

# Supplement for

## Finance and Performance Panel (Panel of the Scrutiny Committee)

On **Wednesday 2 September 2020** At **6.00 pm**

### Agenda item 5: City Council Business Plan, and Agenda item 7: Procurement Strategy

#### Contents

<b>5. Revised Oxford City Council Business Plan 2020-21</b>	<b>3 - 38</b>
<p>On 09 September the Cabinet will consider a report on the Revised Oxford City Council Business Plan 2020/21. The Panel is asked to consider the report, making any recommendations to Cabinet as it sees fit.</p> <p>Mish Tullar, Corporate Policy, Partnerships and Communications Manager, and Shelley Ghazi, Policy and Partnerships Officer, will be at the meeting to present the report.</p> <p>NB The report for this item will be issued as a supplement.</p>	
<b>7. Procurement Strategy 2020 - 2021</b>	<b>39 - 80</b>
<p>On 09 September the Cabinet will consider a report on the Council's Procurement Strategy. The Panel is asked to consider the report, making any recommendations to Cabinet as it sees fit.</p> <p>Annette Osborne, Procurement Manager, will be available to present the report.</p> <p>NB The report for this item will be issued as a supplement.</p>	

The agenda, reports and any additional supplements can be found together with this supplement on the committee meeting webpage.

**To:** Cabinet  
**Date:** 09 September 2020  
**Report of:** Assistant Chief Executive.  
**Title of Report:** Oxford City Council Business Plan 2020-21

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	Approval of Oxford City Council Business Plan 2020-21
<b>Key decision:</b>	Yes
<b>Cabinet Member:</b>	Cllr Susan Brown, Leader and Cabinet Member for Economic Development and Partnerships
<b>Corporate Priority:</b>	All
<b>Policy Framework:</b>	Council Strategy 2020-2024
<b>Recommendations:</b> That Cabinet resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Agree</b> a revised draft Oxford City Council Business Plan 2020-21, updated due to the impact of the on-going COVID 19 crisis, setting out the Council's priority work programmes for the remainder of the financial year; and</li> <li>2. <b>Delegate</b> authority to the Assistant Chief Executive in consultation with the Council Leader to make minor amendments to the draft Oxford City Council Business Plan 2020-21 before implementation.</li> </ol>	

<b>Appendices</b>	
Appendix 1	Copy of the draft Oxford City Council Business Plan 2020-21.

## **Introduction and background**

1. Oxford City Council's draft Business Plan 2020-21 is a new annual document that sets out publicly the Council's priority work programme activities for the year ahead and reports on progress against agreed milestones.
2. This year's Business Plan was scheduled for submission to the Cabinet in April 2020, but due to the COVID-19 pandemic it was delayed until a time when the impacts of the crisis on the Council's planned activity were clearer.. Changes to the April version of the Business Plan have now been made with some activities delayed while other new activities have been included, in response to the COVID-19 situation.
3. The Business Plan activities for 2020-21 represent the initial steps towards achieving the outcomes set out in the new Council Strategy 2020-24, adopted by the Council in February 2020. Successive Business Plans in future years should progressively enable the Council to achieve those outcomes.
4. The draft Business Plan 2020-21 and Council Strategy 2020-24 succeed the previous Oxford City Council Corporate Plan 2016-20 and Corporate Plan Annual Statements as key strategic tools to drive sustainable systematic change for Oxford.
5. An initial review of the Council Strategy 2020-24 ("the Strategy") by officers and the Council Leader did not identify a need to revise the Strategy at this stage in the light of the COVID-19 pandemic, as it was considered the outcomes set for 2024 remain relevant and achievable. Clearly this position could change as the future impacts of COVID-19 are unknown.
6. This first annual draft Business Plan does not include an update on what was achieved by the Council during 2019-20. Instead, a separate Annual Statement 2019-20 report was presented to the Cabinet in June 2020 and approved. From 2021-22 onwards, the annual Business Plan will include a report on the delivery of the prior year's priority work programme.
7. The Business Plan work programme will also form the basis of key activities set out in individual Service Plans, for each service area within the Oxford City Council.
8. It had originally been intended that new corporate key performance indicators (KPIs) and targets for Oxford City Council, linked to delivery of the Council Strategy 2020-24, would be developed at the same time as the Business Plan 2020-21. However, as a result of the COVID-19 situation which has had significant impact on a number of areas of service delivery and the Council's financial position, it is proposed that the corporate KPIs and targets are developed following the revised Council annual Budget and Medium Term Financial Plan (MTFP) and cover the period 2021-24.
9. These will be tracked and reported on over the remaining three year period of the Council Strategy. Considered alongside the milestones set for individual activities within the annual Business Plan, the KPIs will enable monitoring of progress towards delivering the outcomes set out in the Strategy.
10. A paper setting out the proposed corporate KPIs and associated targets will be presented to the Cabinet in March 2021 for consideration, alongside the draft Business Plan 2021-22.

## **Development of the Business Plan 2020-21**

11. The whole of the Council's senior management team has been involved in developing the draft Business Plan 2020-21. The Council's Operational Delivery Group (ODG), which includes all Heads of Service, held a workshop in November 2019 to consider business priorities for the next financial year, reviewed these against the emerging Council Strategy, and considered the outcomes/milestones that might be identified to measure delivery. The focus was on workstreams that will deliver change or represent development over the 12 month period, rather than business as usual (BAU) activities.
12. This was followed by three further workshops involving officers in the ODG, Corporate Management Team (CMT), which includes the Chief Executive and Directors, together with other officers, as well as one to one meetings with each Head of Service and Director. The work resulted in the creation of a longlist of activities to be undertaken within 2020-21 to support each of the new Council Priorities: enable an inclusive economy, deliver more affordable housing, support thriving communities and pursue a zero carbon Oxford. A shortlist was developed from the longlist, which in turn was developed into the draft Business Plan, which captures key activities, milestones and measures.
13. As part of the revision process, changes were made to the existing draft document, and reviewed again by the ODG and the CMT across July to agree suggested changes.

## **Document Structure**

14. The Business Plan activities sit below the four Council Strategy 20-24 strategic priorities. Although many of the activities are cross cutting in their nature, for ease of presentation each activity is allocated to one of the overarching priorities.
15. In line with many other local authorities the Business Plan 2020-21 will be published in the form of a colour, fully accessible PDF.

## **Financial implications**

16. The draft Business Plan 2020-21 sets out high level activities and milestones that are reflected in the Council Budget 2020-21. It does not contain specific expenditure commitments.

## **Legal issues**

17. There are no legal issues arising from this report.

## **Equalities impact**

18. The Business Plan 2020-21 is concerned with high level activities and milestones. It contains specific actions designed to support strategic objectives of reducing financial and social inequality and increasing inclusivity. These include:
  - a. creation of an Oxfordshire Inclusive Economy Commission to develop plans to ensure the benefits of growth are shared more widely across Oxford's communities;
  - b. implementation of the City Council Workforce Equalities Action Plan and People Strategy to boost employee diversity;

- c. creation and implementation of an Equalities Strategy to ensure all City Council services are accessible and effectively meet the needs of all of Oxford's citizens, including those with protected characteristics;
- d. development of a Thriving Communities Strategy using data-driven insights to target programmes to reduce isolation, increase cultural and community involvement and improve health and well-being;
- e. work to increase participation, inclusivity and accessibility of leisure and community centres, arts venues and parks, ensuring they work for everyone;
- f. Creation of a gender-balanced race advisory group that can support the Council and partners to shape policy and make decisions from a grass roots up perspective, as well as identify talent for recruitment;
- g. development of a 'One Council' approach to preventing homelessness and tackling rough sleeping in Oxford;
- h. delivery of a countywide strategy involving other councils to transform the Adult Homeless Pathway in Oxfordshire;
- i. hosting a 'summit' bringing together education system leaders in Oxford to develop stronger partnership working to improve educational attainment;
- j. promotion of Oxford Brookes University's local scholarship programme and help build stronger partnerships with them and local employers to support Oxford residents into higher education opportunities that could ultimately lead to local high skilled jobs.
- k. Promotion of arts and culture to Early Years, NEETs (young people not in education, employment or training) and Black, Asian and minority ethnic (BAME) children and young people.

19. However, the Business Plan summarises priority areas of work rather than providing detail on how the work will be undertaken. Therefore an Equalities Impact Assessment is not possible at this point.

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<b>Background Papers:</b> None
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# Appendix 1

## Appendix 1

### OXFORD CITY COUNCIL BUSINESS PLAN 2020-21

#### Priority 1: Enable an inclusive economy

Oxford needs a more inclusive economy in which wealth is distributed across our communities and where all citizens can share the benefits of growth.

	Council Strategy 20-24 Outcome	Year 1 Actions	Year 2 – 4 Actions
<b>Deliver</b>	<p>1. Our Council-owned companies will have increased their profits to help maintain the services we provide, and we will have supported more local businesses, including social enterprises and cooperatives, by changing the way we buy our goods and services.</p>	<ul style="list-style-type: none"> <li>• Launch a new Oxford City Council Procurement Strategy to help secure good value and quality for the Council, while also, where possible, capturing additional social and zero carbon value, and supporting local businesses and supply chains. This approach should generate benefits not only to the Council and the contracting organisation, but also to society and the economy, while minimising damage to the environment.</li> <li>• Approve the new Oxford Direct Services (ODS) Business Plan and a programme of Council works to be delivered by ODS and its local supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>• Agree a four-year Asset Management Plan to help manage and prioritise investment and utilisation of City Council buildings, securing commercial income to redirect towards core services, supporting the needs of local people and helping local businesses and organisations to retain more wealth locally.</li> <li>• Deliver a programme of supply-chain engagement with partners to encourage local small businesses, charities, co-operatives and social enterprises to apply for Oxford City Council contracts.</li> <li>• Through leadership and engagement, encourage other major organisations countywide to adopt a similar approach</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
			<p>on locally beneficial procurement.</p> <ul style="list-style-type: none"> <li>• Agree and begin implementation of the ODS transformation programme to consolidate depots, increase workforce efficiency through new technology and changes to working practices, and reduce its carbon footprint.</li> </ul>
∞	<p>2. Our staff will be more skilled and confident in delivering services our citizens want and our workforce will better reflect Oxford’s diverse population.</p>	<ul style="list-style-type: none"> <li>• Implement the Oxford City Council Workforce Equalities Action Plan to tackle issues of under-representation and move towards a more ‘intersectional’ approach – that reflects the way in which different types of discrimination because of a person’s gender, race or disability impacts on the outcomes of an individual/collective group of people.</li> <li>• Implement a new Customer Experience Strategy and new website to improve digital accessibility to council services; and improve online services and develop staff digital skills to engage with residents and meet people’s needs/or signpost to provision.</li> <li>• Implement a People Strategy to demonstrate the values the organisation, and continuously improve the cultures and behaviours of its</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver an expanded programme of apprenticeships, providing a greater range of opportunities to work at Oxford City Council, and ODS across a range of levels. Ensure a targeted approach to tackle issues of under-representation.</li> <li>• Incorporate intersectionality into our equality, training and development programmes.</li> <li>• Continue to monitor race, gender and disability pay gaps, and as a result, implement strategy to tackle disparities.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
		staff and the organisation in meeting the needs of the Council's customers.	
Partner	3. Oxford's economy will be stronger, with diverse sectors providing a wider range of accessible business and employment opportunities for all.	<ul style="list-style-type: none"> <li>• Work with Oxfordshire Local Enterprise Partnership (OxLEP), Oxfordshire County Council, our District Council partners, and other stakeholders, to produce a county-wide Economic Recovery Plan, including the recovery and rebuild phases.</li> <li>• Consider needs and opportunities to support recovery of East Oxford, Neighbourhood shopping centres and the city centre.</li> <li>• Agree an Economic Development Strategy and Action Plan to address the city's economic recovery and response to the impacts of COVID-19, taking a "building back better" approach through support of clean and inclusive growth.</li> <li>• Establish an Inclusive Economy Commission to influence local decision-making and develop a countywide Inclusive Economy Action Plan, including a partnership approach to procurement, skills development and education.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage the development of key sectors in Oxford to grow, by working with partners to provide appropriate space, networking and support.</li> <li>• Support the city's economic clusters including the West End, Headington, Oxford North, Oxford Business Park and Oxford Science Park, through targeted infrastructure investment and by taking a more active role in inward investment, working with OxLEP, employers and landowners.</li> <li>• Work with partners across the Oxford to Cambridge Arc to develop an ambition for sustainable development and the case for devolution of powers and funding.</li> </ul>
	4. We will have	<ul style="list-style-type: none"> <li>• Agree a Workspace Strategy, in light of</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver new or improved affordable</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
	secured different types of new workspace in the city to support business and employment growth.	changing trends as a result of COVID-19, to help identify the different types of workspace (e.g. labs, offices, co-working, workshops, studios) needed across the city and the types of operators that could help deliver it.	workspace at Oxford Town Hall, 1-3 George Street and Cave Street (Standingford House). <ul style="list-style-type: none"> <li>• Deliver the Workspace Strategy as new opportunities arise in years 3-4.</li> <li>• Work with partners, including the universities, to facilitate provision of different types of workspace to meet the needs of Oxford's diverse population.</li> </ul>
	5. The movement of people and goods into and within the city will have improved, resulting in less traffic congestion, better air quality and faster journey times.	<ul style="list-style-type: none"> <li>• Working with Oxfordshire County Council, implement the temporary bus gates in the city centre to reduce congestion, reduce bus journey times, encourage greater bus patronage and create a platform for the re-prioritisation of road space to pedestrians and cyclists.</li> <li>• Deliver a range of proposals to support active travel, especially in light of the COVID-19 pandemic, working in partnership with the County Council and other stakeholders. This will include additional bike parking across the city and the Park &amp; Rides, improved cycle routes and wider pavements.</li> <li>• Working with Oxfordshire County Council, develop the longer-term proposals around</li> </ul>	<ul style="list-style-type: none"> <li>• Working with Oxfordshire County Council, implement the Zero Emission Zone in Oxford's city centre.</li> <li>• Working with Oxfordshire County Council, implement Connecting Oxford, including bringing forward long-term and permanent projects to reprioritise road space to pedestrians, cycles and public transport.</li> <li>• Working with Oxfordshire County Council, produce a new Oxford Transport Strategy to provide a guide to transport planning in the city.</li> <li>• Secure funds for the Cowley Branch Line, including new stations at Blackbird Leys/Oxford Business Park and the</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
		<p>both Zero Emissions Zone and Connecting Oxford ready for public consultation.</p> <ul style="list-style-type: none"> <li>Begin work on the Oxford Cycle Greenways project to develop a business case for key strategic cycle routes into and through the city.</li> </ul>	<p>Littlemore/Oxford Science Park.</p> <ul style="list-style-type: none"> <li>Commission a feasibility study looking at the potential for a freight consolidation centre on the edge of Oxford to reduce the number of delivery vehicle movements within the city.</li> </ul>
<b>Influence</b>	<p>6. The city centre will be relevant to more of our citizens with more accessible public space. The impacts of tourism will be better managed and more of its economic benefits retained locally.</p>	<ul style="list-style-type: none"> <li>Agree the City Centre Vision and Action Plan, with a focus on projects to support the economic recovery and response to the impacts of COVID-19. This will include a focus on the independent retail offer, visitor management, public realm, transport &amp; movement, workspace and sustainability.</li> <li>Update the Covered Market Leasing Strategy to help guide the recovery of this critical commercial and community asset, which has been hit hard by the COVID-19 pandemic. Trial the opening of the Covered Market in the evening to increase footfall, supported by a range of events and activities.</li> </ul>	<ul style="list-style-type: none"> <li>Produce a Covered Market Masterplan to guide future investment in the asset.</li> <li>Produce a Public Realm Strategy for the city centre, with a set of prioritised projects to help shape key areas of the city centre such as Broad Street, Gloucester Green and Cornmarket. This should include hard landscaping proposals, but also planting &amp; biodiversity, lighting, wayfinding, places to sit and dwell and ideas to activate &amp; animate our public spaces.</li> <li>Working with Oxfordshire County Council, produce and implement a long-term strategy for improved management of tourist coaches.</li> <li>Facilitate the provision of, and/or planning permission for, additional hotel bed spaces to encourage longer stays in</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
12			the city.
	7. The city centre will be expanding to the west. Attractive new areas will be emerging around Oxford station, in Oxpens and Osney Mead, but not at the expense of the health and vibrancy of the existing city centre.	<ul style="list-style-type: none"> <li>• Commence a new West End Supplementary Planning Document (including Oxpens, Osney Mead and wider Oxford Station area) with the aim to help facilitate comprehensive redevelopment of this part of the city, which includes consideration of movement, infrastructure and creating space for community activity and potential crèche facilities.</li> <li>• Help secure funds for the first phase of investment in Oxford Station, including the additional western track &amp; platform, new west-side entrance and the widening and replacement of Botley rail and pedestrian bridges.</li> <li>• Commission feasibility work for the redevelopment of Oxford Station, including the main ticket hall and surrounding land.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Network Rail, Oxfordshire County Council and OxLEP to secure funds and go ahead to deliver increased rail capacity and the redevelopment of the eastern side of Oxford Station.</li> <li>• Secure planning permission for the redevelopment of Oxpens, with the first phase on site.</li> <li>• Deliver new cycling and walking infrastructure, including a new bridge linking Oxpens to Osney Mead.</li> </ul>
	8. More organisations in Oxford will be socially and environmentally responsible - paying the Oxford Living Wage and adopting	<ul style="list-style-type: none"> <li>• Promote the Oxford Living Wage through an ongoing annual campaign of promotion and business engagement.</li> <li>• Create business opportunities for ODS to participate more widely in the clean growth sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a Business Conference on Inclusive Economy, in partnership with Aspire and Unipart. This will cover business adoption of inclusive recruitment, supply chain, higher pay, and sustainable business practices.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
	practices that deliver clean economic growth which benefits all residents.		<ul style="list-style-type: none"> <li>• Work with partners to establish a long term strategy and funds to promote the Oxford Living Wage across the city.</li> <li>• Roll out new programmes to incentivise and encourage environmentally responsible business.</li> <li>• Roll out a charter to recognise and incentivise inclusive employers alongside the Oxford Living Wage scheme.</li> <li>• ODS will establish closer alliances with appropriate partners to increase delivery of social value.</li> </ul>
	9. Oxford will have improved the workforce skills it needs through higher educational attainment and more training for the jobs of the future.	<ul style="list-style-type: none"> <li>• Work with the Oxfordshire Skills Board, OxLEP skills team and other partners to update the Oxfordshire Skills Strategy in light of the COVID-19 pandemic, ensuring funding for key skills and retraining, careers advice and apprenticeships in Oxford.</li> <li>• Start delivery of Oxford North’s Community Employment Plan, and then create a toolkit for major new developments to help them focus on local employment, skills, and supply chains to retain more wealth locally.</li> <li>• Promote Oxford Brookes University’s local scholarship programme and help build</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the increased use of the new Community Employment Plan Toolkit across Oxford’s new developments.</li> <li>• Working with OxLEP and the Inclusive Growth Commission, attract more investment in early years education through innovative programmes with business and other partners.</li> <li>• Working through the Oxfordshire Skills Board, increase the sector-based higher and advanced level apprenticeship programmes delivered with local partners, encouraging social mobility</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2 – 4 Actions</b>
14		<p>stronger partnerships with them and local employers to support Oxford residents into higher education opportunities that could ultimately lead to local high skilled jobs.</p> <ul style="list-style-type: none"> <li>• Hold a ‘summit’ bringing together education system leaders in Oxford to develop stronger partnership working to improve educational attainment.</li> <li>• Through the Cultural Education Partnership, our partnership with schools and a targeted approach, promote arts and culture to Early Years, NEETs (young people not in education, employment or training) and Black, Asian and minority ethnic (BAME) children and young people.</li> </ul>	<p>within the local workforce.</p> <ul style="list-style-type: none"> <li>• Encourage employer take up of T-Level placements in line with their Corporate Social Responsibilities (CSR) policies.</li> </ul>

