

Agenda

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Delegated Decisions of the Board Member, Corporate Governance and Strategic Partnerships

Date: **Wednesday 3 August 2011**

Time: **5.00 pm**

Place: **Oxford Town Hall, St Aldate's**

For any further information please contact:

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Delegated Decisions of the Board Member, Corporate Governance and Strategic Partnerships

Board Member

Portfolio

Councillor Bob Price

Corporate Governance and
Strategic Partnerships

HOW TO OBTAIN AGENDA

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AGENDA

PART ONE PUBLIC BUSINESS

Pages

1 DECLARATIONS OF INTEREST

Guidance on personal and personal prejudicial interests is attached to these agenda pages.

2 PUBLIC ADDRESSES

Members of the public may, if the Board Member agrees, ask a question of the Board Member on any item for decision on this agenda (other than on the minutes). The full text of any question must be notified to the Head of Law and Governance by no later than 9.30 am two clear working days before the meeting. Questions by the public will be taken as read and, at the Board Member's discretion, responded to either orally or in writing at the meeting. No supplementary question or questioning will be permitted.

The total time permitted for this item will be 15 minutes.

3 COUNCILLOR ADDRESSES

City Councillors may, at the Board Member's discretion, ask a question or address the Board Member on an item for decision on the agenda (other than on the minutes). The full text of any question and the nature of any address must be notified to the Head of Law and Governance by no later than 9.30 am two clear working days before the meeting. Questions by councillors will be taken as read and, at the Board Member's discretion, responded to either orally or in writing at the meeting. No supplementary question or questioning will be permitted. If an address is made, the Board member will either respond or have regard to the points raised in reaching her or his decision. If the address is by the Chair of a Scrutiny Committee or her or his nominee then the Board member will be required to say as part of their decision whether they accept the Scrutiny recommendations made.

4 APPOINTMENTS TO OUTSIDE BODIES

Lead Member: Councillor Price

Report of the Head of Law and Governance

To agree nominations to outside and other bodies for the 2011/2012 Council Year.

1 - 142

5 OLD FIRE STATION - GUARANTOR FOR LOAN

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Lead Member: Councillor Price

Report of the Head of Policy, Culture and Communications

To consider a request for the Council to act as guarantor for a bank loan of up to £115,000 to Arts at the Old Fire Station (the company).

A risk map appendix was not available when the agenda was dispatched and will be sent 'to follow.'

6 MATTERS EXEMPT FROM PUBLICATION

If the Board member wishes to exclude the press and the public from the meeting during consideration of any of the items on the exempt from publication part of the agenda, it will be necessary for the Board member to pass a resolution in accordance with the provisions of Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

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

DECLARING INTERESTS

What is a personal interest?

You have a personal interest in a matter if that matter affects the well-being or financial position of you, your relatives or people with whom you have a close personal association more than it would affect the majority of other people in the ward(s) to which the matter relates.

A personal interest can affect you, your relatives or people with whom you have a close personal association positively or negatively. If you or they would stand to lose by the decision, you should also declare it.

You also have a personal interest in a matter if it relates to any interests, which you must register.

What do I need to do if I have a personal interest?

You must declare it when you get to the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you. You may still speak and vote unless it is a prejudicial interest.

If a matter affects a body to which you have been appointed by the authority, or a body exercising functions of a public nature, you only need declare the interest if you are going to speak on the matter.

What is a prejudicial interest?

You have a prejudicial interest in a matter if;

- a) a member of the public, who knows the relevant facts, would reasonably think your personal interest is so significant that it is likely to prejudice your judgment of the public interest; and
- b) the matter affects your financial interests or relates to a licensing or regulatory matter; and
- c) the interest does not fall within one of the exempt categories at paragraph 10(2)(c) of the Code of Conduct.

What do I need to do if I have a prejudicial interest?

If you have a prejudicial interest you must withdraw from the meeting. However, under paragraph 12(2) of the Code of Conduct, if members of the public are allowed to make representations, give evidence or answer questions about that matter, you may also make representations as if you were a member of the public. However, you must withdraw from the meeting once you have made your representations and before any debate starts.

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To: City Executive Board Member for Corporate Governance and Strategic Partnerships

Date: 3rd August 2011

Report of: Head of Law and Governance

Title of Report: APPOINTMENTS TO OUTSIDE BODIES

Summary and Recommendations

Purpose of report: To agree nominations to outside and other bodies for the 2011/2012 Council Year.

Key decision? No

Policy Framework: None

Approved by: Legal - Jeremy Thomas, Head of Law and Governance.
Finance - Jackie Yates, Director of Finance and Efficiency

Recommendation(s): The Board Member is recommended to:

- (1) Appoint members to all those bodies to which CEB made appointments last year, as detailed in Appendix 5 to this report; and appoint members to those bodies to which Area Committees made appointments last year, also listed in Appendix 5;**
- (2) Note the list of appointments to Charities listed in Appendix 6, and make appointments for those that expire in 2011;**
- (3) Note that the appointments listed in Appendix 7 do not expire until 2012;**
- (4) Note the appointments to outside bodies made by Parish Councils within the City Council's area as shown in Appendix 8;**
- (5) Note, and where considered necessary, comment upon the feedback information contained in Appendices 1, 2 and 3;**
- (6) Note that the Scrutiny request detailed in paragraph 5 of the report has been carried out,**

(7) Agree the recommendation that no outside body be removed from the list on this occasion, and ask the Head of Law and Governance to carry out the actions outlined in section 5 of the report, in order to ensure that the outside body register be kept up to date;

(8) Determine the appointment to the District Council's Network Assembly shown in paragraph 6.3 of this report;

(9) Remind all Members of Council appointed to outside bodies of the importance of completing and returning the annual feedback forms in order that the effectiveness of groups can continue to be monitored

(10) Ask the Head of Law and Governance to arrange for a review of all the outside bodies to be carried out within the next twelve months, along the lines outlined in paragraph 8.3 of the report.

Appendices

Appendix 1: Analysis of Outside Bodies – details of number of representative from the City Council, representatives' role, expected number of meetings and any grant aid received from the City Council;

Appendix 2: Details of Councillor Involvement – notice of meetings given, meetings attended;

Appendix 3: Summary of comments from Members on organisations to which they were appointed;

Appendix 4: Full list of Outside Bodies, updated 2011, now including expectations of our appointed delegates where supplied by the body

Appendix 5: List of current nominations to appointments made by Executive Board, and details of Appointments made by the old Area Committees which have now expired and for which fresh appointments are needed;

Appendix 6: List of Charity Representatives (not all are City Councillors) and their expiry date;

Appendix 7: Appointments made by the old Area Committees which do not expire until 2012;

Appendix 8: Appointments made by Parish Councils to Outside Bodies

Appendix 9: Risk register

1 Background

The City Council currently nominates members to serve on 56 outside bodies and 11 charities. These range from local community associations and Policing boards to national organisations such as the Local Government Association General Assembly and the National Association of British Market Authorities.

The number of Councillor representatives appointed to each body and their roles vary. The majority sit on the committee of the body to which they have been appointed, with one or two acting in an advisory role or simply being invited to attend a meeting. All the Charity representatives are Trustees of the Charity.

The City Council has grant aided 17 of the outside bodies to which we appoint, and 1 charity in 2011/2012. This totalled £810, 276.

The above details are contained in **Appendix 1**

2 Councillor Involvement

2.1 Members who had been appointed to a body for 2010/2011 were sent a feedback form and asked to complete it, detailing:

- If they had been given notice of meetings by the organisation;
- If they had been involved in any special projects;
- Number of meetings to which they had been invited;
- Number of meetings they had managed to attend.

2.2 Not every member returned his or her feedback form, but most did. A summary of their comments is attached as **Appendix 2**.

3 Feedback on organisations from Councillors

3.1 Members were asked to make comments and observations on their feedback form about the body to which they had been appointed

3.2 Not every member returned his or her feedback form, but most did. Generally, the comments made were positive. Members had engaged with the groups in different ways; for example by attending meetings and providing information and advice, or by becoming involved with projects that the group organised. A summary of their comments is attached as **Appendix 3**.

4 Contact from the Outside Bodies.

4.1 Every outside body or charity to which the City Council appoints was sent a copy of the information that we hold on it, with a request that they update, confirm or correct this information as appropriate.

4.2 No response to our request in 2011 that their details be updated was received in 2011 from the following organisations. Some of them have not contacted the Council for several years. The date upon which we last had contact from them is in brackets after the name of the organisation. Notwithstanding that the organisations have not contacted the office with their updated details; they clearly have been in contact with members on some occasions, as members have reported their interactions with these groups. In some cases, for example Fusion Arts, the Councillor has made positive comments about the way the group is operating. It is not felt appropriate to summarily cease appointments to a group which is active and has member involvement, simply on the basis that it has not been in contact with the office. It would be appropriate to remind the group, when a fresh appointment is made, of the importance of maintaining contact with the Council as a body, especially where updating contact details was concerned. Section 5 of this report (paragraph 5.4), deals with this issue further.

- **APSE (2006)** – this group has invited the Councillor to meetings, but the Councillor was unable to attend;
- **Blackbird Leys Adventure Playground Management Committee** Letter returned marked “gone away, 2011. No response from the alternative contact provided by a Councillor;
- **Donnington Doorstep Management Committee (2006)** – the Councillor has been invited to meetings of this group and has been in contact with it;
- **Fusion Arts (2006)** – the Councillor has attended meetings of this group and commented positively upon it;
- **Headington Community Association (2004)** – the Councillor has attended meetings of this group and commented positively upon it;
- **Littlemore Community Association** - the Association corrected information by email to give name of new contact; however he did not respond when the update sheet was sent on to him;
- **North Oxford Association Council (2005)** – Two Councillors have attended meetings of this group and report that it is active;
- **Northway Community Association (2006)** - the Councillor has attended meetings, but reports some administration problems over the notification of dates and decision making. The group is trying to address these;
- **Oxford Asian Cultural Centre (2004)** – this group has not contacted the Councillor at all during the past year;
- **Oxfordshire Museums Council (2004)** – the Councillor has attended meetings during the year;
- **Regal Area Community Association (2005)** – the Councillor has attended meetings of this group, but reports that contact from it has been sporadic;
- **Risinghurst Community Association (2006)** - the Councillor has attended meetings of this group, and reports that the group is working hard to provide community activities;
- **Rose Hill Community Association Management Committee (2002)** – the Councillor has attended meetings of this group as and

when required. The group did not require him to attend every meeting and they have agreed contact that suits all parties;

- **South Oxford Community Association (2008)** - Two Councillors have attended this group, and report positively upon it as an active, well run group;
- **Wood Farm Community Association (2008)** – the Councillor has attended meetings of this group and reports that they are in a time of transition as their Centre is being rebuilt

4.3 As a result of the feedback exercise, both with Councillors and with the outside bodies, there are questions about the existence of a number of outside bodies and the City Council's involvement with them. Some questions have been answered, but others are still being investigated. These are as follows:-

- CCTV Monitoring Group/CCTV Inspections

Enquiries have revealed that there are no formal meetings or inspections of CCTV facilities. Instead, Members are very welcome to go and visit the CCTV HQ on a voluntary basis. This was confirmed in response to our enquiry made earlier this year. This information was not previously noted, and so the group remained on the database as an outside body. This is something for which appointments would be welcomed and might be useful, but it does not seem to be a formally constituted body.

The report to CEB concerning nominations to Outside Bodies in 2010 informed members that they would need to complete and return a confidentiality form in order to become an Inspector. This was an essential requirement of the role and should be adhered to.

- Oxfordshire Members Affordable Housing Group.

This group used to be administered by West Oxfordshire District Council. However, it has now folded and become part of the "SPIP" (Oxfordshire Strategic Planning and Infrastructure Partnership) group, which is administered by Oxfordshire County Council. Councillors Turner and Price have attended meetings on behalf of the City Council. The lead authority and Chair rotates on an annual basis and has just transferred to the City Council.

- Oxfordshire Supporting People Commissioning Body

The Councillor representative has commented that he believes that this body could be removed from the list. The convention in recent years has been to send the Head of Housing to these meetings, and this has worked well. Officers are checking the precise status of the group and the need for a representative.

- Radiolink Steering Group

Despite the fact that this group has made no contact with Councillors, it does still exist. Once the letters to all bodies go out, contact with this group will be formally re-established, and it will be asked to be sure to make contact with Councillors on a regular basis.

- Oxfordshire Ethnic Minorities Enterprise.

The appointed Councillor thought that this group had folded. Investigation has revealed that it has in fact moved, but it did not inform the Council of its change of address. Clearly, then, letters to it have not reached their destination for several years. A telephone call to the group has produced a request for City Council representation to continue, as they are keen for a relationship with the Council. Once the letters to all bodies go out, contact with this group will be formally re-established.

- Non Ecclesiastical Charities of St Mary Magdalen

The Charity has indicated that it does not wish to have a second appointee. The one it had failed to attend meetings and therefore the appointment has been terminated. They see no need to appoint a replacement.

- South Oxfordshire Adventure Playground Executive Committee

One Councillor has had no contact from this group, the other reports that they are a well run organisation with committed volunteers. It may be that the group did not realise that two delegates would be sent to it, and so only made contact with one.

- Florence Park Community Association

Similar situation to the one above; one Councillor has heard nothing, but puts this down to a change of Secretary; the other has been fairly well involved.

- Oxford Leon Trust

The Secretary emailed to say that she was no longer involved with the group and wished to be removed from our records. She stated that she had made this request before. However, she did not respond to further enquiries with the name of a contact to whom enquiries could be addressed in future. Information will be sought from the Councillor representatives.

- Oxford Asian Cultural Association

This group has not contacted the Councillor. It has not returned its contact update form since 2004.

- National Association of British Market Authorities

This body has once again expressed disappointment that Oxford had not been represented at meetings during the past year. It hoped that someone would attend in the future.

5. Scrutiny request to critically appraise outside bodies.

- 5.1 The Communities and Partnership Scrutiny Committee at its meeting in July 2010 made the following recommendation:-

(1) Critically appraise the existing list of outside bodies in order to confirm usefulness, and where possible rationalise the number;

(2) Seek advice from each outside body concerning the expectations of the elected representative and confirm what assistance could be provided by Councillors.

(3) Ask the Head of Law and Governance to implement the suggestions from the Committee.

- 5.2 The second recommendation has been carried out. Each outside body, when they received a copy of their details for confirmation or correction, was also asked to confirm their expectations of the Councillor representative and indicate what other assistance a Councillor might be able to offer. Of the bodies who replied to this, not all answered these questions, but many did. Where this information has been supplied, it has been added to the database of information that the Council holds on each outside body. A copy of this is attached as **Appendix 4** – the full list of Outside Bodies. A copy of the relevant sheet will be supplied to each Councillor representative upon his/her appointment.

