2. The Council seeks to deliver over 1,600 affordable tenure homes across the next four years (to March 2029), with at least 850 of those at the most affordable Social Rent level. Projections at the time of writing will deliver 1,500 homes across this period, and additional sites and developments are required to meet these targets and address housing need within the city.
3. Officers continue to review opportunities to bring forward the development of further affordable homes to increase the supply available to help meet Oxford's housing needs. This might take the form of developing more new homes; acquiring property to use as affordable housing; or switching tenures to improve affordability and access to these homes.
4. This report identifies a further opportunity for the delivery of more affordable homes at Cave Street. It sits alongside two other reports (acquisition of Elsfield Hall and Knights Court into the HRA).
5. These three new opportunity sites are being brought forward to collectively deliver 83 or more new units in the affordable housing programme. They have been appraised jointly and on an individual basis and meet HRA financial parameters (see 'Financial

Implications' section). They also present an opportunity to deliver affordable housing to help meet the 1,600 homes target across the 4-year MTFP, rather than at the back end of the development pipeline programme in 2031/32.

## Scheme information

6. This report concerns Cave Street – a vacant site in the St Clements area, the site was an employment/ new business starter premise (Standingford House) - now demolished (as end of life). Access is onto Cave Street, a small residential street.
7. In December 2022, planning consent was granted for the erection of a new 2-3 storey office building. This was to be funded via the LEP, but the funding opportunity ended in 2023, and replacement funding to deliver an employment site is not expected.
8. The site is owned by OCC in the General Fund commercial portfolio.



**Image 1:** Red line drawing of site (Standingford House now demolished)

9. The proposal is for a 100% affordable housing development, and the site is considered to have capacity for 19 homes, though this needs to be agreed through the planning process and will be subject to design development and viability considerations. The intention is to match the massing height and footprint to the existing planning approval for commercial use.
10. The tenure mix has yet to be finalised, though initial testing includes ten units for Social Rent and nine units for Affordable Rent (to support the delivery of one bed units to meet needs) but capped at LHA rates in line with the Council's Tenancy Strategy. Again, the final tenure strategy will be subject to design development and viability considerations. The table below sets out an early indication of the likely mix (of property sizes and tenures) that the site is considered capable of taking in physical design terms, and in terms of ensuring the financial viability of the scheme.

| Size         | Social Rent | Affordable rent | Total | %    |
|--------------|-------------|-----------------|-------|------|
| 1 bed        | 10          | 9               | 19    | 100% |
| 2 bed        | 0           | 0               | 0     | 0%   |
| 3 bed        | 0           | 0               | 0     | 0%   |
| 4 bed        | 0           | 0               | 0     | 0%   |
| <b>Total</b> | 10          | 9               | 19    |      |
| Percentage   | 53%         | 47%             |       |      |

11. The sizes of the individual homes have also yet to be confirmed, but the Council's ambition is to prioritise 1-bed homes to directly respond to the housing need and the Council would be seeking a deviation from the usual planning mix to support this objective. These will always meet 'Nationally Described Space Standards', but in addition, the Council would seek to ensure that one bed flats are for two people. Any two bed homes should accommodate for four people; three bed homes are for five people (i.e., two double bedrooms and a single); and so forth.
12. To ensure that 5% of the affordable homes meet the M4 (3) "Wheelchair Standard" (to be adapted/ adaptable for households with mobility needs), it is expected that two homes will meet this requirement. The design and allocation of this property has yet to be completed but will be part of the planning submission.
13. The proposed delivery model is for the HRA direct delivery, under which the Council retains full ownership of the land and delivers the scheme through its Housing Revenue Account. OCHL will be appointed as the Council's development agent via a Development Services Agreement (DSA). There will be no disposal of the land; instead, the Council will grant a licence to the building contractor to carry out the development works on the Council-owned land. The DSA will require OCHL to procure the grant of this licence as part of its role in managing the delivery of the scheme on the Council's behalf along with procuring and appointing a contractor.

### **Alternative Options Considered**

14. The option of not proceeding with Cave Street as a development opportunity would mean that the site does not realise its full potential to deliver affordable housing to help meet the 1,600 homes target across the 4-year MTFP. The current programme for Cave Street targets a project completion at the end of 2027 – providing an opportunity to deliver homes relatively quickly, compared with other larger pipeline sites.
15. Disposal to a private developer is also a consideration. While this could potentially generate a capital receipt, it would limit the Council's ability to ensure delivery of genuinely affordable housing and control over design quality and sustainability standards and will not necessarily contribute to the delivery of more affordable housing.
16. Whilst Planning permission for a commercial development has been granted, due to build-cost increases and uncertainty of the office-letting market, the delivery of the scheme is unviable for the Council.



17. Only 'core' affordable tenures have been modelled – Social Rent (as the OCC priority) and Affordable Rent (as cross-subsidy). Initial feasibility studies show that a small scheme of at least 13 x 2-bed flats (part-two, part-three storeys) would be possible using the existing footprint and mass of the current office planning consent. Financial modelling shows that a solely social rented scheme can just pass the HRA financial parameters but would only support a land value of £330k, so is not possible.

### **Financial implications**

18. Introduction of this site into the development pipeline (alongside the two other opportunity sites at Elsfield Hall and Knights Court) is contingent on re-shaping of the existing OCHL development programme to release necessary funding for the developments. This will require a virement to be approved within the HRA capital programme from the current "Properties purchased from OCHL" to the new schemes as discussed in this paper.
19. The current OCHL programme review is necessary to address an existing budget pressure (attributed to delays and build cost inflation), and an adjustment is proposed to introduce additional market sale units to cover-off the budget pressure and allow for a programme contingency to be introduced. The re-shaping will then also release funding for these three new pipeline schemes. As such, the budget required for the new opportunity sites will be contained within the existing development budget envelope and will not require an increase to the existing budget.
20. A separate paper will be presented to Cabinet to detail the proposed reshaping of the existing programme, as part of the initial budget reports for 2026/27 & the MTFP.
21. This report seeks the required delegations to further develop the programme of affordable housing supply. The decision to proceed with any purchase or development will be supported by a development scheme appraisal/ financial modelling to ensure that the agreed financial parameters and requirements are met.
22. The financial appraisal for Cave Street has established a proposed HRA capital budget for scheme costs of £5.9 million which includes the appropriation value of the land to the HRA. A budget virement from the "Properties purchased from OCHL" purchase line into a new scheme line is required to match the build programme across the four years from 2025/26 to 2028/29. Further financial details are provided in confidential Appendix 1.