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## Priority 2: Deliver more, affordable housing

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

	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
<span style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold;">Deliver</span>	<p>1. We will have increased the supply of high quality, energy efficient, accessible, and affordable housing, including new council housing as well as other types of homes to rent and for sale at different prices.</p>	<ul style="list-style-type: none"> <li>• Implement Oxford City Housing Limited’s (OCHL) business plan 20/21, which includes construction of homes at Between Towns Road, Mortimer Drive, two sites at Rose Hill, Harts Close in Kidlington, and other sites.</li> <li>• Complete the contract with the developer that will be delivering the next phase of new homes at Barton Park.</li> <li>• Write a specific policy position to influence future planning intentions to adopt the Social Model of Disability definition alongside achieving Disability Discrimination Act (DDA) compliance.</li> <li>• Agree a pipeline of new house build projects with ODS to increase delivery and help develop in-house capability</li> <li>• Work with and influence partners to embed a healthy place-shaping approach in all our new developments – which should also include provision for community space.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to deliver the OCHL business plan in line with the Council’s ambitions, to provide an estimated 750 new homes.</li> <li>• Complete the Barton Park development.</li> <li>• Continue to bring forward new sites for housing development, such as Redbridge Paddock and the former Lucy Faithfull House site.</li> <li>• Monitor the impact of Oxford City Council’s policy position on housing development sites across the city.</li> <li>• Review the Council’s approach to the allocation of social housing, to ensure it reflects our values and priorities, and helps us meet the challenges facing Oxford.</li> <li>• Develop a specific policy on boats that are used as housing.</li> <li>• Develop a new Oxford Living Rent to provide energy efficient, affordable</li> </ul>

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			<p>housing at intermediate price points, for working families in the city.</p> <ul style="list-style-type: none"> <li>•</li> </ul>
2. In regeneration projects such as Blackbird Leys, our new housing will be high quality with improved public spaces and served by good public transport and cycling and walking routes.	<ul style="list-style-type: none"> <li>• Continue to drive forward a programme of mixed-use regeneration projects, including starting feasibility work at Diamond Place to agree a preferred development option.</li> <li>• Secure planning permission for East Oxford Community Centre (and associated housing).</li> </ul>		<ul style="list-style-type: none"> <li>• The first phase of the district centre of Blackbird Leys will be underway, delivering new community facilities, retail space and residential units.</li> <li>• Secure funds and permissions for next phase of regeneration projects, including Diamond Place.</li> </ul>
3. More Council and private sector tenants will have been supported to stay in their homes when they face the prospect of eviction.	<ul style="list-style-type: none"> <li>• Develop and implement a Council-wide approach to homelessness prevention led by a cross-Council group, to respond to any second wave of homelessness caused by COVID-19.</li> <li>• Roll out and embed new approaches to upstream homelessness prevention across the Council and tailor the support offer to clients to achieve better outcomes - that includes a specific focus on mental health alongside other wrap around interventions - based on learnings from the Trailblazer programme.</li> <li>• Take a tenant-centred approach to private rented sector enforcement by promoting the Tenancy Relations Service at an early stage</li> </ul>		<ul style="list-style-type: none"> <li>• Continue efforts to further improve services, strengthening the corporate commitment to homelessness prevention.</li> <li>• Increase the number of positive outcomes from the Prevention Duty under the Homelessness Reduction Act.</li> <li>• Develop a new Housing and Homelessness Strategy for Oxford City Council setting out the Council's ambitions for the next three years, focused on delivering its strategic objectives for increasing the supply of good quality affordable homes in the city,</li> </ul>

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		<p>to tenants and landlords to prevent homelessness; and where appropriate serve Housing Act notices to protect tenants from eviction.</p>	<p>and ending all forms of homelessness.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">17</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold;">Partner</p>	<p>4. More developers, housing associations and others will view Oxford as a good place to build a range of different housing types.</p>	<ul style="list-style-type: none"> <li>• Adopt and implement Oxford's Local Plan 2036 to support delivery of 11,000 homes in the city over the next 16 years.</li> <li>• Establish closer relationships, partnership working arrangements and enhanced support and advice for developers, housing associations and community-led groups to achieve a faster rate of delivery of new homes, including using innovative and latest practice.</li> <li>• Work with the universities to accommodate more students in purpose-built accommodation in order to release community housing for non-students.</li> <li>• Engage with homeowners, small site developers and builders to provide a proactive, solutions-based approach to unlocking infill development opportunities and increasing capacity of existing homes, wherever possible.</li> <li>• Prepare and implement a new Housing Delivery Test Action Plan to be produced and then updated annually to ensure a proactive approach to managing issues that affect delivery are taken.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the next stages of the Oxfordshire 2050 plan, including further consultations.</li> <li>• Begin work on the Oxford Local Plan 2040 that aligns with the Oxfordshire Plan 2050 and neighbouring authority local plan programmes where possible. This will seek to ensure we remain up to date and facilitating growth that aligns to the corporate objectives within the context of national planning policy.</li> </ul>

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	<p>5. Working with neighbouring authorities we will be implementing the agreed countywide approach to meeting housing needs.</p>	<ul style="list-style-type: none"> <li>• Work with neighbouring authorities to ensure the current suite of local plans committed within the Growth Deal are put in place - to secure, embed and ultimately deliver the agreed housing commitments.</li> <li>• Through the planning process, engage with neighbouring authorities to ensure housing needs are delivered beyond allocations.</li> <li>• Work with housing teams in neighbouring authorities to secure nomination rights for sites targeted at meeting Oxford's housing needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with neighbouring councils, landlords and stakeholders to deliver more houses to enable people to live closer to where they work within the city and in places that enhance a sense of community and wellbeing.</li> </ul>
	<p>6. Working with housing associations we will have delivered more move on accommodation for people in need.</p>	<ul style="list-style-type: none"> <li>• Consider Crisis-commissioned research findings to inform the future approach to move-on accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver a countywide strategy for commissioning services for effective homelessness prevention and move-on to sustainable accommodation.</li> </ul>
	<p>7. Working with landlords we will have improved the quality and energy efficiency of privately rented homes in Oxford.</p>	<ul style="list-style-type: none"> <li>• Develop, consult on and approve a Selective Licensing Scheme to enable an application to be made to Government in early 2021/22 to improve standards in private rented sector housing in Oxford.</li> <li>• Revise the Council's Private Sector Housing Policy.</li> <li>• Campaign for greater national controls of the short-let market and actively seek enforcement opportunities to close the regulatory gap.</li> </ul>	<ul style="list-style-type: none"> <li>• Subject to Government approval, implement a Selective Licensing Scheme for all Private Rented Sector Property across the city.</li> <li>• Increase compliance with the requirement for privately rented properties to have an EPC to 80%.</li> </ul>

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		<ul style="list-style-type: none"><li>• Increase the number of Energy Performance Certificates (EPCs) issued to properties in the private rented sector by using the new delegated powers.</li></ul>	
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# Influence

8. New housing including new urban extensions will be being built to create strong communities with good local amenities and sustainable transport links into the city. Sites valued by local people for leisure and recreation will be protected.

- Engage with neighbouring authorities on development briefs and planning applications to ensure urban extension and developments close to the city are well connected through integrated design, sustainable and healthy transport and movement infrastructure and access to services and facilities.
- Work in partnership with neighbouring authorities to influence the design and quality of development in Oxfordshire, including through the Oxfordshire Plan 2050 and other partnership opportunities.

- Work with partners to explore the appropriateness of additional planning briefs or strategies, which could guide the development of infrastructure and development on the edges of the city, including for example, around the proposed stations for the Cowley Branch Line.
- Working with landowner partners, Oxford City Council will submit a planning application associated with land it owns, to include significant levels of new housing, as part of the development of South Oxford Science Village off Grenoble Road.

## Appendix 1

# Appendix 1

## Priority 3: Support thriving communities

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

	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
<b>21</b> <b>Deliver</b>	<p>1. Our services, grants, community and leisure facilities, parks and cultural events will have helped reduce inequality, increase cohesion and improve health and wellbeing across Oxford's communities.</p>	<ul style="list-style-type: none"> <li>• Invest £150k in mobilising locality-based teams in response to COVID-19.</li> <li>• Develop a volunteer protocol to ensure the quality of volunteering and support to volunteers is of a nationally recognised standard.</li> <li>• Develop a third/community sector specification that supports local community groups and organisations to be fully involved and engaged in locality-based working in partnership with the Council.</li> <li>• Invest £1.3million of grant funding in our communities and voluntary sector with a focus on improving health, tackling climate change, widening opportunities, building community resilience, celebrating diversity and success, mobilising seldom heard groups</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to invest resources and build on our achievements in localities through collective social action; and ensure we further collaborate and empower the communities we serve to meet local needs and lead themselves.</li> <li>• Mobilise the volunteer protocol and third/community sector support service.</li> <li>• Utilise our influence on grant provision to further implement our zero carbon ambitions and improve the health and wellbeing of our citizens.</li> <li>• Consider findings of review of leisure provision for implementation.</li> <li>• Review our grants criteria to reflect the City Council's zero carbon ambitions as well as our support for tackling inequalities.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<p>and making it easier and more popular to access our leisure, cultural, arts facilities and other community assets.</p> <ul style="list-style-type: none"> <li>• Work with Fusion and user groups to develop a sustainable basis for reopening the Council's leisure facilities, and undertake a review of longer-term provision.</li> </ul>	
	<p>2. Children and young people's resilience and confidence will have increased through the educational and recreational activities we offer.</p>	<ul style="list-style-type: none"> <li>• As part our Youth Ambition Programme, and given the impact of COVID-19, we will work with young people to access educational and recreational activities that build their confidence, independence and resilience.</li> <li>• Focus our Youth Ambition resources to prioritise those young people that may require extra support to get involved in activities – with a particular focus on NEETs and those in Pupil Referral Units.</li> <li>• Work with and influence our partners in localities including the voluntary and community sector, academic institutions and faith centres to deliver better outcomes for young people.</li> </ul>	<ul style="list-style-type: none"> <li>• By 2024 our Youth Ambition Programme will have supported and empowered at least 18,000 young people through educational and targeted recreational activities.</li> <li>• Develop the use of intelligence insight to better direct resources to support young people, particularly those that seldom participate in activities.</li> <li>• Working with key stakeholders in localities we will utilise their insights, experience and assets to develop opportunities for young people – which those young people can relate to.</li> </ul>
	<p>3. As a good landlord, we will have worked with our Council</p>	<ul style="list-style-type: none"> <li>• Improve the quality of the service we deliver to council tenants and residents in the city</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the success of the locality-based management pilots and develop</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	tenants and residents to strengthen local communities; and worked with other major landlords to improve the services they provide.	<p>(including enhancing our service through ODS) and engage with housing associations to improve the services they provide their tenants.</p> <ul style="list-style-type: none"> <li>• Carry out locality-based management pilots deploying multi-skilled, customer-facing staff to improve the experience and outcomes for our residents.</li> </ul>	<p>and implement a citywide approach.</p> <ul style="list-style-type: none"> <li>• Work with tenants to develop and implement a plan for service improvements.</li> </ul>
	4. Our parks and public spaces will remain clean, safe, and well maintained, and will be accessible to more people to people to enjoy the health and wellbeing benefits they provide.	<ul style="list-style-type: none"> <li>• Launch and promote Go Active Outdoors and Go Active Families programmes across Oxford to help promote inclusive access and the range of activities within the city's parks.</li> <li>• Work with community services and primary care networks to refer people to our beautiful green spaces, leisure and arts facilities as part of a partnership-wide social prescribing initiative.</li> <li>• Implement an Oxford City Council Green Spaces Biodiversity Action Plan.</li> <li>• Encourage and support our community associations and community centres to deliver a 'One Planet Living' approach and champion this in our communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the impact of Go Active across the city.</li> <li>• Achieve a high level of satisfaction of more than 80% for our parks and green spaces in the ongoing Residents Satisfaction survey.</li> <li>• Ensure the Biodiversity Action Plan informs ODS operational delivery.</li> <li>• Monitor the impact of our social prescribing initiative on the mental and physical wellbeing of our citizens that are referred from either primary care or community services.</li> <li>• Monitor the take up of the 'One Planet Living' approach by our community associations, and where there are gaps</li> </ul>