- 5.3 The first recommendation has proved to be more problematical. How can a body be appraised for its usefulness? The main source of information on this is the Councillor representative. Appendix 3, as already cited above, contains a summary of Councillors views on the body upon which they have served. Not every Councillor returned his/her feedback form, but approximately 86% did. The bodies about which there are questions are listed in paragraph 4.3 above. Of these, there is only one organisation that has not been in contact with either the Councillor or the Council since 2004. Questions about other bodies have been answered, or are in the process of being answered. There have been no adverse comments from those Councillors who have returned their feedback forms. Therefore it is not suggested that any outside bodies be removed from the appointment list on this occasion.

5.4 It is suggested that those bodies that have not returned their feedback form within the past 2 years be contacted again, by telephone where a contact number is given, and asked to confirm their current contact details (even if they are not asked to confirm anything else at this stage). Each body should then be sent a second copy of the feedback form with a reply paid envelope to assist in its return. This does incur a cost, but these actions should help ensure that the database of outside bodies is as up to date as possible when the review is conducted in 2012.

6. **Appointments needing to be made.**

Appendix 5 and Appendix 6 detail:

- Appointments previously made by CEB, with current nominations from the Administration (Appendix 5);
- Appointments previously made by South East Area Committee, East Area Parliament and Central South and West Area Committee for 2011/2012. These appointments have now expired and fresh ones are needed (Appendix 5);
- Expiry dates for appointments to Charities, with those expiring in 2011 highlighted. It is important to note that not all the Charity representatives are City Councillors. (Appendix 6).

The six Area Committees have made appointments to outside bodies since their inception. However, Area Committees have now ceased to exist. There might however be scope to re-examine the whole issue of the appointments previously made by all Area Committees when the current appointments made by North, North East and Cowley Area Committees (referred to in paragraph 6.2 below) expire in 2012; as opposed to considering three now and three next year.

Appendix 7 shows the appointments previously made by North, North East and Cowley Area Committees. As these were made for 2 years, they do not expire until 2012 and so do not need to be considered here. They are supplied for information.

There is one **new** appointment to be made. The Board Member is asked to consider making this appointment. It is for the District Council's Network Assembly. This body has been in existence for approximately 2 years and states that this is the first time that it has asked for formal representation. In the past, it has assumed any delegate would be the Leader of the Council, unless informed otherwise. This body holds three meetings a year, one at the Local Government Conference and two at Local Government House in London. Its stated aims are:-

- To provide a strong voice for District Councils;
- To represent almost all the 201 District Councils in England;
- To support District Councils to improve efficiency, share learning and implement good practice.

- 6.4 There is one **replacement** appointment needed, for the City of Oxford Charities. Councillor Price has indicated a wish to resign from this body, so a replacement would be needed. This is listed under **Appendix 6**. The appointment would expire in December 2012.
- 6.5 Appointments made by the four Parish Councils within the City Council's area are shown in **Appendix 8**. This is for information only.

7. **Nominations from Other Groups.**

The Leaders of the Liberal Democrat and Green Groups were asked to nominate representatives to sit on the bodies formerly appointed by South East, East and Central South and West Area Committees.

The Green Group has made the following nominations, to bodies previously appointed by East Area Parliament:-

| | |
|---|---|
| Donnington Community Association Management Committee | Councillor Williams |
| Donnington Doorstep Management Committee | Councillors Benjamin and Williams |
| East Oxford Action Charity | Group has been wound up, so no appointment needed |
| East Oxford Community Association Management Committee | Councillor Young |
| Oxford City Local Policing Board | Councillor Benjamin |
| Rose Hill and Donnington Advice Centre Management Committee | Councillor Williams |

8 **Future Considerations**

- 8.1 It has been noted in this report that some groups have not made contact with the Council for many years, even though in most cases Councillors have been attending their meetings. Nor has there been, for some considerable time, a thorough evaluation of the value of sending a Councillor to a group, both in terms of value to the Council as a body and value to the local community (and even to the group itself).
- 8.2 Some information that we hold on a particular body is now very out of date, despite repeated requests from us for an updated copy. Scrutiny requested that a "critical appraisal" of each group be carried out, but in order to do this most effectively, we need to be sure we hold up to date information on each group. It would also be helpful to know in which ways a group was of value to the local community.

8.3 Therefore, it is recommended that a further review of the outside bodies is carried out within the next twelve months. This should include:-

- (1) Gathering the most up to date terms of reference from each group, and ensuring that all contact details are in order, as outlined in paragraph 5.4 of this report;
- (2) Asking Councillor representatives to outside bodies to assess their experience of the value of the group, and in particular its contribution to the Council's corporate objectives and the local community.

8.4 As a result of this exercise, it may be that the number of outside bodies to which the Council appoints will be reduced from 2013.

9 Level of Risk

9.1 A risk assessment has been undertaken and the risk register is attached at **Appendix 9**. All risks have been mitigated to an acceptable level.

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|---|
| Name and contact details of author:- |
|---|

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|--|
| Lois Stock Democratic Services Officer Law and Governance Tel: 01865 252275, e-mail: lstock@oxford.gov.uk |
|--|

List of background papers: None

Version number: 3

**Outside Bodies -
Analysis**

APPENDIX 1

| Name | No of reps | Role (where given) | Number of meetings | Appointed by in 2010/11 | Grant aid from Council recommended 2011/12 | 2011 update form returned by body? | App't expires |
|--|-----------------------|------------------------------------|-------------------------------|------------------------------------|---|---|----------------------|
| 150 (City of Oxford) Squadron Air Cadets | 1 | Advisory | Bi-monthly | CEB | | Yes | May-11 |
| APSE (Association for Public Service Excellence) | 1 | | Quarterly | CEB | | No | May-11 |
| → Barton Community Association | 1 | On board in non voting capacity | Monthly | NEAC | £3,750 total | Yes | May-12 |
| Blackbird Leys Adventure Playground Management Committee | 1 | On Committee | Monthly | SEAC | | No | May-11 |
| Blackbird Leys Neighbourhood Support Scheme | 1 | On Committee | Monthly | SEAC | £85,290 | No | May-11 |
| Bullingdon Community Association | 2 | On Committee | Monthly | CAC | | Yes | May-12 |
| Citizen's Advice Bureau | 2 | On Committee | Quarterly | CEB | £200,000 | Yes | May-11 |
| Council of Ruskin College | 3 | | Twice a year | CEB | | No | May-11 |
| Cuttleslowe and District Community Association | 2 | On Committee | Monthly | NEAC | £1,500 | Yes | May-12 |

| | | | | | | | |
|--|-----------------------------|--------------|------------------|-------|---------|-----|--------|
| Donnington Community Association Management Committee | 2 | On Committee | Monthly | EAP | | No | May-11 |
| Donnington Doorstep Management Committee | 2 | On Committee | Quarterly | EAP | £10,000 | No | May-11 |
| East Oxford Community Association | 2 | On Committee | Monthly | EAP | | Yes | May-11 |
| English Heritage South East Region - Heritage Champion | 1 | | | CEB | | Yes | May-11 |
| Environmental Protection UK | 2 | | Approx quarterly | CEB | | No | May-11 |
| Florence Park Community Association | 2 | On Committee | Monthly | CAC | | No | May-12 |
| Fusion - Oxford Community Arts Association | 1 | On Committee | Quarterly | CEB | £36,923 | No | May-11 |
| Gatehouse | 1 | On Committee | Monthly | CEB | | No | May-11 |
| Headington Community Association | 2 | On Committee | Every 1-2 months | NEAC | | No | May-12 |
| Jericho St Barnabas Community Association | 2 | On Committee | Monthly | CSWAC | | No | May-11 |
| Littlemore Community Association | 1 | On Committee | Quarterly | SEAC | | No | May-11 |
| Local Government Association General Assembly | Leader of Council or Deputy | | Annual | CEB | | Yes | May-11 |

| | | | | | | | |
|--|---|------------------------|------------------------|----------------------------|---------|-----|---------------|
| Local Government Association Urban Commission | 1 | | 2 per year | CEB | | Yes | May-11 |
| Local Government Information Unit | 1 | On Committee | 3 per year | CEB | | No | May-11 |
| Modern Art Oxford | 2 | Advisory | Quarterly | CEB | £60,000 | No | May-11 |
| Mortimer Hall Management Committee | 2 | On Committee | 5 times a year | NEAC | | Yes | May-12 |
| National Association of British Market Authorities | 1 | Advisory | 5 times a year | CEB | | Yes | May-11 |
| North Oxford Association Council | 2 | Meeting | 3 times a year minimum | NAC | | No | May-12 |
| Northway Community Association | 2 | On Committee | Monthly | NEAC | | No | May-12 |
| Oxford and District Sports and Recreation Association for the Disabled | 1 | On Committee | Bi-monthly | CEB | | Yes | May-11 |
| Oxford Airport Consultative Committee | 1 | Meeting | 3 times a year | CEB | | No | May-11 |
| Oxford Asian Cultural Association | 3 | On Committee | Quarterly | CEB | | No | May-11 |
| Oxford City Local Policing Board | 6 | On Committee | Quarterly | 1 from each Area Committee | | Yes | May 2011/2012 |
| Oxford Homeless Pathways | 3 | Meeting | | CEB | | Yes | May-11 |
| Oxford Playhouse Trust | 1 | Directors of the Trust | 5 times a year | CEB | £24,675 | Yes | May-11 |

| | | | | | | | |
|---|---|---------------------------------|---------------------|--|---------|-----|--------|
| Oxford Preservation Trust | 3 | Trustee | 5 times a year | CEB | | No | May-11 |
| Oxford Sports Council - Executive Committee | 2 | Meeting | | CEB | | Yes | May-11 |
| Oxfordshire Buildings Trust Ltd | 1 | On Board | 3 or 4 times a year | CEB | | Yes | May-11 |
| Oxfordshire Community and Voluntary Action | 1 | Observer to executive committee | 6 times a year | CEB | £48,736 | Yes | May-11 |
| Oxfordshire Ethnic Minorities Development Ltd | 1 | On Board | Monthly | CEB | | No | May-11 |
| Oxfordshire Members' Affordable Housing Group | 1 | Meeting | | CEB | | No | May-11 |
| Oxfordshire Museums Council | 1 | On Committee | 3 times a year | CEB | | No | May-11 |
| Oxfordshire Theatre Company | 1 | Observer at the Board | 4 times a year | CEB | | Yes | May-11 |
| Pegasus Theatre Trust Ltd | 1 | | | CEB | £26,459 | Yes | May-11 |
| Pension Fund Committee | 2 | On Committee | 4 times a year | 2 places for delegates from all Oxon District Councils nominated via the County Leaders' Group | | No | |

| | | | | | | | |
|---|---|---|---------------------|--------------|---------|-----|--------|
| | 1 (although there are 2 at present) | | | | | | |
| Radiolink Steering Group | | On Committee | 4 times a year | CSWAC | | Yes | May-11 |
| Regal Area Community Association | 2 | On Committee | Monthly | CAC | | No | May-12 |
| Risinghurst Community Association | 2 | On Committee | Monthly | NEAC | | No | May-12 |
| Rose Hill and Donnington Advice Centre | 2 | Meeting | | SEAC and EAP | £90,478 | No | May-11 |
| Rose Huill Community Association Management Committee | 2 | On Committee | 4 times a year | SEAC | | No | May-11 |
| South East Employers' Organisation | | Representative status with voting right | 6 or 7 times a year | CEB | | Yes | May-11 |
| South East Reserve Forces and Cadets Association | 1 | Meeting & representative with voting rights | Twice a year | CEB | | Yes | May-11 |
| South Oxford Community Association | 2 | On Committee | Monthly | CSWAC | | No | May-11 |
| The Porch Steppin Stone Centre | 1 | On Committee | 4 times a year | CEB | | Yes | May-11 |
| Tourism South East | 1 | On Tourism Council | Twice a year | CEB | | Yes | May-11 |
| West Oxford Community Association | 2 | Meeting | Monthly | CSWAC | £500 | Yes | May-11 |

| | | | | | | | |
|---|---|--------------|---------------------|-------------------------|--|-----|-------------------------------------|
| Wood Farm Community Association | 2 | On Committee | | NEAC | | No | May-12 |
| <u>CHARITIES</u> | | | | | | | |
| Alice Smith Trust and Sarah Nowell Educational Foundation | 3 | Trustee | Twice a year | 2 from SEAC, 1 from CAC | | Yes | Varies - see appendix 6 for details |
| City of Oxford Charity | 6 | Trustee | Quarterly | CEB | | Yes | Varies - see appendix 6 for details |
| Elder Stubbs Charity | 6 | Trustee | 6 times a year | 2 from EAP, 4 from CAC | | Yes | Varies - see appendix 6 for details |
| Headington Parish Charity | 3 | Trustee | Once a year | NEAC | | No | Varies - see appendix 6 for details |
| Katherine Rawson Trust, Wolvercote | 3 | Trustee | Once a year | NAC | | Yes | Varies - see appendix 6 for details |
| Old Marston Charities Trust | 2 | Trustee | Once a year | NEAC | | No | Varies - see appendix 6 for details |
| Non Ecclesiastical Charities of St Mary Magdalen | 2 | Trustee | Twice a year | CEB | | Yes | Varies - see appendix 6 for details |
| Oxford Leon Trust | 3 | Trustee | 3 or 4 times a year | CEB | | No | Varies - see appendix 6 for details |

| | | | | | | | |
|-----------------------------------|---|---------|---------------------|-----|--|-----|-------------------------------------|
| Parochial Charities of St Clement | 2 | Trustee | 2 or 3 times a year | EAP | | Yes | Varies - see appendix 6 for details |
| St Aldate's Parish Charity | 2 | Trustee | 3 times a year | CEB | | Yes | Varies - see appendix 6 for details |
| Susan Kidd Charity Trust | 2 | Trustee | Ad hoc | NAC | | Yes | Varies - see appendix 6 for details |

