

**CEB response to the Inequality recommendations – Update October 2016**

41

<b>#</b>	<b>Recommendation</b>	<b>Agree?</b>	<b>Comment</b>	<b>Update</b>
1	That the City Council leads on the development of a long-term multi-agency inequality strategy for Oxford. This should be informed in part by the evidence gathered in this Inequality Review and enhanced when Oxfordshire Clinical Commissioning Group produces its report on health inequalities. The Strategy should be supported by an Action Plan that includes any accepted Inequality Panel recommendations.	In part	The Oxford Strategic Partnership (OSP) has been leading a multi-agency programme entitled 'Tackling the Cycle of Deprivation (now the Stronger Communities Programme)' for a number of years and the Oxfordshire Clinical Commissioning Group (OCCG) review will build on the OSP's work. Many of the recommendations from the Panel are being addressed through existing strategies and action plans, and we would propose to return to the question of whether an overall strategy document and plan when the outcome of the CCG work is published.	<p><b>Val Johnson</b>  <b>Policy and Partnerships Manager</b>                      The Clinical Commissioning Group Inequalities Review is currently still in development. A Draft report is expected to go to the Health and Wellbeing Board in November 2016. The City Council has provided a significant amount of written evidence and made presentations to the Commission.</p> <p>Equality Impact Assessments are currently undertaken as a part of the approval process for Policies and Strategies.</p>
2	That the City Council ensures it has sufficient staffing resources in partnership posts to play a leading role in working with partners to deliver on a multi-agency inequality strategy for Oxford (see recommendation 1). We envisage that savings are achievable from overcoming silos and working in partnership to tackle long terms issues associated with inequality.	Agreed	Agreed in principle, but the current pressures on local authority and NHS budgets make it difficult to guarantee that the desired staffing resources can be made available from year to year. Our approach to the influencing and development of strategies and policies is based on a matrix approach and includes influencing strategies and policies for the key strategic Oxfordshire Partnerships, the Oxford Strategic Partnership and ensuring consistency and alignment, where	<p><b>Val Johnson</b>  <b>Policy and Partnership Manager</b>                      The new Assistant Chief Executive is now in post.</p> <p>There is currently a Service Area Review being undertaken of the Policy and Partnerships Team which will consider the functions of the team and its capacity to deliver.</p> <p>The Policy and Partnerships Team are actively engaged in the following partnerships, including:</p>

			<p>appropriate, to Oxford City Council policies and plans. The new Assistant Chief Executive role will provide additional capacity in this area.</p> <p>Policy Officers Group, with representation from all service areas, is used to cascade and share information and best practice in developing our policies internally.</p> <p>Annex 1 attached provides further information.</p>	<ul style="list-style-type: none"> <li>• Oxford Strategic Partnership</li> <li>• Oxfordshire Health and Wellbeing Board</li> <li>• Oxfordshire Health Improvement Board</li> <li>• Oxfordshire Children and Young People’s Board</li> <li>• Oxfordshire Strategic Schools Partnership</li> <li>• Oxfordshire Local Enterprise Partnership</li> <li>• Oxfordshire Skills Board</li> <li>• Oxfordshire Safeguarding Children’s Board</li> <li>• Oxfordshire Safeguarding Adults Board</li> </ul> <p>The Policy and Partnership Team also attend a number of sub groups and task groups that support the work of the partnerships.</p> <p>Relevant officers and members receive regular briefings before and after meetings and support is provided to member representative that sit on the Boards.</p> <p>The Policy and Partnership team manager also coordinates the work of the county-wide partnerships on behalf of all the district councils.</p>
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3	<p>That the City Council commissions Professor Danny Dorling and the City Council's Social Research Officer to develop an Oxford City Inequality Index based on aspects of inequality that that the City Council can influence either directly, or indirectly to a significant extent. Council Performance should be assessed against the movement of this index.</p>	Not agreed	<p>The Council uses ONS data and small area statistics and publishes these in an accessible form (see the Council monthly charts and other useful information available on the Oxford City Web site:  <a href="http://www.oxford.gov.uk/PageRender/decC/Statistics_about_Oxford_ocw.htm">http://www.oxford.gov.uk/PageRender/decC/Statistics_about_Oxford_ocw.htm</a></p> <p>It is not clear what a specific City Index would add to what is already available and as a stand- alone index it would lack credibility with central government or the EU, who have their own definitions of deprivation and inequality for benchmarking and resource allocation.</p> <p>The Council uses nationally recognised indices which facilitate benchmarking and funding submissions. Deriving a set of local indices would be costly and not have these advantages.</p>	<p><b>Val Johnson</b>  <b>Policy and Partnerships Manager</b></p> <p>Although this recommendation was not agreed. The City Council made a significant contribution to the Oxfordshire Clinical Commissioning Group Inequalities Review. This included data analysis and reports on:</p> <ul style="list-style-type: none"> <li>• Services provided by Oxford City Council that impact on health and wellbeing</li> <li>• A report on the Indices of Deprivation in Oxford</li> <li>• Oxford City Council Scrutiny Panel Report on Inequalities on Oxford</li> <li>• Health In Oxford (a summary of the JSNA as it relates to Oxford)</li> <li>• Older People in Oxford Needs Analysis</li> <li>• Review of Older Persons Accommodation in Oxford</li> <li>• Mental Health Indicators in Oxford</li> <li>• Green Spaces</li> <li>• Community Centres - hubs for improving health</li> <li>• Health and Physical Activity</li> <li>• Oxford City Council employee assistance scheme</li> </ul>
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4	That all strategy papers and major decisions should include an assessment of their short, medium and long term impacts on inequality. This assessment could be based on an Inequality Index (see recommendation 3), and guidance should be available to assessing officers.	Agreed	The Council's existing equality impact assessment process requires Officers and Members to consider the impact of decisions and actions on groups with protected characteristics. Currently these do not include socio economic inequalities and including them as a required part of the process will involve careful definition and extensive training. The Corporate Lead (HR / OD) will review the current process in line with best practice during the autumn.	<b>Jarlath Brine, Organisational Development and Learning</b> The commitment to review the effectiveness of the current EqIA format and associated processes is included in the Corporate Equality Scheme Internal Equalities Strategy objectives currently being drafted for 2016 to 2020. The review will also look into the viability of including socio-economic inequalities as a factor to consider in future impact assessments. The review will involve the policy and partnerships team, Service Heads and Directors/ Assistant Chief Executive and will be initiated from October/ November 2016.
5	That the City Council progresses all options for boosting the supply of affordable housing, including by: a) Continuing to push for a review of the Green Belt around Oxford as part of a wider county land review to identify sites for new housing,	Agreed	Agreed, with some reservations about the practicality of 5h. Recommendation 5 a) to f) are already part of the Council's normal business. Recommendation 5g) is being taken forward by the Council's Ageing Successfully Group that is working with Age UK Oxfordshire on	<b>Mark Jaggard Planning Policy and Design, Conservation and Trees Manager</b> The City Council continues to actively work to ensure the amount of housing which cannot be delivered within the City's tight administrative boundary is properly