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## Partner

	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
			mobilise and incentivise local community groups to be the local champions.
	<p>5. Working with neighbouring councils and partners, we will prevent homelessness, move people in temporary accommodation more rapidly into secure housing, and ensure that no one has to sleep rough on the streets of Oxford.</p>	<ul style="list-style-type: none"> <li>• Develop and implement a council-wide approach to homelessness prevention led by a cross-council group, to respond to any second wave of homelessness caused by COVID-19.</li> <li>• Develop and agree a countywide Rough Sleeping Strategy with Oxfordshire councils and partner organisations.</li> <li>• Develop a commissioning strategy for the provision of accommodation-based services for rough sleepers and single homeless people.</li> <li>• Review our approach to Temporary Accommodation, ensuring better outcomes for homeless households through faster move-on and support by establishing a Temporary Accommodation Taskforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the countywide strategy to move towards ending rough sleeping in Oxford, and the wider county.</li> <li>• Make further progress towards preventing homelessness earlier, with closer relationships with key partners, e.g. probation, social services, hospitals.</li> </ul>
	<p>6. Local voluntary and community groups will be better engaged with, supported and enabled to take a greater role in</p>	<ul style="list-style-type: none"> <li>• Publish a Thriving Communities Strategy for the city.</li> <li>• Review the commissioning of support services for the community and voluntary sector to mobilise seldom heard groups and protect core services that people rely on.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Thriving Communities Strategy - delivering programmes of work to: <ul style="list-style-type: none"> <li>○ Maximise the strategic benefits of leisure and culture in supporting the economic recovery, the environment</li> </ul> </li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	improving the city and the lives of citizens.	<ul style="list-style-type: none"> <li>• Review community assets to reflect demographic needs in the East and South of the City and ensure these meet the needs of all diverse communities in the area.</li> <li>• In areas of greatest need, and where we pilot locality operations, map all community assets and social activism to develop communication networks to increase local participation and raise awareness of local initiatives.</li> <li>• Build the capacity of informal community groups to become more sustainable in localities and get involved in projects.</li> <li>• Launch a small grants/capital receipts programme to encourage local community groups to apply for seed funding and get involved in shaping delivering locality-based projects.</li> <li>• Work with all community associations across the city to become more inclusive and representative of the communities they serve from a governance perspective.</li> </ul>	<p>and the health of residents.</p> <ul style="list-style-type: none"> <li>○ Increase levels of physical activity to help tackle health inequalities and obesity.</li> <li>○ Further strengthen our collaborative approach with partners and communities.</li> <li>○ Use culture, events and sport to foster community cohesion and pride.</li> </ul> <ul style="list-style-type: none"> <li>• The charitable, voluntary and community sector and the support services we commission through them will be delivering increased social value, inclusiveness and benefit in localities.</li> </ul>
	7. Increasing numbers of people will walk and cycle around the city,	<ul style="list-style-type: none"> <li>• Commission an “Oxford Greenways” strategic plan for cycle routes into and within Oxford, jointly funded with Oxfordshire County</li> </ul>	<ul style="list-style-type: none"> <li>• Secure funds to deliver the first phase(s) of the Oxford Greenways project.</li> <li>• Use the 2021 Women’s Tour of Britain</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	benefitting their health and wellbeing.	<p>Council and the University of Oxford.</p> <ul style="list-style-type: none"> <li>• Maximise the community benefits from year 2 of the Women’s Tour of Britain in Oxfordshire.</li> <li>• Continue to engage with Oxfordshire County Council to develop and improve cycle lane infrastructure in the city including for people with disabilities, building on its Local Walking and Cycling Infrastructure Plans (LCWIPs)</li> <li>• Make cycling more accessible for children and young people on free school meals through targeted recreational activities.</li> </ul>	<p>race finish in Oxford as a tool to promote cycling in the city.</p> <ul style="list-style-type: none"> <li>• Prioritise active modes of travel, through increased cycle parking and re-prioritisation of road space.</li> <li>• Increase secure cycle parking space in the town centre, whilst reducing car parking.</li> </ul>
	8. Our work with Thames Valley Police will keep communities safe and help reduce hate crime, human trafficking, drug-related crime and antisocial behaviour.	<ul style="list-style-type: none"> <li>• Through engagement with local communities, and integrated working in localities with partners, we will focus on supporting individuals, families, and communities to participate and get involved in positive action/activity in their local area.</li> <li>• The Public Spaces Drug Task Force will work with Oxford’s communities to design out drug misuse and dealing in public spaces.</li> <li>• Coordinate activity to address serious violence, modern slavery, hate crime, alcohol-related disorder and theft through the Oxford Safer Communities Partnership.</li> <li>• Develop further plans to address antisocial</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners and community groups, marginalised groups and young people to engage in positive action through our locality based initiatives.</li> <li>• Work closely with the police and other partners to disrupt organised crime groups using Closure Orders, injunctions and other local authority powers.</li> <li>• Develop and implement problem-solving solutions to reduce anti-social behaviour in the night-time economy.</li> <li>• Develop and implement solutions to reduce the level of bike crime in the city.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<p>behaviour in the city in response to our public consultation.</p> <ul style="list-style-type: none"> <li>• Intervene earlier on issues related to lower level antisocial behaviour ranging from dog-fouling to noise.</li> <li>• Working with partners, implement a best practice strategy to tackle domestic violence.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with our partners to deliver the Oxford Safer Communities Partnership's hate crime plan.</li> <li>• Support the Oxford Community Safety Partnership to continue to tackle serious and organised crime in the city.</li> <li>• Work with community safety partners across the county to support the Violence Reduction Unit approach to reducing serious violence.</li> <li>• Work with the police and district councils to develop an enhanced CCTV capability in the county.</li> </ul>
	<p>9. Vulnerable people will continue to be safeguarded against harm.</p>	<ul style="list-style-type: none"> <li>• Continue to support the most vulnerable people affected by COVID-19 to ensure they remain safe and have their needs met, and to become interdependant or self-reliant where appropriate.</li> <li>• Develop a proposal for a case management system for a 'single view of the customer' that is used to influence operational delivery.</li> <li>• Implement a multi-agency cuckooing protocol to protect people whose homes are taken over.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to support vulnerable people impacted from COVID-19 and ensure their needs are met and people are signposted to opportunities and provision.</li> <li>• Ensure active involvement in the Missing and Exploited Panels and Networks.</li> <li>• Work with other agencies to develop local responses to the findings of the modern slavery research.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<ul style="list-style-type: none"> <li>• Work with social care and other statutory partners to identify and tackle child exploitation.</li> <li>• Conclude the Oxford Modern Slavery Project with Elmore Community Services.</li> <li>• Work to eliminate any deaths from rough sleeping and continue to implement recommendations from Adult Safeguarding Board reviews in the event there is any such tragic occurrence.</li> </ul>	<ul style="list-style-type: none"> <li>• Fully implement a case management system.</li> <li>• Ensure those people who require welfare assistance, are supported in the development of skills and signposted to opportunities.</li> </ul>
<b>Influenc</b>	10. Oxford's diversity will continue to be celebrated, with a greater sense of togetherness across its communities.	<ul style="list-style-type: none"> <li>• Deliver Oxford City Council's #WeAreOxford community cohesion campaign.</li> <li>• Launch an equalities strategy that will increase trust and belonging between the Council and communities, predicated on inclusive values and reflecting the rich diversity in Oxford.</li> <li>• Launch an anti-racism charter that sends out a clear message that Oxford is an anti-racist city.</li> <li>• Bring together a gender-balanced race advisory group that can support the Council and partners to shape policy and make decisions from a grass roots up perspective,</li> </ul>	<ul style="list-style-type: none"> <li>• Launch a Sense of Community Index to measure community strength and togetherness – secure a city-wide baseline position.</li> <li>• Implement the Thriving Communities Strategy - delivering programmes of work that increase digital participation, equalities and cohesion to:               <ul style="list-style-type: none"> <li>○ Tackle issues of isolation in our elderly communities.</li> <li>○ Increase participation, inclusivity and accessibility of leisure and community centres, arts venues and parks, ensuring they work for</li> </ul> </li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<p>as well as identify talent for recruitment.</p> <ul style="list-style-type: none"> <li>• Develop a business intelligence framework to better understand the differing needs of our diverse communities to influence policy making, service improvement, and make equality and diversity inherent in all our work.</li> <li>• Develop insight and understanding within the Council regarding our approach to intersectionality where there are overlapping systems of disadvantage.</li> <li>• Develop community cohesion goals, which are shaped and planned by local communities themselves in localities.</li> <li>• Support events that promote the rich cultural heritage and diversity of Oxford communities.</li> <li>• Celebrate the best of Oxford, its rich heritage, diverse communities and young people at two high profile conversational events.</li> </ul>	<p>everyone.</p> <ul style="list-style-type: none"> <li>○ Protect and safeguard the heritage of local communities as part of our place-based and asset development strategies for the future.</li> <li>• Refresh the gender balanced race advisory group every two years.</li> <li>• Continue to facilitate high profile ‘conversational’ events that discuss and shape ideas that matter to local people.</li> </ul>
	<p>11. Citizens will increase their active engagement in civic and political life.</p>	<ul style="list-style-type: none"> <li>• Launch locality based pilots that focus on bringing together participative and representative democracy in shaping priorities and decision making and implement initiatives such as participatory budgeting.</li> <li>• Work with both universities and students'</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Thriving Communities Strategy to increase equality and access by delivering programmes of work that:               <ul style="list-style-type: none"> <li>○ Promote digital literacy and accessibility.</li> <li>○ Promote and raise awareness of</li> </ul> </li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<p>unions to boost electoral registration using joint social media campaigns where appropriate.</p> <ul style="list-style-type: none"> <li>• Offer a range of activities and engagement to schools, including Why register? Why vote? Workshops; ‘How to run an election’ training and support for mock elections and referendums – subject to the COVID-19 situation with elections and schools’ capacity.</li> <li>• Embed the use of Oxford City Council’s new Residents Panel and race advisory group to improve engagement and influence decision making.</li> <li>• Continue to improve the public accessibility of online council meetings.</li> <li>• Work with schools and young people to develop an Oxford Youth Council that is representative of the young people of Oxford to encourage civic and democratic engagement and participation.</li> </ul>	<p>sustainability/zero-carbon benefits.</p> <ul style="list-style-type: none"> <li>○ Use partnerships and events to inspire young people by introducing them to new technologies and opportunities.</li> </ul>

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## Priority 4: Pursue a zero carbon Oxford

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

	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
32  <b>Deliver</b>	1. Oxford City Council will have reduced the carbon footprint from its own operations to zero.	<ul style="list-style-type: none"> <li>• Continue to reduce the carbon footprint of Oxford City Council's operation by at least 5% per annum</li> <li>• Reach 25% of fleet converted to electric power.</li> <li>• Increase the renewable energy utilized by introduction of "Green Gas" for small sites an exploration of Power Purchase Agreement for local source of renewable energy.</li> <li>• Develop a new operating model based on increased remote and flexible working to reduce carbon footprint of the building as well as staff and customer travel.</li> <li>• Provide an options report on alternative workspaces across the City to enhance the remote working experience and reduce the carbon footprint.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a plan to ensure the City Council is net zero as soon as is practicable and affordable to do so.</li> <li>• Set a policy in respect of reducing the impact of Oxford City Council-owned buildings, informed by a stock condition survey for General Fund assets.</li> <li>• Implement a plan to further reduce emissions from Oxford City Council owned buildings.</li> <li>• Further progress the electrification of our fleet, with the aim to hit 50% by the end of this period.</li> <li>• Build a plan to reduce the part of Oxford City Council's carbon footprint that is not directly linked to use of fuels or energy.</li> <li>• Set a policy on offsetting linked to biodiversity enhancement.</li> <li>• Progress the outcomes of the remote working options report.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	2. All new building by Oxford City Council will be significantly more energy efficient – moving towards near-zero or zero carbon standards.	<ul style="list-style-type: none"> <li>• Implement OCHL business plan - with new building standards up to 70% more energy efficient than the legal minimum.</li> <li>• Complete the pilot Zero Carbon homes being built in partnership the Council and its companies OCHL and ODS at Bracegirdle Road, Mortimer Drive, Broad Oak and Chillingworth Crescent</li> </ul>	<ul style="list-style-type: none"> <li>• Implement pilots and mainstream net zero carbon build as far and fast as practicable.</li> <li>• Improve standards of build in line with legislative and market developments.</li> </ul>
	3. We will have a significant programme of energy efficiency improvements across of our existing council housing.	<ul style="list-style-type: none"> <li>• Commence a stock condition survey of Oxford City Council housing, to ensure we are well placed to seek funding from national schemes.</li> <li>• Develop an investment plan with options for the retrofitting of energy efficiency measures or replacement of council housing, to reduce carbon emissions.</li> <li>• Engage with council tenants on HRA investment in council housing.</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver an investment plan to retrofit our council housing stock.</li> <li>• Implement a targeted programme of retrofitting and seek government funding through national schemes as they come forward.</li> </ul>
<b>Part</b>	4. All new building by developers in Oxford will be significantly more energy efficient – moving towards near-zero or zero carbon standards, with some examples of carbon-positive development.	<ul style="list-style-type: none"> <li>• Implement higher environmental standards for residential and non-residential new builds set out Oxford's Local Plan 2036.</li> <li>• Produce guidance to support the new Local Plan policies and assist applicants in understanding how these policies can be met.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to engage on key development key sites to ensure the required standards are met and encourage betterment where feasible.</li> <li>• Host an event with key influencers and expertise from the development industry to raise profile and reflect on challenges experienced in year 1.</li> </ul>

# Appendix 1

	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
		<ul style="list-style-type: none"> <li>Undertake engagement with and through a range of forums, including direct engagement with developers of strategic sites, to support delivery and identify early any issues or challenges in relation to carbon reduction and assist in resolution, where possible.</li> </ul>	<ul style="list-style-type: none"> <li>Implement an award scheme to recognise best practise.</li> <li>Lead by example in construction projects.</li> </ul>
	<p>5. We will be promoting and enforcing the higher energy efficiency standards that will have been set nationally by the Government for residential and commercial landlords.</p>	<ul style="list-style-type: none"> <li>Engage commercial and residential landlords in Oxford over levelling-up energy efficiency standards of buildings towards the higher ratings set by the Government.</li> </ul>	<ul style="list-style-type: none"> <li>Promote and incentivise early compliance with MEES regulations for residential and commercial landlords.</li> <li>Develop and implement an enforcement approach for non-compliance with energy efficiency standards in commercial premises.</li> <li>Increase the number of enforcement actions taken under the Minimum Energy Efficiency Standards (MEES) regulations in privately rented properties.</li> <li>Consider local planning policy standards against national changes and keep them under review.</li> <li>Hold a Retrofit Summit in Oxford to enable solution providers to showcase what can be achieved.</li> <li>Work with neighbouring authorities through Oxfordshire Plan 2050 to try and</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
			set higher energy efficiency standards.
	6. Oxford will have taken a leading role in the adoption of electric vehicles (EVs).	<ul style="list-style-type: none"> <li>• Contribute to key enabling projects that support carbon reduction and EV adaptation, such as Local Energy Oxfordshire (Project LEO) and Energy Superhub Oxford (ESO).</li> <li>• Support EV car clubs and the use of electric bikes.</li> <li>• Achieve the ESO battery project milestones, including cables installed and the Superhub charging station installed at Redbridge.</li> <li>• Set up first Rapid EV charging station in city.</li> <li>• Hold the third Oxford EV Summit subject to COVID-19 circumstances.</li> <li>• Agree 'Plug-in' projects such as the charging station for taxis.</li> <li>• Implement EV charging standards from Oxford Local Plan 2036 for residential and non-residential new builds.</li> <li>• Support the bid to become an Electric Bus City.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage and enable further innovation and investment in green technology and green jobs in Oxford, moving from pilot to full deployment wherever possible.</li> <li>• Develop an EV Strategy for Oxford and help shape Oxfordshire County Council's Local Transport Strategy to reduce car use.</li> <li>• Continue to expand the network of EV chargers.</li> <li>• Seek to extend the Superhub network ring around the city.</li> <li>• Consider local planning policies against national changes and keep them under review.</li> </ul>
	7. Air quality throughout the city will have improved.	<ul style="list-style-type: none"> <li>• Reduce the number of hotspots in the city recording illegal levels of air pollution.</li> <li>• Update the statutory Air Quality Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with Oxfordshire County Council, implement the Red and Green Zones of the planned Zero Emission Zone in Oxford's city centre.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
			<ul style="list-style-type: none"> <li>Support the further migration of buses, taxis and private hire services to ultra-low and zero-emission vehicles.</li> </ul>
	8. Our streets, neighbourhoods and open spaces will be greener with more trees and other plants, and increased biodiversity.	<ul style="list-style-type: none"> <li>Take a lead role in the establishment of a Local Nature Partnership for Oxfordshire.</li> <li>Explore policy development that adopts a Natural Resource Management approach.</li> </ul>	<ul style="list-style-type: none"> <li>Working with partners, build a strategic approach to protecting and improving biodiversity.</li> <li>Create a network of contributors to biodiversity mapping.</li> <li>Encourage and enable public access to nature and support a significant programme to increase biodiversity and tree-planting.</li> <li>Develop high-resolution mapping in the city.</li> <li>Provide strategic direction to biodiversity net gain projects to optimise impact.</li> <li>Look to improve “greening” of streets and neighbourhoods.</li> </ul>
	9. The city will become more resilient to climate change including improved flood defences.	<ul style="list-style-type: none"> <li>Continue to support the Environment Agency’s delivery of the Oxford Flood Alleviation Scheme (OFAS).</li> <li>Provide support to OFAS through facilitating land transfers and partnership working.</li> </ul>	<ul style="list-style-type: none"> <li>Commence construction of Oxford Flood Alleviation Scheme.</li> </ul>
<b>—</b>	10. We will campaign for the Government to introduce more rigorous energy	<ul style="list-style-type: none"> <li>Drawing on recommendations from the Oxford Citizens Assembly on Climate Change, and working with key partners,</li> </ul>	<ul style="list-style-type: none"> <li>Clear national standards for new buildings and retrofits are set.</li> </ul>