### **Legal issues**

23. Section 122 of the Local Government Act 1972 provides a general power to the Council to appropriate land from one statutory purpose to another where the land in question is no longer required for its current purpose. In terms of process, case law has established that appropriation must involve more than a mere decision to hold for the particular land for another purpose. The Council must consider whether the land is no longer needed in the public interest of the locality for the purpose for which it is held.
24. This report proposes bringing a vacant commercial site which is no longer required for its original purpose into use as affordable housing.
25. To facilitate the proposed housing development, the land must be transferred from the General Fund ("GF") to the Housing Revenue Account ("HRA"). This report seeks

Cabinet's recommendation to Council for the appropriation of the land at Cave Street from the GF to the HRA.

26. In accordance with clauses 4.5 (8), (9) and (10) and (11) of the Constitution, Cabinet is empowered to recommend to Council: transfers of assets between the general fund and housing revenue account, agree transfers between cost centres of over £250,000 provided that they are consistent with the policy framework, give project approval for projects of £750,000 or over and award contracts over £750,000.
27. Pursuant to section 9E(3)(c) of the Local Government Act 2000, Cabinet may delegate its functions to officers. Accordingly, Cabinet is asked to delegate authority to the Director of Housing, in consultation with the Cabinet Member for Affordable Housing, the Head of Financial Services/Section 151 Officer, and the Council's Monitoring Officer, to enter into agreements including the DSA, licence, build contracts, and any other necessary legal agreements or contracts to facilitate the development of affordable housing within the identified budget and land identified in this report.
28. Procurement of goods and services for the purpose of developing homes must be carried out in accordance with the Council's Constitution, Contract Rules, procurement procedures and in compliance with the Procurement Act 2023 (or any successor legislation), including adherence to transparency, fairness and best value principles.
29. The proposals set out in this report fall within Council's statutory powers including the power to provide and manage housing through the HRA. The general power of competence under the Localism Act 2011 and the Local Authorities (Land) Act 1963 enables the Council to develop land it already owns. The appointment of OCHL as development agent via a DSA may rely on the teckal exemption, provided the legal criteria are met. The procurement of the DSA must still be carried out in accordance with the Procurement Act 2023, where applicable, and the Council's Constitution.

### **Level of risk**

30. No planning permission is currently granted on the site, and further design development work is required to establish the proposed scale, massing and quantum of proposed units. Due diligence has been carried out however to identify and mitigate delivery risks associated with a new development. The existing planning consent establishes the principle of development on the site and the planning documentation provides a great level of detail about the site's opportunities and risks. Whilst the existing consent provides details of what may be acceptable to the LPA, it is noted that any future application will need to assess the site to review its suitability for residential development, and in line with current regulatory standards.
31. Further detail on the Principle of Development has been included in Appendix 2.

### **Equalities impact**

32. There are no adverse impacts in undertaking this activity, with the potential to improve provision for persons in housing need, through the provision of more affordable and accessible housing to better meet client needs.

### **Carbon and Environmental Considerations**

33. All development schemes delivered by OCC/OCHL are subject to high sustainability standards with the expectation that they exceed statutory (building) standards.

|                            |  |
|----------------------------|--|
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**To:** Cabinet

**Date:** 17 September 2025

**Report of:** Nigel Kennedy Group Finance Director

**Title of Report:** Purchase of four (4) 18T Terberg single compartment toploading food waste refuse vehicles

| Summary and recommendations  |   |
|------------------------------|---|
| <b>Decision being taken:</b> | To Award a contract to Dennis Eagle T/a Terberg Matec UK under the Halton Framework for the purchase of four (4) 18T Terberg single compartment toploading food waste refuse vehicles |
| <b>Key decision:</b>         | Yes <a href="#">Issue details - 4 x Food Waste 18T Dennis Terberg Topload RCVs   Oxford City Council</a>  |
| <b>Cabinet Member:</b>       | Councillor Nigel Chapman, Cabinet Member for Citizen Focused Services and Council Companies   |
| <b>Corporate Priority:</b>   | A well run Council  |
| <b>Policy Framework:</b>     | None  |

|  |
|--|
| <b>Recommendation(s):</b> That Cabinet resolves to:  |
| 1. <b>Enter into</b> a contract with Dennis Eagle T/a Terberg Matec UK under the Halton Framework for the purchase of four (4) 18T Terberg single compartment toploading food waste refuse vehicles. |

| Information Exempt From Publication |
|-------------------------------------|
| N/A                                 |

## Introduction and background

1. Fleet utilised by Oxford Direct Services Limited and Oxford Direct Services Trading Limited ("ODS") are purchased by the Council. The Council enter into the contracts and make payment to the suppliers, with ODS working with OCC Procurement carrying out the procurement. The vehicles are then held by the Council, depreciated over 7 years but leased to ODS over that time with an appropriate

leasing charge inclusive of interest payable to Council under the lease arrangements.

2. ODS scope and determine need in terms of fleet management. Fleet is used across a range of functions, including housing, waste, streets and parks. Life cycle of the fleet ranges typically from 7 to 10 years.
3. The fleet that is being replaced is at 10 years in its life span and therefore there are risks with the reliability of these vehicles, though they are currently operational. None of the existing domestic refuse collection vehicles (RCVs) will be sold until the delivery of replacement vehicles.
4. Following a compliant tender exercise, Link Group & Halton Housing appointed nine(9) suppliers to a framework agreement when it was established (FTS Notice:[2024/S 000-011167](#)) All suppliers have a proven ability in the provision of medium & heavy commercial vehicles and between them, are able to supply across all regions of the UK.
5. The Framework allows Contracting Authorities such as OCC to select and award to suppliers by carrying out a call-off without competition (direct award) following the process below:
  - a. It is noted that Dennis Eagle, Faun Zoller, Trest and Farid Hillend Engineering are the only suppliers in the lot that provide specialist refuse vehicles. It is further noted that Dennis Eagle is the first placed supplier in the lot and that appointing that company as the supplier will also ensure that the provided vehicles are compatible with the existing refuse vehicle fleet and auxiliary equipment used by ODSL
  - b. The decision to award a contract for the purchase of the four vehicles will allow the replacement of life expired vehicles and the continuation of services provided.