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**Councillor
Attendance**

APPENDIX 2

| <u>Name of Organisation</u> | <u>Councillor</u> | <u>Notice of meetings?</u> | <u>Special projects?</u> | <u>Meetings invited</u> | <u>Meetings attended</u> | <u>Notes</u> |
|--|-------------------|----------------------------|--------------------------|-------------------------|--------------------------|---------------------|
| APSE | Van Nooijan | Yes | No | 3 | 0 | |
| Barton Community Assoc Management Cttees | Van Coulter | Yes | Yes | 7 | 5 | |
| Bullingdon Assoc | Lloyd Shogbesan | Yes | No | 2 | 1 | |
| Bullingdon Assoc | Timbs | Yes | Yes | 12 | 3 | |
| CCTV Monitoring Group | Campbell | N/a | N/a | N/a | N/a | Group ceased 2009 |
| CCTV Monitoring Group | Malik | N/a | N/a | N/a | N/a | Group ceased 2009 |
| CCTV Inspector | Malik | N/a | N/a | N/a | N/a | No inspections made |
| Citizens' Advice Bureau | Brundin | Yes | No | 6 or 7 | 6 or 7 | |
| Citizen's Advice Bureau | Tanner | yes | Yes | 6 | 5 | |

| | | | | | | |
|--|----------|-----|-----|---------|-------------|--|
| | | | | | | |
| County Council School Organisation Stakeholder Group | Sinclair | Yes | No | 4 | 4 | |
| | | | | | | |
| County Council School Organisation Stakeholder Group | Fooks | Yes | No | 3 or 4 | 0 | Was substitute for main rep (Councillor Sinclair) if she was unable to attend. |
| | | | | | | |
| Cutteslowe Community Assoc Management Cttee | Fooks | Yes | Yes | 8 to 10 | All bar one | |
| | | | | | | |
| Cutteslowe Community Assoc | McCready | Yes | No | 9 | 7 | |
| | | | | | | |
| Donnington Community Assoc | Williams | Yes | Yes | 5 | 3 | |
| | | | | | | |
| Donnington Tenants and Residents | Williams | Yes | Yes | 7 | 6 | |
| | | | | | | |
| Steeping Stones Family Centre, Donnington | Williams | Yes | Yes | 7 | 5 | |
| | | | | | | |
| Elder Stubbs Charity | Keen | Yes | No | 5 | 3 | |

| | | | | | | |
|--|----------|-----|-----|--------|---------|---|
| | | | | | | |
| English Heritage SE - Heritage Champion | Cook | Yes | No | 3 | 1 | |
| Florence Park Community Assoc | Keen | No | No | 0 | 0 | No notices sent out since last Secretary resigned. |
| Florence Park Communtiy assoc Cttee | Khan | Yes | Yes | 7 | 4 | |
| Forest of Oxford Steering Group | Fooks | Yes | No | 2 to 3 | 1 | |
| Forest of Oxford Steering Group | Pressel | Yes | Yes | 4 | 1 | |
| Fusion Arts | Campbell | Yes | No | 6 | 4 | |
| Gatehouse | Sanders | Yes | No | 12 | 7 | |
| Headington Community Assoc | Sinclair | Yes | No | 6 | 4 | |
| Jericho Community Assoc | Pressel | Yes | Yes | 10 | 9 or 10 | |
| | | | | | | |

| | | | | | | |
|--|-----------|-----|-----|----|----|--|
| Jericho St Barnabas Community Assoc Management Cttee | Cook | Yes | Yes | 12 | 10 | |
| Littlemore Community Association | Tanner | Yes | No | 7 | 5 | |
| LGA General Assembly | Turner | Yes | No | 1 | 1 | |
| LGA Urban Commission | Darke | Yes | No | 3 | 1 | |
| Local Government Info Unit | Wilkinson | Yes | Yes | 6 | 4 | |
| Modern Art Oxford | Pressel | Yes | Yes | 4 | 2 | |
| Modern Art Oxford | Gotch | Yes | No | 4 | 1 | |
| Museums Joint Working Group | Pressel | Yes | Yes | 4 | 4 | |
| North Oxford Assoc | Campbell | Yes | No | 4 | 2 | |
| North Oxford Assoc | McCready | Yes | No | 5 | 3 | |

| | | | | | | |
|-------------------------------------|-----------------|-----|-----|--------|---|---|
| Northway Community Association | Darke | Yes | No | 4 | 6 | Some meeting dates were changed, so prior notice of meetings was partial at times |
| Oxford Airport Consultative Ctee | Lloyd Shogbesan | Yes | No | 1 | 1 | |
| Oxford Asian Cultural Assoc | Pressel | No | No | 0 | 0 | |
| Oxford Homeless Pathways | Brown | Yes | Yes | 4 | 2 | |
| Oxford Homeless Pathways | Smith | Yes | No | 4 | 3 | |
| Oxford HUB | Mills | Yes | No | 4 | 4 | |
| Oxford In Bloom | Keen | Yes | No | 6 | 6 | |
| Oxford Leon Association (Leon Link) | Tanner | Yes | Yes | 8 | 7 | |
| Oxford Playhouse | Darke | Yes | No | 6 to 8 | 6 | |
| Oxford Policing Board | Timbs | Yes | No | 4 | 3 | |

| | | | | | | |
|---|----------|-----|-----|--------|--------|------------------------------------|
| Oxford Policing Board | Pressel | Yes | No | 5 or 6 | 5 or 6 | |
| Oxford Policing Board | Sinclair | Yes | No | 4 | 3 | Councillor Lygo sub'd at 1 meeting |
| Oxford Policing Board | Gotch | Yes | No | 4 | 4 | |
| Oxford Policing Board | Sanders | Yes | No | 4 | 4 | |
| Oxford Poverty Action Trust | Tanner | Yes | Yes | 12 | 6 | |
| Oxford Safer Communities Partnership | Malik | Yes | No | 4 | 4 | |
| Oxford Sports Council | Timbs | Yes | No | 6 | 4 | |
| Oxford Sports Council | Armitage | Yes | No | 6 | 4 | |
| Oxford Strategic Partnership Steering Group | Price | Yes | Yes | 16 | 14 | |

| | | | | | | |
|--|-----------|-------------|-------------|-------------|-------------|--|
| Oxfordshire Buildings Trust | Gotch | Yes | Yes | 4 | 2 | |
| Oxfordshire Ethnic Minorities Enterprise | Khan | No | No | 0 | 0 | Councillor is not sure if this body still exists - has had no contact from anyone. |
| Oxfordshire Leaders Group | Price | Yes | No | 6 | 5 | |
| Oxfordshire Members Affordable Housing Group | McManners | No | No | 0 | 0 | |
| Oxfordshire Supporting People Commissioning Body | McManners | See comment | See Comment | See Comment | See Comment | Councillor comments that the convention has been to send the Head of Housing to these meetings and that this has worked well. Councillor thinks this should not be on the list for a member's attendance |
| Porch Steppin Stones | Smith | Yes | No | Not known | 0 | Invited to all but could not attend as clashed with SEAC. Visited twice. |
| Radiolink Steering Group | Pressel | No | No | 0 | 0 | Councillor thinks this group has ceased. |

| | | | | | | |
|--------------------------------------|-------------|-----------|-----|----|---|---|
| Radiolink Steering Group | Brett | No | No | 0 | 0 | Councillor had no contact from group - see above. |
| Regal Community Centre | Abassi | Sometimes | Yes | 2 | 2 | |
| Risinghurst Community Centre | Sinclair | Yes | No | 12 | 4 | Late changes to meetings affected attendance |
| Rose Hill Community Assoc | Turner | Yes | No | 12 | 2 | Assoc made it clear that it did not expect attendance on a regular basis. |
| Rose Hill & Donnington Advice Centre | Williams | Yes | No | 6 | 0 | |
| Ruskin College | Brundin | Yes | No | 2 | 2 | |
| Ruskin College | Pressel | Yes | Yes | 2 | 2 | |
| Ruskin College | Van Coulter | Yes | No | 1 | 1 | |
| Parochial Charity of St Clements | Jones | Yes | No | 2 | 0 | Councillor has had briefing meetings with Secretary |
| St Aldates Charity | Tanner | Yes | No | 6 | 5 | |

| | | | | | | |
|--|-------------|-----|-----|--|------|--|
| St Margarets Institute | Royce | Yes | Yes | Meets every 2 months as required | Most | |
| South Oxford Adventure Playground Executive Cttee | Van Nooijan | No | No | 0 | 0 | |
| South Oxford Adventure Playground Executive Cttee | Price | Yes | Yes | 8 | 8 | |
| South East Employers | Price | Yes | No | 4 | 0 | |
| South Oxford Community Assoc Management Cttee | Price | Yes | No | 10 | 1 | |
| South Oxford Community Assoc Management Cttee | Van Nooijan | Yes | No | 10 | 6 | |
| Tourism South East | Cook | Yes | No | 3 | 2 | |

| | | | | | | |
|--|-----------|-----|-----|----|---|---|
| West Oxford Community Assoc | Pressel | Yes | Yes | 8 | 7 | |
| West Oxford Community Assoc Management Cttee | Cook | Yes | No | 10 | 8 | |
| Wood farm Community Association | McManners | Yes | Yes | 5 | 3 | Organisation has changed recently as the Centre is being rebuilt and they are awaiting their new role in the building |

Councillor comments**APPENDIX 3**

| <u>Name of Organisation</u> | <u>Councillor</u> | <u>Summary of comments about the group if made</u> |
|--|--------------------------|---|
| APSE | Van Nooijen | |
| Barton Community Assoc Management Cttees | Van Coulter | Tries to assist them by supporting projects and initiatives. Acts an advisor and conduit to the Council. Takes away problems raised by the group for action by City officers |
| Bullingdon Assoc | Lloyd Shogbesan | Have been meeting clashes - hopes to attend more regularly |
| Bullingdon Assoc | Timbs | Feels association was run very professionally. People who attend take their roles seriously. Centre well used for a wide variety of activities. Has supported it over its internal redevelopment issues and as ward member. |
| CCTV Monitoring Group | Campbell | Became rep part way through the year. Recognises there is a role for a Councillor rep but has not been pro-active . |
| CCTV Monitoring Group | Malik | Thinks groups ceased to function in 2009 |
| CCTV Inspector | Malik | No inspections made |
| Citizens' Advice Bureau | Brundin | Contact between CAB and Council is helpful for both parties. Councillor can advise on the Council's expectation of advice services and on possible levels of support. Can report back to council on the increasing demand for, and need of, advice. |

| | | |
|--|----------|--|
| Citizen's Advice Bureau | Tanner | CAB has recruited a new and excellent manager, dealt well with a financial shortfall and has enabled it to provide an improved service to Oxford people. Group appreciates the strong support from the City Council. |
| County Council School Organisation Stakeholder Group | Sinclair | Group noted significant changes in directives from Government. Pressure on school places has created a lot of debate. |
| County Council School Organisation Stakeholder Group | Fooks | Was substitute, so did not attend often |
| Cuttleslowe Community Assoc Management Cttee | Fooks | Had assisted and encouraged the Management Committee . Encouraged them to apply for grant funding and helped distribute the newsletter. |
| Cuttleslowe Community Assoc | McCready | Attended meetings and contributed to discussion. |
| Donnington Community Assoc | Williams | Contributed to discussions and decision making. Helped with projects. |
| Donnington Tenants and Residents | Williams | Found the group to be very vibrant - has launched a wide variety of events. |
| Steeping Stones Family Centre, Donnington | Williams | Contributed to meetings and helped with fundraising. |
| Elder Stubbs Charity | Keen | Been a trustee for many years - attends meetings whenever possible. |

| | | |
|--|----------|---|
| | | |
| English Heritage SE - Heritage Champion | Cook | Has had regular contact and updates on work and projects. Meets regional Director . Has been to meetings when able. |
| | | |
| Florence Park Community Assoc | Keen | Has not been invited recently |
| | | |
| Florence Park Communitiy assoc Cttee | Khan | Helped at group when pipes burst. Has also helped with running meetings and elections. |
| | | |
| Forest of Oxford Steering Group | Fooks | Group has little admin support and lacks sufficient Council backing. Does valuable work and needs more recognitions from the Council. Meetings have been held on inconvenient times with little notice. |
| | | |
| Forest of Oxford Steering Group | Pressel | Been involved with a tree planting project. Attends when possible, keeps in touch and suggests new projects. |
| | | |
| Fusion Arts | Campbell | Good organisation doing valuable work, but struggling to meet challenge of budget cuts. Involved with discussions and is keen to assist links between Fusion and Oxford Skylight Project. |
| | | |
| Gatehouse | Sanders | Worked closely with group and proposed move to new premises. |
| | | |
| Headington Community Assoc | Sinclair | Centre well used by a variety of groups. Has been redecorated. Swap shop is popular and their refuse/recycling is under review. Trial coffee morning being held. |
| | | |
| Jericho Community Assoc | Pressel | Very well run group. Helps with communication between Association and Council Officers. |
| | | |

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|--|-----------|---|
| Jericho St Barnabas Community Assoc Management Cttee | Cook | Assisted with health and safety advice. |
| | | |
| Littlemore Community Association | Tanner | The association runs the Littlemore Community Centre. Centre is struggling financially and could make better use of premises. Range of activities is provided for different groups. |
| | | |
| LGA General Assembly | Turner | Useful event for networking. Sits on the Environment and Housing Programme Board and finds this useful. Had input as a Council into shaping consultation responses on a variety of issues. Has more clout in this group than the Council would alone. |
| | | |
| LGA Urban Commission | Darke | Meetings afford opportunity to question ministers and policy makers. |
| | | |
| Local Government Info Unit | Wilkinson | Provides value for money in terms of ministerial lobbying and issuing non party political briefings that are well researched. |
| | | |
| Modern Art Oxford | Pressel | Feels it is important to support this group, so useful to have a Councillor on its board. |
| | | |
| Modern Art Oxford | Gotch | Feels this is interesting and worthwhile, an important part of Oxford's cultural scene. Group worried about funding. Some board meetings are held in London so are not as easy to attend. |
| | | |
| Museums Joint Working Group | Pressel | Is often the only person from the City - useful to attend so that County and others don't forget about Oxford. Trying to get help for this group. |
| | | |

| | | |
|----------------------------------|-----------------|--|
| North Oxford Assoc | Campbell | Uses Community centre on a regular basis. Is contacted by volunteers regularly about Council related issues. |
| North Oxford Assoc | McCready | Can give info to group about what happens at City Council level. Has arranged meetings with people from Parks. |
| Northway Community Association | Darke | Some admin problems over decision making and notification of dates. Group trying to resolve these. Association seeking to attain VISIBLE status. |
| Oxford Airport Consultative Ctee | Lloyd Shogbesan | Is new to this group |
| Oxford Asian Cultural Assoc | Pressel | Not been invited to meetings. |
| Oxford Homeless Pathways | Brown | Group seeks continued good links with the Council and feels this continues to be achieved. |
| Oxford Homeless Pathways | Smith | Feels group is well run. Councillors have helped with budget timetables and recycling issues |
| Oxford HUB | Mills | Had advisory role. Contributed to meetings of advisory board and helped with a grant application to an outside body |
| Oxford In Bloom | Keen | Been involved for several years. Run by volunteers supported by the Parks department. |

| | | |
|--|----------|---|
| Oxford Leon Association (Leon Link) | Tanner | Councillor chairs this organisation. Has increased its fund raising, strengthened links with Leon and is planning a twinning visit for 2012. The group appreciated the Council's support for the visit of the Mayor of Leon. Group is involving a number of new and active members. |
| Oxford Playhouse | Darke | Group welcoming and friendly. Has young, vibrant and enthusiastic staff. Outreach and educational work is high quality. Playhouse well run and a great asset. |
| Oxford Policing Board | Timbs | Area Committee rep. Councillor input well received by the Police Commander attending. Hope the Board will be able to continue |
| Oxford Policing Board | Pressel | Area Committee rep. Group generally well addressed. |
| Oxford Policing Board | Sinclair | Area Committee rep. Updates given on policing matters. Useful discussions. |
| Oxford Policing Board | Gotch | Area Committee rep. Important briefings given from police on current issues and problems. Can feed into Police agenda Council issues and concerns. |
| Oxford Policing Board | Sanders | Area Committee rep. Looks at policing issues in City and County. |
| Oxford Poverty Action Trust | Tanner | Has increased fund raising and support for local organisations that help the homeless. It appreciates the support it gets from the City Council. |
| Oxford Safer Communities Partnership | Malik | Excellent group that drives community safety issues via a multi agency partnership. |