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	<b>Council Strategy 20-24 Outcome</b>	<b>Year 1 Actions</b>	<b>Year 2-4 Actions</b>
	efficiency standards on new build and bring forward the end of petrol and diesel vehicle sales.	we will continue to seek to influence national policy and take part in innovative projects.	
	11. Citizens, businesses and other organisations in the city will be taking action to reduce carbon emissions and increase biodiversity.	<ul style="list-style-type: none"> <li>• Publish a Zero Carbon Oxford action plan after engagement and form a Zero Carbon Oxford Partnership to support this work.</li> <li>• Hold an Oxford Zero Carbon Summit involving major emitters to agree a citywide approach to reduce carbon.</li> <li>• Hold a Youth Summit to engage young people in action to reduce carbon and establish with them an ongoing programme of involvement.</li> <li>• Work with ODS to promote waste reduction, reuse and recycling. Continue to promote a reuse and refill culture among citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build engagement programme particularly around the themes of biodiversity, travel, energy conservation and waste reduction.</li> <li>• Develop and implement community engagement activity, using a coproduction approach, to support residents and local groups taking action to achieve climate change targets; and raise wider public awareness of local action being taken.</li> <li>• Pursue development of climate action plans for activity in all community centres and associations.</li> </ul>

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**To:** Cabinet  
**Date:** 9 September 2020  
**Report of:** Head of Financial Services  
**Title of Report:** Procurement Strategy 2020-22

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To seek approval to a two year Procurement Strategy for the Council.
<b>Key decision:</b>	No
<b>Cabinet Member:</b>	Councillor Ed Turner, Cabinet Member for Finance and Asset Management
<b>Corporate Priority:</b>	All
<b>Policy Framework:</b>	Council Strategy 2020-24
<b>Recommendation:</b> That Cabinet resolves to:	
1. <b>Approve</b> the procurement strategy 2020-2022	

<b>Appendices</b>	
Appendix 1	Draft Procurement Strategy

## Introduction and background

1. The current procurement strategy is out of date and a new 4 year strategy was due for implementation in April this year 2020.
2. Due to staffing issues, further complications of COVID19, Brexit and the future of the management of the procurement team the strategy was not finalised. It is proposed that it would be more prudent to adopt a two year strategy for continuous review through the Action Plan at Appendix 4 of the Draft Procurement Strategy and through internal stakeholder engagement.

3. It is proposed that the Draft Procurement Strategy (the Strategy) should be in place until 31<sup>st</sup> August 2022 with on-going reviews during the remainder of this financial year (2020-21) as the impact of COVID19, Brexit and other factors materialise.
4. Internal stakeholders have been engaged with and have provided input to the Strategy and the action plan which sets out how the Procurement Team will implement the strategy.
5. The Strategy has been circulated by email to the Operational Delivery Group and constructive feedback has been received, reviewed and included in this version of the document at Appendix 1.

## **6. Salient Points of the Strategy**

The Strategy includes a number of areas, some new, which the Council and its Group of Companies is keen to incorporate into their procurement strategies going forward, the more significant areas of which are as follows:

- Ethical and sustainable procurement encompassing steps towards sustainable procurement for the team to build on.
  - Equality and Diversity in procurement incorporating a flow chart for Council Officers to consider in the application of equalities.
  - Equalities in Social Value encompassing some outcomes from the last year and a Social Value procurement statement and flow chart.
  - Procurement overall aims including electronic procurement, contract management, value for money, The contract Register and Procurement forward plan, transparency and the General Data Protection Regulation (GDPR).
  - Procurement action plan encompassing internal and external training, resource, potential constitution review, further work on Social Value and Equality and Diversity and Contract Management.
7. The Strategy sets out what has been achieved to date. Illustrating that the Council has achieved over and above what it required in certain areas such as Social Value, but that there is scope for improvement which is picked up in the action plan.
  8. The Strategy identifies that there is far more internal stakeholder engagement required to ensure that procurement becomes both proactive and supportive, but that the team also require further training internally on the requirements of the service areas.

## **Financial implications**

9. Whilst there are no direct financial implications arising from agreement of the Strategy, clearly the absence of an agreed strategy could lead to increased costs being incurred by the Council or missed opportunities.
10. It is vital that the wholly owned companies (ODSL and OCHL) work with the Council in relation to procurement to ensure that there is not a duplication of tendering and contracts, potentially disaggregating spend and diluting the financial savings arising from Group buying power. It is also important that all the Council's companies are considered in all procurements and named to co-use the contracts

where it is deemed practical to do so reducing on costs and hopefully driving more value for money for all the Council owned companies. This is currently achieved by the sharing of a Procurement Manger providing oversight, maximising the value it gets from contract spend across the Council. If this situation were to alter, consideration would need to be given as to how the Council and its wholly owned Companies would work together to ensure that full engagement across procurement is maintained and improved.

**Legal issues**

11. There are no known legal implications of adopting the strategy. However adopting an up to date procurement strategy will assist the Council to be mindful of and comply with the relevant legislative framework. Procurement operates in a highly regulated environment governed by the Council’s internal procedures and rules such as the Contract Rules in the Constitution and legislation such as the UK Public Contract Regulations 2015, The Concession Contracts Regulations 2016 and the Utilities Contracts Regulations 2016. The Public Services (Social Value) Act 2012 will be applicable to pre-procurement procedures and the Council must consider how any services it is considering procuring might improve social priorities and the wellbeing of the service area. Policies relating to procurement currently set by the European Union may, through Brexit, be subject to change although it should be noted that the UK will still be treated as an EU member state during the Brexit transition period .

**Level of Risk**

12. There are no known risks

**Equalities impact**

13. There is no known Equalities impact however Equalities in procurement has been added to this Draft Procurement Strategy at Appendix 1.

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# Corporate Procurement Strategy September 2020 – August 2022

Version Draft 0.15

[www.oxford.gov.uk](http://www.oxford.gov.uk)



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## 1. Executive summary

The City of Oxford has a vibrant and diverse community, one that is rich in culture and history. It is a global centre for education, health, bioscience, information education, publishing, the motoring industry, and tourism. Serving the local community and economy is at the heart of everything we do.

Historically, the Council spends circa £91M per annum on procuring goods, services and works excluding Capital, £128M including Capital. In a time of significant austerity, Covid - 19 and Brexit, there is even more focus on procurement to help the Council to deal with the severe challenges we face.

2019/20 Supplier Spend			
	External Supplier Spend £	Inter-OCC Company Spend £	Total Spend £
Council Revenue	25,855,523	25,809,568	51,665,091
Council Capital	24,323,642	12,656,805	36,980,447
ODSL	20,774,564	6,026,839	26,801,403
ODSTL	1,294,323	3,573,116	4,867,440
OCHL	7,545,060	680,209	8,225,269
	<b>79,793,113</b>	<b>48,746,538</b>	<b>128,539,650</b>

This is a two year strategy defining how procurement will support the delivery of the Council’s Corporate Plan for 2020-2022 allowing for updates in further strategies to cater for the current external factors (Covid-19, Brexit and Procurement team management) as well as meeting the Council’s legislative obligations.

The strategy takes into account EU Procurement regulations, the potential changes that will require implementation following Brexit, the Council’s vision to become a world-class city for everyone incorporating Social Value, Social Enterprise, Equality and Diversity and moving rapidly towards Zero Carbon.

Whilst this procurement strategy is designed primarily for the Council, it is intended that it will align with the procurement strategies of the Council’s wholly owned companies, Oxford Direct Services Limited (ODSL) and Oxford City Housing Limited (OCHL) to ensure that as a group they benefit both from financial savings and efficiencies from joint procurements and frameworks wherever possible.

## 2. Procurement Introduction

Delivering value for money is at the heart of what procurement does.

This Procurement Strategy has been prepared in response to the ever changing procurement agenda and the current financial climate. The strategy sets out the procurement aims and goals for the Council for 2020 - 2022 and will be reviewed on an annual basis, to reflect any changes in both national and local policies and priorities.

In this Procurement Strategy we have aligned our procurement ambitions in line with the Council's corporate vision and aims for 2020-2024, with the Contract Rules (Section 19 of the Constitution) being kept under review throughout the life of the strategy to ensure that the Council stays ahead of best practice.

This strategy seeks to adopt a pragmatic approach to procurement, one that is balanced and considers the value and risk associated with individual procurements and is designed to enable the Council to continue on its journey of change and innovation.

The Council is mindful that the impact of procurement is far greater than processes objectives and principles and that effective procurement can incorporate a wide ranging socio-economic agenda. That means at the heart of this strategy sits the aim to deliver an inclusive economy, whereby the Council uses its purchasing power to retain wealth that benefits the local economy, influences sectors to provide an Oxford Living Wage and unleashes the potential of the voluntary and third sector. In taking this approach, the Council will not only deliver a successful local economy for everyone, the leverage of our power can help address a wide range of ethnic and social disparities, push employers to become inclusive, significantly contribute to our ambition to be zero carbon and deliver value for money for Oxford's citizens.

Community Wealth Building (CWB) is a people-centred approach to local economic development, redirecting wealth back into the local economy and is a response to the contemporary challenges of austerity and automation seeking to provide resilience where there is risk. There are five key principles of CWB one of which is progressive procurement of goods and services. The Council has committed to the CWB agenda and therefore this is reflected within this Procurement Strategy.

### **3. The Procurement Landscape**

#### **3.1 Legislation**

Public procurement operates in a highly regulated environment governed by the Council's internal procedures and rules such as the Contract Rules in the Constitution and legislation such as the UK Public Contract Regulations 2015, The Concession Contracts Regulations 2016 and the Utilities Contracts Regulations 2016. The Public Services (Social Value) Act 2012 will be applicable to pre-procurement procedures and the Council must consider how any services it is considering procuring might improve social priorities and the wellbeing of the service area. Policies relating to procurement currently set by the European Union may, through Brexit, be subject to change although it should be noted that the UK will still be treated as an EU member state during the Brexit transition period.

#### **3.2 Challenges and opportunities**

The Council continues to operate in a very challenging financial environment. Demand for local public services is rising and cost pressures are increasing, yet government grant to councils has reduced markedly. The Council has itself lost around £6 million of Revenue Support Grant since 2016. The recent COVID19 global pandemic has brought with it significant financial challenges both in the short and longer term and ensuring best value is obtained for every pound spent on supplies and services by the council will require a clear Procurement Strategy.

High on the Procurement's agenda is increasing social value opportunities. Social value is about using the Council's spend and influence to drive social and economic opportunities to those most in need, it's about delivering services, tackling inequality and protecting our planet one procurement at a time. It is also about breaking down barriers and developing opportunities to do good business in an inclusive economy context. By engaging with key stakeholders and seeking their buy-in to the process we will take the first step towards consistently delivering and evidencing such value.

Procurement undertaken in the right way can positively impact on various sectors of the economy. Tendering processes need review to ensure Small and Medium Size Enterprises (SMEs), third sector organisations and social enterprises have adequate opportunity to compete for opportunities (directly or as a subcontractor).

### **3.3 Strategic vision and aims**

The Corporate Plan 2020-24 sets out the Council's vision for the city and quality of life of its residents and the plans for how it will achieve the objectives in the four key priority areas:

Oxford City Council: Building a world-class city for everyone

1. Foster an inclusive economy
2. Deliver more affordable housing
3. Support thriving communities
4. Pursue a zero carbon Oxford

## **4. Strategic Aims and Key Priorities**

### **4.1 Procurement vision**

Procurement by its very nature is well placed to support the delivery of the Council's corporate priorities.

Recognising that the procurement strategy, policy and practice impacts significantly on outcomes, our vision for procurement is:

- to create value through strategic thinking, efficient processes, use of technology and exceptional customer care in the fulfilment of the Council's corporate priorities
- to create real value through people powered procurement
- to provide solutions to needs, on-time and in full
- to make procurement easier and better for everyone in order that stakeholders can focus on what they do best.

In the above context, delivery of the Council's objectives, including better outcomes from public services and regeneration of places, requires resourcefulness and Procurement is responding to this requirement by:

- maximising value for money – gaining further social value benefits,
- supporting stakeholders in the use of frameworks and other procurement portals like the digital market place where value for money can be demonstrated.

- creating commercial opportunities – promote revenue generation through promotion and support of the Council’s two wholly owned companies
- smarter ways of working – embracing innovation, collaboration and embedding change.

The use of the Government Market Place, and other frameworks put in place by buying organisations such as ESPO (Eastern Shires Purchasing Organisation), YPO (Yorkshire Purchasing Organisation) and many more will enable the team to focus resources into areas where they can deliver greater value, added to that over a period of time frameworks can deliver many benefits such as

- Remove the need to undertake costly and time consuming procurements
- Significant reduction on procurement timescale
- Robust agreements resulting from thorough professional due diligence
- Pre-agreed terms and conditions
- Reduced Contract costs due to aggregation of spend

#### 4.2 Procurement aims

- **Stakeholder engagement**
  - engage with relevant stakeholders and service users ensuring business needs are analysed and the design of specifications reflects community requirements, whilst recognising the contribution of existing services;
  - secure the ongoing commitment of internal stakeholders to implement the Strategy, by continuing to increase the profile of procurement within the Council;
  - Provide a professional knowledgeable support function to train internal stakeholders and offer guidance on procurement related activities
- **Route to market**
  - procurements valued in excess of £100k have an approved procurement strategy prior to commencement that delivers sustainability, local economic development, social value, equality and diversity and inclusivity objectives;
  - collaborate with other public bodies and partnering arrangements with suppliers to maximise efficiencies;
  - encourage a varied and competitive supply market;
  - support and enable the Council to be competitive and portrayed as the supplier of choice when bidding for commercial opportunities;
- **Inclusive economy in Procurement**
  - provide an innovative service which delivers quality outcomes to the citizens of Oxford City;
  - procure goods, services and works in a lawful and ethical manner which encourages participation, collaboration and sustainable economic growth;
  - ensure the Procurement Strategy is aligned with the Council’s corporate priorities in particular to be an efficient and effective Council;
- **Outcomes and development**
  - develop staff in Procurement who lead on regulated procurements; through training, secondments and mentoring;
  - provide reporting of procurement performance and compliance;
  - provide responsible sourcing through the procurement service to deliver value for money and financial savings

See Appendix 4 (Procurement Action Plan) for further aims and actions related to Social Value, Equalities, zero carbon etc.

### **4.3 Key priorities for our regulated procurements for 2020:**

#### **4.3.1 Corporate aim 1: Foster an inclusive economy**

##### Small, Medium Enterprises (SMEs), and Voluntary, Community and Social Enterprise organisations (VCSEs)

The Council has an ethos of promoting opportunities for local businesses, either directly with the Council or indirectly through contracts that it holds with prime contractors. Procurement is a mechanism for delivering and realising tangible benefits for the economy and local communities. Over 75% of the Council's spend is local to Oxfordshire and over 60% of the Council's spend is spent with SME's (Small and Medium Enterprises).

The Council's Contract Rules provide a clear requirement which directly supports these priorities:

- at least one local supplier must be sought in all instances unless the opportunity is advertised via an open process;
- to seek a commitment from suppliers to pay their employees the Oxford living wage (where work is undertaken within Oxford) or the Living Wage Foundation Rate: this includes (where appropriate) any employees engaged by a sub-contractor in fulfilling the contract.
- To understand our supply chain and how it can support more local businesses, including social enterprises and cooperatives, promoting wider benefits to the local economy

The Council is also proud to be an accredited member of the Living Wage Foundation and procurement will seek to promote and increase the number of suppliers that adopt the Oxford Living wage or Living Wage Foundation rate on supply of goods, services or works.