<ul style="list-style-type: none"> <li>b) Enforcing the City Council's 50% affordable housing policy,</li> <li>c) Considering greater use of Compulsory Purchase Orders to buy derelict land and properties that aren't coming forward for development,</li> <li>d) Evaluating the potential local impacts of the new Government's housing policies, such as the extension of the Right to Buy scheme to housing association properties,</li> <li>e) Encouraging ethical or institutional investors to rent good standard accommodation to people in housing need at affordable rates,</li> <li>f) Aiming to make Oxford a centre of excellence in innovation for new social and affordable housing solutions, ensuring that its own policies (such as the Balance of Dwellings Policy) are compatible with this aim. Affordable Oxford could be asked to provide advice on what options would be viable in Oxford,</li> <li>g) Considering whether there is scope for the City Council or the Universities to promote 'inter-generational shared living'.</li> </ul>		<p>a Home Share Programme in Oxford that has been funded by the <a href="#">Lloyds Bank Foundation</a> and the <a href="#">Big Lottery Fund</a>. On 5h) the Council's allocations policies aim to assist 'downsizing' where residents wish but organising transfers on a collective basis would be extremely difficult and unlikely to accommodate many community groups who are characterised by different current housing tenures.</p> <p>However, in light of proposed changes in government policy the Council may be forced to review its Housing and Planning Policies.</p>	<p>dealt with in the local plans of the neighbouring authorities. The Oxfordshire Growth Board in September will agree the apportionment of this level of unmet need between the neighbouring districts.</p> <p>The City Council affordable housing policies are actively negotiated through the development management process. In November the City Executive Board will consider this year's Annual Monitoring Report which amongst other matters will report on the delivery of affordable housing.</p> <p><b>Frances Evans – Strategy &amp; Service Development Manager</b></p> <p>c) Work is ongoing to bring long-term empty homes back into use in accordance with the Empty Homes Strategy. Where all other actions have failed, and where it is considered to be appropriate, the use of Compulsory Purchase Orders is being considered in respect of individual dwellings.</p> <p><b>Frances Evans – Strategy &amp; Service Development Manager</b></p> <p>d) Impact of the new Housing and Planning Act 2016 is being</p>
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	h) Considering whether there is a way the City Council could assist groups of older people in downsizing collectively while staying together as a community, perhaps by creating a group or register that people can join or sign up to.			<p>considered and scenarios tested based on information available, however the full implications will only be known once the technical guidance and additional details/definitions emerge. These are still awaited. Going forward, where necessary, policies and working practices will be amended to take into account the new legislative requirements.</p> <p><b>Frances Evans – Strategy &amp; Service Development Manager</b></p> <p>g) Evaluation of the Oxfordshire pilot of the National Homeshare Programme is awaited. The Review of Older Person’s Accommodation in Oxford highlighted the accommodation preferences of older people locally, which largely included independent living that has been designed to be suitable for older people. Recommendations within the Review reflect these preferences.</p> <p>h) The City Council continues to operate a removals and expenses scheme for Council tenants should they wish to downsize and relocate to more suitable accommodation.</p>
6	We note the significant difficulties that schools, hospitals and	Agreed	Recommendation 6a) is in hand and will form part of a wider review of	<b>Mark Jaggard Planning Policy and Design, Conservation and</b>

	<p>universities (as well as businesses) face in attracting workers to settle in Oxford, and recommend that the City Council:</p> <p>a) Gathers evidence as soon as possible to identify the best way of delivering new build keyworker housing within the 20% of affordable housing provided as intermediate housing,</p> <p>b) Seeks to extend its keyworker housing intervention to more teachers (this is currently offered to senior teaching staff),</p> <p>c) Considers whether there is scope to assist key workers (particularly teachers in priority schools) in accessing housing in the private rented sector, for example by encouraging registered landlords to offer 3 year tenancies and agreeing to raise rents by no more than the CPI measure of inflation.</p>		<p>affordable housing and planning policies. Recommendation 6b) has been implemented with the scheme open to all teachers from the beginning of July, following consultation with schools. Recommendation 6c) will be difficult to achieve as the Council has no means of practically influencing private sector rents and landlords' letting policies but the proposals could be put forward to key landlords and agents.</p>	<p><b>Trees Manager</b> There are no barriers which would prevent some key worker housing coming forward as part of the 20% intermediate housing (of the 50% affordable housing requirement on large and medium sites).</p> <p><b>Steve Northey, Affordable Housing Development Officer</b> 6b The scheme has been extended to encourage younger teachers to develop their leadership careers in schools in deprived communities in the City: it is now open to all qualified staff with 2 years experience and 12 months permanent employment in a qualifying school. The secondary schools serving these communities have also been included because of the same need to reduce turnover of leadership staff.</p>
7	<p>We note that the City Council is developing a Private Rented Sector Strategy and recommend that this aims to extend the City Council's interventions in the private rented sector to address abuses in the student housing market and poor standards across</p>	<p>Agreed</p>	<p>We agree to take this recommendation into account in developing the strategy. Work is underway on identifying the most appropriate extension of discretionary licensing following the introduction of legislative restrictions by the government. The HMO</p>	<p><b>Ian Wright, Environmental Health Service Manager</b> The Private Sector Housing Policy 2016-2019 was approved by CEB in July. The policy confirmed that HMOs remain the top priority for the Council in the Private Rented Sector and with the HMO Licensing</p>