| | | |
|--|-----------|---|
| Oxford Sports Council | Timbs | Very pro-active in supporting the development of up and coming young sports enthusiasts. Approves grants to individuals and clubs. |
| Oxford Sports Council | Armitage | Gives grants and advice to sports associations and individuals in Oxford. |
| Oxford Strategic Partnership Steering Group | Price | There is now simply the OSP Board. Councillor Price leads the Public realm theme and has led the Low Carbon Oxford theme. Both have involved extensive and valuable joint working with local parties. Input from the PCT, University, Police and private sector is excellent. |
| Oxfordshire Buildings Trust | Gotch | Interesting group, important for assessing applications and making grants for works to listed buildings. Councillor is not sure that a City Council rep is vital. |
| Oxfordshire Ethnic Minorities Enterprise | Khan | Councillor was not sure that the organisation still existed. However, investigation has shown that it does, and that it would very much welcome a delegate from the City Council. |
| Oxfordshire Leaders Group | Price | Provides a generally useful forum |
| Oxfordshire Members Affordable Housing Group | McManners | Group disbanded in 2010 and was replaced by the SPIP group co-ordinated by the County Council. Investigation is ongoing. |
| Oxfordshire Supporting People Commissioning Body | McManners | Councillor comments that for some time the Head of Housing has gone to these meetings, and this has worked well. Councillor does not think this should be on the list. |

| | | |
|--------------------------------------|----------|--|
| Porch Steppin Stones | Smith | Councillor reports good experiences on visits to this group. Well round, professional, good at attracting volunteers. |
| Radiolink Steering Group | Pressel | Councillor does not think that this group is still running. If it is, Councillor thinks that Councillor involvement is not needed. |
| Radiolink Steering Group | Brett | Councillor had no contact from the group. |
| Regal Community Centre | Abassi | Centre is well used and well managed. Has attended functions and helped with projects. |
| Risinghurst Community Centre | Sinclair | Association working hard to provide community activities, themed parties, table top sales, pantomimes etc. members of the centre have attended training courses to improve the effectiveness of the Committee. |
| Rose Hill Community Assoc | Turner | Community Association does not have a general meeting, but it has an executive to which Councillor has a standing invitation. Association has made it clear that it doesn't expect his attendance at every meeting of this body, but he stays in touch by other means and attends when there are specific Council related items on the agenda. |
| Rose Hill & Donnington Advice Centre | Williams | Councillor unable to attend this year for a variety of reasons. |
| Ruskin College | Brundin | College values a direct contact with the Council. Councillor's educational experience is of use to them. |

| | | |
|---|-------------|--|
| Ruskin College | Pressel | About 30 people attend meetings - academics, trade unionists and student reps. Councillor feels she has been a useful link between the College and the Council. |
| Ruskin College | Van Coulter | Councillor reports that it has been a difficult time for the College, which is in a period of transition. Gives support by feeding back concerns expressed by members of the community. |
| Parochial Charity of St Clements | Jones | Unable to attend meetings, but had a detailed briefing from the Secretary, and discussed the aims and achievements of the charities with the Rector. |
| St Aldates Charity | Tanner | Assists local church and activities, and works to tackle poverty. Councillor contributes to work with community groups, and Councillor Hazell is knowledgeable about handling finances |
| St Margarets Institute | Royce | Councillor feels her involvement is useful for enabling the Committee to keep up to date with Council policy and what is happening, changes etc. Group is doing very well and has a more or less full diary of events. All is in good shape. |
| South Oxford Adventure Playground Executive Cttee | Van Nooijan | No contact made with Councillor or with Council when updating request went out. |
| South Oxford Adventure Playground Executive Cttee | Price | Very good organisation. Committee is full of highly committed and energetic volunteers. Large number of children attend the playground. |

| | | |
|---|-------------|--|
| South East Employers | Price | Meetings held in London so difficult to attend. Councillor suspects that the impact of this body on the City is very small. |
| | | |
| South Oxford Community Assoc Management Cttee | Price | Centre very well run, financially robust and entrepreneurial. |
| | | |
| South Oxford Community Assoc Management Cttee | Van Nooijan | Group functions effectively and goes from strength to strength. Highly effective and engaged group of volunteers as its management committee and careful adherence to VISIBLE standards. |
| | | |
| Tourism South East | Cook | Attended meetings, gained useful insight into the operation of Tourism South East. Met reps from TSE through shadow board in the set up of tourism Destination Management Organisation. |
| | | |
| West Oxford Community Assoc | Pressel | Well run organisation. Council officers sometimes attend. Councillor helps in various ways. |
| | | |
| West Oxford Community Assoc Management Cttee | Cook | Well run organisation. |
| | | |
| Wood farm Community Association | McManners | Organisation has changed recently as the new Community Centre is being rebuilt. Is in process of transition, awaiting new role in the new building. |
| | | |

150 (City of Oxford) Squadron Air Cadets

Aims

The Air Training Corps was set up to promote and foster youth in adventure, to encourage citizenship, leadership and responsibility and a special interest in subjects relating to the air.

Contact : Flight Lieutenant M. J. Levett,
Officer Commanding,
150 (City of Oxford) Squadron Air Cadets
20 Princess Gardens,
Grove,
Wantage, OX12 0QN

Tel: 01235 771916

Councillor Commitment

Councillors are appointed in an advisory role to the City of Oxford Committee which meets at the Squadron's Headquarters in Marston Road every 2 months

Council Representative : One representative appointed annually by the City Executive Board.

Updated – April 2011

Association For Public Service Excellence
(Formerly Association of Direct Labour Organisations)

Aims

The Association is an unincorporated association consisting of over 250 local authorities and other public bodies. It aims to assist its membership in delivering high quality local services in a Best Value environment.

Values

- (a) Best Value will ensure that public services will reflect the needs of local communities and deliver quality cost effective services. The Association aims to be a catalyst in continuously improving public services and promoting best practices.
- (b) The Association recognises the role that direct services provide in the Social, Economic and Environmental well-being of an area and consider that when all options are weighed up through proper cost benefit analysis then direct services are the Best Value Option for delivering services. Public services should be ultimately democratically accountable via the ballot box.
- (c) Highly motivated staff deliver the highest quality services. Only a high level of commitment to involve employees in setting those standards will ensure they are delivered.
- (d) The best services require the best level of investment and training in high quality employees.
- (e) The best councils are those who deliver the best services. High quality and the best practices can only be achieved by a real partnership between the local council, its employees and the community they serve.

The Association has traditionally represented the following local authority services: Building and Construction, Highways/Road Maintenance and Management, Waste Management, Refuse Collection, Street Cleaning, Vehicle Maintenance, Catering, Building Cleaning, Grounds Maintenance, Parks Managements, Sports and Leisure and Housing Management. Following Best Value the Association has seen a much wider demand for its services from all areas of local government. This has brought about an expansion including additional advisory groups on Best Value and Procurement, Employee Relations, Business Processes, Community Safety and Security and the development of a forum exclusively for Elected Members.

The Association's services now include local government's largest benchmarking club, Performance Networks, the Best Value Consultancy and a training wing Lifelong Learning and Development. As a non-profit making organisation, owned by its local authority members to provide both services for them and the support they require, the Association heavily subsidises services for members. Along with a full range of seminars, the Association provides e-mail briefings and information sharing, networking, publications and hosts a website.

Contact : Paul O'Brien, Chief Executive,
Association for Public Service Excellence,
2nd floor, Washbrook House,
Lancastrian Office Centre,
32 Talbot Road,
Old Trafford,
Manchester, M32 0FP
Tel: 0161 772 1810
Fax: 0161 772 1811

Councillor Commitment

The Association for Public Service Excellence holds quarterly meetings plus an annual seminar. The Council's representatives attend meetings of the South West Region of the Association, which also take place quarterly. Members may also be appointed to the National Council of the Association which meets approximately four times per year. The Association has launched an elected members' forum to allow Councillors from all over the U.K. to meet quarterly and discuss issues relevant to them.

Council Representatives : One representatives appointed annually by the City Executive Board

Updated - April 2006

Barton Community Association

Aims

1. To promote the benefit of the inhabitants of Barton and neighbourhood without distinction of sex, political, religious or other opinion by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interest of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the inhabitants; and
2. To maintain and manage the Neighbourhood Centre on behalf of the residents of Barton and to co-operate with any local statutory authority in the maintenance and management of the centre for activities promoted by the Association and its constituent bodies.

Contact : Mrs. Sue Holden,
Secretary,
Barton Community Association,
c/o Barton Neighbourhood Centre,
Underhill Circus,
Barton Estate,
Headington,
Oxford. OX3 9LS

Tel: 01865 761987 / 07866 460446

Councillor Commitment

Councillors are appointed to the Management Committee which meets monthly on the first Thursday in the month at 6.45 p.m.

Council Representatives : Due to changes in the Community Association's Articles of Association – statutory authorities may elect one person to sit on the board of Directors in a non-voting capacity. Other invited parties may be co-opted onto the Board.

Representative to be appointed by the North East Area Committee

Updated – April 2011

Blackbird Leys Adventure Playground Management Committee

Aims

Blackbird Leys Adventure Playground is a group which was set up in 1976 to run a full-time adventure playground on the Blackbird Leys Estate.

Contact : Mrs Penny Wood
Blackbird Leys Adventure Playground,
c/o The Leys Linx Centre,
Blackbird Leys Road,
Oxford OX4 6HW

Councillor Commitment

The Council's representative is appointed to the organisation's Management Committee, which meets at least monthly.

Council Representatives : One appointed annually by the South East Area Committee.

Updated- Letter returned marked "addressee gone away".

Updated – April 2011

Blackbird Leys Neighbourhood Support Scheme Limited

Aims

The Blackbird Leys Neighbourhood Support Scheme is a registered charity which provides free and impartial welfare benefits and money advice, advocacy and representation and provides other general advice and sign posting as appropriate to residents of Blackbird Leys and surrounding areas.

Contact: Christine Stanley,
Chair of Directors,
Blackbird Leys Neighbourhood Support Scheme Limited,
Agnes Smith Advice Centre,
96 Blackbird Leys Road,
Oxford, OX4 6HS

Councillor Commitment

The Council's representative attends meetings of the Scheme's Management Committee, which are held monthly.

Council Representative: One representative appointed annually by South East Area Committee.

Updated – April, 2010

Bullington Community Association

Aims

1. To promote the benefit of the inhabitants of the Wood Farm electoral ward and neighbourhood without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the inhabitants; and
2. To establish or secure the establishment of a community centre and to maintain and manage or co-operate with any local statutory authority in the maintenance and management of a centre for activities promoted by the Association and its constituent bodies.

Contact : Richard Bryant,
Secretary,
41 Bulan Road,
Headington,
Oxford. OX3 7HU

Tel: 769263

Councillor Commitment

Council representatives are appointed to the management committee which meets every first Tuesday in the month during the evening.

Council Representatives : Two representatives appointed annually by the Cowley Area Committee.

Expectations of Councillor Representatives.

1. Owing to clashes of meeting dates, Councillors are unable to attend meetings on a regular basis. However, the Association has excellent email communication with Councillor Timbs [representative 2011].
2. We expect Councillors to alert us to issues which will impact on the Community centre and to support initiatives that the Centre is taking to improve the work of the Centre, and the welfare of the local community. The support we have received has been very positive.

Updated – March 2011

Citizens' Advice Bureau

Overall Aims of the Service

Through the work of Oxford CAB:-

Oxford residents in need of advice will be able to access the advice they require for the problems they face. Policies and practices that affect the lives of Oxford residents will be improved.

How the service works

Oxford CAB helps people in many different ways. Individual problems are dealt with through face to face advice, on the telephone, and by email. We also publicise the CAB national website (www.adviceguide.org.uk). We campaign locally and nationally for improvements to services and the law. By using the evidence we collect from the experiences of clients we help, we can make a difference for people who may never come to a CAB. A visit to Oxford CAB by one person could lead to change in policy or law that will positively affect the lives of many more. The main offices are in Oxford City Centre at

95 St Aldate's
Oxford
OX1 1DA

Advice line number – 08444 111 444 – staffed 10am to 4pm Monday to Friday.

Contact: Jeremy Irwin Singer (Chair) or Gill Tishler (Director)

Tel: 304103 (Ex-Directory private line – help not available on this number)

Face to face advice

Face to face advice and information is available via a drop in service Monday to Friday 10am-pm, and Thursday 10am - 4.30pm

Appointments for existing clients are available each day 10am to 4pm, and Wednesday evening 5pm-7pm.

Outreach via the Children's Centres at Elms Road, the Slade and Florence Park, plus sessions at the Asian Cultural centre, Manzil Way

Specialist project "Benefits in Practice" offers a service to GP practices across the city serving areas of greatest deprivation.

There are 2 full time welfare benefits caseworkers at the Churchill Hospital funded by the Macmillan Cancer Support, specifically to support patients with cancer, their families and carers.

Oxford City Council's Homelessness team funds the CAB to provide debt advice in order to help prevent homelessness

Oxfordshire County Council funds the CAB to deliver its “Fairer Charging” contract to the City and South Oxon.

Councillor Commitment

The Council appoints representatives on the Citizens' Advice Bureau Management Committee which meets at least four times each year. There is an Annual General Meeting in the summer. Members of the Management Committee are encouraged to visit the bureau and become familiar with its work.

Expectation of Councillor Representatives

City Councillors provide a very valuable link with the City Council as a key stakeholder and funder, they keep the CAB in touch with the Council's priorities, aid discussion with members and officers, and help ensure they are in touch with and responding to changing needs across the City.

Council Representatives: Two members appointed annually by the City Executive Board.

Updated – May 2011

Council of Ruskin College

Objects

To advance education by establishing or maintaining at or near Oxford a house or residence or houses or residences in which adult students, whether men or women, may reside and study and to provide for the instruction of adult students in such fields of study as may be approved by the Council provided that the objects of the College shall be of charitable nature only.

Contact : Rebecca Cox,
Clerk to the Governors,
Ruskin College,
Walton Street,
Oxford, OX1 2HE

Tel: 01865 517827

Councillor Commitment

The Council's representative will attend meetings of the Council of Ruskin College which meet twice a year, usually at the end of November/beginning of December for its AGM and again in late June.

Council Representatives: 3 representatives appointed annually by the City Executive Board.

Updated – February 2010

Cotteslowe and District Community Association

Aims

1. To promote the benefits of the inhabitants of Cotteslowe and district neighbourhood without distinction of sex or political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the inhabitants; and
2. To establish or secure the establishment of a community centre and to maintain and manage or co-operate with any local statutory authority in the maintenance and management of such a centre for activities promoted by the Association and its constituent bodies.