### **Contract Rules Compliance and Financial Assessment**

6. The exercise was carried out in accordance with the Public Procurement Regulations and OCC procurement policies and the Council's Constitution. This Procurement falls under the Vehicle Capital Replacement Programme. The budget is allocated from OCC Finance and monitored via Smartsheet to the City Council Capital Monitoring Board.

### **Alternative Options Considered**

7. Dennis Eagle is the only supplier available that can meet the required specification and as such alternative options are very limited.

### **Financial implications**

8. The total budget and cost for this procurement is £1,175,000
9. The fleet vehicles budget is approved within the capital budget provision for the vehicle replacement programme by Council in February each year. The last approval for this financial year 2025 – 2026 was made in February 2025 in the sum of £3.5million.

10. The budget for the replacement of refuse collection fleet vehicles together with the leasing repayments are included within the Council's revenue and capital programmes. ODSL will be responsible for the leasing payments to the Council as well as the running costs in relation to the vehicles.

### **Legal issues**

11. The Framework Terms and Conditions, which allow the Council to call off from will apply to the contracts to purchase.

### **Level of risk**

12. To not replace life expired vehicles will impact on the ability of ODSL to deliver effective waste collection services.
13. The delay in the procurement of the vehicles increase the risk of additional costs to ODS should they need to hire replacement vehicles before the replacement of the aging fleet.

### **Equalities impact**

14. Not applicable

### **Carbon and Environmental Considerations**

15. This is a replacement of diesel vehicles with diesel vehicles, therefore, there is not a new environmental impact. Investigations are being made by the fleet team and the Council's Sustainability team, but at this point in time suitable alternative fuel vehicles are not available.

|                            |  |
|----------------------------|--|
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|                           |
|---------------------------|
| <b>Background Papers:</b> |
| 1 Councils Constitution   |

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**To:** Cabinet  
**Date:** 17th September 2025  
**Report of:** Director of Property and Assets  
**Title of Report:** Agreement to procure and award the Lift Servicing, Maintenance and minor/major works contract.

| Summary and recommendations  |  |
|------------------------------|--|
| <b>Decision being taken:</b> | <p>Agreement to procure and award the Lift Servicing and Maintenance contract from the committed budget for a 5-year term with an optional (+1) (+1) year extension.</p> <p>The existing temporary contract will expire on the 30<sup>th</sup> November 2025 and a contract will be required to cover this essential service for maintenance, health and safety, and compliance.</p> |
| <b>Key decision:</b>         | <p>Yes <a href="#">Issue details - Agreement to procure the provision and award including the budget for the Lift Servicing and Maintenance and minor/major works contracts.   Oxford City Council</a></p>   |
| <b>Cabinet Member:</b>       | Councillor Ed Turner   |
| <b>Corporate Priority:</b>   | Well Run Council   |
| <b>Policy Framework:</b>     | Property Health and Safety and Safety Compliance   |

|   |
|---|
| <b>Recommendation(s):</b> That Cabinet resolves to:   |
| <ol style="list-style-type: none"> <li><b>Approve</b> the procurement of a 5-year contract with two 12-month extensions, for the inspection, servicing, maintenance and repair of lifts with an approximate value of £330,000 per annum.</li> <li><b>Delegate</b> authority to the Director of Property and Assets to award a contract for inspection, servicing, maintenance and repair of lifts following a lawful procurement exercise.</li> </ol> |

| Information Exempt From Publication              |               |
|--|---------------|
| <b>Tender Process and Financial implications</b> | No Exemptions |

| Appendix No. | Appendix Title             | Exempt from Publication |
|--------------|----------------------------|-------------------------|
| Appendix 1   | Risk Register              | No                      |
| Appendix 2   | Equality Impact Assessment | No                      |

## Introduction and background

1. The Council currently operates and maintains 44 passenger lifts, and circa 194 stairlifts financed through the GF (General Fund Stream for commercial assets) and HRA (Housing Revenue Account for domestic housing assets). These Passenger Lifts and Stair Lifts require statutory monthly and annual servicing and maintenance, inspections to ensure that the Council is compliant with the Housing Regulator and HSE. Currently there is a short term 12-month contract for Servicing and Maintenance.

The Council is required to comply with standards and regulations surrounding the servicing and maintenance of lifts and lifting equipment and as a minimum conform to the following where applicable together with any amendments or updates:

- Health and Safety at Work etc. Act 1974.
- Lift Regulations 2016
- The Workplace (Health Safety and Welfare) Regulations 1992
- Construction (Design and Management) Regulations 2015
- Equality Act 2010
- Housing Act 2004
- Landlord and Tenant Act 1985
- Data Protection Act 2018
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013
- Supply of Machinery (Safety) Regulations 2008, as amended by the Supply of Machinery (Safety) (Amendment) Regulations 2011
- Building Regulations 2010 (including Part M).
- SAFed Guidelines on the supplementary tests in service lifts 2006.
- Management of Health & Safety at Work Regulation 1999.
- Lifting Operations & Lifting Equipment Regulations 1998 (LOLER).
- The Provision and Use of Work Equipment Regulations 1998. (PUWER)
- BS 7255:2012 Code of Practice for safe Working on lifts encourages the owners of lifts, built before 1999, to undertake a programme of improvements in accordance with current standards.
- BS EN 81-80:2019 Safety rules for the construction and installation of lifts. Existing lifts. Rules for the improvement of safety of existing passenger and goods passenger lifts
- BS EN 81-28:2018, 81-20:2020 & 81-50:2020 Safety rules for the construction and installation of lifts
- LEIA Safety Information Sheet Safety at Lift Landings