	<p>the wider private rented sector. This should include the extension of discretionary licensing to cover more properties where possible, enhanced enforcement of the HMO licensing regime and further promotion of landlord accreditation to encourage take up.</p>		<p>Licensing Scheme is currently being consulted upon and if renewed, the approach to improving compliance with licence conditions in licensed properties will be strengthened and stronger penalties imposed upon the landlords of unlicensed properties. Encouraging Landlord accreditation and improving the rewards available for good landlords will complement this tougher enforcement stance. It would be useful to understand the particular concerns about student housing if this refers to purpose built accommodation rather than general needs housing which just happens to be occupied by students.</p>	<p>Scheme being renewed in January the focus has been on locating unlicensed HMOs. Oxford City Council takes more enforcement action than any other district council in the country and the number of prosecutions has increased further and is expected to remain high to encourage compliance. A proposal to extend licensing into the non-HMO sector is also included in the policy and proposals will be considered in January. Landlord Accreditation has been encouraged by including licence fee reductions for accredited landlords and introducing a free training session.</p>
8	<p>That the City Council:</p> <p>a) Calls on the new Vice-Chancellor of the University of Oxford to provide reinvigorated engagement in Oxford's housing sector by learning from the Cambridge model and providing new accommodation to house academics.</p> <p>b) Tasks the new Assistant Chief Executive with working closely with the University sector and encouraging a greater degree of input into city matters, including financial contributions where appropriate.</p>	Agreed	<p>This work is already in progress. The new assistant Chief Executive will help take this forward.</p>	<p><b>Caroline Green, Assistant Chief Executive/ Sebastian Johnson, Strategic Policy and Partnerships Officer</b></p> <p>Both Universities are involved in the development of the Oxford Economic Plan that is key to obtaining Government infrastructure and skills funding for Oxford.</p> <p>Both universities alongside the local authorities, key research institutions, Health and OxLEP developed and are signatories to the <a href="#">Oxfordshire Green Paper</a> that looks ahead 20 years and asks how the county can</p>



				<p>build on its status as one of the UK and Europe's leading 'innovation engines'.</p> <p>There has been academic input into the Educational Attainment programme from both universities.</p> <p>Both Universities committed £5k each and staff time to developing the European Capital of Innovation bid in 2015</p> <p>Both Universities have committed £5k each to the Smart Oxford Competition (a total of £50k is being raised). The competition is for the delivery of a project that catches the imagination by being fun; interactive; informative; accessible to all; creative; sustainable; relevant and impactful; smart and innovative.</p> <p>The University of Oxford and Oxford City Council have jointly commissioned the production of a Development Framework Plan, to capture the vision for their Oxford-wide estate ambitions and to assist with informed consultation with the public.</p> <p>Both universities alongside the Student Hub are lead partners in</p>
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				<p>developing and supporting the <a href="#">Oxfordshire Social Entrepreneurs Partnership</a> (OSEP).</p> <p><b>Peter McQuitty, Corporate Lead, Culture and Events</b> The City Council has been working with the County Council and other stakeholders to develop a county-wide strategy for the future development of Culture, Arts and the Creative Industries. One of the aims is to develop skills and employment in these sectors.</p>
9	<p>That the City Council builds on its commendable work on addressing fuel poverty by:</p> <p>a) Making a fuel poverty calculator available online that directs people in fuel poverty to contact the City Council for advice on what support they may be entitled to,</p> <p>b) Asking Trading Standards whether they would like the City Council to refer cases to them where an Energy Performance Certificate is required and whether they would be prepared to give the City Council any enforcement powers.</p>	In part	<p>Partially agreed. The Council has developed a fuel poverty model to identify areas of the City which are at greater risk of fuel poverty. This model can be used to target resources and grants to people in fuel poverty. We will increase our advertisement of the help that can be provided to reduce energy costs through the advice centres and the Council.</p> <p>The Council is due to begin taking enforcement against private landlords with EPC ratings of F and G, and this action is included in the Council's Financial Inclusion Strategy and we will undertake this</p>	<p><b>Debbie Haynes, Energy Efficient Projects Officer</b></p> <p>a) Building on the existing fuel poverty model, the Council has developed the EDIS project with Ricardo Energy Services - this is a data platform targeting residents in fuel poverty. Council data is incorporated in this, and Energy Companies are being asked for their annual electricity and gas meter readings. Discussions also ongoing with BEIS (new DECC) re utilisation of this data approach for the new</p>

			work directly..	<p>ECO3 funding regime due to start April 2017.</p> <p>b) Planning &amp; Regulatory continue to target F and G rated EPCs. They are also engaging with trading standards who recognise that the PRS is a problem sector and they are interested in widening the enforcement approach.</p>
10a	<p>That the City Council builds on its work with Oxford Clinical Commissioning Group and other health partners by:</p> <p>a) Supporting the delivery of more proactive health interventions in areas of multiple deprivations, such as contacting people who miss appointments,</p>	Agreed	<p>The City Council, Oxfordshire Clinical Commissioning Group (OCCG) and Public Health, have been working toward this in a number of ways:</p> <p>Some GP Practices use text messages to remind patients of upcoming appointments, where they have patients' mobile phone numbers. They also post messages in Practice waiting rooms to inform patients of the impact of missed</p>	<p><b>Maggie Dent, Equalities and Access Officer, OCCG</b></p> <p>Recent examples of supporting the delivery of more proactive health interventions, in areas of multiple deprivations include:</p> <p>General promotion of NHS Health Checks and NHS Screening Programmes forms part of the health plans (see below).</p> <p>There are multi-agency health</p>