Contact : Sue Smith
Trustee
Cotteslowe and District Community Association,
56 Templar Road,
Oxford, OX2 8LU

Tel: 559433

Councillor Commitment

Council representatives are appointed to the Management Committee which meets monthly (mornings and evenings alternately)

Council Representatives : Two representatives appointed annually by North Area Committee

Updated – April 2011

Donnington Community Association Management Committee

Aims

1. To promote the benefits of the inhabitants of Donnington and neighbourhood without distinction of sex or political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in common effort to advance education and to provide facilities in the interest of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the inhabitants; and
2. To establish or secure the establishment of a community centre and to maintain and manage or co-operate with any local statutory authority in the maintenance and management of such a centre for activities promoted by the Association and its constituent bodies.

Contact : Secretary,
Donnington Community Centre,
309 Meadow Lane
Oxford, OX4 4BJ

Tel: 202199

Councillor Commitment

Councillors are appointed to the Management Committee which meets monthly.

Council Representatives : Two appointed annually by the East Area Parliament.

Updated – March, 2010

Donnington Doorstep Management Committee

Aims

The main aims of Donnington Doorstep are:-

1. To provide facilities for families of the City of Oxford to help relieve need, hardship and distress.
2. To provide education opportunities for the children of the area of benefit and their carers.
3. To provide facilities for recreation and other leisure time occupation.

Contact : Anna Thorne,
Manager,
Donnington Doorstep Family Centre,
Townsend Square,
Oxford. OX4 4BB

Tel: 727721

Councillor Commitment

Council representatives are appointed to the Management Committee which meets approximately four times a year with an AGM in September.

Council Representative : Two representatives appointed annually by the East Area Parliament.

Updated – April, 2006

East Oxford Community Association

Aims

1. To promote the benefit of the inhabitants of St. Clement's and East Wards and the neighbourhood without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life of the inhabitants;
2. To establish or to secure the establishment of a Community Centre and to maintain and manage, or co-operate with any local statutory authority in the maintenance and management of such a Centre for activities promoted by the Association and its constituent bodies.

Contact : Claire Ford,
Centre Co-ordinator,
East Oxford Community Centre,
Princes Street,
Cowley Road,
Oxford. OX4 1HU

Tel: 792168

E-mail: east_oxford_cc@yahoo.co.uk

Councillor Commitment

Councillors are appointed to the Management Committee which meets every second Tuesday in the month at varying times (usually daytime).

Council Representatives : Two representatives appointed annually by the East Area Parliament.

Expectation of Councillor representatives

1. Attend the EOCA monthly trustee meetings, held usually the first Monday in the month in the evening)
2. Use the centre for some Councillor surgeries;
3. Support any applications on behalf of the centre.

Updated – April 2011

English Heritage South East Region – Heritage Champion

Aims

The key objective for the Heritage Champion is to ensure that the historic environment plays a central role in the development of all the authority's policies, plans, targets and strategies. Champions work to persuade colleagues in both the local authority and the wider community that the historic environment offers many opportunities to improve the quality of life for everyone.

Heritage Champions can make sure that the historic environment helps to achieve a local authority's wider corporate objective – which include

- Attracting regeneration opportunities and economic investment;
- Creating opportunities for local employment;
- Creating a focus for community cohesion, strength and capacity;
- Offering local education resources;
- Fulfilling social and economic goals for sustainable communities;
- Enhancing an area's sense of place, identity and local character; and
- Creating local pride and satisfaction

Contact : Lyndsay Hughes,
Regional Policy Officer,
English Heritage South East Region,
Eastgate Court,
195-205 High Street,
Guildford,
Surrey, GU1 3EH

Councillor Commitment

Heritage Champions develop their own set of responsibilities which may include

- Ensuring that the historic environment positively contributes to the development of all relevant Council policies and forward strategies;
- Making sure that their conservation advisory service is suitably resourced and supported; and
- Sharing good practice relating to the historic environment with other local authorities

Council Representative: One Councillor (City Development Board Member)
appointed annually by the City Executive Board

Updated – March 2010

Environmental Protection UK

Aims

Environmental Protection UK brings together individuals and organisations across the public, private and charitable sectors to discuss and promote ideas, knowledge and solutions to achieve our shared vision of a cleaner, quieter and healthier world. We are active and influential in the fields of air quality and climate change, noise and land quality.

Contact : Membership Officer,
Environmental Protection UK,
44 Grand Parade,
Brighton,
BN2 9QA

Tel: 01273 878770
Fax: 01273 606626

Councillor Commitment

The Society Organises an AGM, workshops and training seminars on specific issues. The Council is a member of the South East Division of the Society which holds separate meetings and training events on an occasional basis, usually 3 or 4 per year.

Council Representatives : Cleaner, Greener Oxford Board Member plus the Environment Development Service Head appointed annually by the City Executive Board

Updated – March 2010

Florence Park Community Association

Aims

1. To promote the benefit of the inhabitants of "Florence Park Estate" and the neighbourhood without distinction of sex, sexual orientation, race or of political, religious or other opinions and inhabitants in a common effort to advance education and provide facilities in the interests of social welfare for the recreation and leisure-time occupation with the object of improving the conditions of life for the said inhabitants.
2. To establish or to secure the establishment of a Community Centre and to maintain and manage, or to co-operate with any local statutory authority in the maintenance and management of such a Centre for the activities promoted by the Association and its constituent bodies in the furtherance of the above objects.

Contact : P. Cross (Chairman) or
Ken Soames (Vice-Chairman) or
M. Treadwell (Secretary),
Florence Park Community Association,
Cornwallis Road,
Oxford. OX4 3PW

Councillor Commitment

Council representatives are appointed to the Management Committee which meets every second Monday in the month during the evening at 8.00 p.m.

Council Representatives : Two representatives appointed annually by the Cowley Area Committee.

Updated – April, 2010

Fusion – Oxford' Community Arts Agency

Aims

Fusion

- Delivers high quality, participatory arts in partnership with the communities it serves
- Initiates inspiring and innovative arts projects that support social inclusion
- Provides access to a wide range of expertise, facilities and resources
- Acts as advocates for creative excellence

It prioritises those who otherwise would not access the arts, including

- Vulnerable young people
- People from culturally diverse backgrounds
- The homeless and those vulnerably housed
- Asylum seekers and refugees
- The economically disadvantaged
- Those with physical, learning or mental health difficulties
- The elderly

It also supports artists furthering their community arts skills.

Fusion believes the arts

- Enable communities to explore issues, communicate ideas and celebrate their identity
- Offer opportunities for self expression and skills development
- Contribute to personal, social and economic growth

Based in East Oxford, Fusion primarily serves the people of Oxford while also contributing strategically to the region's cultural life.

Contact : Pinelopi Mitsi,
Company Administrator,
Fusion – Oxford's Community Arts Agency,
East Oxford Community Centre,
Princes Street,
Oxford
OX4 1HU
Tel: 245735
e-mail: info@fusion-arts.org
www.fusion-arts.org

Councillor Commitment

The Management Committee generally meets once every three months usually at approximately 6.00 pm. There is also an Annual General Meeting.

Council Representatives : One representative appointed annually by the City Executive Board.

Updated – April 2006

Gatehouse

Aims

The Gatehouse aims to welcome the homeless and lonely and provide a place where companionship, dignity and refreshment can be found in a warm and safe environment.

Contact: Andrew Smith
The Gatehouse,
Northgate Hall
18 St. Michael's Street,
Oxford, OX1 2DU

Councillor Commitment

Councillors are appointed to the Management Committee which meets at 4.15 p.m. on the fourth Wednesday of each month at St. Giles Church Hall, Woodstock Road, Oxford.

Councillor Representatives: One appointed annually by the City Executive Board.

Updated – March, 2010

Headington Community Association

Aims

1. To promote the benefit of the inhabitants of Headington without distinction of sex, political, religious or other opinion by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interest of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the inhabitants; and
2. To maintain the establishment of a community centre and to maintain and manage or co-operate with any local statutory authority in the maintenance and management of the centre for activities promoted by the Association and its constituent bodies.

Contact : Tanya Field (Secretary)
51 Mark Road,
Headington,
Oxford.
OX3 8PB

Tel : 765557
e-mail:tanyafield@supanet.com

Councillor Commitment

Councillors are appointed to the Management Committee which meets as and when necessary, usually ever 1-2 months.

Council Representatives : Two appointed annually by the North East Area Committee.

Updated – May, 2004

Jericho St. Barnabas Community Association

Aims

1. To promote the benefit of the inhabitants of Jericho and the parish of St. Barnabas without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life of the said inhabitants;
2. To establish or to secure the establishment of a Community Centre and to maintain and manage, or to co-operate with any local statutory authority in the maintenance and management of such a Centre for activities promoted by the Association and its constituent bodies.

Contact : Susan Pead, Administrator, Jericho St. Barnabas Centre, 33A Canal Street, Jericho, Oxford

during office hours 10.00 am - 12.00 noon Monday to Friday

Tel: 557902

Councillor Commitment

Councillors are appointed to the Management Committee which meets every month on the second Monday at 8.00 p.m.

Council Representatives : Two representatives appointed annually by the Central, South and West Area Committee.

Updated – March 2010

Littlemore Community Association

Aims

1. To promote the benefit of the inhabitants of Littlemore and neighbourhood without distinction of sex, political, religious or other opinion by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interest of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the inhabitants; and
2. To maintain and manage the Neighbourhood Centre on behalf of the residents of Littlemore and to co-operate with any local statutory authority in the maintenance and management of the centre for activities promoted by the Association and its constituent bodies.

Contact : Dorian Hancock,
Secretary,
Littlemore Community Association,
8 Eastern House,
Eastern Avenue
Oxford, OX4 4QT

Tel: 01865
Email: DorHankOxfd@aol.com

Councillor Commitment

The Council's representative is appointed to the Management Committee which meets quarterly usually on a Wednesday evening at 7.00 p.m.

Council Representatives : One representative appointed annually by the South East Area Committee.

Updated – March 2011

Local Government Association General Assembly

Aims

The Local Government Association (LGA) aims to:-

- enable all local authorities to speak with one voice
- provide national democratic leadership for local government
- increase the role and influence of local government
- establish better and more effective relationships with government and the European Community
- seek more control of local government over its own affairs

All authorities are entitled to a minimum of one representative and one vote at the General Assembly. All district councils have one representative and one vote. For unitary authorities (metropolitan districts, London Boroughs and unitary authorities in shire areas) and for single service authorities in corporate membership, votes are allocated on the basis of population bands. County councils have votes equal to the number of districts in their area. Where an Authority is entitled to more than one vote, the Authority is entitled at its discretion to appoint further representatives up to a total equal to its number of votes, or four, whichever is the lesser.

Contact: Cathy Bayle
Member Services Manager
Local Government Association
Local Government House
Smith Square
London SW1P 3HZ

Councillor Commitment

The General Assembly holds an Annual Meeting in June/July each year to agree the budget of the Association and to set its subscriptions.

Council Representatives: Leader or Deputy Leader of the Council appointed annually be the City Executive Board.

Updated – May 2011

Local Government Association Urban Commission

Terms of Reference

The Urban Commission shall provide a forum within the Local Government Association (LGA) for member authorities whose areas are wholly or partly urban. The Urban Commission will act in a way that complements the principals of the LGA as a whole.

The purpose of the Commission shall be to:

- i provide the forum in which urban authorities can discuss matters of common concern and exchange good practice and experience;
- ii assist the LGA take into account the needs, priorities and aspirations of urban authorities in formulating and promoting its policies;
- iii help the LGA to promote the role and interests of urban authorities and the ability of those authorities to meet the needs of the communities they serve.

The Commission will achieve these objectives by:

- i bringing together representatives of urban authorities twice a year and arranging other meetings, conferences and seminars as appropriate;
- ii making statements on behalf of the LGA on urban affairs'
- iii establishing a Steering Committee to act as its decision making body.

Contact Marion Stribling
Member Services
Local Government Association
Local Government House
Smith Square
London SW1P 3HZ

Tel: 020 7664 3040
Fax: 020 7664 3030
e-mail: memberservices@lga.gov.uk

Councillor Commitment

Meeting dates for 2011/12 are:-

5th October 2011 and 22nd February 2012.
Both meetings to be held at Local Government House, London.

Council Representative:- One representative appointed annually by the City Executive Board

Updated – April 2011

Local Government Information Unit (LGIU)

Aims

The aims and objectives of the LGIU are to make the case for local government; to assist local government to provide responsive, good quality services for all; to shift the local government agenda from negative to positive; to provide a forum for politicians, officers, trade unions and the voluntary sector; to promote equality in provision of services, and to be responsive to the needs of service users and the workforce.

| | | |
|-------------------------|--|---|
| <u>Contact</u> : | Debra Stanislas, Administrator, Local Government Information Unit, 22 Upper Woburn Place, London. WC1H 0TB | Andy Sawford, Chief Executive, Local Government Information Unit, 22 Upper Woburn Place, London. WC1H 0TB |
|-------------------------|--|---|

Councillor Commitment

The Council's representative would be expected to attend three management committee meetings per year held in London.

Council Representatives : One representative appointed annually by the City Executive Board

Updated – March 2010

Modern Art Oxford

Objective

Modern Art Oxford was established in 1965 as the Museum of Modern Art to present exhibitions of modern and contemporary visual art including paintings, drawings, prints, sculptures, design, photographs, video, film and works of art of any other media, and to advance the education of the general public in the visual arts.

Mission

Modern Art Oxford aims to widen the understanding, appreciation and enjoyment of modern and contemporary visual art and culture, and to build new audiences.

Contact : Michael Stanley,
Director,
Modern Art Oxford,
30 Pembroke Street,
Oxford. OX1 1BP

Tel: 01865 722733

Fax: 01865 722573

www.modernartoxford.org.uk

Councillor Commitment

The Council's representative is invited to attend in an advisory role four "Council of Management" (i.e. Board) meetings a year and the AGM

Council Representatives : Two representatives appointed annually by the City Executive Board.

Updated – February, 2010

Mortimer Hall Management Committee

The Management Committee is responsible for the upkeep of Mortimer Hall. The property is held on trust for the purposes of a Village Hall for the use of the inhabitants of Marston and the neighbourhood. This is done without distinction of sex and of political, religious or other opinions and in particular for use for meetings, lectures and classes and for other forms of recreation and leisure-time occupation, with the objective of improving the conditions of life for the inhabitants of Marston.

Contact Janet Crane
 Treasurer
 Marston Village Hall (Mortimer Hall) Management Committee,
 2 Raymund Road
 Old Marston,
 Oxford. OX3

Councillor Commitment

Councillors are appointed to the Management Committee which meets on at least 5 occasions a year (April (AGM), June, September, December and March) on Tuesdays at 8.00 pm.

Councillor Representatives : Two appointed annually by the North East Area Committee.