2. It is proposed that there will be a contract for Lift Servicing and Maintenance, covering servicing, inspection and minor/major repairs, (divided into eight components as per below table), initially procured for a 5-year term with an optional (+1) (+1) year extension, to ensure continued compliance and, where required, for repairs and breakdowns and capital refurbishment and replacement.
3. The current contract expires on the 30<sup>th</sup> November 2025. To maintain legislative compliance regarding Passenger and Stair Lifts servicing maintenance and repair and to ensure the safe operation of all lifts in Council properties, the contract needs to be re-tendered. This report is seeking authorisation and permission to re-procure the contract.
4. The contract will cover both the General Fund properties and HRA properties within Oxford City Council's property portfolio.
5. The eight components the contract is to cover are:
  - (1) Lift Inspection
  - (2) Minor adjustments and servicing (including consumables)
  - (3) Monitoring
  - (4) Reactive call outs for breakdowns
  - (5) Major repairs
  - (6) Stair/through floor lift serving
  - (7) Stair/through floor lift repairs
  - (8) Stair/through floor lift replacements
6. The contract will allow for the inclusion of extra properties and new services to address any additions to the Council's property portfolio or new legislative requirements.

S20 of the Landlord and Tenant Act 1985 will apply as there are long tenancy leaseholders, therefore under section 20 of the act the Council must serve a S20 notice on any leaseholders who will be affected by work the Council intends to carry out, or who will receive a service the Council (as Landlord.) intends to provide.

If the council do not consult the consequence would be that the statutory caps are imposed on how much the Council can recover through service charge payments collected from tenants. These are £100 per leaseholder per year for a long-term contract, or £250 per leaseholder for work to the building.

## **7. Tender Process**

Due to the estimated total value of the contract the Procurement Act 2023 will apply to the procurement.

The Council will procure using an advertised tender process and the Procurement Business Tool 'in-tend'.

The potential estimated total value of the contract over the full 7 years is £2.31M / £330K P.A. As the subject matter is classed as services, the Procurement Act 2023 will apply to this procurement.

An open tender process will be conducted using the Procurement Business Tool 'in-tend' and comply with the Procurement Act 2023 and the Find a Tender process which replaced the EU's service.

Social value and people with limited mobility will be included onto the tender documentation.

## **8 Evaluation Criteria**

With a number of the tenants using the passenger lifts and communal stair lifts serving these blocks with leaseholders the tender will be subject to consultation with leaseholders under S20 of The Landlord and Tenant Act 1985. This states that tenders should be awarded primarily on price and whilst quality may play a part in the evaluation of tenders it must be of direct benefit to the leaseholder. For this reason, the evaluation criteria for the tender will differ to the standard council evaluation criteria and will be set at 60% price and 40% quality.

The quality of each contractor's proposal will be assessed on how the tenderer will meet the industry standard and deliver the contract competently. The Council's standard 0-10 scoring mechanism will be used.

## **9 Contract Rules Compliance and Financial Assessment**

This procurement will be carried out in accordance with the Council's Contract Rules and the Procurement Act 2023 and will include financial assessment.

An ITT (Invitation to tender) will be issued via the corporate procurement system (In-tend). This satisfies the rules in the constitution concerning method of tendering.

A financial assessment will be carried out to the successful tenderer using credit check information to confirm previous turnover, current commitments and liabilities offering a total credit score of not less than a risk rating of 81.

## **10 Financial implications**

The approved budget for this contract within the MTFP is £330,000 per annum. Based on a 5-year contract term with an option to extend for 1 +1 year this equates to a potential total contract spend of £2.31M.

The indicative annual spends of £330,000 can be broken down as follows:

**Lift Servicing and Maintenance Contract Annual Budget requirement:**



| Component  | Annual Budget Requirement | Budget Type |
|--|---------------------------|-------------|
| HRA Lift Inspection  | £17,000.00                | Revenue     |
| HRA Minor adjustment at servicing (including consumables). | £30,000.00                | Revenue     |
| HRA Monitoring   | £11,000.00                | Revenue     |
| <b>Total</b>   | <b>£58,000.00</b>         |             |
| HRA Reactive call outs for Breakdowns                      | £35,000.00                | Revenue     |
| HRA Major Repairs  | £90,000.00                | Capital     |
| <b>Total</b>   | <b>£125,000.00</b>        |             |
| HRA Stair Lift Servicing                                   | £12,000.00                | Revenue     |
| HRA Stair Lift Repairs                                     | £12,700.00                | Revenue     |
| HRA Stair Lift Replacement                                 | £25,000.00                | Capital     |
| <b>Total</b>   | <b>£49,700.00</b>         |             |
| GF Lift Inspection   | £6000.00                  | Revenue     |
| GF Minor adjustment at servicing (including consumables).  | £6000.00                  | Revenue     |
| GF Monitoring  | £8000.00                  | Revenue     |
| <b>Total</b>   | <b>£20,000.00</b>         |             |
| GF Reactive call outs for Breakdowns                       | £15,000.00                | Revenue     |
| GF Major Repairs   | £40,000.00                | Capital     |
| <b>Total</b>   | <b>£55,000.00</b>         |             |
| GF Stair Lift Servicing                                    | £300.00                   | Revenue     |
| GF Stair Lift Repairs                                      | £2000.00                  | Revenue     |
| GF Stair Lift Replacement                                  | £20,000.00                | Capital     |
| <b>Total</b>   | <b>£22,300.00</b>         |             |
| <b>Annual Budget Requirement Total</b>                     | <b>£330,000.00</b>        |             |

## 11 Legal issues

Under Rule 18.12 and Part 4.5 (10) of the Constitution, the 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, the 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.

Due to the estimated value of spend, the procurement of the proposed lift maintenance contract will need to be carried out in accordance with the Procurement Act 2023 and the Council's Constitution. Legal services can support and advise on the procurement process and provide the contract documentation needed. Any decision 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.

As some of the properties served by the lifts are leaseholds S20 of the Landlord and Tenant Act applies. The Council will need to follow the relevant requirements for landlords set out in this act if it wishes to recover some of the maintenance costs through the service charges paid by leaseholders.

## 12 Level of risk

### Appendix 3

Summary of the main risk for the lever risk register.