Working with Council Service Heads, and our two wholly owned companies ODSL and OCHL Procurement will also undertake the following to support this corporate aim:

- Adopt a corporate defined approach to social value
- Incorporate 5% evaluation criteria on social value requirements where proportionate and relevant in regulated contracts and increase this weighting where it is deemed appropriate to do so.
- Improve contract management to ensure contracts are delivering the social value offered at point of contract award ensuring that the Council measures and records the actual deliverables
- Further develop social value and update procurement documentation to reflect developments.
- Where possible, simplify procedures to assist SMEs and third sector enterprises to bid, working with relevant member champions.
- Hold a corporate "meet the buyer" event to engage with suppliers from all areas to understand the market and barriers.

- Hold “how to tender” workshops to support suppliers in the tender process.
- Target and encourage BAME/Women-led SMEs to come to “meet the buyer” events to tackle issues of under-representation in specific service sectors.
- Pay undisputed SME invoices within 14 days and other supplier invoices within 30 days of receipt.

#### **4.3.2 Corporate aim 2: Deliver more affordable housing**

The Council has established a Housing Development Company, OCHL to undertake housing developments which increase the supply of social, market and shared housing in Oxford, to meet the ever increasing demand.

Procurement will work with the Council’s wholly owned company OCHL, to ensure procurement processes support the delivery of affordable housing projects whilst ensuring compliance with the necessary regulations.

Procurement will seek to make savings on construction, refurbishment, repair and maintenance procurement exercises delivering value for money whilst not hindering project deadlines.

Procurement will ensure visibility of the value for money for each project that it is involved with in the form of added value contract deliverables or financials for grant based income.

Procurement will work with its stakeholders to procure works, goods and services for delivery that provide best value for money and good standards of quality. This may involve setting up Dynamic Purchasing System (DPS) frameworks, utilisation of national frameworks or tendering requirements directly with the market.

Procurement will also undertake the following to support this corporate aim:

- Assist the Council in tackling the housing challenges it faces by supporting Service Areas to tackle homelessness.
- Engage with OCHL and ODSL to understand their needs early in the process and offer options for the most appropriate route to market

#### **4.3.3 Corporate aim 3: Support thriving communities**

##### ***Thriving Communities***

Procurement will work with the Council’s Community teams in their aim to respond to and support communities, offering appropriate procurement advice to help towards developing sustainable communities. Examples where we can assist:

- Attending Communities facility review meetings advising on best practice and routes to market for projects;
- Working with internal and external agencies to deliver culturally competent services for BAME, disabled, elderly and vulnerable people; and
- Working with the Council’s Community Services to deliver high quality cultural events and activities where procurement of goods and or services is required.

- Providing business start-up advice to potential new suppliers in Oxford particularly around the procurement websites that they may wish to register with along with advice concerning the standard selection questions that suppliers should be aware of.

Procurement will also undertake the following to support this corporate aim:

- Engaging early with stakeholders to seek input as to how procurement may be able to support them.
- Reviewing, supporting and checking procurement exercises where the Modern Slavery Act 2015 and preventing human trafficking may be relevant.

See appendix 2 for further information

#### **4.3.4 Corporate aim 4: Pursue a zero carbon Oxford**

Procurement can make an important contribution to sustainable consumption and production; it can play a key role in helping to become a more resource-efficient economy. As part of this we will:

- Work with the Council's Citizens' Assembly on procurement projects such as the purchase of renewable electricity and gas, that not only would help meet the 2050 zero carbon future for the city, but also the aim for the Council to be net zero by the end of 2020;
- Ensure the whole lifecycle from purchase to disposal is considered in every regulated procurement project;
- Ensure products purchased meet the latest minimum energy efficiency requirements;
- Wherever possible, take into account the operational energy use and environmental impacts of vehicles as part of the procurement process; and
- Consider where relevant the EU Green Public Procurement criteria.

Procurement will also undertake the following to support this corporate aim:

- Engage early with internal stakeholders to understand fully the requirements for the future and how Procurement can best support this.
- Engage with external stakeholders to understand how the market is changing and identify potential available options.
- Engage with other buying organisations including other Public and Local Authorities to understand how they are tackling this issue.

See Appendix 2 for further information

## **5. Equalities in Social Value via Procurement**

The Public Services (Social Value) Act 2012 requires public authorities to consider how they can improve the economic, social and / or environmental wellbeing of their local area through the way in which they procure goods, services and works. The Act requires consideration to be given to procurements over the EU thresholds. The Council has taken steps to impose Social Value into the procurement process and not only over the EU threshold levels.

Social value, although not expressly defined does refer to the wider financial and non-financial impacts of projects, it is an indispensable part of procuring public services. It can shift the focus from processes to outcomes that have direct benefits for the Council and the City.

The overarching objective is to achieve the best commercial results, whilst supporting key social outcomes that meet Oxford’s needs strategically; creating opportunities for local people, and encouraging spend with local SMEs, social enterprises, co-operatives and voluntary bodies and organisations committed to environmental improvement by:

- Considering throughout the commissioning cycle what community benefits can be derived through social value, and where building provisions for such in all our contracts is beneficial;
- Incorporating social and environmental aspects into specifications award criteria and contract conditions where appropriate and proportionate to what is being procured or provided;
- Promoting innovation, employment and social inclusion, protection of the environment, energy efficiency and combating climate change; and
- Creating and nurturing a vibrant, healthy, innovative, competitive rich and representative diverse marketplace of suppliers reflecting Oxford localities that include and encourage small business, mutual, charities, community groups, co-operatives and social enterprises.
- Varying the extent to which social value might be measured by the Council. Some contracts will be well placed to deliver greater social value in the communities they serve than others.

The Council is committed to sustainable procurement and its procurement activities are not solely based on the economic factors, but aim to achieve the best value based on the whole life costs, the associated risks, measures of success and implications for the society and environment.

Procurement is focused on developing its approach to how it accesses, manages and monitors the use of community benefits in its contracts to ensure the additional benefits offered by the Council’s suppliers will deliver the best possible social value for the communities of Oxford City.

During 2019/20 procurement included as part of regulated procurements where relevant and proportionate a 5% evaluation weighting on elements of Social Value that bidders could commit to.

The outcome of this proactive role in targeting the social value offered across the City and its group of companies is recorded on the Contract register. The information is passed to the Contract Manager to monitor over the life time of the contract. Examples of social value and the number of suppliers that have committed to social value within their tender response has been detailed below:

<b>Social value submitted by suppliers</b>			
	<b>OCC</b>	<b>ODSL</b>	<b>OCHL</b>
Support mentoring, placements and apprenticeships: Offers vary from taking on an apprentice in years 2 or 4 of a contract, or taking one on when the spend is over £5m, or just looking into the	3	7	3

apprenticeship schemes/ ex-military schemes			
Recruit/support local subcontractors and SME Offers vary from using local suppliers as sub-contractors, spending locally for supplies, support local employment, sub-contract 80% to SMEs	1	6	3
Support a charity donation Offers vary from charitable contributions, donations to community funds, donations to Oxford based charity, Oxford office to raise money for local hospice	0	7	0
Support/provide time to volunteer for community work/engagement Offers vary from providing 1 member of staff a day to help at a community or voluntary group, provide 1 day voluntary work, 1 hour per week community engagement	0	5	3
General response in line with our corporate priorities. Some responses just agreed with our objectives/principles with no specific benefits	6	0	0
Contribute to the delivery of Oxford's Zero Emission Zone Proposals around supporting a reduction in emissions	7	1	0
Support Oxford Living wage Only 3 tender proposals included in SV submissions but all suppliers sign up to Terms and Conditions that state that supplier/sub-contractor shall make all reasonable endeavours to ensure they comply with the "living wage"	0	0	3
Provide Health & Safety cost advice/awareness training	1	1	0
Support paperless systems	2	0	0
Support the environment (reduction of noise, air and chemical pollution)	1	1	0
Work placements Offers vary around work experience, 4 weeks work placement, work placement for Academy	0	3	0
Work with schools or colleges in Oxford Offers vary from 40 hours with schools or colleges, attending a school career event, run sustainable design w/shops, career fairs.	1	3	0
Increase tourist revenue	1	0	0
Invest in hybrid vehicles - reduction in carbon footprint	1	0	0
Specialist advice to local people	0	1	0
Support disabled residents of Oxford (and their families)	1	0	0
Support the eradication of vehicle congestion	1	0	0
Support waste recycling	0	1	0
Use environmental friendly packaging	1	0	0
	<b>27</b>	<b>36</b>	<b>12</b>

All Procurement templates include a 5% Social Value weighting. Moving forward procurement aim to work with suppliers to identify opportunities which best align their own corporate social responsibility (CSR) objectives and those of the Council aiming to establish a fair evaluation methodology for responses to Social Value. During the 2020 – 2022 period the Council will look to increase the weighting allocated to Social Value where proportionate and relevant to do so for regulated procurements.

Please refer to Appendix 1 - Social Value Procurement Statement.

## 6. Equalities in Procurement

The Council provides a wide range of services to residents and businesses in the City. In some cases these are provided directly by the Council, in others by our contractors and partners.

Each year, the Council enters into contracts worth many millions of pounds for buying goods, works and services on behalf of the people of Oxford. Whether provided by the Council or by external organisations, it will not differentiate on the grounds of disability, impairment, employment status, gender, gender reassignment, home address, marital status, nationality, national origin, race, and religious belief, responsibility for dependants, sexual orientation or trade union membership.

The Council has a statutory duty to ensure that public money is spent in a way that ensures Value for Money and does not lead to unfair discrimination and social exclusion.

The promotion of equalities in the procurement process will help the Council to:

- improve the quality of local authority services
- Ensure that public money is not spent on practices which lead to unfair discrimination
- Deliver more responsive and flexible services in combating social exclusion and building strong and cohesive communities
- Encourage other organisations to practice the Council's public service ethos on equalities
- Deliver services that meet the diverse needs of the City
- Improve employment conditions
- Enable an inclusive economy

The Council will take into account in its tender evaluation and contracting processes, a potential contractor's approach to equalities in terms of its employment practices and service delivery outcomes. It will do this by asking potential contractors relevant questions and include appropriate provisions in its contract documents relating to these matters. The response to these questions will be evaluated as part of the selection process.

The impact of the procurement with regard to the promotion of equalities within service delivery and employment opportunities will also be monitored and managed during the life of each contract.

This policy supports the Council's Equality Strategy and is designed to ensure a consistent approach across the authority to all areas of equalities work.

Under the Public Sector Equality Duty (PSED) it is important to ensure the Council is encouraging as many companies and other organisation as possible to bid for Council business whether directly or through our two wholly owned companies ODSL and OCHL. The Procurement Team provides procurement oversight and advice to all three entities of the Council's Group including its wholly owned companies OCHL and ODSL. Working across all parts of the Group the Team ensure where practically possible the procurement strategies of each entity are aligned with the Council's Corporate Priorities and values and that procurements with suppliers are undertaken in

a consistent and transparent manner in line with procurement regulations. Procurement will work with potential new contractors to identify ways to aid and support entry for all businesses and increase responses to tenders.

It is important that Procurement foster an environment integrating consideration of equality and good relations into its day to day business by considering how a function can affect different groups in different ways. The intention is that the Council will draw on a broad range of talents to better represent the community it serves with the aim of increasing satisfaction with public services.

Objectives include:

- Ensuring that all entities within the Council Group benefit from supplier procurements
- Working with SMEs and Voluntary Sector Organisations to support where possible applications to become a supplier
- Seek feedback to understand negative experiences
- Utilise methods other than the corporate procurement portal if required to support suppliers from all backgrounds and ability.
- Incorporate a section on Equalities, diversity and inclusion into the Selection Criteria of the procurement templates
- Ensure that specifications and contractor obligations meet the requirement of the Council's equality and Diversity policies, regulations and objectives and through on-going contract management ensure compliance.

The Council's contracting officers should follow the checklist in **Appendix 3** which also details the equalities questions that procurement will include in regulated procurements with the aim of fostering an inclusive economy.

## 7. Ethical and sustainable procurement

7.1 Procurement plays a vital role in promoting both ethical and sustainable procurement, and in furthering sustainable development through the procurement of goods, services and works, as procurement decisions can have significant socio-economic and environmental implications, both locally and globally, now and for future generations.

7.2 The Council has been procuring goods, services and works in an ethical and sustainable manner for many years. The Council's approach is now formalised under the Ethical and Sustainable Procurement Statement. **Appendix 2** -

7.3 For procurements valued at £100k and above strategies are designed to ensure that contracts represent value for money on the basis of whole life costs, that they generate benefits for the local economy, and have a positive impact on the environment. Procurements include social value or sustainability criteria where possible as well as a request for the supplier to pay the Oxford Living Wage for Oxford bases suppliers and or workers, or the Living Wage Foundation Rate for workers outside of Oxford.

## 8. Procurement overall aims

Along with the corporate vision, procurement have the following key aims:

### Electronic procurement

The Council recognises the importance of electronic procurement (e-procurement) in delivering lower transaction costs for both itself and suppliers, improving visibility of contract opportunities to the supply market, making the procurement activity visible internally and providing a clear audit trail.

Procurements valued at £10k or more are required to be conducted using the corporate procurement portal. Support can be given to local small businesses on how to use the portal at events such as Meet the Buyer or where the Council hosts supplier days for particular procurements.

For the majority of purchases the Council requires an official order to be raised in the relevant ordering system when commissioning goods, services and works. Orders are required for accounting purposes in terms of authorising the transaction, to give a financial commitment and to confirm to the supplier what has been ordered. Orders also enable invoices to be processed efficiently. Where a goods receipt note has been completed and matched with the order within a financial tolerance a payment can be generated automatically with little or no human intervention.

Requisitions created in the Agresso procure to pay (P2P) system are raised against defined products which classifies what is being procured, and whether it is against a contract or not. Requisitions raised against non-contracted products are subject to procurement approval where the value of the order is £5k or more.

The Procurement and Payments Team use management information to monitor spend including identifying opportunities to reduce non-contract spend, improve the performance of P2P and the authorisation of payments to suppliers and to reduce transaction costs.

Purchasing cards are used for low value purchases where efficiency is required whilst maintaining compliance with the Council's Constitution.

The Council's payment strategy is to pay undisputed invoices within 30 days of receipt and within 14 days for SMEs.

### Contract Management

Embed improved contract management through:

- Ensuring all contract managers are aware of the aims of the Procurement Strategy and empowered to deliver them
- Promoting good contract and supplier management to monitor the effectiveness of regulated procurements in achieving their purposes, building good relationships
- Championing risk management through contract management to ensure staff manage, monitor and control all internal and external supply chain risks and service delivery throughout the procurement stages and contract life.

- Developing good working relationships with key stakeholders to identify and include appropriate KPI's in all specifications pre tender
- Completion of a contract handover procedure on award outlining Service Level Agreements, risk areas, specification and payment details
- Creating, rolling out and embedding procurement training sessions for staff who manage regulated contracts
- Encouraging contract managers to develop strong relationships with suppliers to monitor all areas of performance, mitigate risks and consider any opportunities to improve efficiency, reliability and reduce costs.
- Developing a centralised corporate contract risk register to include supplier stability checks and performance against contract terms

Effective contract management results in improved supplier performance leading to more efficient outcomes. Contract management must:

- Ensure that service expectations are met or exceeded;
- Be responsive to securing further savings through identifying cost reductions, efficiency or process improvement, better demand management or an improvement in service delivery over the term of the contract;
- Monitor and secure other non-cashable benefits such as improved quality, sustainability, and local economic and health outcomes as stipulated in the contract; and
- Mitigate any supply chain or contract risk and the costs associated with the materialisation of a risk event.

Contract management will be reviewed in line with International Association of Contract and Commercial Managers (IACCM).

#### Value for Money

Procurement will ensure that through its regulated procurements the following key principles will be applied.

- Increasing collaboration with other Councils and organisations including the use of buying organisation frameworks
- Maintaining consistency and transparency in procurement processes
- Considering where appropriate the whole-life cost of what is being procured in a clear, transparent and proportionate manner
- Improved engagement with the Council's wholly owned companies, local authorities and other organisations
- Review procurement templates ensuring they remain fit for purpose and encompass all changes in procurement requirements and regulations
- Reduce level of non-contracted spend

#### Contract Register and Procurement forward plan

The Council has over 575 contracts with external organisations in operation at any one time. Our wholly owned companies ODSL and OCHL have a further 220 and 15 respectively. The procurement team will maintain a register of contracts valued at £5k and above.