Expectations of Councillor Representatives

1. To attend Committee meetings, be a link with Oxford City Council, and keep the outside body informed of any initiatives that would assist the hall and committee
2. Additional help that might be given by the Councillor is local knowledge and information

Updated – March, 2011

National Association of British Market Authorities

Aims

1. To provide a means of communication between members of the Association and others and between the Association and Government departments/other public bodies on matters of common interest relating to the administration of markets, fairs, abattoirs or cold stores.
2. To take action in the public interest to promote or oppose new legislation, to amend existing legislation or in the administration of legislation concerning markets, fairs, abattoirs and cold stores.
3. To protect the rights and interests of members.
4. To promote and encourage a high standard of administration of markets.
5. To obtain and circulate to members information conducive to the Association's objectives.

Contact: Graham Wilson – Chief Executive,
National Association of British Market Authorities,
The Guildhall,
Oswestry,
Shropshire, SY11 1PZ

Tel: 01691 680713
Fax: 01691 671080
e-mail: nabma@nabma.com

Councillor Commitment

Councillors could be invited to attend approximately five meetings per year in an advisory capacity in different parts of the country.

Council Representative: One member appointed annually by the City Executive Board.

Expectations of Councillor Representatives

1. To attend NABMA meetings, events etc, and share market experiences with other Authorities;
2. Places are available on the Management Board if the Authority is nominated and attendance is welcomed at retail Forum meetings, training events and conferences

Further information: NABMA expressed disappointment that Oxford had not been represented at the meetings during 2010, and hoped that someone would attend in future.

Updated – March 2011

North Oxford Association Council

Aims

1. To promote the benefit of the inhabitants of Oxford City in the area north of the Martyrs' Memorial without distinction of race, sex or political, religious or other opinions, by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving conditions of life for the said inhabitants; and
2. To establish premises for the benefit of the community and to manage or co-operate with the local authority in the maintenance and management of a centre for the activities promoted by the association.

Contact : Mr. C. Nichols,
Hon. Secretary,
North Oxford Association,
The Community Centre,
Diamond Place,
Summertown,
Oxford

Tel: 552295

Councillor Commitment

Meetings of the Council are held not less than three times each year. Council representatives are invited to attend these meetings and, if they are interested, to become more deeply involved in the work of the Association.

Council Representatives : Two representatives appointed annually by the North Area Committee.

Updated – May, 2005

Northway Community Association

Aims

1. To promote the benefit of the inhabitants of Northway and the neighbourhood without distinction of sex or of political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the inhabitants.
2. To establish or secure the establishment of a Community Centre and to maintain and manage, or co-operate with any local statutory authority in the maintenance and management of such a centre for activities promoted by the Association and its constituent bodies in furtherance of the above objects.

Contact : Mr. Nigel Walford, Secretary,
Northway Community Association,
Northway Community Centre,
Maltfield Road,
Headington,
Oxford. OX3 9RF

Tel: 764273 (Club)
437511 (Mr. Walford)

Councillor Commitment

Council representatives are appointed to the management committee which meets on the first Tuesday of the month.

Council Representatives : Two representatives appointed annually by the North East Area Committee.

Updated – April, 2006

Oxford and District Sports and Recreation Association for the Disabled

Aims

The Association was set up to:-

1. provide and assist in the provision in the interests of social welfare of facilities for sport and recreation for people with physical, sensory and mental disabilities;
2. encourage disabled people to take part in sport and recreation for pleasure, physical, emotional, psychological and social benefit, as an aid to rehabilitation, education, recreation and leisure;
3. promote through participation in sport and recreation opportunities for integration of disabled and non-disabled people;
4. promote the development of physical recreation and sports for disabled people;
5. publicise the opportunities and benefits to be gained by disabled people through participation in sport and recreation;
6. seek to ensure the provision and improvement of facilities for physical recreation and sports for disabled people by national and local government and local sports organisations;
7. promote, co-ordinate and otherwise ensure the provision and improvement of opportunities for coaching and training in sport by, of and for disabled people;
8. encourage the enforcement of all statutory Acts, regulations and guidance concerning disabled people;
9. provide a forum for free discussion of all matters concerning sport and recreation for disabled people to identify their needs and make plans to meet them;
10. liaise with other organisations to meet the Association's aims.

Contact : Mr. T. Cann, Chairman,
OXSRAD,
Sports and Leisure Centre,
Court Place Farm,
Marsh Lane,
Marston,
Oxford, OX3 ONQ

Tel: 741336

Councillor Commitment

Councillors attend the Association's Management Committee as non-voting advisors, which meets about six times a year.

Council representatives : One representative appointed annually by the City Executive Board.

Expectations of Councillor Representatives

- (1) Attendance, whenever possible, at Management meetings with apologies if unable to attend. Help and support with regards to funding for which the group may be eligible, and to be given correct (not misleading) information.
- (2) A voice on the Council supporting the group.

Updated – May 2011

Oxford Airport Consultative Committee

Objectives

Airport Consultative Committees are required to be appointed by the Civil Aviation Act 1982 in order to provide adequate facilities for consultation with users of airports, local authorities and local organisations on any matter concerning the management or administration of airports which affects their interest.

The consultation arrangements are seen as a means of permitting the efficient operation of an airfield while moderating its impact on local communities, keeping people informed of issues affecting them and providing an opportunity to reconcile any difficulties which arise.

Contact: M. Sparrow,
Airport Manager,
Oxford Aviation Services Ltd.,
Oxford Airport,
Kidlington,
Oxford.
OX5 1RA

Tel: 01865 290685

Councillor Commitment

Oxford Airport Consultative Committee generally meets three times a year at Oxford Airport on a week day, beginning at 6.30 pm.

Council Representatives: One representative appointed annually by the City Executive Board.

Updated: March, 2010

Oxford Asian Cultural Association

Aims

- (a) To promote the benefit of the inhabitants of the City of Oxford particularly the Asian Community without distinction of sex or of political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and promote cultural and social understanding and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of the inhabitants.

- (b) To establish or to secure the establishment of the Oxford Asian Cultural Centre and to maintain and manage, or to co-operate with any local statutory authority in the maintenance and management of the Centre for activities promoted by the Association and its constituent bodies in furtherance of the above objects.

Contact : Secretary,
Oxford Asian Cultural Association,
Asian Cultural Centre,
Manzil Way,
Oxford. OX4 1GH

Councillor Commitment

Councillors are appointed to the Management Committee which meets quarterly during the evening at the Centre in Manzil Way.

Council Representatives : Three representatives appointed annually by the City Executive Board.

Updated – May, 2004

Oxford City Local Policing Board

Terms of Reference

Aim

To ensure an effective neighbourhood policing

Responsibilities

- To ensure that local policing is effective in its development of local priorities to meet community concerns and meeting targets to address them.
- To monitor performance against those targets and priorities.
- To ensure effective local engagement and consultation by the local police and other key partners at the local level to deliver a clear understanding of issues and concerns and effective actions to deal with them.
- To ensure the development of feedback to communities in levels of service which can be expected on performance at the local level.
- To develop effective working relationships with the Crime and Disorder Partnership and to ensure that there is both cross representation between the Board and CDRP.

Membership

To include one or more Authority member(s), representatives of the appropriate District or Unitary Authorities and the local Area Commander together with representatives of the local community with an optimum membership of 8 and a maximum of 15, dependant on local area circumstances.

Contact : Mr G Lawson,
Business Manager, Thames Valley Police Authority,
Police Headquarters,
Oxford Road, Kidlington,
Oxford. OX5 2NX

Tel: 01865 846780

Councillor Commitment

Meetings of the Board are held at the Town Hall, Oxford, on a date and time determined by The Board. The Board meets four times a year.

Council Representatives : One representative appointed by each of the six Area Committees

Updated – March 2011

Oxford Homeless Pathways

Aims

Oxford Homeless Pathways (OxHoP) exists to help homeless people by providing accommodation and support towards independence.

OxHoP has three projects:

O'Hanlon House – direct access, emergency accommodation for homeless men and women aged 25 and over. 56 bedspaces each night, plus day facilities for all those staying at night and any other rough sleepers. Resettlement support, training, education and activities provided.

Julian Housing – 81 units of accommodation in 14 houses, mainly in East Oxford. Providing move-on for formerly homeless men and women aged 25 and over, supported by a housing team.

Oxford Homeless Medical Fund – charitable assistance and support for Luther Street Medical Centre, including a volunteer project to assist patients to attend medical appointments elsewhere. (Luther Street Medical Centre is an NHS primary care facility for homeless people.)

Contact: Lesley Dewhurst
Chief Executive
Oxford Homeless Pathways
P O Box 177
Oxford OX1 1SF

Tel: 01865 304616 (Direct line)
www.oxhop.org.uk
LesleyDewhurst@oxhop.org.uk

Council Representatives : Three representatives appointed annually by the City Executive Board

Expectations of Councillor Representatives

- 1 We welcome the elected representatives to attend any of our Trustee meetings. They are all sent papers and agenda as a matter of course. They are also welcome to come and have an initial chat and look around, to familiarise themselves with our work.
- 2 In the past, elected representatives have been helpful to us in helping us to address specific issues – for instance, concerns we might have about Council policy regarding housing, or other matters that the City council deals with, such as recycling or planning issues.

Updated – March, 2011

Oxford Playhouse Trust

Aims

Oxford Playhouse aims to create an excellent experience of live performance for everyone by:-

- presenting and producing a programme of work that makes a major contribution to local, national and international cultural life;
- setting high performance standards within a programme appealing to a wide cross-section of the people of Oxford, the county and the region;
- maintaining financial stability and making a positive contribution as a business to the local economy;
- a commitment to developing the broadest possible audience;
- being a welcoming theatre for performers and patrons of all ages and abilities;
- encouraging new talent in professional and amateur theatre on the main stage and in the Burton Taylor Studio;
- developing an education and community programme that encourages active involvement in, and understand of, the arts;
- achieving high professional standards from their staff and maximising opportunities for their development;
- maintaining the fabric and equipment of The Playhouse at a high standard

Contact : Michelle Dickson,
Oxford Playhouse,
Beaumont Street,
Oxford.
OX1 2LW

Tel: 305300 (Direct Line 305318)

Additional contact: Jane Hornsby (Admin Assistant) - 10am to 1pm Monday to Friday (jane.hornsby@oxfordplayhouse.com)

Councillor Commitment

Councillors are appointed as directors of Oxford Playhouse Trust (with associated responsibilities under company and charity law). Meetings of the Board are held on Saturday 5 mornings times per year at the Playhouse.

Council Representatives : One representative appointed annually by the City Executive Board.

Updated – March 2011

Oxford Preservation Trust

Aims

The Oxford Preservation Trust was set up to:-

1. preserve and enhance for the benefit of the public the amenities of the City of Oxford and its surroundings;
2. promote and encourage public interest in and knowledge of the history of the City of Oxford and its surroundings.

The Trust is particularly concerned to preserve views of and from Oxford, to protect sites and buildings in and around Oxford from dilapidation, disfigurement, pollution and destruction and to preserve footpaths, commons and rights of way in the vicinity of the City. The Trust has an active education and outreach programme, and organises Oxford Open Doors.

Contact : Mrs. Deborah Dance,
Director,
10 Turn Again Lane,
St. Ebbe's,
Oxford,
OX1 1QL

Tel: 242918

Fax: 246706

e-mail: info@oxfordpreservation.org.uk

Councillor Commitment

All Trustees must be members of the Trust, and will be invited to join on being appointed a City Council nominated Trustee

There are four ordinary meetings of the Trustees each year, plus an Annual General Meeting. Meetings usually take place at the Key Learning Centre, Oxford Castle starting at 5.00 pm

Council Representative : Three representatives are appointed by the City Executive Board. All appointments end in April, 2012.

Updated – March 2010

Oxford Sports Council - Executive Committee

Aims

The Oxford Sports Council is the local arm of the Sports Council whose objects are:

1. To assess the sporting needs of Oxford, to draw the attention of the public authorities, the public generally and those using or providing sporting facilities, to those needs and to advise and help with catering for their fulfilment.
2. To maintain communication with the local authority by monitoring plans and strategies affecting local sport and advising generally on the collective opinion of local sports' interests for future planning of sports facilities.
3. To gather and disseminate to local interested parties, any information on plans or changes in circumstances which may affect or otherwise involve those parties.
4. To represent the local sports' interests in any issues which may arise.
5. To be aware of the main national sporting strategies and any opportunities provided by such initiatives etc. (eg. by attending appropriate seminars or conferences).
6. To seek out and invite persons from the area who are prepared to play an active role in promoting the objects of the Council.
7. To receive and consider reports and recommendations from any organisation on all matters concerning sport, and to take any action as the Council might deem necessary. In particular to assist Sport England South in the support and processing of clubs' applications for grant aid etc.
8. To actively encourage the development of and participation in sport and recreation through appropriate publicity, demonstrations, displays etc.
9. To ensure that the activities of the Council conform with and promote any relevant recognised sport's governing body's plans for development and delivery of its sport in the area.
10. To invite, inform and involve Sport England in whatever projects may benefit.

Contact : Doreen Rose,
Oxford Sports Council,
c/o OXSRAD Sports and Leisure Centre,
Marsh Lane,
Marston,
Oxford. OX3 1NQ

Tel: 741336

Councillor Commitment

In addition to an AGM the Council shall meet at other times as the Chairman may consider necessary.

Council Representative : Two representatives appointed annually by the City Executive Board.

Expectations of Councillor Representatives

- (1) Good attendance. Apologies if unable to attend. To inform the group of any changes that might affect it.
- (2) To act as a link between the group and the Council. To give advice as required concerning whom to approach with questions and queries.

Updated – May 2011

Oxfordshire Buildings Trust Limited

Aims

The Oxfordshire Buildings Trust buys and restores buildings of historical or architectural interest, and then seeks to sell them at a price to cover their costs. The Trust not only applies for grant aid to organisations such as English Heritage but also provides grants for works of repair and maintenance to historic structures. The Trust also supports causes where the heritage of the county might be at risk.

Contact : Mr. John Griffin,
"Haycot",
Church Close,
Farmoor,
Oxford, OX2 9NP

Tel: 862148

Councillor Commitment

A Council representative is appointed to the Board of Management of the Trust which meets three or four times a year.

Council Representative : One representative appointed annually by the City Executive Board

Expectations of Councillor Representatives

- (1) The Trust expects the representative to attend the meetings if possible (about 4 or 5 a year), and to give their views on items on the agenda.
- (2) The representative may also wish to be involved with supporting any events that the Trust may organise, for example, a historical walk.

Updated – April 2011

Oxfordshire Community and Voluntary Action

Aims

Oxfordshire Community and Voluntary Action exists for the promotion of any charitable purpose for the benefit of the community in Oxfordshire and, in particular, the advancement of education, furtherance of health and relief of poverty, distress and sickness. Its mission is to enable a diverse voluntary and community sector to flourish in Oxfordshire.

Contact : Alison Baxter, Chief Executive,
O.C.V.A.,
Old Court House,
Floyds Row,
St. Aldate's,
Oxford,
OX1 1SS

Tel: 251946

alison.baxter@ocva.org.uk

Councillor Commitment

A Council representative is co-opted onto the Executive Committee as an observer. The Committee usually meets at least six times per year at 5.30 p.m. in the Old Court House.

Council Representatives : One appointed annually by the City Executive Board.