- Procurement – delay in procuring the lift contract resulting in no appointed contractor for servicing and maintenance, mitigating the risk through contingency such as short-term quotes.
- Budget – Greater budgetary cost unidentified works through compliance requirements and large developments coming onto the contract.
- Breaching legislation – Not following Health and Safety procedures, ensuring compliance and accreditation questions within the tender documentation
- Programme – Failure to identify new sites through inadequate communication, ensuring that new build information is located on QL and central data.

## 13 Equalities impact

A quality impact assessment has been undertaken for the Lift Servicing and Maintenance Contract and Minor/Major Works. This is an important for people for people with limited mobility.

## 14 Carbon and Environmental Considerations

N/A

| Report author              | Insert details here  |
|----------------------------|--|
| Job title                  | Bill Chamberlain   |
| Service area or department | Property and Assets  |
| Telephone                  | 01865 252382   |
| e-mail                     | <a href="mailto:wchamberlain@oxford.gov.uk">wchamberlain@oxford.gov.uk</a> |

### Background Papers: (*Confidential Information*)

Link to Asset review agenda [2024 09 06\\_ARG Agenda and Notes.docx](#)

Link to Development Board agenda [Confidential 2024 10 07 Development Board Agenda, Notes and Actions.docx](#)

Link to submitted report to ARG and Development Board [Lift PPM & Repairs Contract Project Management Full Business Case \(7\) \(1\).docx](#)

- |   |   |
|---|---|
| 1 | Asset Review Group - 6 <sup>th</sup> September 2024 |
| 2 | Development Board – 7 <sup>th</sup> October 2024    |

## Lift Serviceing/Maintenance and Works Contract

**As at: 25/06/2025**

[illegible]

THE RISK REGISTER IS FORMATTED AS A TABLE. PRESS TAB ON THE LAST TABLE CELL TO INSERT A NEW ROW.

Risks should be identified that may affect the Council's ability to achieve its business objectives, execute its strategies successfully or limit its ability to exploit opportunities.

Risks can be identified through a number of methods, including:

- A 'brainstorming' session or workshop with the whole management team and relevant stakeholders
- Interviews or questionnaires with key stakeholders
- Meetings with smaller groups of people

There are a wide range of methods available that can be used to identify and understand risks. The method that you select will depend upon the type of risk(s) that you are dealing with but typically a management team workshop is the method most commonly used.

Additionally, existing sources of information could help inform this stage. Some examples are listed below:

- Service / corporate plans, strategies and objectives
- Existing risk registers
- Risks or issues raised by internal audit or other scrutiny body
- Risks identified through budget setting processes
- Health & safety risk assessments
- Business continuity risk assessments
- Partnership, programme or project documentation (e.g. business case or project risk register)
- Experience of those participating in the risk identification process

It is the responsibility of those identifying risks to decide which sources of information they should consult. This may be one or more of the sources listed above or it could be something else you think is appropriate.

As well as direct risks to the achievement of our objectives it is important to think broadly about uncertainties that may have an impact on the organisation. The diagram shown below illustrates a variety of different risk themes, expanding on PESTLE prompts, which the organisation could face. Think also in terms of these themes when identifying risks.



Once identified, the risks need to be described in sufficient detail and recorded in a consistent format to support effective decision making on the way that the risk is managed. It is crucial for risks to be defined properly at this stage. Failure to do so can result in confusion about the exact nature of the risk, ineffective risk controls being implemented, or the risk analysis being over or underestimated.

The description of the risk should include the following elements:

- Risk Title – a short and concise header for the risk
- Description – expanding on the risk title outlining the situation or event that exposes us to a risk.
- Risk Cause – also known as the trigger event. Situations or factors which result in the risk becoming a reality.
- Risk Effect – the likely consequences if the risk materialises (The negative impact - consider worst likely scenario)

When describing a risk try not to describe the impact of the risk as the risk itself or define risks with statements which are the converse of objectives. Focus upon the uncertain event that would result in those impacts.

| Types of Risk to consider                          |  |
|--|--|
| <b>Strategic / Commercial</b>                      |  |
| 1  | Under performance to specification   |
| 2  | Management will under perform against expectations                                     |
| 3  | Collapse of contractors  |
| 4  | Insolvency of promoter   |
| 5  | Failure of suppliers to meet contractual commitments (quality, cost, time)             |
| 6  | Insufficient capital   |
| 7  | Market fluctuations  |
| 8  | Trade/Banking crises   |
| 9  | Fraud/theft  |
| 10   | Partnership failing to deliver desired outcomes  |
| 11   | Situation is not insurable (cost of insurance outweighs the benefit)                   |
| <b>Economic / Financial / Market</b>               |  |
| 1  | Exchange rate fluctuation  |
| 2  | Interest rate instability  |
| 3  | Inflation  |
| 4  | Shortage of working capital  |
| 5  | Failure to meet projected revenue targets  |
| 6  | Market developments will adversely affect plans  |
| <b>Legal and Regulatory</b>                        |  |
| 1  | New or changed legislation may invalidate assumptions upon which the activity is based |
| 2  | Failure to obtain appropriate approval e.g. planning consent                           |
| 3  | Unforeseen inclusion of contingent liabilities   |
| 4  | Loss of intellectual property rights   |
| 5  | Failure to achieve satisfactory contractual arrangements                               |
| 6  | Unexpected regulatory controls or licencing requirements                               |
| 7  | Changes in tax or tariff structure   |
| <b>Organisational / Management / Human factors</b> |  |
| 1  | Management incompetence  |
| 2  | Inadequate corporate policies  |
| 3  | Inadequate adoption of management practices  |
| 4  | Poor leadership  |
| 5  | Key personnel have inadequate authority to fulfil their roles                          |
| 6  | Poor staff selection procedures  |
| 7  | Lack of clarity over roles and responsibilities  |
| 8  | Vested interests creating conflict and compromising overall aims                       |
| 9  | Individual or group interests given unwarranted priority                               |
| 10   | Personality clashes  |
| 11   | Indecision or inappropriate decision making  |
| 12   | Lack of operational support  |
| 13   | Inadequate or inaccurate information   |
| 14   | Health and Safety constraints  |
| <b>Political</b>                                   |  |
| 1  | Change of government policy  |
| 2  | Change of government   |
| 3  | War and disorder   |
| 4  | Adverse public opinion/media intervention  |
| <b>Environmental</b>                               |  |
| 1  | Natural disasters  |
| 2  | Storms, flooding, tempests   |
| 3  | Pollution incidents  |