Procurement will update the Council's contract register on a quarterly basis ensuring live and pending contracts are visible not only to internal stakeholders to aid in their management of their

contracts, but providing information to suppliers of when Contracts may be coming up for tender. Procurement will:-

- Update and publish the contract register in June, September, December and March each year.
- Review Contract storage ensuring that there is one central repository for Contracts
- Ensure all contracts are held on the corporate contract register and linked to a signed copy of the contract and actively monitor contract expiry dates
- Notify contract managers in advance of contract extension requirements and contract end dates and work with them on preparations for retendering as appropriate

### Transparency

Ensure that the Council's regulated procurements will be carried out in compliance with our duty to act in a transparent and proportionate manner, at each stage of the procurement process, through;

- Use of electronic communication for all procurement activity;
- ensure open public and market engagement
- use of clear and precise language to ensure a common understanding of requirements; utilising Council thresholds to ensure proportionality regarding the appropriate procurement route
- supplier checks to mitigate risk to the Council of unsuitable suppliers being awarded a Council contract

### General Data Protection Regulation (GDPR)

Article 28 of the GDPR adds a requirement upon controllers (the organisation who determines the purposes and manner in which personal data is processed) to ensure that certain provisions are included in contracts where there is personal data being passed from one party as the controller to another acting as a processor of that personal data. The aim of the Article is to ensure that a controller of data who passes personal data to the processor controls how that processor can use that data. In order to achieve this, the Article stipulates that any processing of personal data by a processor shall be governed by a contract containing certain information.

Procurement will therefore ensure that GDPR is addressed where required at each stage of a regulated procurement and recorded appropriately on the Contract register by:

- ascertaining what type of personal data will be held as part of the contract and where that data will reside
- identify how the data will be obtained, how it will be stored and who it will be shared with
- identify which suppliers are affected by GDPR and record accordingly on the Contract register

## Appendix 1 – Social Value Procurement Statement

### Introduction

Implementing and embedding Social Value at a local level involves making commissioning and procurement decisions in a new way that ensures wider benefits are considered throughout the commissioning cycle and how this links to the strategic themes and policy areas within Oxford City Council

Practical examples could include requiring suppliers to pay the Oxford Living Wage where possible for workers based in Oxford or the Living Wage Foundation rate for workers based outside of Oxford, employ a specified number of apprentices or take certain actions to minimise environmental damage.

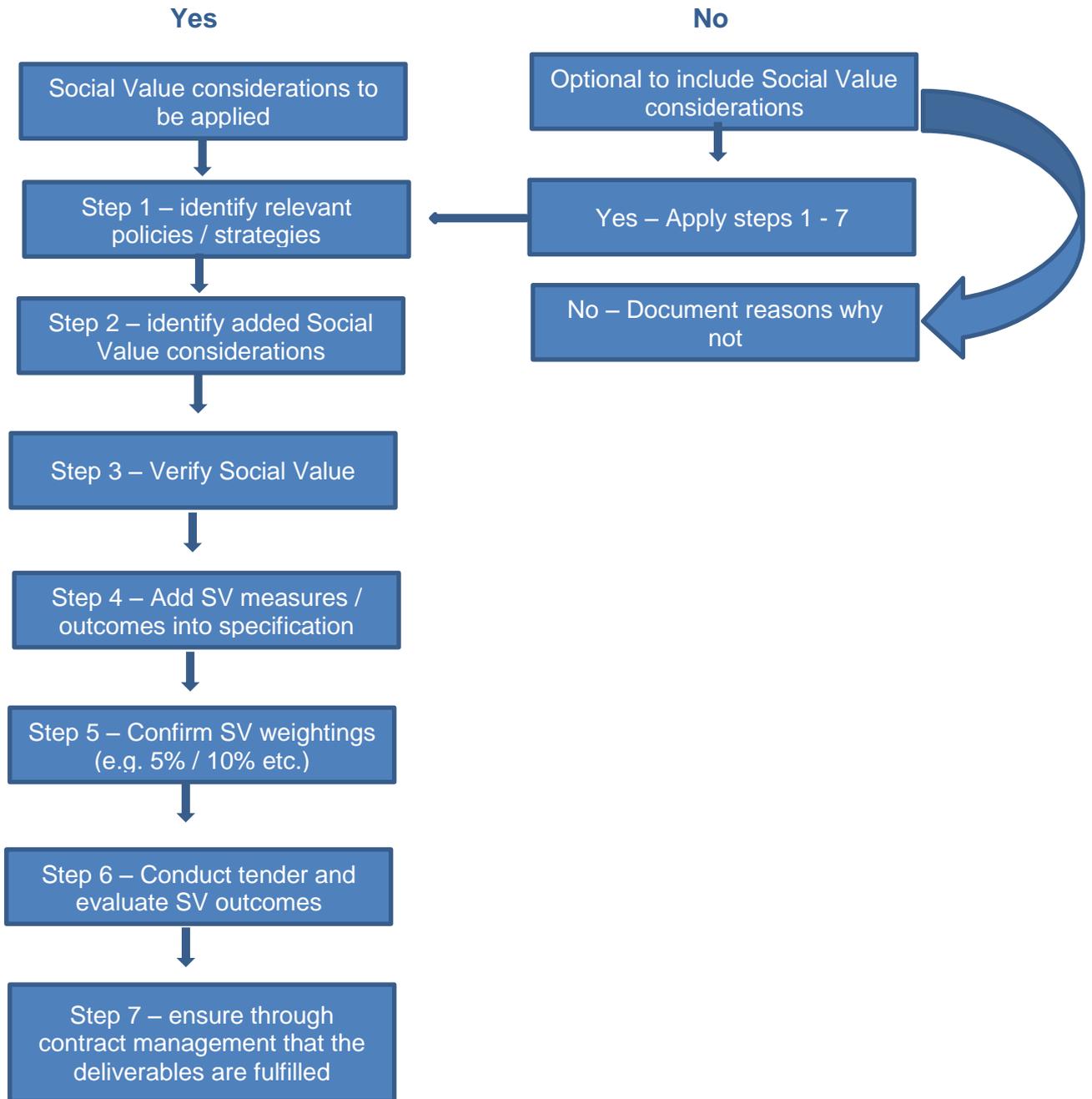
Consideration for Social Value should be given at the start of a procurement exercise. Where practical and appropriate. Relevant and proportionate outcomes should be identified and included as part of the tender evaluation criteria against which bids will be scored. The outcomes will be linked to the strategic vision and aims.

Due to the wide range of goods and services the Council and its Group of Companies procures, it is recognised that this process needs to be flexible and be tailored to each exercise. It is the role of service commissioners and procurement leads to consider, on a contract by contract basis, relevant Social Value outcomes that could be incorporated into the process, linking to the strategic aims.

Suppliers can then be asked to demonstrate how they intend to deliver against those priorities that are relevant and the responses of the winning bidder would then be written into the final contract for the Contract Manager to manage and ensure the benefits are realised.

### Application of Social Value (SV) flow chart

Is the value of the tender above OJEU threshold for Services?



Examples below of the types of Social Value that can be evaluated within a tender:

Social	Economic	Environmental
Volunteering in the community	Hosting work placements	Reducing energy use and carbon emissions
Hosting community events at your business	Employing local people and spending with local suppliers	Supporting improvements to public spaces and parks
Flexible working policies for staff	Mentoring and providing career advice to young people	Using sustainable products and materials

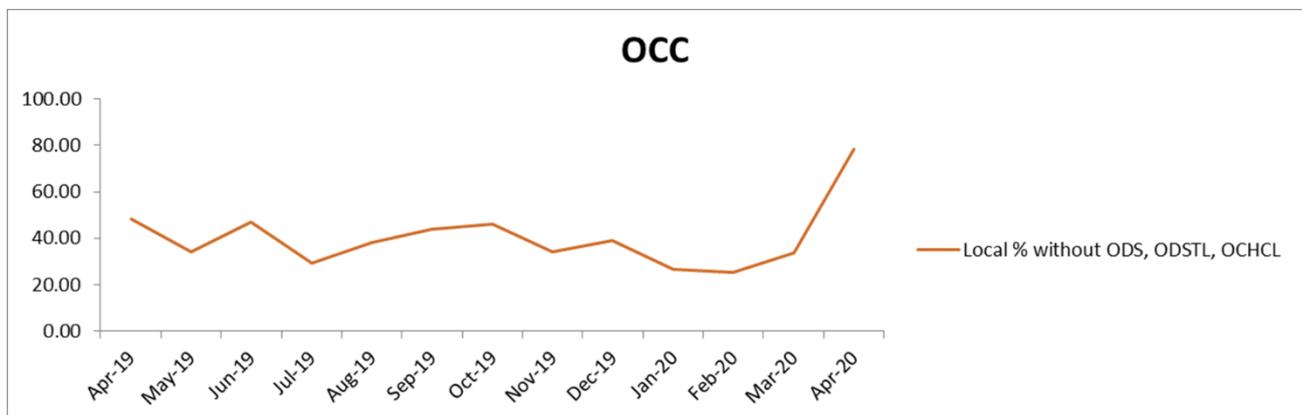
### How else can Procurement Assist with Social Values?

#### Use of local suppliers

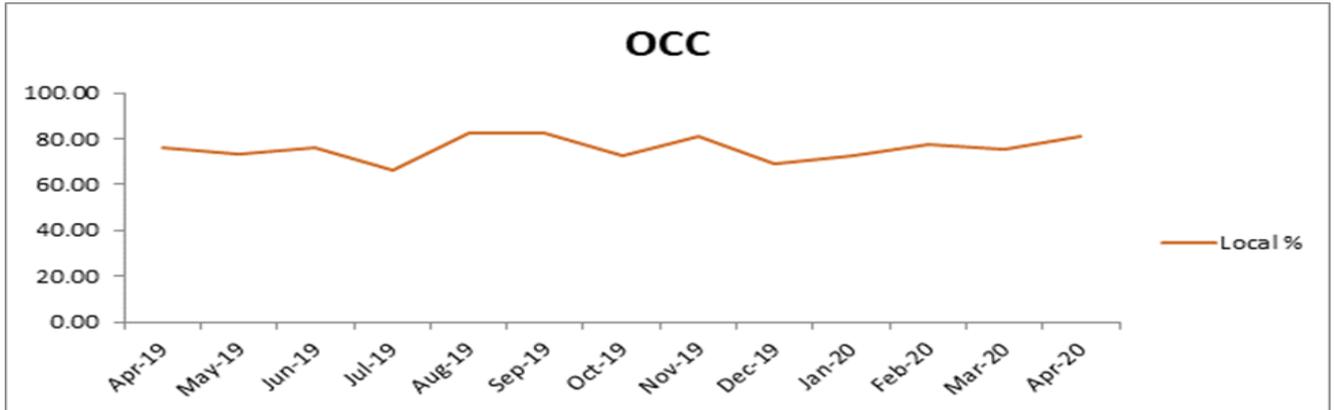
Clearly using local suppliers will help the local area in terms of employment and wellbeing of residents in the locality. The Council has set a target of local supplier spend compared to total spend. The target for the Council's local spend (including OCHL, ODSL and ODSTL) is 75%. The Council achieved a local spend in 2019-20 of 75.34%.

Part of the CWB action plan (Appendix 4) will be to see how the Council can best analyse the social impact of it's spend

#### The Council local Oxfordshire spend % excluding ODS, ODSTL and OCHL



## The Council local Oxfordshire spend % including ODS, ODSTL and OCHL



### Use of SMEs

The use of Small to Medium size Enterprises (SMEs) is another widely acknowledged measurement of Social Value. Often the financial standing or lack of it is a first measure of the economic value of a locality.

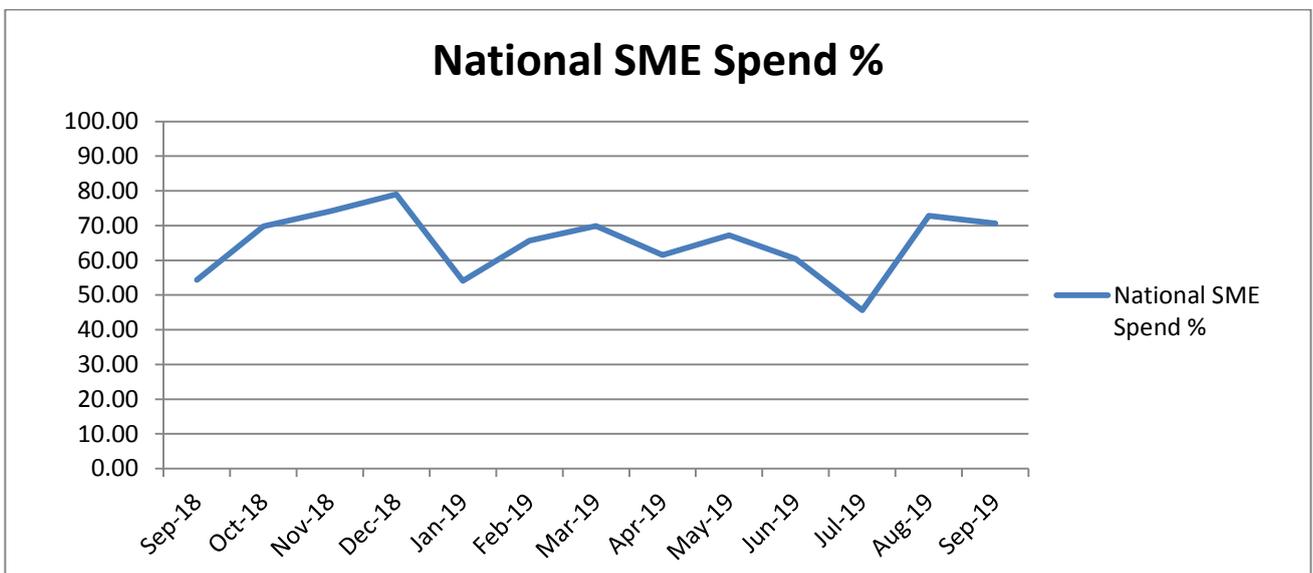
What is a SME? The UK government follows the EU's definition of SMEs, and to qualify as an SME, there are two criteria: staff headcount of between one and 250, and an annual turnover of no more than €50 million (approximately £45 million).

The Government is committed to 33% of central government procurement going to small and medium size enterprises (SMEs), directly or via the supply chain by 2022. Procurement have set a target in line with the National Public Sector target for SME spend of 33%, however the Council is exceeding this figure and that trend is expected to continue.

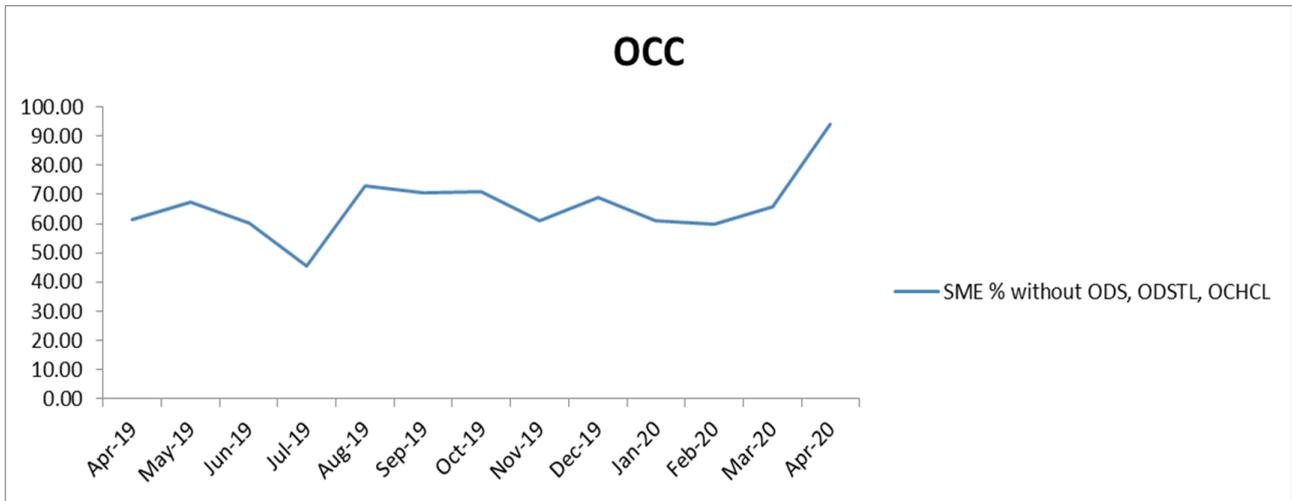
In the 2019-20 financial year the Council achieved a spend (including ODS, ODSTL and OCHL of 24.78% with SME's. If the Council excludes ODS, ODSL and OCHL this increases to 63.44%).