			<p>appointments.</p> <p>In terms of health interventions, where there has been low uptake of NHS initiatives, such as screening programmes and health checks, some focussed work has been conducted by the CCG'S Equality and Access Team. This has included working with patients in some GP Practices to enable them to be booked into appointments.</p> <p>The CCG alongside Public Health and the City Council has established multi-agency Community Partnership Health Groups, based in the city's key areas of deprivation. These help to support health promotion campaigns and activities at a local level. They have also drawn up Health Plans for each area, based on health indicator data, to identify the key issues and provide appropriate interventions and initiatives to tackle them.</p> <p>The development and delivery of the Community Health Plans are supported by the CAN Breaking the Cycle of health Deprivation Working Group (including the CCG, Public Health and CAN staff).</p>	<p>partnership groups in Rose Hill, Barton, the Leys and Wood Farm. Detailed needs analysis have been undertaken and health plans developed for each area.</p> <p><b>Ian Brooke, Head of Community Services</b></p> <p>There have been discussions between the OCCG and the Council with regard to health services based in our community centres</p> <p>There is social prescribing post operating from the soon to be enhanced health space in Barton Neighbourhood Centre and this will be further developed with Barton becoming a Healthy New Town.</p>
10b	That the City Council builds on its	Agreed	Pooling of budgets is not specifically	See above

	<p>work with Oxford Clinical Commissioning Group and other health partners by:</p> <p>b) Working towards the concept of pooled budgeting in areas where evidence suggests that this approach can improve health outcomes.</p>		<p>a City Council issue. However, the Executive Director for Communities and the Executive Board Member, Corporate Assets and Public Health are actively offering to provide City Council premises and other assets to promote better health outcomes. An example of the possibilities in this domain is the proposed use of the health space at the new Rose Hill Community Centre.</p>	
10c	<p>That the City Council builds on its work with Oxford Clinical Commissioning Group and other health partners by:</p> <p>c) Utilising the City Council's assets (such as leisure centres) and the agencies we support to facilitate social prescribing, and encouraging more GPs to take up social prescribing.</p>	Agreed	<p>Agree, as above. In addition; the Head of Community Services is represented on the Oxfordshire University Hospital Trust, Public Health Steering Committee and on the Oxfordshire Clinical Commissioning NHS Health Inequalities Commission Steering Group. This is to ensure that Oxford City Council is well placed to identify opportunities for working with other agencies to deliver health promotion services.</p> <p>With reference to Social Prescribing: One Practice, which serves two regeneration areas in the city, has recently initiated a Social Prescribing project. The CCG's Equality and Access Manager has undertaken some research of models across the country. The findings will be presented to GP</p>	<p><b>Ian Brooke, Head of Community Services</b> See above</p>

			Leads and a decision will be made as to the potential of a county-wide Social Prescribing Project. This will also be considered for application at the new Rose Hill CC.	
10d	That the City Council builds on its work with Oxford Clinical Commissioning Group and other health partners by: d) Working with partners to develop a single online point of access for multiple services in Oxford, including health, housing and social care.	Not agreed	<p>There are a range of points where people can and should access information. It is important however to play our part in ensuring that all the agencies continue to work to improve information sharing and referral processes and to ensure that service signposting is appropriate.</p> <p>The voluntary and community sector have an important role to play in this and the City Council provides funding through its grant programme to a number of agencies providing advice, support, signposting and referral to health, housing and social care services.</p> <p>The CCG are piloting this approach and working with referral agencies to understand demand. It is a matter for them.</p>	
11	That the City Council explores how factors around inequality and public health could be designed in to the planning and development of sites. These factors should include	Agreed	This is already in hand. For example, the Barton development is considered to be an example of best practice in this regard. Public Health have also been asked to	<p><b>Mark Jaggard Planning Policy and Design, Conservation and Trees Manager</b></p> <p>A number of the factors which are fundamentals to good planning and</p>

	<p>cycling and walking provision, the accessibility of parks, and the provision of a variety of housing within the street scene. Consideration should also be given to shaping new communities. For example, new communities should include a centre and shared open space.</p>		<p>comment on planning applications with strategic implications for building sustainable communities that support health and help to promote exercise, such as the Northern Gateway master plan.</p> <p>A member of the City Council Planning Policy Team recently attended a Public Health England workshop aimed at improving collaboration between planning and health improvement professionals. Some of the issues raised at this workshop have fed into on-going scoping work that Public Health are undertaking to ensure that health considerations receive more prominence when planning decisions are made across all Oxfordshire authorities.</p>	<p>place making will by their very nature have very positive impacts upon the health and wellbeing of the people who live and visit an area.</p> <p>The City Council has recently strengthened the urban design element of the Planning &amp; Regulation Service with a new Team leader for the Design team.</p> <p>The new Oxford Local Plan 2036 will continue policies which promote great urban design, and the plan will as a whole have a golden thread which promotes healthy communities and lifestyles.</p> <p>The Barton Park development is an excellent example of what can be achieved and has been awarded to be a NHS Healthy New Town.</p>
12a	<p>That the City Council:</p> <p>a) Assists in bringing about negotiations with local health, housing and social care commissioners and providers so that a county wide discharge policy for people experiencing homelessness can be adopted as per best practice guidelines</p>	Agreed	<p>There is an operational hospital discharge procedure in place, which provides client names and 48 hour notice of discharge to Housing Services. However, this procedure could be strengthened with a more strategic hospital discharge protocol agreed on a countywide basis with all key stakeholders. This would relate to care packages including a broader range of services, for</p>	<p><b>Dave Scholes, Housing Strategy and Needs Manager</b></p> <p>Work on this is on-going and set out in more detail in the Housing Strategy Action Plan.</p> <p>We have recently input into the development of a protocol on an Oxfordshire Multi-agency Procedure 'Working with people who do not engage with services /or are</p>