|   |  |
|---|--|
| 4   | Transport problems (including aircraft/vehicle collisions) |
| <b>Technical / Operational / Infrastructure</b> |  |
| 1   | Inadequate design  |
| 2   | Professional negligence                                    |
| 3   | Human error/incompetence                                   |
| 4   | Infrastructure failure                                     |
| 5   | Operation lifetime lower than expected                     |
| 6   | Increased dismantling/decommissioning costs                |
| 7   | Safety being compromised                                   |
| 8   | Performance failure  |
| 9   | Residual maintenance problems                              |
| 10  | Scope creep  |
| 11  | Unclear expectations                                       |
| 12  | Breaches in security/information security                  |
| 13  | Lack or inadequacy of business continuity                  |

## Risk Evaluation and Prioritisation

Once risks have been identified the risk matrix is the main tool for prioritising risks so we can establish which risks are most significant and therefore are in need of greater attention and resources. It also allows us to compare different types of risk with each other across the council.

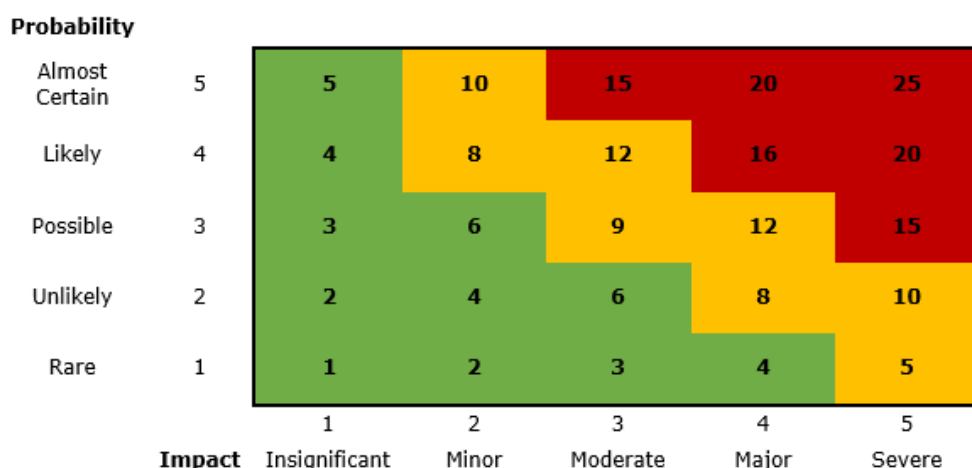
Each risk should be analysed using a five by five matrix for (1) the likelihood it will happen and (2) the impact if it did occur. This assessment should be made on three different basis:

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

Assessing the gross risk allows consideration of the dependency the organisation has upon the existing key controls and informs decisions around risk treatment, and selection of an appropriate target risk level, considered in the next section of this toolkit. It is often helpful to consider the Current Risk first, and then ask yourself what the impact and likelihood of the risk might be if the key controls were not in place.

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 considered within the current risk.

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



When considering the likelihood of a risk happening you should select the number from 1 to 5 from the risk matrix that you think it will be over the next 12 months (it can be longer or shorter; some risks in the Strategic Risk Register are better considered over 3 to 5 years, some operational risks will be considered over 3 to 6 months). This score will require an element of judgement when considering how likely an event is to occur and you should consider the following:

- 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 likelihood and impact.

### Risk Probability Assessment Criteria

| Scale | Description    | Likelihood of Occurrence | Probability of Occurrence                          |
|-------|----------------|--------------------------|--|
| 1     | Rare           | 1 in 10 years            | The event may occur in certain circumstances       |
| 2     | Unlikely       | 1 in 3 years             | The event could occur                              |
| 3     | Possible       | 1 in 2 years             | The event should occur                             |
| 4     | Likely         | Annually                 | The event will probably occur                      |
| 5     | Almost certain | Monthly                  | The event is expected to occur or occurs regularly |

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 judgement.

### Risk Impact Assessment Criteria

|                                    | Insignificant   | Minor   | Moderate   | Major   | Severe   |
|------------------------------------|---|---|--|---|--|
| <b>Financial</b>                   | <£50k per annum   | £50k - £250k per annum  | £250k - £500k per annum  | £500k - £750k per annum   | >£750K per annum   |
| <b>Service Delivery</b>            | No impact to service quality, limited disruption to operations                            | Minor impact to service quality, minor service standards are not met, short term disruption to operations, minor impact on a partnerships | Significant fall in service quality, major partnership relationships strained, serious disruption in service standards | Major impact to service quality, multiple service standards are not met, long term disruption to operations, multiple partnerships affected | Catastrophic fall in service quality and key service standards are not met, long term catastrophic interruption to operations, several major partnerships are affected |
| <b>Reputation</b>                  | Public concern restricted to local complaints which do not attract local media attention. | Minor adverse local / public / media attention and complaints   | Adverse national media public attention  | Serious negative national or regional criticism   | Prolonged, regional & national condemnation  |
| <b>Compliance &amp; Regulation</b> | Minor breach of internal regulations, not reportable                                      | Minor breach of external regulations, not reportable  | Breach of internal regulations leading to disciplinary action<br>Breach of external regulations, reportable            | Significant breach of external regulations leading to intervention or sanctions   | Major breach leading to suspension or discontinuation of business and services   |
| <b>Strategic</b>                   | Little impact on the organisational strategy  | May have an impact on achieving organisational strategy   | Would impact on the organisational objectives  | Would require a significant shift from current strategy and objectives  | Would require a fundamental change in strategy and objectives  |