Indirect SME spend (Spend through Large Suppliers with SMEs) is not currently monitored. Central Government has started to monitor this spend, but only with large spend (above £5M)

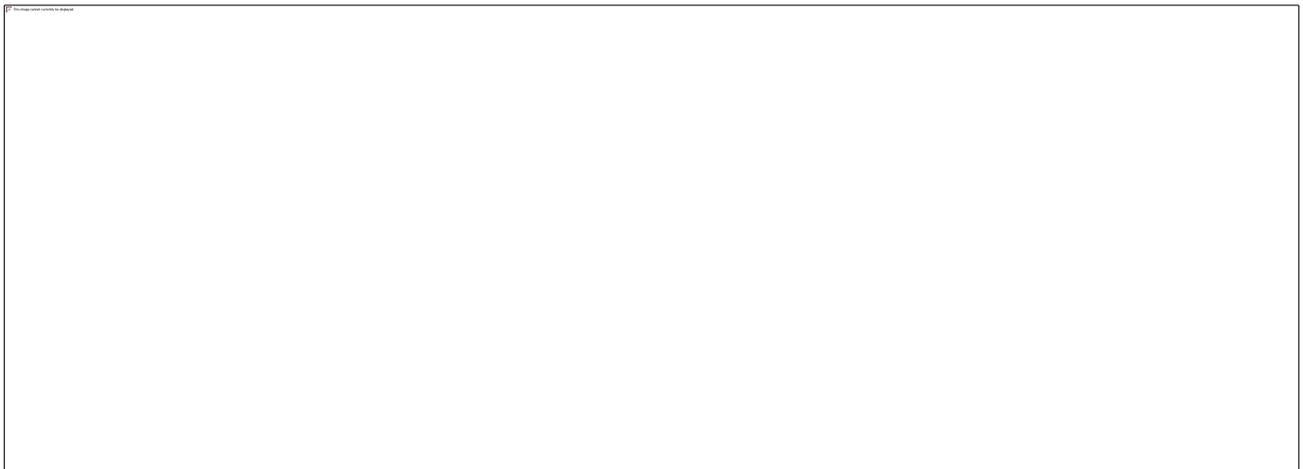
### Latest figures available nationally



### Council SME spend excluding ODS, ODSTL and OCHL



### Council SME spend including ODS, ODSTL and OCHL



### Respect for accreditations and unions

Awareness of Trade Unions and accreditation schemes such as the Fair Tax Mark need to be considered in the procurement process, organisations that seek to encourage and recognise companies that pay the right amount of corporation tax should be celebrated.

### Social Values that have already been incorporated into OCC Tenders

1. **Sugar Smart** – which is a campaign run by Sustain to help local authorities, organisations, workplaces and individuals to reduce the amount of sugar we all consume, our current tender for vending includes a requirement for tenderers to include the Sugar Smart options of increasing the number of items below 5% sugar and to clearly identify any items over 5% sugar using a traffic light system.

2. **Contract for Resilience Support** awarded to Northgate for a 4 year term, spend approx. 122k per annum. We included a question within the evaluation regarding CSR 2.5%

Northgate's response included an offer to pay End Youth Homelessness (part of CenterPoint) or another suitable charity 0.5% of the annual charges that the Council pays to this charity annually. Northgate also offered volunteers to promote community projects from their NPS Community Volunteering scheme, which is a scheme where their employees may take two day's paid leave per annum to participate in community projects.

3. **Contract for Print Framework** – included evaluation questions regarding Environmental Policies and use of sustainable products which accounted for 10% of the total quality score.

4. **Contract for external Caterers for the Town Hall** – included evaluation questions regarding sustainability, developing "Fair Trade" procurement in their supply chain, and how the Suppliers can support local businesses which accounted for 15% of the total quality score.

5. **Contract for Banking with Barclays** – included a question based on 5% of the score which requested details of the Social, Economic and Equality benefits offered in the Oxford area. Response included examples of employee volunteering, Life skills (Covering the transition into work to 11-19 year olds) and Money Skills (covering young and disadvantaged people assistance in opening bank accounts etc.) to over 250,000 in the last 3 years, and have employed over 1000 apprentices UK wide per annum.

6. **Contract for the repairs to the Covered Market roof** included a provision for the Supplier to employ an apprentice.

7. **Barton Park contract** included the Contractor employing 8 apprentices, 7 local enterprises being employed on site and the Contractor has worked with local educational institutes to organise visits to site for pupils.

8. **Tower Block refurbishments** Contract included 4 new jobs created, 6 new apprentices, 12 work experience placements – 3 of which were those facing greater social barriers, 8 school visits to provide career advice, 4 visits to provide career advice to long term unemployed, Work with local partners, including OCVA, to support one initiative per year targeted at hard to reach groups, 1 workshop with Chamber of Commerce to support new business start-ups in the contract area, 2 visits to provide business planning support, financial advice, legal advice and HR advice to support community and voluntary organisations / social enterprises, provide 2 events to deliver energy efficiency advice and target fuel poverty within each of the tower blocks at the start of each winter period, support a local charity – in fact Shelter received £2,700 from the Contractor, and protecting bio-diversity with the installation of bird boxes.

9. **Contract for insulation** included a requirement to insulate the lofts of one of the local homeless hostels free of charge.

## **Social Value Issues**

The legal basis for public procurement in the European Union is provided within the OJEU Directive and offers some scope for taking account of social considerations, provided they are linked to the subject-matter of the contract and are proportionate to its requirements and as long as the principles of value for money and equal access for all EU suppliers are observed.

It must be decided case by case based on which social considerations are relevant to the procurement of the requirement, depending on the category and on the objectives, to what social value questions can be incorporated into our tenders.

*Obtaining "Value for Money" means: choosing the supplier that offers "the optimum combination of whole life costs and benefits to meet our requirements."*

Monitoring presents one of the biggest challenges for Social Value. How do the Council monitor that what was promised at tender is actually delivered throughout the Contract?

The Council is keen to improve the way in which it procures goods services and works to ensure not only continuation of compliance with the Social Value Act and LGA but also to increase our social value considerations and value for money in all aspects to incorporate the Council's corporate priorities.

## Appendix 2 – Ethical and Sustainable Procurement Statement

This statement sets out The Council's approach on ethical and sustainable procurement.

### **Ethical Procurement**

'Ethics' in purchasing and supply management can relate to a wide range of issues from supplier business procedures and practices to bribery and corruption. The common areas relate to ethical behaviour in companies such as fair-trade, ethical trading, ethical sourcing, social accountability, social auditing, corporate social responsibility, corporate citizenship, codes of conduct and reputation assurance.

This statement is based on the following principles and includes information as to how they will be implemented:

- a. safe working conditions;
- b. non-excessive working hours;
- c. employees are paid at least a minimum living wage;
- d. training is provided;
- e. diversity, equality and good workforce practices are encouraged;
- f. elimination of child labour; and
- g. elimination of inhumane treatment.

The following principles set out the minimum requirement expected from suppliers and their supply chains.

#### **Safe working conditions**

- Suppliers will operate appropriate health and safety policies and procedures and agree to the Council's Health and Safety Policy before commencing work. Responsibility for monitoring and ensuring compliance with these policies and procedures will rest with a senior manager. Responsibility also extends to ensuring that employees have received the necessary training and that they have the necessary health and safety equipment.
- Suppliers will provide comfortable and hygienic working conditions with necessary provisions (such as clean drinking water, washroom facilities etc.). Such provisions also extend where accommodation/housing is provided.

#### **Non-excessive working hours**

- Suppliers must comply with national and international laws or industry standards on employee working hours, whichever affords the greater protection. Employees should not be expected to work more than 48 hours a week on a regular basis and on average receive one day off at least every seven days.
- Overtime should be voluntary and not demanded on a regular basis and where required it should be reimbursed at an appropriate rate and not exceed 12 hours in any week.
- Suppliers should provide clear, easily understood disciplinary, grievance and appeal procedures; these must be lawful and appropriate. Suppliers must ensure that they do not deprive their employees of their legal or contractual rights.

### **Employees are paid at least the minimum living wage**

- Suppliers delivering contracts within Oxfordshire are requested to pay employees at least the Oxford Living Wage and this forms part of the contract. Outside of Oxfordshire expectation is that suppliers will be an accredited member of the Living Wage Foundation or adhere to any minimum or living wage requirements set out by the UK Government.
- Suppliers should provide their employees with easy to read contracts of employment.
- The payment of wages or salary should be in monetary form and not in kind (e.g. goods, vouchers). Any deductions must not be made unless in accordance with relevant law or agreed with the employee, and without duress.

### **Training is provided**

- Suppliers are expected to invest in their employees by providing training opportunities which seek to raise skills required for their role.

### **Non discrimination**

- Suppliers are not to practice any discrimination in the hiring, compensation, training, promotion, termination or retirement either directly or indirectly of any employees.

### **Elimination of child labour**

- Suppliers are expected to support the elimination of child labour both directly and indirectly through its supply chains.
- Suppliers shall provide for any children found to be performing child labour to attend and remain in quality education until no longer a child.
- Suppliers shall ensure that no children or young persons are employed at night or in hazardous conditions as defined by the International Labour Organisation.

### **Elimination of inhumane treatment**

- Suppliers must prohibit physical abuse or coercion, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation.

### **Modern Slavery Act 2015**

- The Act is designed to combat modern slavery in the UK and consolidates previous offences relating to trafficking and slavery.
- Suppliers tendering for contracts are requested to disclose whether the Modern Slavery Act 2015 is applicable in terms of compliance with annual reporting.
- If applicable, Modern Slavery statements are checked and logged on the contracts register.

### **Technical specifications and standards**

Where relevant to the contract, the Council will use technical specifications and standards to integrate ethical considerations into procurement, such as standards for IT systems to ensure that they are accessible to people with disabilities and interoperable with software and hardware intended for disabled users.

The specification must be relevant to the requirement and must not discriminate against

other products or providers from other member states, nor must it restrict competition. Unnecessary use of these principles may place an undue burden on small businesses and other organisations, which might have a disproportionate impact on their ability to compete and therefore be unlawful. In all cases, contracting authorities must be prepared to consider equivalent standards from suppliers from other countries (with different national standards) that meet the underlying requirement. The onus is on the supplier to prove that the solution being offered meets the requirements.

### **Sustainable and Responsible Procurement**

Sustainable procurement is "*a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment*" (Department for Environment, Food and Rural Affairs, 2006).

The Council recognises that it has a duty to use every opportunity to support wider social, economic and environmental objectives, in ways that offer real long term benefits and reduce negative impacts on environmental and social wellbeing.

Sustainable procurement is one of the most tangible, visible and simple ways in which the Council can have a positive influence and work towards its vision and the Climate Change Mitigation Strategy.

Buying 'green' not only contributes to improving the Council's environmental performance, but also drives greater sustainability and innovation within the market place. There can be significant cost savings as modern green products are in many cases more energy efficient and cost less on a 'whole life cycle cost basis'. It may take time to realise these benefits as buying green currently can incur additional costs.

The Council is committed to managing its supply chain so in particular looks to:

- Reduce the consumption of scarce natural resources, including fossil fuels, water and tropical timber
- Reduce the emission of greenhouse gases and other environmental pollutants
- Reduce packaging at source
- Reduce residual waste
- Reduce landscape degradation and impact upon wildlife habitat
- Reduce traffic congestion
- Reduce workforce exploitation

Procurement will continue to show its commitment to embedding sustainable development considerations into procurement decisions. This means minimising negative impacts of the supply chain and the product/service, maximising social benefits and buying resource-efficient products. Furthermore, procurement recognises that, as an organisation spending money on goods, works and services, it has a duty to investigate environmentally acceptable alternatives and wherever practicable, purchase products and services that have minimal impact on the environment.

The Council will particularly look at the energy efficiency rating of all equipment and buildings, as part of its purchasing decisions. When seeking tenders for the design and construction of any new Council building, it will expect to see designs that meet best practice in the context of current building regulations.

The Council will look to work with its partners and stakeholders to share good practice in relation to sustainable procurement wherever possible.

Procurement will look to adopt mechanisms and indicators for improving, monitoring and reviewing the environmental and sustainable performance related to procurement.

### Steps towards Sustainable Procurement

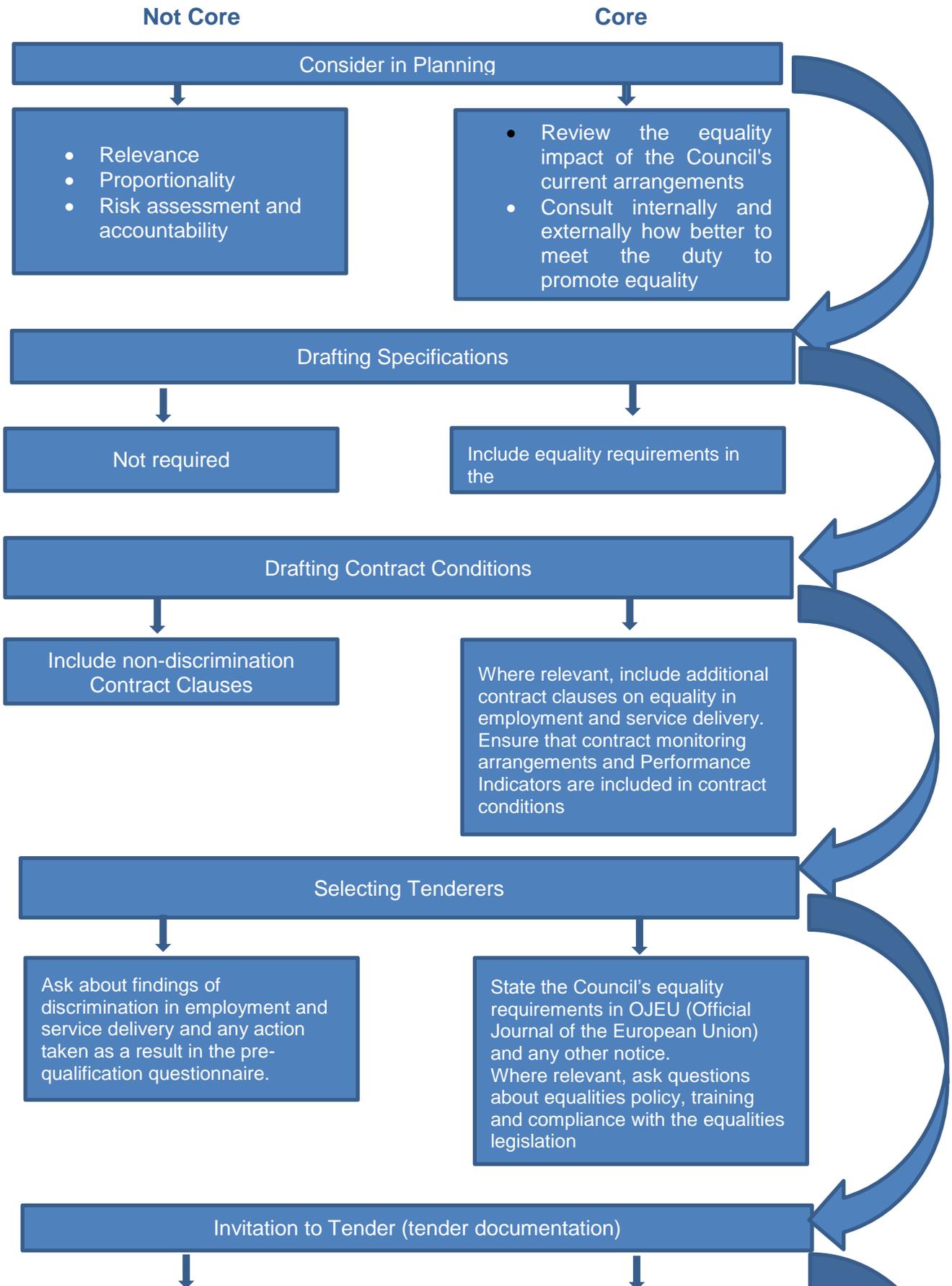
<p><b>1. Ensuring that the Council’s regulated procurements will be carried out in compliance with the sustainable procurement duty, through;</b></p> <ul style="list-style-type: none"> <li>• Ensuring that sustainability issues are considered at all stages of individual procurement exercises;</li> <li>• Ensuring that procurements take into consideration the EU Green Public Procurement Criteria</li> </ul>			
	<b>Stage</b>	<b>Outcomes</b>	<b>Measures</b>
<b>A</b>	Pre-Procurement	<p>Commissioners to consider what sustainable aspects could be beneficial in their contract.</p> <ul style="list-style-type: none"> <li>• CO2 emissions/energy and water consumption</li> <li>• Resource efficiency, waste reduction and recycling</li> <li>• Impact of transport in the City</li> <li>• Biodiversity, nature conservation and greening</li> <li>• Noise, land, air and water pollution</li> </ul>	
<b>B</b>	Procurement	<p>Specifications to include criteria where relevant on those items below and other emerging sustainable aspects that are proportionate to the Contract</p> <ul style="list-style-type: none"> <li>• CO2 emissions/energy and water consumption</li> <li>• Resource efficiency, waste reduction and recycling</li> <li>• Impact of transport in the City</li> <li>• Biodiversity, nature conservation and greening</li> <li>• Noise, land, air and water pollution</li> </ul>	
<b>C</b>	Post Procurement	<p>Contract Managers to ensure Suppliers are managed appropriately and aspects of Sustainability committed to in the tender response is delivered throughout the lifetime of the contract</p>	
<p><b>2. Ensuring that the Council’s regulated procurements address climate and political changes, through;</b></p> <ul style="list-style-type: none"> <li>i) Considering any climate change adaptations are incorporated in major projects at all stages of the procurement exercises;</li> <li>ii) Mitigate any operational impact on the Council’s supply chain with the possible impact of UK’s exit</li> </ul>			