			example Hospital Trusts (specialist physical and mental health services) and adult social care. The City Council will try to facilitate the development of this further.	deemed ineligible to receive services.
12b	That the City Council: b) Extends interventions aimed at supporting homeless people with complex needs (e.g. substance abuse and mental health issues), who are often excluded from accessing the services they need.	Agreed	Officers are already working with the Oxfordshire Clinical Commissioning Group, Public Health and providers to develop a suitable service for single homeless customers with complex needs, including when substance misuse limits effective treatment options for mental health. The Council is also part of a Complex Needs network which seeks to improve the access that people with complex needs have to current services. This aims to build on outcomes for people with the most complex needs through intensive support and a flexible systemic approach.	<b>Dave Scholes, Housing Strategy and Needs Manager</b> There has been a significant reduction in funding for supported housing from Oxfordshire County Council. This has resulted in an Oxfordshire wide review of provision, which will maintain some complex needs beds across the county. Details of this are provided in a report to CEB on 15 <sup>th</sup> September 2016.  We have also commissioned a small pilot scheme for complex needs based on 'First Housing' model, providing intensive support if required.
13	Oxford City Council is leading the way in defining, measuring and tackling fuel poverty and we recommend that the same priority should be given to the issue of food poverty. A part-time role should be created to tackle food poverty, which should involve facilitating the work of the not-for-profit and voluntary sector to	Not agreed	The OSP Breaking the Cycle of Deprivation Group has been working with Good Food Oxford to see how this work can be taken forward.  The Breaking the Cycle Group (including representatives from the Oxfordshire Clinical Commissioning Group and Public Health) funded	<b>Val Johnson, Policy and Partnerships Manager</b> Following on from the funding previously provided to Good Food Oxford.  A report has been provided setting out the findings of the work undertaken with community groups within their local communities. It has



	<p>maximise their impact, and developing a food poverty strategy for Oxford. This strategy should aim to replicate best practice established by Bristol to reduce food bank demand and increase access to good and affordable food across the city.</p>		<p>Good Food Oxford to carry out community activities on Blackbird Leys, to introduce food poverty and healthy eating elements to the work that food oriented Community Action Groups already do within their local communities. This has proved to be extremely effective. The aim is to continue to work with Good Food Oxford and other partnerships to build the capacity of local communities.</p> <p>Clarity is needed on whether the bid will address this and this recommendation will be kept under review.</p>	<p>highlighted concerns with regard to food poverty and access to fresh food.</p> <p>The Stronger Communities Group (previously the Breaking the Cycle of Deprivation Group) has supported Good Food Oxford and Resource Futures to undertake a mapping exercise of the support and services available which addresses food poverty, with the aim of producing an Oxford Food Poverty Action Plan (along the Brighton Model).</p>
14a	<p>That the City Council:</p> <p>a) Identifies how it can provide a greater degree of funding security to Asylum Welcome. Consideration should be given to including their work within the remit of the Council's Community Grants commissioning programme, which awards funding for 3 years rather than annually. This will reduce Asylum Welcome's administrative workload and help to ensure that they remain viable over the medium term.</p>	In part	<p>Noted. This recommendation will be considered as part of the annual review of the Council's grants programme in the budget round. We are in active discussions with Asylum Welcome and other charities in this area with regard to the refugee crisis and how we can assist them in making a fully effective response.</p> <p>The Council is currently in discussion with AW as part of its response to the refugee crisis. The Board is very appreciative of the work of Asylum Welcome.</p>	<p><b>Val Johnson, Policy and Partnership Manager</b></p> <p>The Council awarded Asylum Welcome £10,000 in 2016/17 Grant Programme (an increase from £7,500 2015/16).</p> <p>The Commissioned Grants Programme operates for 3 Years and Asylum Welcome's position will be included in the review of this Programme in 2018.</p> <p>The Council has established a Refugee Coordination Group to advise on the delivery of the Syrian Resettlement Scheme in Oxford and</p>

				<p>Oxfordshire and to seek to improve service provision generally to refugee and asylum seekers.</p> <p>This group includes Voluntary, Community and Faith Groups and the local authorities. It has developed an Action Plan which includes improving access to ESOL, Translation and Specialist Advice Services. The Council has allocated £10,000 2016-17 to support the delivery of these actions.</p>
14b	<p>That the City Council:</p> <p>b) Explores whether it could provide low cost accommodation to third sector organisations by utilising unused capacity in Council-owned assets such as Community Centres.</p>	Agreed	<p>The Council supports and funds a number of voluntary and community groups, some of which have accommodation in City Council premises and some in the private rented sector. All registered charities are eligible for rate relief</p> <p>Reduced hire rates for the Town Hall and some community building are available to voluntary and community sector organisations.</p>	<p><b>Catherine Hine, Communities Manager</b></p> <p>The Communities Team are in contact with Asylum Welcome about their accommodation situation given the need to expand their services.</p> <p>The council already provides reduced rents and grants to a wide range of third sector organisations that then help them pay for aspects of their operations.</p> <p>The Communities team also work with Community Associations (to whom we often provide low cost accommodation), to reach out to under-represented groups through their activities and volunteer recruitment.</p>