Expectations of Councillor Representatives.

- (1) The organisation would expect the appointed person to attend at least half the meetings -they are aware that there can be diary clashes. They would expect the appointee to be kept informed of council policy as it would affect the organisation, and take feedback from the Board to the Council where appropriate. They also expect to benefit from their perspective as an elected member who was in touch with residents of their ward. They may therefore have a useful contribution to make to discussions about community needs and aspirations.
- (2) In terms of additional assistance, the elected representative may from time to time be able to unblock an apparent barrier, or mediate if an issue arose between the organisation and the Council. They may be able to make a connection for the organisation with another relevant organisation or individual.

Updated – April 2011

Oxfordshire Ethnic Minorities Enterprise Development Limited (OEMED)

Aims

OEMED aims to improve the economic situation of ethnic minority communities in Oxfordshire by the start-up, development and diversification of businesses owned by people from those communities. The Ethnic Minority Business Services (EMBS), an initiative of OEMED, offers business advice that is free and confidential to members of all ethnic minority groups in Oxfordshire. Training courses in business start-up skills and computing are also available.

Contact : Dr. Shaila Srinivasan,
Oxfordshire Ethnic Minorities Enterprise
Development Limited,
134 Cowley Road,
Oxford,
OX4 1JE

susu@embs.org.uk

Tel: 794431

Fax: 794006

Councillor Commitment

The Council representative is appointed to the Board of Directors and is expected to attend monthly meetings.

They are keen to have a representative from the City Council.

Council Representative : One representative appointed annually by the City Executive Board

Updated – May 2011

Oxfordshire Members' Affordable Housing Group

NOW CALLED "SPATIAL PLANNING AND INFRASTRUCTURE PARTNERSHIP"

Aim and Objectives

- To provide a liaison forum on spatial planning, economic development, housing, transport, and general infrastructure issues arising at regional and sub regional level.
- To lead and co ordinate the Homes and Communities Agency (HCA) "single conversation" process on regeneration and housing issues and contribute to any related interaction with Government agencies
- To be accountable for the delivery of LAA targets owned by the partnership
- To advise partners on matters of collective interest in the fields of activity listed above.
- To seek agreement on local priorities and targets in the fields of activity listed above.
- To seek agreement on alignment between national and regional and local funding streams in the fields of activity listed above.
- To ensure that regional policy development, the Local Transport Plan and joint working through the Oxfordshire Partnership and District Local Strategic Partnerships on service planning and community development is appropriately linked to the decision making role of the Local Planning Authorities on Local Development Frameworks and related infrastructure planning.
- To assist in the establishment of detailed arrangements for integration between spatial, infrastructure and public service planning activity in appropriately defined localities.

Purpose

Specifically the Partnership will:

- share information and analysis on spatial planning, economic development, housing, transport, and general infrastructure issues at regional and sub regional level;
- share information and analysis on cross administrative boundary spatial planning, economic development, housing, transport, and general infrastructure issues, including in areas adjoining the Regional boundary;
- monitor, consider and advise on partner progress and delivery against any Local Area agreements or similar arrangements with Government – including relevant national and local targets;
- develop and communicate consensus views that seek to inform, assist and influence Government, Government agency and Regional institutions / bodies in their policy formulation and decision making roles;
- develop and communicate consensus views that seek to inform, assist and influence sub regional and local agencies that operate across local authority administrative boundaries;
- advise economic development, housing, transport, general infrastructure funding and providing partners on how to ensure appropriate research, policy and resource input to the statutory Local Development Framework process;

- make links with the work of the Oxfordshire Housing Partnership (Housing Authority led) and commission delivery work that assists partnership working on housing;
- make links with the work of the Oxfordshire Economic Partnership (business led) and commission economic assessment strategy and delivery work that assists partnership working on economic development .

Accountability and Working Methods

The Spatial Planning and Infrastructure Partnership operates by Member consensus. Through that consensus it is accountable to the Oxfordshire Partnership and Public Service Board and to constituent District Local Strategic Partnerships and all the organisations that are members of those partnerships.

The Partnership will report to the Public Services Board on its progress in delivery of any agreed objectives.

The Partnership will be assisted in achieving agreed objectives by the following delivery bodies/agents:

- Economic Development

Oxfordshire Economic Partnership (OEP), through its Board of Directors and their core development group

The partnership will work closely with OEP and co-operate on delivery priorities and funding and other issues of mutual interest.

The local authority representatives on the OEP Board / core development group (1 County / 2 District) are charged with maintaining co-ordination and co-operation on delivery tasks and reporting back through the Partnership on OEP plans / progress.

- Housing

Oxfordshire Housing Partnership (OHP), through its Officer Steering Group (led by District Council Housing Authority function rotating in alphabetical order).

Following the creation of Strategic Planning and Infrastructure Partnership, OHP will operate primarily at local authority officer and agency official level. Local authority Member involvement will be through Oxfordshire Housing Partnership “Forum” meetings held approximately 6 monthly and these will be designed to engage a wide range of private, voluntary and RSL sector partners in the housing field.

- Transport/Access to Services

Oxfordshire County Council through its officer level joint working arrangements on transport.

The Partnership will receive reports on and provide input to the Oxfordshire Local Transport Plan. There will be a strong reporting and delivery link to

transport planning studies and projects developed for specific localities to feed into District led, (Local Planning Authority), work on LDFs.

- Spatial and Infrastructure Planning

District Councils and District LSPs working through LDFs, supported by the Oxfordshire Chief Planning Officers Group to pick up common and cross boundary issues.

Partnership Principles

The Partnership is constituted as a “thematic partnership” under the *Oxfordshire Partnership Governance Arrangements*. It is committed to working to the general principles and procedures established by Oxfordshire Partnership (summarised below with specific reference to the role of this Partnership and detailed at Annex 1):

- Visible commitment and ‘ownership’ by the various member organisations and individual representatives
- Mutual trust and respect
- Openness and transparency
- Effective communication and accountability
- Removal of barriers to equality of access and opportunity
- Effective decision making

The Partnership is a forum for liaison and information sharing and the development of consensus views on matters of mutual interest.

Consensus views will be used to advise and influence the relevant decision making bodies including:

- Government and its agents (including Government Office for the SE)
- National agencies particularly Homes and Communities Agency and Highways Agency
- Regional Planning Body and other regional level bodies / agencies (through the region wide local authority co ordination systems as established for preparation of the Integrated Regional Strategy)
- The District Councils as Local Planning Authorities
- The District Councils as Housing Authorities
- The County Council as Highway Authority
- The County and district councils as general service providers
- The District LSPs (as the primary locality based co-ordinating partnership)
- The Oxfordshire Economic Partnership (business led)
- Other infrastructure and service providing bodies and partnerships that are affected by, and can influence, local economic development, housing, transport, general infrastructure and spatial planning activity

The Partnership will work closely with other Oxfordshire based partnerships where there are cross over issues. It will work with District LSPs and other locality based partnerships where it is appropriate that a more detailed level of partnership working is undertaken on areas covered by the terms of reference.

Membership/ Chairman and Deputy Chairman

Partnership Lead and Chairman

Local authorities will take the roles of Chairman and Vice Chairman on an annual rotation as follows.

| Year | Chairman | Vice chairman |
|---------|--------------------------------------|--------------------------------------|
| 2009/10 | Cherwell District Council | Oxfordshire County Council |
| 2010/11 | Oxfordshire County Council | Oxford City Council |
| 2011/12 | Oxford City Council | South Oxfordshire District Council |
| 2012/13 | South Oxfordshire District Council | Vale of White Horse District Council |
| 2013/14 | Vale of White Horse District Council | West Oxfordshire District Council |
| 2014/15 | West Oxfordshire District Council | Cherwell District Council |

Core Members

- **Leader or other Cabinet / Executive Member from each council** (with named substitute giving potential to substitute in the Cabinet Member with most appropriate portfolio for items under discussion at any particular time). There is full discretion to member councils in terms of review or length of membership of their representative.

Government Office SE (GOSE); Locality Manager
South East England Development Agency (SEEDA)
Homes and Communities Agency (HCA)
Member Representative Oxfordshire Housing Partnership (nominated by OHP lead Council)

Invitees:

Chairman Oxfordshire Economic Partnership
Chairman Environment and Waste Partnership
Regional Planning Body representative
Highways Agency (HA)
Environment Agency (EA)
Natural England (NE)
Oxfordshire Primary Care Trust (OPCT)
Thames Valley Police (TVP): Area Commander for Oxfordshire

Supporting officers:

- OCC – 1 nominated senior officer
- District Councils – 1 nominated senior officer

Project Officer and support staff (see Secretariat below)

Specialist officers as required by business on agenda

Roles and Responsibilities of Partnership members

Roles and responsibilities are indicated below:

Core Members will be responsible for sharing information from and the views of the body they represent and for reaching and acting on any consensus agreements or decisions.

Invitees are asked to assist the core members in their deliberations by invitation, offer advice to them and communicate the views of the Partnership back to their organisations.

Senior Officers will prepare and present appropriate reports and offer direct advice to core Members.

Project Officer and Support Staff are responsible for meeting administration including preparation / co ordination of some reports (especially target and project monitoring).

Specialist Officers will only be required to assist with specific items on the agenda where additional depth of support is required in the meeting

Meetings

The Partnership will meet four times a year at times to best suit the Forward Plan. Additional meetings may be called if workload justifies.

Meetings will be notified in advance and open to the public.

Partnership information will be published on the Oxfordshire Partnership web site. This will include:

- Information about the Partnership including its terms of reference and any agreed plans, programmes, projects and targets
- Links and contacts
- Meeting agendas and papers

The Council responsible for leadership of the Partnership will provide information for the website. Maintenance of the website and publication of information on the site is the responsibility of Oxfordshire County Council.

Equalities and Inclusion

The Partnership gives high priority to equalities issues. It will rely on the equalities impact work and publications of its constituent bodies to provide awareness and analysis of relevant issues. Senior officer participants in meetings are responsible for flagging any specific issues that arise and that require detailed consideration by the Partnership itself.

Secretariat

Secretariat support will be the responsibility of the lead council. A Jointly resourced Partnership Project Officer is managed by the lead Council.

The Partnership is also be supported informally by established local authority officer and partner liaison arrangements (primarily the Oxfordshire Economic Partnership Development and Special Interest Groups, Oxfordshire Housing Partnership working groups, Oxfordshire Chief Planning Officers and Planning Policy Officers Groups). Those involved will ensure the linkages are made between inter-related policy initiatives and the activities of relevant bodies and partnerships. They will undertake a co-ordinating role in responding to matters raised by the Partnership.

Determination of and Termination of Partnership Involvement

Membership of the partnership and representation at meetings is as listed above, or is by additional special invitation from the Chairman as needs dictate.

Membership can be terminated by notice to the Chairman and Secretariat.

Contact:

Ian Wright
Spatial Planning Manager
Environment and Economy
Oxfordshire County Council
Speedwell House
Speedwell Street
Oxford
OX1 1NE

01865 815588

ian.walker@oxfordshire.gov.uk

Oxfordshire Museums Council

Aims

The Oxfordshire Museums Council was formed in 1983 in order to enhance public education through the development and promotion of museums in Oxfordshire. The Council is a registered charity (no. 296734) formed of representatives from the County and District Councils, University Museums and the governing bodies of independent museums in the County.

The Council performs the following functions:-

1. Providing advice and information to member museums and to outside bodies representing museums nationally about museums in Oxfordshire.
2. Publishing a brochure listing museums in the area and forthcoming events.
3. Working closely with the South East Museums, Libraries and Archives Council and the South East Hub BOB Region (Berkshire, Oxfordshire and Buckinghamshire) Museums Development Service to promote a programme of museum development and co-ordinated regional training, marketing, exhibition, collection care and conservation initiatives. OMC elects members to the Thames Valley Museums Group, which is the regional management body for the Museums Development Service on behalf of SEMLAC and the Hub.
4. Co-ordinating county-wide schemes and a training programme which attract grant aid, usually for the care and conservation of collections, and the development of museum services and standards.
- 5.. Supporting the individual museums in linking with national annual initiatives such as The Big Draw, National Archaeology Week, Science Week etc.

Contact : Francesca Jones,
Hon Secretary,
Oxford Museums Council,
44 Newnham Green,
Crowmarsh Gifford,
Wallingford,
Oxon., OX10 8EP

e-mail: francescahj@yahoo.com

Councillor Commitment

The Council meets three times a year.

Council Representative : One representative appointed annually by the City Executive Board.

Updated – June 2004

Oxfordshire Theatre Company

Aims

Oxfordshire Theatre Company was set up in 1979 to serve the wide range of urban and rural communities in Oxfordshire with a quality programme of touring theatre which strives “to enrich the culture of those communities and empower groups and individuals within them in their own creativity, particularly those with limited access to mainstream theatre”.

Recent tours have included Alice in Wonderland for family audiences, Dancing in my Dreams for young people and adults and Vertigo for adults.

Contact : Louise Wiggins,
Administrative Director,
The Annexe,
SS Mary & John School,
Meadow Lane,
Oxford, OX4 1TJ

Tel: 249444

Councillor Commitment

Councillors are appointed to act as observers to the Company’s Board of Directors which meets four times a year. Meetings are held at SS Mary and John School, at the above address, at 6.30pm.

Council Representatives : One representative appointed annually by the City Executive Board.

Expectations of Councillor Representatives:

1. Being kept informed of any City council meetings that it might be appropriate for this body to attend and giving advice about Council departments, other than arts and leisure, that the body could work with on projects;
2. This organisation wants someone with enthusiasm for the wider role of the arts within the community.

Updated – April 2011

Pegasus Theatre Trust Limited (Including Oxford Youth Theatre)

Aims

1. Pegasus Theatre and its core, the Oxford Youth Theatre, aim to make and present performances and related arts work, especially with 14-25 year olds living locally. To meet this aim the organisation:-
 - (a) encourages participation by young people in a variety of cultural projects;
 - (b) books work from local, national and international artists and ensures that young and older people get opportunities to work with visiting artists of different kinds;
 - (c) involves 14-25 year olds in all aspects of the theatre;
 - (d) provides for different needs and interests in order that nobody is discouraged from attendance or participation by reason of disability, gender, sexuality, race, available time or lack of confidence;
 - (e) offers training in a wide range of arts-related skills.
2. Pegasus Theatre is also a performance and workshop venue offering exciting and accessible shows and events for the people of Oxford.
3. Pegasus Theatre works with emerging artists.

Contact : John Wilkes
Business Director,,
Pegasus Theatre Trust Limited,
Magdalen Road,
Oxford,
OX4 1RE

Tel: 01865 812150 (Box Office)
01865 812160 (Admin)
e-mail: john.wilkes@pegasustheatre.org.uk

Council Representative : One representative appointed annually by the City Executive Board.

Note: The organisation has charitable status (1055305) and is a registered company (3038190)

Expectations of Councillor Representatives

- (1) To support and promote the work of Pegasus;
- (2) To facilitate Pegasus working with other organisations for mutual benefit, particularly in times of cuts to public funding.