## Risk Treatment

Once risks have been identified and scored based on current controls the next step is to decide what action needs to be taken to manage them. Generally speaking, there are four approaches to treating risk: Treat, Tolerate, Terminate or Transfer:

| Action                   | Description   | Options   |
|--------------------------|---|---|
| <b>Treat / Reduce</b>    | Controlling the likelihood of the risk occurring, or controlling the impact of the consequences if the risk does occur  | Reducing the likelihood of the risk occurring<br>AND / OR<br>Mitigating the impact if the risk does occur   |
| <b>Tolerate / Accept</b> | Acknowledging that the ability to take effective action against some risks may be limited or that the cost of taking action may be disproportionate to the potential benefits gained. | The ability to take effective action against some risks may be limited or the cost of taking action may be disproportionate to the potential benefits gained in which case the risk is accepted on an "informed" basis.   |
| <b>Terminate / Avoid</b> | Not undertaking the activity that is likely to trigger the risk   | Changing the direction or strategy and revisiting objectives or improving channels of communication<br>Obtaining further information from external sources or acquiring expertise<br>Reducing the scope of the activity or adopting a familiar, proven approach<br>Deciding not to undertake the activity likely to trigger the risk  |
| <b>Transfer</b>          | Handing the risk on elsewhere, either totally or in part – e.g. through insurance.  | Financial instruments such as insurance, performance bonds, warranties or guarantee.<br>Renegotiation of contract conditions for the risk to be retained by the other party.<br>Seeking agreement on sharing the risk with the other party.<br>Sub-contracting risk to a consultant or external suppliers.<br>NB. It may not be possible to transfer all aspects of a risk. For example, where there is or reputational damage to the organisation. |

When considering further action required to manage the risk, and indeed the appropriateness of existing controls, an assessment of treatment options should be made alongside a consideration of the Council's risk appetite and tolerance for the current level of risk.

A further consideration is the efficiency of risk treatment in relation to the cost effectiveness of the proposed actions to be taken. Firstly the cost of implementation has to be considered (time, manpower, budget, etc.). The impact expected if no action is taken, should be weighed against the cost of action and the reduction of the impact. There should be a direct benefit from the cost implementation in terms of the reduction of the level of the risk.

Plans should then be put into place to manage the risk with key milestones identified and clear owners – ensuring that they are 'SMART' – Specific, measurable, achievable, realistic, time bound.

Oxford City Council has focused on the Red, Amber, Green status of risks in determining the risk appetite of the organization. Red risks are considered unacceptable and every effort must be made to reduce the risk to the organization.

The risk appetite is reviewed periodically or when there are significant changes to the organisation. Changes to the risk appetite level would require a change to strategy and would therefore require approval of the Cabinet.

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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        | <b>NEW-</b> Socio-economic 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.  | <b>Name of activity being assessed.</b>   | Maintenance of Passenger Lifts and Stair/Through floor Lifts Contract                          | 2.  | <b>The implementation date of the activity under consideration:</b>  | Start and duration of Contract   |
| 3.  | <b>Directorate/Department(s):</b>   | Corporate and Property   | 4.  | <b>Service Area(s):</b>  | Property and Assets  |
| 5.  | <b>Who is (are) the assessment lead(s):</b><br><b>Please provide:</b><br>-Name<br>-Email address                                      | Bill Chamberlain<br><a href="mailto:wchamberlain@oxford.gov.uk">wchamberlain@oxford.gov.uk</a> | 6.  | <b>Contact details, in case there are queries:</b><br><b>Please provide:</b><br>-Name<br>-Email address                                    | Bill Chamberlain<br><a href="mailto:wchamberlain@oxford.gov.uk">wchamberlain@oxford.gov.uk</a> |
| 7.  | <b>Is this a new or ongoing EqlA?</b>   | <input checked="" type="checkbox"/> New<br><input type="checkbox"/>                            | 8.  | <b>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.</b> | Not an extension   |
| 9.  | <b>Date this EqlA started:</b>  | 14/08/2025   |     |  |  |
| 10. | <b>Will this EqlA be attached to <a href="#">Corporate Management Team (CMT)</a> reports/updates, which will be published online?</b> | No   | 11. | <b>Give a date (tentative or otherwise) when this assessment will be taken to the CMT.</b>   | N/A  |

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

|     |   |   |   |  |   |  |
|-----|---|---|---|--|---|--|
| 12. | <b>Type of activity being considered:</b><br><br>Check the most appropriate.  | <input type="checkbox"/>  | <input checked="" type="checkbox"/> Decommissioning     | <input checked="" type="checkbox"/> Commissioning                | <input type="checkbox"/>  |  |
|     |   | <input checked="" type="checkbox"/> Service and maintenance   | <input type="checkbox"/> Others. Please specify:        |  |   |  |
| 13. | <b>Which priority area(s) <u>within Oxford City Council's Corporate strategy (2024-2028)</u> does this activity fulfil?</b><br><br>Please check as needed.                      | <input type="checkbox"/> Good, affordable homes   | <input type="checkbox"/> Strong, fair economy           | <input type="checkbox"/> Thriving Communities                    | <input type="checkbox"/> Zero Carbon Oxford   | <input checked="" type="checkbox"/> Well run council |
| 14. | <b>Which priority area(s) within <u>Oxford City Council's Equality, Diversity &amp; Inclusion Strategy (2022)</u> does this activity fulfil?</b><br><br>Please check as needed. | <input checked="" type="checkbox"/> Responsive services and customer care.  | <input type="checkbox"/> Diverse and engaged workforce. | <input type="checkbox"/> Leadership & organisational commitment. | <input checked="" type="checkbox"/> Understanding and working with our communities. |  |
| 15. | <b>Outline the aims, objectives, &amp; priorities of the activity being considered.</b>   | Objectives will be users of the Passenger lifts and Stair/through floor Lifts where priorities will be when upgrading or replacing lifts how people with disabilities use the lifts and age of users. |   |  |   |  |

|   |   |
|---|---|
| <p><b>16. Please outline the consequences of not implementing this activity.</b><br/> <b>For example,</b><br/>         -Existing activity does not fulfill Corporate Objectives,<br/>         -existing activity is discriminatory and not fulfilling Council's PSED,<br/>         ... to name a few.</p> | <p>Not having a contract will limit access to our buildingd for disabled users.</p> |
|---|---|