15	<p>We strongly endorse the City Council's approach to combatting financial exclusion and recommend that the City Council:</p> <ul style="list-style-type: none"> <li>a) Ensures that the Welfare Reform Team are fully and best deployed in order to provide greater assistance and proactively reach more people, particularly those moving on to Universal Credit,</li> <li>b) Moves towards implementing a 'single view of debt' in order to identify multiple debts owed to the Council, and where possible, consolidate these,</li> <li>c) Gives a high priority to continuing to protect the current level of funding for the advice sector over the medium term,</li> <li>d) Explores longer term funding options for a housing needs money advice caseworker, and evaluates the impact of this provision over time,</li> <li>e) Continues to work closely with CAB and other agencies to encourage the take up of unclaimed benefits.</li> <li>f) Aims to make full use of its Discretionary Housing Payments budget.</li> </ul>	Agreed	The Financial Inclusion Strategy supports this work.	<p><b>Paul Wilding, Programme Manager, Revenue and Benefits</b></p> <ul style="list-style-type: none"> <li>a) The WRT currently has two additional temporary posts funded by grant money received from the Department of Work &amp; Pensions. These are being used to support people who will be affected by the lowering of the Benefit Cap from £26k to £20k in Nov 16. People moving on to Universal Credit are being supported, but numbers are currently very low.</li> <li>b) This is still in progress</li> <li>c) Funding is currently due to be maintained until 2018. Over the next year, proposals for funding from 2018 onwards will be made to Members.</li> <li>d) The money advice caseworker based at St Aldates is now funded from the Welfare Reform Team instead of Housing Needs. This post will be included in considerations for advice funding from 2018 onwards</li> <li>e) The Council currently enjoys a very close working relationship with the advice</li> </ul>

				<p>sector, and supports the take-up of benefits.</p> <p>f) The Council aims to make full use of its Discretionary Housing Payments, but the priority for awarding these payments is to support customers to become independent of the need for this financial support. This has enabled a greater number of customers to be supported despite not spending the full grant allocation.</p>
16	That the City Council establishes a reliable directory of charities for Oxford, setting out the aims, principle client groups and types of relief provided. This will help to ensure that local charities have a greater awareness of what other charities do.	In part	The OCVA have a register of Charities and are funded by the City Council. We will raise concerns about the register with OCVA and seek to address them with OCVA colleagues.	<p><b>Cathy Hine, Communities Manager</b></p> <p>OCVA use their annual charity awards and Pulse newsletter to share information between charities and voluntary groups. They also regularly connect different organisations with each other in the city using their database.</p> <p>There are also city or county-wide networks to co-ordinate on specific issues e.g. ageing, youth. These are often co-ordinated by an agency working on the issue, although may access support from OCVA.</p> <p>OCVA and Communities Team have established referral mechanisms for</p>

				<p>community groups working in localities, communities of identity and community associations to access OCVA specialist advisory services. Communities Team and OCVA are also developing more effective systems to identify volunteering gaps, particularly for smaller organisations.</p> <p><b>Val Johnson, Policy and Partnerships Manager</b> The Policy and Partnerships Team have recently supported OCVA in mapping the services available which support Refugees and Asylum Seekers. We are looking to do this for Food Poverty and ESOL services.</p>
17	<p>We recommend that the City Council continues to prioritise improving educational attainment in the city by:</p> <p>a) Offering a new educational grant programme to which Head Teachers from schools serving deprived areas can apply. This programme would provide tangible output-based funding to reduce educational inequalities in city schools. The criteria for awards should be non-prescriptive but grants could be used to fund specific</p>	Not agreed	<p>The Council is currently working through the Oxford Strategic Partnership (OSP) to see if a stronger partnership approach to raising education attainment can improve attainment levels in the city. An OSP Sub Group has been established to develop a set of actions for educational attainment improvement in the city. There have also been meetings with the head teachers of schools in the south of the City and discussions on how the regeneration of Blackbird Leys might contribute to the raising of</p>	<p><b>Ian Brooke, Head of Community Services</b> The City Council has actively participated in the Oxfordshire Strategic Schools Partnership to ensure a joined up approach.</p> <p>A review has been undertaken on the City Council Education Programme which will be reported to Scrutiny Committee.</p> <p>Consideration will then be given to how best head teachers and senior managers can best be supported.</p>

	<p>line items in School Improvement Plans focused on Pupil Premium and Special Educational Needs pupils, for example.</p> <p>b) Engaging with partners and considering whether it has a role in ensuring that eligible year 1 and 2 pupils are registered for the Pupil Premium so that their schools receive the additional funding they are entitled to.</p>		<p>attainment levels.</p> <p>The County Council has now established a Strategic Schools Partnership Education Commissioning Shadow Board. This Board is in the process of establishing the grant criteria for support. The City Council has representation on this Board. The aim is to ensure any activities funded/provided by the City Council which contributes towards education attainment is additional and complementary to the County Council Commissioning Strategy and Plan.</p> <p>The Council's financial and human resources are constrained and these recommendations are ones which would be difficult to fund within the known future budget envelope.</p> <p>This proposal does have a cost implication, as whilst the Council has some information in relation to benefits claimants it does not hold any data on schools children attend and as the roll out of Universal Credit continues it will hold no relevant benefit data.</p>	<p>A Grant has been allocated to the key Secondary Schools in Oxford to support access to cultural activities for pupils who qualify for free schools meals.</p>
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			A new grant programme is something for Councillors to bear in mind during the budget setting process.	
18a	<p>That the City Council utilises skills within communities and works with partners to maximise every opportunity to provide employment and career paths for more residents living in areas of multiple deprivation, including by:</p> <p>a) Seeking to influence and improve the provision of targeted careers advice in schools, extending this to younger pupils (years 7-8), as well as offering mentoring into adulthood</p>	Agreed	<p>Skills, employment and career paths are not the statutory responsibility of the City Council. However, through the Leader, officers are working with the Oxfordshire Local Enterprise Partnership and the Oxfordshire Skills Board to improve services within the city.</p> <p>Oxfordshire County Council has established a service bringing together schools and businesses called O2i. This includes career advice, work placements and promoting apprenticeships. This work is overseen and monitored by the Oxfordshire Skills Board and information is circulated by the Policy and Partnerships Team Leader to the City Council Employment and Skills Group</p> <p>There is a cross City Council Employment and Skills Group, which meets to share information and to ensure services are coordinated. This group includes officers from the Economic Development, Communities and Neighbourhoods, Policy and</p>	<p><b>Matt Peachey, Economic Development Officer / Jarlath Brine, Organisational Development and Learning</b></p> <p>BITC - Educating the Educators Oxford's Economic Landscape and Labour Market: workshop delivered by Matt Peachey on 13/07/2016 to assist careers advisors across the City to understand the current state of the labour market in Oxford, the skill gaps, the skills in demand and the future opportunities across the City and County.</p> <p>The outline for this workshop is likely to form part of future workshops to be delivered to parents/ careers advisors in each City cluster school from the autumn of 2016 onwards.</p> <p>The City Council partnership with Cherwell School continues to be a proactive relationship and the programme of mentoring and other soft skill workshops and career interventions for 2016 have been agreed, with final scoping meetings in place for early September 2016</p>