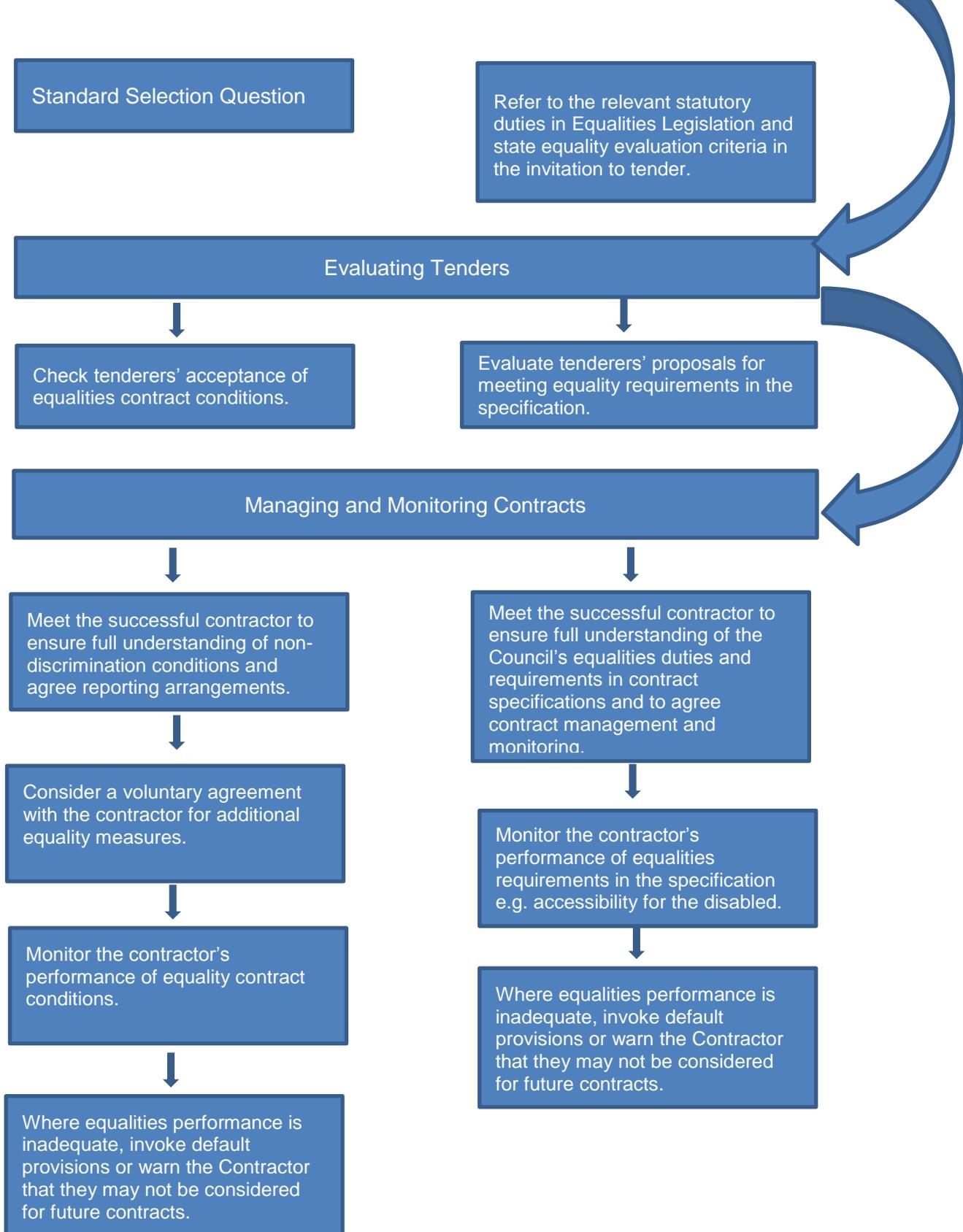
from Europe.

	<b>Actions</b>	<b>Outcomes</b>	<b>Measures</b>
<b>A</b>	Develop	Understanding any supply chain risks presented by climate changes	
<b>B</b>	Develop	Understanding the nature of the political risk to supply chains	
<b>C</b>	Develop	<p>Allow resources for legacy contract renegotiations due to the possibility of UK leaving the EU. For example:</p> <ul style="list-style-type: none"> <li>• the possibility of changes to the value of the sterling/dollar</li> <li>• payment terms</li> <li>• risk analysis on the criticality of the supplier</li> <li>• administrative impact re VAT on imported goods from EU countries</li> </ul>	
<b>D</b>	Develop	Work with Citizens Assembly in Oxford to help consider how Procurement can deliver carbon reduction to address the climate change	
<b>E</b>	Develop	Collaboration with other service areas and other public bodies on awareness-raising, sharing good practice and investment in skills	

### Appendix 3 Application of Equalities in procurement flow chart

Determine whether equality is a core requirement in the Contract





Procurement will take the following steps to ensure equalities within procurement

### **Procurement steps towards equality in Contracts**

<p><b>1. Ensure that, so far as reasonably practicable, the following payments are made no later than 30 days (14 days for SMEs) after the invoice relating to payment is presented:</b></p> <ul style="list-style-type: none"> <li>i) payment due by the Council to a contractor or any sub-contractor;</li> <li>ii) Including a standard clause to this effect in regulated procurement contracts;</li> <li>iii) Promote effective contract management and monitoring is undertaken to ensure prompt and correct payment continues to be applied throughout the duration of the contract.</li> </ul>		
Stage	Outcome	Measure
Key Performance Indicators	We aim to meet the target of 98% of undisputed invoices paid within 30 days of receipt during 2020	
On-going Development	Review all SME suppliers to ensure correct 14 day payment terms  All regulated procurements in 2020 will include the standard clause in relation to payment	
<p><b>2. Ensure that the Council's regulated procurements will include Social responsibilities by:</b></p> <ul style="list-style-type: none"> <li>i) Considering how individual procurement exercises can assist the Council to improve the economic, social and environmental wellbeing of Oxford City.</li> <li>ii) Social value is embedded in all specification and procurement activity, help to embrace new behaviours by establishing a leadership position on social value outcomes.</li> <li>iii) Supporting Social enterprises, co-operatives and VSCEs where possible</li> </ul>		
Key Performance Indicators	All tenders/quotes have a weighting of 5% on Social Value issues regardless of project value.	Ensure awarded SV measures are consistently captured, recorded on the Contracts Register and reported annually to HOS
On-going Development	To hold SME and VCSE training on our electronic tendering platform South East Business Portal through supplier workshops for relevant projects.	How to Tender workshops
On-going Development	Share knowledge and participate in events aimed specifically at local SMEs and VCSEs	Meet the Buyer event
On-going Development	Promote Oxford Living Wage compliance.	
<p><b>3. Modern Slavery Act 2015: Requirements under Modern Slavery Act 2015</b></p>		
Key Performance Indicators	Inclusion of mandatory clauses in regulated procurements.ie Modern Slavery Act 2015	
On-going Development	Monitoring of how this clause is responded to and cost impact on the Contract	

## Appendix 4 Procurement Action Plan

Area	Actions	By whom and when
Training – in house	Publish a training programme to roll out the procurement strategy.	Procurement Manager October 2020
	Agree an internal training programme on Equalities and Diversity with an EDIB incumbent “Meeting Public Sector Equality Duty Requirements through the Procurement Cycle”	Procurement Manager December 2020
	Liaise with HR to identify new starters that may require Procurement training and agree a training programme for those new starters	Procurement Specialist September 2020
Training - External	Roll out the internal EDIB training to external partner organisations who are already in receipt of grants and/or in the process of applying or thinking about applying.	Procurement Manager February 2021
	Consider how to re-start “How to Tender” workshops. Propose a solution and delivery programme	Procurement Specialist October 2020
	Review options to deliver a “meet the buyer event”	Procurement Manager December 2020
Service Level Agreement	Review all Procurement service levels (in-house and with Council organisations) ready for the 2021 procurement Strategy – engaging with internal stakeholders to identify internal requirements and required support.	Procurement Manager March 2021
Resource	Assess team structure in line with the career grading and support the team through their CIPS qualification	Procurement Manager On-going
	Review roles undertaken in Procurement in-line with the constitution and propose changes if required	Procurement Manager January 2020
	Coach and mentor the team on-going with particular focus on <ul style="list-style-type: none"> <li>• Social Value</li> <li>• Contract Management</li> <li>• Best Practice</li> <li>• Equalities and Diversity</li> </ul>	Procurement Manager On-going
Constitution	Work with Legal to review the current Constitution and recommend any changes that may improve the process for the	Procurement Manager January 2020

	Council whilst remaining compliant with EU Procurement Regulations	
	Following Brexit agreement ensure that the Constitution remains in-line with any amended Regulations	Procurement Manager February 2020
Social Value	Undertake further research in “how to create a level playing field” for tenderers related to Social Value	Procurement Manager December 2020
	Review current tender documentation to identify how to encourage suppliers to engage fully in their delivery of Social Value	Procurement Specialist December 2020
	Review the Contract Management hand over document and on-going monitoring and recording of Social Value	Procurement Specialist December 2020
	Benchmark the Council spend with SME’s against other similar Councils nationally.	Procurement Specialist December 2020
	Organise an event bringing together neighbouring Council, support service providers and experts together to improve overall standards and learn from one another.  A suggestion may be to utilise the Bucks and Oxon procurement hub to start the process	Procurement Manager November 2020
Tender Documentation	Review all documentation to ensure best practice	Procurement Manager On-going
Equality and Diversity Impact Assessment	This assessment is mentioned in procurement documents and past strategies but Procurement do not have any – they need defining	Procurement Specialist March 2021
Equality and Diversity tracking	Work with the Community services team to identify a baseline figure to enable tracking of contracts in line with the demographics of the City	Procurement Specialist May 2021
Sustainability Impact Assessment	This assessment is mentioned in procurement documents and past strategies but Procurement do not have any – they need defining	Procurement Specialist March 2021
Audit	Procurement to begin service area audits for procurements undertaken without the procurement team to ensure <ul style="list-style-type: none"> <li>• Compliance with the constitution</li> <li>• Records are kept</li> </ul>	Contracts Officer January 2020

	<ul style="list-style-type: none"> <li>Identify areas where spend could be aggregated with other service areas to create one contract offering better value to the Council</li> </ul>	
Contract Management	Review hand over document	Procurement Specialist December 2020
	Using the Contract register to notify contract managers early when their contract is due for either extension or renewal	Contracts Officer On-going
	Identify a key list of SLA's and KPI's for future tenders	Procurement Specialist March 2021
	Ensure key supplier financial and stability checks are conducted as a minimum yearly	Contracts Officer On-going
Social Enterprise	Fully understand who all social enterprises, co-operatives, charities, VCSE's and public service mutuals who may consider selling to the Council or becoming part of the supply chain for delivering public services.	Procurement team On-going
Community Wealth Building	Through inclusive economy work, review how procurement can work with, learn from and influence other local institutions	Procurement Manager March 2021
Community Wealth Building	Analyse the impact of the Councils spend with the local economy	External analyst / Finance September 2021
Community Wealth Building	Review the CLES report "Own the future" with particular attention to: <ul style="list-style-type: none"> <li>Scaling up social value</li> <li>Market intelligence to drive social value</li> <li>Interventionist market shaping</li> <li>Deepening the local supply chain</li> </ul>	
Living Wage	Review procurement templates in line with this strategy to reflect wages both within Oxford and outside of Oxford.	Procurement Manager October 2020
	Further actions may be added during the 2 year period up to and including August 2022	



## Glossary

Term	Description
Award	A decision to accept a tenderer's offer to supply/ provide specified goods/ services/ works according to agreed terms & conditions thereby creating a legally binding contract.
Best Value	The Council has a statutory duty to obtain best value for money under the Duty of Best Value.
Citizens Assembly	A group of people who are brought together to discuss an issue or issues, and reach a conclusion about what they think should happen.
Collaboration	Cooperative joint working with another public sector organisation.
Contract Management	The process of monitoring the performance of a supplier to contract.
Contractor	The provider of any supplies, services or works under contract. Or, in the context of works at any stage of the process.
Co-Operatives	Society run for the mutual benefit of members who use its services (the community)
Corporate Plan	The plan that sets out the Council's strategic direction.
Corporate Social Responsibility (CSR)	A mechanism for businesses to assess the impact they have on society and consider putting responsible, ethical policies in place to support individuals, the local community and the environment.
EU GPP	European Union Green Public Procurement
Equality Duty	Compliance with the terms of the Equality Act 2010.
Framework agreements	An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
GDPR	General Data Protection Regulation
ICT	Information and Communications Technology
KPIs (Key Performance Indicators)	Measurable value that demonstrates how effectively the Council is carrying out procurements

Local Government Transparency Code 2015	Issued to meet the government's desire to place more power into citizens' hands to increase democratic accountability. Details information that local authorities must make available in the public domain.
Meet the Buyer	An event hosted by a buying organisation which invites current and potential suppliers to understand the buying process.
OJEU	Official Journal of the European Union
Oxford Direct Services Ltd	A Local Authority Trading Company (LATCo), owned by Oxford City Council.
Oxford City Housing Ltd	A City Council wholly owned Housing Development Company
Oxford Living Wage	An hourly minimum pay that promotes liveable earnings for all workers and recognises the high cost of living in Oxford.
Procurement Exercise	Full end to end procurement exercise documentation from strategy development to contract & supplier management.
Public Contract Regulations 2015 (PCR 2015)	Regulations governing the procurement of supplies, services and works for the public sector.
P2P (Purchase to Pay) Process	Entire supply chain process – from goods receipt to payment process
Regulated Procurements	Procurements conducted by the procurement team and subject to EU Procurement Regulations
Services/ Supplies/ Works	A public service contract is a contract having as its object the provision of services. A public supply contract is a contract having as its object the purchase, lease, rental or hire purchase with or without an option to buy, of products. A public works contract is a contract having as its object a building or civil engineering project or piece of work.
SMEs (Small & Medium Enterprises)	The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro and/or an annual balance sheet total not exceeding 43 million euro.
Social enterprises	Businesses whose primary objectives are social or “more than profit”
Specifications	The part of the invitation to quote or invitation to tender which details the nature and quality of the goods, services or works
Stakeholder	Any person or group, who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.
Supplier	An entity who supplies goods or services
Supply Chain	All activities, resources, products etc. involved in creating and moving a product or service from the supplier to the procurer.
Sustainability	In relation to procurement, sustainability involves understanding the potential environmental, social and economic impacts that are a result of purchasing decisions.

Third Sector	The third sector includes charities, social enterprises, co-operatives and voluntary groups; delivers essential services, helps to improve people's wellbeing and contributes to economic growth.
Value for Money	An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.
Whole life costs	The costs of acquiring goods or services (including consultancy, design and construction costs, and equipment), the costs of operating it and the costs of maintaining it over its whole life through to its disposal – that is, the total ownership costs. These costs include internal resources and overheads.