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

|  |  |
|--|--|
| <p><b>17. Have you undertaken any consultations in the form of surveys, interviews, and/or focus groups?</b></p> <p><b>Please provide details—</b><br/>         -when,<br/>         -how many, and<br/>         -the approach taken.</p>   | <p>No, the existing lifts are being maintained and installed, however future installations will be considered and under section 20 consultations</p>   |
| <p><b>18. List information and data used to understand who your residents or staff are and how they will be impacted.</b></p> <p><b>These could be-</b><br/>         -third-party research,<br/>         -census data,<br/>         -legislation,<br/>         -articles,<br/>         -reports,<br/>         -briefs.</p> | <p>In formation taken from QL data base, Occupational health assessments and where there is a requirement in public buildings to install a new lift to assess typical users and what the building is designed for.</p> |


|     |  |                                 |
|-----|--|---------------------------------|
| 19. | <p><b>If you have not done any consultations or collected data &amp; information, are you planning to do so in the future?</b></p> <p><b>Please list the details –</b><br/>         -when,<br/>         -with whom, and<br/>         -how long will you collect the relevant data.</p> | <p>Yes, as described above.</p> |
|-----|--|---------------------------------|


### Section 4: Impact analysis.

|     |   |  |   |                             |                                     |
|-----|---|--|---|-----------------------------|-------------------------------------|
| 20. | <b>Who does the activity impact?</b>  | <b>Service Users</b>                     | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|     | <b>Check as needed.</b><br><br>The impact may be positive, negative or unknown. | <b>Members of staff</b>                  | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|     |   | General public                           | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|     |   | <b>Partner / Community Organisation</b>  | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|     |   | <b>City Councillors</b>                  | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/> |
|     |   | <b>Council suppliers and contractors</b> | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | Don't Know <input type="checkbox"/> |

| 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                                   | <input checked="" type="checkbox"/>  | <input type="checkbox"/> |                                     | <input type="checkbox"/> | QL data, passenger and stair lift sites and locations. | Data on users and building usage. Mitigation through design of lift |
| Disability<br>(Visible and invisible) | <input checked="" type="checkbox"/>  | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | QL data, passenger and stair lift sites and locations. | Data on users and building usage. Mitigation through design of lift |
| Gender re-assignment                  | <input type="checkbox"/>   | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |  |   |
| Marriage & Civil Partnership          | <input type="checkbox"/>   | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |  |   |



|   |                                     |                          |                                     |                          |   |  |
|---|-------------------------------------|--------------------------|-------------------------------------|--------------------------|---|--|
| <b>Race, Ethnicity<br/>and/or Citizenship</b> | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |   |  |
| <b>Pregnancy &amp;<br/>Maternity</b>          | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | <input type="checkbox"/> | <div> <a href="http://www.oxford.gov.uk">www.oxford.gov.uk</a> </div> <div>  </div> |  |
| <b>Religion or Belief</b>                     | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <div></div>   |  |
| <b>Sex</b>                                    | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |   |  |

|   |                          |                          |                                     |                                     |  |  |
|---|--------------------------|--------------------------|-------------------------------------|-------------------------------------|--|--|
|   |                          |                          |                                     |                                     |  |  |
| <b>Sexual Orientation</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |  |  |
| <b>Socio-economic inequalities such as:</b><br><br>Income and factors that impact income.<br>-access to jobs<br><br>This was voluntarily adopted by <a href="#">Oxford City Council on the 13<sup>th</sup> of March 2024.</a> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |  |  |
| <b>Other (voluntary consideration)</b><br><br><b>Council of Sanctuary</b><br><br><b>For example:</b><br><br><a href="#">Migrant, refugee, or asylum seekers.</a>  | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |  |  |

|  |                          |                          |                                     |                          |  |  |
|--|--------------------------|--------------------------|-------------------------------------|--------------------------|--|--|
| <b>Other</b><br><b>For example:</b><br>- Unpaid carers<br>- Prison population<br>- Homeless population<br>-Council suppliers & contractors<br>-Cabinet Members | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |  |  |
|--|--------------------------|--------------------------|-------------------------------------|--------------------------|--|--|

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

|     |  |                                   |   |  |                          |   |                                     |   |
|-----|--|-----------------------------------|---|--|--------------------------|---|-------------------------------------|---|
| 22. | Conclusions.                             |                                   |   |  |                          |   |                                     |   |
|     | <input type="checkbox"/>                 | Stop and reconsider the activity. | <input type="checkbox"/>  | Adjust activity before beginning the activity and continue to monitor. | <input type="checkbox"/> | No major change(s) or adjustments and continue with activity but continue to monitor. | <input checked="" type="checkbox"/> | 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 |                                   | <b>Benefits of Implementation:</b><br><b>Promotes Equity:</b> Ensures everyone has equal opportunities. |  |                          |   |                                     |   |

|  |                    |   |
|--|--------------------|---|
|  | conclusions above. | Enhances Diversity:<br>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. | <p>Who or which team or service area will be responsible for monitoring equalities impact?</p> <p>For example-</p> <ul style="list-style-type: none"> <li>- team,</li> <li>-directorate,</li> <li>-service area,</li> <li>-Equalities Steering Group,etc.</li> </ul> | <p>Property Service Team, Technical Team, General Fund Team, HRA Team</p>  |     |     |  |
| 25. | <p>Who (individual, team, or service area) will be responsible for carrying out the EqlA review?</p>   | N/A  |     |     |  |
| 26. | <p>How often will the equality impact be reviewed for this activity?</p>   | <table> <tr> <td data-bbox="645 1321 1055 1469">N/A</td><td data-bbox="1055 1321 1480 1469">27.</td><td data-bbox="1480 1321 1825 1469">Date when the EqlA will be reviewed again.<br/>Not being reviewed again</td></tr> </table> | N/A | 27. | Date when the EqlA will be reviewed again.<br>Not being reviewed again |
| N/A | 27.  | Date when the EqlA will be reviewed again.<br>Not being reviewed again   |     |     |  |

For example-  
-quarterly,  
-yearly, etc.

## Section 7: Sign-off

Name: Bill Chamberlain

Job Title: Building Engineering  
Contracts Manager

Signature:

*[Signature]*

Name: James Viljoen

Job Title: Technical Manager

Signature:

*[Signature]*

Name:

Job Title:

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.**

Name: Gail Malkin

Job Title: Head of People

Signature:

G Malkin

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.**

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

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