		<p>Partnership, Welfare Reform Team and Human Resources.</p> <p>The City Council has undertaken a robust needs analysis of skills and employment issues. This is available in the link below.</p> <p><a href="http://www.oxford.gov.uk/Library/Documents/Statistics/EmploymentAndSkillsSupplementaryPaperAug2014.pdf">http://www.oxford.gov.uk/Library/Documents/Statistics/EmploymentAndSkillsSupplementaryPaperAug2014.pdf</a></p> <p>A review of services was undertaken and an action plan was developed to fill the gaps. This is set out in the Employment and Skills report August 2014. City Council activities include:</p> <ul style="list-style-type: none"><li>• Working with Business in Community to provide business links with secondary schools, mentoring and work placement opportunities. Currently the City Council is linked with Cherwell School.</li><li>• The Youth Ambition Programme which aims to build the confidence and skills of young people and ease the transition</li></ul>	<p>The Council continues a commitment to run an apprenticeship programme targeted at areas of social deprivation.</p>
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			<p>between school and work.</p> <ul style="list-style-type: none"> <li>• The development of Employment and Skills Plans for key physical regeneration schemes,</li> <li>• Apprenticeships within city council services</li> <li>• Support to Job Clubs on estates</li> <li>• Influencing and supporting the delivery of European Structural Funding Programmes.</li> </ul>	
18b	<p>That the City Council utilises skills within communities and works with partners to maximise every opportunity to provide employment and career paths for more residents living in areas of multiple deprivation, including by:</p> <p>b) Extending the use of social clauses to create more and better opportunities for young people. Clarity is required as to how the City Council will ensure that developers deliver social clauses.</p>	Agreed	<p>The City Council Skills and Employment Group ensure that the Employment and Skills Plans are linked into the Job Clubs that are based on estates. A recent Job Fair, arranged with Job Centre Plus, in Barton attracted over 400 potential job applicants and 20 businesses (mainly in the retail and construction sectors). Similar events will be rolled out to Rose Hill and Blackbird Leys. The Council's procurement policies are geared specifically to encouraging suppliers to offer training, apprenticeships and guidance to young people.</p>	<p><b>Matt Peachey, Economic Development Manager / Tom Morris, Principle Planner</b> An Employment and Skills Plan Technical Advice Note (TAN) was prepared by the Economic Development Team together with the Planning Policy Team to provide advice to planning colleagues on the need to secure and implement Skills Plans. This has now been approved and supported by the Growth Board. Skills Plans have been approved and are currently being implemented for Westgate, Barton and Wilmot Dixon (Blackbird Leys).</p> <p>The Oxford Business Forum organised by the City Council but supported jointly by the County and OxLEP have held recent events with</p>

				the business community specifically focused around skills, training and apprenticeships. A future event is likely to focus on the 'New Apprenticeship Levy' to promote awareness and joint working with the Business Community. The role of other partners such as the Oxfordshire Skills Group will be crucial.
18c	<p>That the City Council utilises skills within communities and works with partners to maximise every opportunity to provide employment and career paths for more residents living in areas of multiple deprivation, including by:</p> <p>c) Extending the offer of reduced fees for tutors to all Community Centres situated in areas of multiple deprivations. The City Council should also continue to make better use of Community Centres and promote them as vibrant local hubs.</p>	Agreed	Agreed for consideration as a part of the development of the Community Centre Strategy.	<p><b>Catherine Hine, Communities Manager</b></p> <p>Tuition to develop skills for work is provided at many of the community centres around the city. Aspire, WEA, EMBS access community facilities for free or substantially reduced rates. In some instances these courses are targeted at refugees or non-native English language speakers.</p> <p>Most community centres already offer a discounted rate for community use.</p>
18d	That the City Council utilises skills within communities and works with partners to maximise every opportunity to provide employment and career paths for more	Agreed	Agreed. City Council Officers have been represented on the European Structural Investment Steering group and helped shape the European Social Fund Strategy and	<p><b>James Pickering, Welfare Reform Manager</b></p> <p>Oxford City Council has been selected to manage the Community</p>

	<p>residents living in areas of multiple deprivation, including by:</p> <p>d) Maximising links with universities, private schools, the student hub and businesses to get more volunteer help for appropriate programmes. These opportunities could include coaching and mentoring to help vulnerable people into work, assisting young people to whom English is not a first language, and broadening access to resources such as arts provision.</p>		<p>proposals. This included funding for two NEET programmes (to support those who are NEET and those at risk of becoming NEET) and Building Better Futures Funding aimed at long term unemployed. The City Council has submitted an application to deliver the Building better Futures Programme.</p> <p>City Council Officers have been working with the County Council, Employment and Economy Team and Job Centre Plus to look at how teaching language services can be improved. The Oxford Community and Voluntary Alliance was commissioned to undertake a review, which identified that there is a range of good work being undertaken but that the sector needs improved coordination. Officers are currently in discussion with one of the colleges to see if they can take on this role, which has become even more important given the recently announced cuts in in this service.</p>	<p>Grants Scheme an ESF/Skills Agency Funded Programme (subject to contract).</p> <p>The European Social Fund (ESF) Community Grants is a small grant pot for the third sector and other small organisations that would not otherwise be able to access ESF.</p> <p>The Grant is aimed at supporting disadvantaged or excluded unemployed and inactive people towards employment. The total grant available is £387K. The Grants allocated will be between £5K and £50K.</p> <p>Please note the response in Question 14 with regard to ESOL provision.</p>
19	<p>That the City Council calls on local employers to put an end to exploitative employment practices in the city. These practices include employers charging restaurant staff to wait tables, paying less</p>	<p>Agreed</p>	<p>The Council will continue to lead by example by offering good terms and conditions of employment to all staff including agency workers. Our contractors are required to commit to paying the Oxford Living Wage</p>	<p><b>Jarlath Brine, Organisational Development and Learning</b></p> <p>The Welfare Reform Team actively promotes the benefits for employers in paying the Living Wage at every Job Fair they co deliver with Aspire</p>

	than the minimum wage, and employing workers on zero hours contracts against their will.		and we have encouraged employers across the city to adopt the Oxford Living Wage with some success. We will continue to lead by example and try and influence other employers in good employment practice through normal channels. The Council will continue to promote best practice and support national initiatives such as Living Wage Week.	and JCP.
20	<p>That the City Council continues to look to raise wages by:</p> <p>a) Creating a Living Wage Hub in Oxford based around the Oxford Living Wage. This should involve a programme of activities to promote the Oxford Living Wage, and a distinct logo that Oxford Living Wage employers are encouraged to display. Ideally these activities should be led by engaged citizens but they may initially require some officer resource. The Hub could also look at other related employment issues such as pay ratios.</p> <p>b) Identifying a public face of the Oxford Living Wage. This could be a member champion.</p> <p>c) Working constructively with the Living Wage Foundation in promoting Living Wage Week and seeking to raise wages and</p>	In part	<p>Partially agreed. The Council has already undertaken a number of initiatives including achieving Living Wage accreditation, campaigning in the city for other employers to adopt the Living Wage and speaking in support of the benefits of the OLW in various forums. We will continue to make use of the benefits of being a nationally accredited Living Wage Employer through Living Wage research, campaigns (such as Living Wage Week), etc. We will review the resource implications of the more extensive approach recommended in 20 a) and b).</p> <p>In addition to the above the Council will continue to pay its staff the Oxford Living Wage and require its contractors operating locally to do the same.</p>	<p><b>Jarlath Brine, Organisational Development and Learning</b> National Living Wage week material and digital communications package will be forwarded to the OCC communications team to promote wider engagement with the Living Wage &amp; National LW week 31<sup>st</sup> October to 4<sup>th</sup> November 2016</p>

	improve working conditions in Oxford, particularly in low paid sectors such as hospitality, health and social care.			
21	<p>That Oxford City Council is a major employer in the city, and recommend that the City Council continues to develop its own employment practices through:</p> <ul style="list-style-type: none"> <li>a) More flexible recruitment practices such as accepting CVs and more widespread use of assessment centres,</li> <li>b) An annual managed calendar of interventions targeting black and minority ethnic communities and other underrepresented groups,</li> <li>c) Better targeting of constructive feedback to unsuccessful applicants,</li> <li>d) Interactive and accessible recruitment webpages with guidance for applicants,</li> <li>e) Uplifting the salaries of lower paid staff at a higher rate than those of higher paid staff to ensure that the pay gap between them doesn't increase over time.</li> </ul>	Agreed	<p>The Council is already progressing an action plan to improve its recruitment practices. This includes giving more attention to job descriptions, person specifications, selection testing which tests criteria more effectively than interviews alone, inviting CVs as part of the application process, etc. It is increasingly rare for a selection process to comprise only of an interview. We have also run initiatives such as targeting unsuccessful BME candidates to review their experience of the recruitment process, consider the shortlisting decisions, ensure they receive feedback, etc. We have an electronic recruitment system and a series of pages which include assistance for candidates in the application process and presenting the benefits of working for the Council. We have previously addressed the issue of low pay by introducing the Oxford Living Wage and deleting the lowest pay grades. Further consideration of low pay will feature in consultation and negotiation for a new pay deal to run</p>	<p><b>Justin Thorne, HR and Payroll Manager</b></p> <p>Significant improvements have been made to the organisations recruitment processes in the last 12 months. Revised templates, training for managers and extensive use of selection testing beyond interviews are all in place. We also advertise roles using a wider range of medium to attract a greater and hopefully more diverse pool of candidates. We have successfully run two open evenings, held in the community and will look to hold these on an ongoing basis. We use CV's for appropriate roles and will be exploring how the HR information system can help support us with this moving forward. All candidates are offered the opportunity for feedback and recruiting managers are required to contact all candidates that attended interview in person to provide this opportunity, following the selection process. We continue to keep under review our guidance to job applicants and have recently revised the internet</p>

			after the current one expires (March 2018). Although recommendation 21 e) has generally been the case in recent years, no long term commitment can be made to it as our wage bargaining structures are not necessarily always going to be under our direct control.	pages to make them easier to navigate for job applicants. Salaries and pay scales will be reviewed as part of the pay negotiations moving forward.
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