Updated – April 2011

Pension Fund Committee

Terms of Reference

1. The functions relating to local government pensions etc specified in Paragraph 1 in Section H of Schedule 1 to the Functions Regulations, together with functions under Section 21 of the Oxfordshire Act 1985 (division of county superannuation fund).
2. The functions under the Fireman's Pension Scheme specified in Paragraph 2 in Section H of Schedule 1 to the Functions Regulations.

Contact : Head of Legal and Democratic Services
Chief Executive's Office,
Oxfordshire County Council,
County Hall,
Oxford,
OX1 1ND
F.A.O. Geoff Malcolm

Councillor Commitment

At present the Committee usually meets in Oxford four times a year in May, August, November, February.

Council Representatives : There are two places on the Committee for representatives of the district councils in Oxfordshire, to be appointed by the County Council on the nomination of the 5 district councils jointly (via the County Leaders' Group) – currently Councillor Richard Langridge (WODC) and Bob Price (Oxford City Council).

Updated – April, 2008

Radiolink Steering Group

Aims

Oxford City Radio Link is a community based retail and pub communication system which is the result of partnership work between Oxford City Council, Southdown Radio and Thames Valley Police. The scheme covers both the City Centre and Cowley Road. The scheme was initiated in 1996 and now has 107 retail stores and many night time economy users on the scheme.

The overall aim of the scheme is to provide a communication system amongst the retailers and night time economy users to reduce and detect crime, and the aim of the Partnership is to provide a co-ordinated management structure for the scheme.

Radiolink Officer is PC Isaac van der Eshof, based at St Aldate's.

Contact: Miss Tracey Broome,
CCTV Monitoring Room
St. Aldate's Police Station,
St. Aldate's,
Oxford

Tel: 266245

Fax: 266161

Email: Tracy.Broome@thamesvalley.pnn.police.uk

Councillor Commitment

The Steering Group meets approximately four times a year, but occasionally meetings might be brought forwards if there are any issues.

Council Representative : One representatives appointed annually by the Central, South and West Area. However, currently there are 2 representatives as requested by the City Council

However the organisation reports that only one representative had attended the meeting.

Updated – March 2011

Regal Area Community Association

Aims

1. To promote the benefits of the inhabitants of the Regal area of Oxford and the neighbourhood without distinction of sex or political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interest of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the inhabitants; and
2. To establish or secure the establishment of a community centre and to maintain and manage or co-operate with any local statutory authority in the maintenance and management of such a centre for activities promoted by the Association and its constituent bodies.

Contact : Mr. Ali Akkas,
Chairman,
Regal Community Association,
Ridgefield Road,
Cowley,
Oxford, OX4 3BY

Councillor Commitment

Council representatives are appointed to the Management Committee which meets every first Wednesday evening in the month.

Council Representatives : Two representatives appointed annually by the Cowley Area Committee

Updated – May 2005

Risinghurst Community Association

Aims

1. To promote the benefit of the inhabitants of Risinghurst and the neighbourhood without distinction of sex or political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the inhabitants; and
2. To establish or secure the establishment of a community centre and to maintain and manage or co-operate with any local statutory authority in the maintenance and management of such a centre for activities promoted by the Association and its constituent bodies.

Contact : Liz Taylor,
22 Downside Road,
Headington,
Oxford, OX3 8HP

Tel: 751261

Councillor Commitment

Council representatives are appointed to the Management Committee which meets on the last Thursday of the month at 6.45 p.m.

Council Representatives : Two representatives appointed annually by the North East Area Committee.

Updated – April, 2006

Rose Hill and Donnington Advice Centre

Aims

To provide advice where appropriate on the following issues:-

- Community care
- Consumer & general contract issues
- Debt
- Housing (benefit related)
- Mental health (benefit related)
- Welfare benefits and tax credits

To make referrals to appropriate agencies in relation to the following issues

- Crime and Community Safety
- Education
- Employment
- Family and Relationship Issues
- Health Care Issues
- Housing (general)
- Immigration and Nationality
- Mental Health (general)

Contact : Mrs. S. Tanner,
Secretary to the Board of Trustees,
Rose Hill & Donnington Advice Centre,
32 Sunningwell Road,
Oxford, OX1 1SX

Councillor Commitment

Council representatives are appointed to attend meetings of the Board of Trustees

Council Representatives : Two representatives appointed annually one by the South East Area Committee and the other by the East Area Parliament.

Expectations of Councillor Representatives

1. The organisation thinks it is reasonable that the City Council, as its major funder, should have representatives attending their board meetings. Councillor John Sanders has been an invaluable supporter and source of information and advice. The organisation hopes that the City Councillor representative would keep it informed of issues relating to the Council which they need to know, to give information to Committees (such as Area Committees) about how the Advice Centre operates, to act as a critical friend where necessary, and also to give the Council confidence that the Advice Centre operates responsibly.
2. The organisation was disappointed that the representative from east Area Parliament had been largely absent, and that it is well over 2 years since they had anyone attending from this Area Committee.

Update: March 2011

Rose Hill Community Association Management Committee

Aims

1. To promote the benefit of the inhabitants of Rose Hill and Sandford neighbourhood without distinction of sex or of political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the inhabitants; and
2. To establish or secure the establishment of a community centre and to maintain and manage or co-operate with any local statutory authority in the maintenance and management of a centre for activities promoted by the Association and its constituent bodies.

Contact : Mr. W. W. Buckingham, J.P.,
Secretary,
Rose Hill Community Association,
The Oval,
Rose Hill,
Oxford

Tel: 777542

Councillor Commitment

Council representatives are appointed to the Management Committee which meets four times a each year.

Council Representatives : Two representatives appointed annually by the South East Area Committee.

Updated – July, 2002

South East Employers' Organisation

This organisation is an employers' organisation for local authorities in the South East covering the geographical boundaries of Berkshire, Buckinghamshire, East Sussex, Hampshire, the Isle of Wight, Kent, Oxfordshire, Surrey and West Sussex. The boundary is co-terminus with the Government Office of the South East

Aims and Objectives

1. To be an active and influential Employers' Organisation for Local Government in the South/South East of England.
2. To represent our Member Councils' collective interests at a regional and national level.
3. To provide expert and local knowledge and advice on employee relations, organisational development, workforce planning, equality and diversity, recruitment and assessment, pay, grading and allowances, mediation and conflict resolution, performance management and appraisal systems.
4. To provide seminars, development opportunities and events for Councillors, Managers, Human Resources and Health and Safety Professionals, Democratic Services Officers, Scrutiny Officers, Local Strategic Partnership Managers and Practitioners.
5. To represent the South East Region Employers' side on the SE Regional Joint Committee with local authority trade unions.
6. To support Councils in achieving the SE Charter for Elected Member development
7. To respond to consultation documents of relevant issues;
8. To obtain, collate and disseminate information to members regarding both employment in local government and general conditions of service and employment, including a survey on members' allowances.

Contact : Pam Barber,
PA to the Regional Director,
South East Employers
Newfrith House
21 Hyde Street,
Winchester,
Hants. SO23 7DR

Tel: 01962 840664
e-mail: pamb@seemp.co.uk

Councillor Commitment

Members contribute by attending meetings, taking part in debates, networking with other councillors, using the web site and providing feedback on services. Members

approve the estimates each year and the business plan. Members are expected to provide feedback from meetings to the authorities on key issues and to bring their council's view to the discussion groups.

Council Representatives : One representative plus a standing deputy appointed annually by the City Executive Board as a voting member.

The Council appointee will have representative status and may be nominated to sit on the Executive Management Committee. They will be invited to meetings and receive all papers, be entitled to speak and, where necessary, to vote. The Standing Deputy can attend in their place if they are unable to do so.

The Standing Deputy may also attend any full meeting and/or seminar as well as the main appointee, but will not have voting rights.

Additional Information supplied March 2011

THE ROLE AND PROFILE OF A COUNCILLOR REPRESENTATIVE SERVING ON SOUTH EAST EMPLOYERS

There are 111 full representative appointees who have voting rights and the period of office is for one year (renewable on a yearly basis as required by the council).

1. Key Role

- _ To be the democratic representative for your council acting as the link between South East Employers and the member council.
- _ Provide the strategic direction for the development, implementation and evaluation of the SEE Business Plan.

2. Key Accountabilities

- _ To act as the representative and ambassador for SEE within your council, across the south east region and nationally with local government central bodies.
- _ To ensure the interests of your council are represented at the formal meetings of SEE.
- _ Provide the strategic lead for SEE around employment, governance and local government improvement initiatives and the delivery of the business plan objectives.
- _ Provide strategic direction for policy development and promotion of new products, initiatives and programmes that support local government improvement, improvement within their council, and enhance the reputation of SEE.
- _ Collectively or individually lobbying on behalf of SEE around employment and improvement initiatives and themes that support the collective interests of member councils.
- _ To provide effective scrutiny and accountability of the development, implementation and delivery of the SEE business plan objectives.

3. Key Skills

_ Communication

- Communicate the interests of their councils to SEE
- Communicate the interests of SEE to their councils

_ Scrutiny and Challenge

- Consider and investigate broad policy issues as members of SEE
- Challenge processes, people and decisions in an objective and constructive manner

_ Provide Vision

- Demonstrate openness to new ideas
- Broaden perspective and enhance effectiveness by learning from others and sharing learning and good practice

_ Manage Performance

- Develop knowledge of the role of SEE as a regional employers' organisation, and input individual council views and expectations at SEE meetings
- Encourage and support the scrutiny process and respond positively to feedback, challenge and ideas

_ Political Understanding

- Represent your groups' views and values through decisions and actions
- Understand and adhere to the rules and procedures of SEE

_ Working in Partnership

- Assist in the implementation of processes to identify and tackle, in partnership with SEE, issues of council and other organisations that affect the community.
- Represent the interests of SEE as the appointed representative and provide two-way communication between SEE and the council.
- Develop a knowledge of SEE rules and procedures and develop a good working relationship with the staff of SEE.

_ Leadership

- Act as the public face and ambassador of SEE
- Encourage co-operation and communication across political, council, regional and national boundaries

4. Meetings

Meetings are usually held at venues in London and last from 10.30am to 3.00pm. They

have a formal agenda followed by speakers on matters of current interest.

All representatives are invited to attend:

- _ 3 full meetings including the Annual Meeting
- _ 3 South East Regional Councils including 2 run as seminars and the Annual Meeting

In addition, those appointed from the full body will attend:

- _ 3 Executive Committee meetings
- _ 3 Management Committee meetings
- _ Regional Joint Committee meetings (only convened if required)

Updated – March 2011

South East Reserve Forces' and Cadets' Association
(formerly Territorial Auxiliary and Volunteer Reserve Association for Eastern Wessex)

Aims

- (a) To promote the efficiency and well being of the Reserve Forces and Service Cadet Organisations in the South East, through the provision of support and advice on recruitment matters for members of the Reserve Forces; support to employers of Reservists; support for cadets and youth, and provision and maintenance of the real estate for the Reserve and Cadet Forces.
- (b) In Oxfordshire these aims are achieved through the RFCA's County Committee of which the Lord Lieutenant for Oxfordshire is President. Day to day management is carried out by RFCA Association executive staff.

Contact

Lieutenant Colonel (retired) C.C.S. Booth
Deputy Chief Executive (West),
Seely House,
Shoe Lane,
Aldershot,
Hants. GU11 2HJ

Tel: 01252 357605
Fax: 01252 357620
Email: chris.booth@serfca.org

Councillor Commitment

Council representatives attend two County General Purpose Meetings per year in June and November and are asked to give advice and support to the Committee on Council and Community matters in furtherance of the aims of the association.

Council Representative : One representative appointed annually by the City Executive Board as a Representative Member of the SE RFCA Committee with full voting rights.

Additional information supplied by the organisation in March 2011

The linkages between the community (represented by the various Council representatives) and the Reserve Forces and Cadets are a fundamental part of the Association's core role. The Councillor Representatives fulfil a constituent part in the two-way communication that cements this relationship. This role has strengthened since the advent of the Afghanistan campaign, with concomitant number of severely wounded serviceman requiring special care and attention within the community. We see an important part to be played by SERFCA County Committees in the co-ordination of this care and support, in conjunction with Headquarters 145 (South) Brigade, the Personnel Recovery Unit, and Local Authorities.

Updated – March 2011

South Oxford Community Association

Aims

1. To promote the benefit of the inhabitants of the South Oxford and the neighbourhood without distinction of sex, political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and provide facilities in the interests of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants; and
2. Maintain and manage or co-operate with any local statutory authority in the maintenance and management of the centre for the activities promoted by the Association and its constituent bodies.
3. South Oxford Community Association is a member of the Oxford Federation of Community Associations, and is a registered charity (No. 304351).

Contact : The Secretary,
South Oxford Community Association,
Lake Street,
Oxford.
OX1 4RP

Tel: 242666 (Answerphone)
Website: www.southoxford.org
Email: enquiries@southoxford.org

The office is open on week-days between 9.00 a.m. - 11.30 a.m.
An answerphone is in operation outside office hours.

Councillor Commitment

Council representatives are appointed to the management committee which currently meets on the first Wednesday of the month at 7.30 p.m.

Council Representatives : Two representatives appointed annually by the Central, South and West Area Committee.

Updated – March 2008

The Porch Steppin' Stone Centre

Aims

The Steppin' Stone Centre targets its services at those who are experiencing, or have experienced, rough sleeping or hostel accommodation or who are vulnerably housed. For a variety of reasons and often as result of their experience of homelessness, members' lives have been damaged and hence the target client group require support in the resettlement process by virtue of

- Isolation and lack of social engagement
- A lack of the basic life skills necessary to sustain housing and/or fulfil their personal aspirations
- Basic literacy and numeracy needs
- Primary health or mental health needs
- Needs in relation to treatment of and recovery from substance misuse

Aspirations and Goals

- To increase dedicated professional resources to the delivery of enhanced individual development
- To continue to develop the range of activities as an aid to engaging new and existing members in support-plan based individual development programmes
- To provide nutritious meals, promoting healthy eating
- To promote an enhanced induction assessment and support-plan led approach relating to the hopes and aspirations of each member
- To recognise and celebrate the achievements of members

Contact: Ian Callaghan,
Director,
The Porch,
All Saints Convent,
St. Mary's Road,
Oxford OX4 1RU

Tel: 01865 728545

Councillor Commitment

The Council's representative is appointed to the Management Committee as an observer which meets 4 times a year.

Council Representative: One representative appointed annually by the City Executive Board.

Expectation of Councillor Representatives

- (1) To support the group at any appropriate Council meetings, and to provide help and advice when needed in our partnership and our working relationship with the City Council. To be appraised of the strategic aspects and of the important operational issues in the running of the Steppin' Stone Centre and The Porch Charity.

(2) Fully satisfied with the level of support currently offered.

Updated – April 2011

Tourism South East

Aims

Tourism South East, which covers the counties of Oxfordshire, Berkshire, East and West Sussex, Kent, Surrey, Buckinghamshire, Dorset, Hampshire and the Isle of Wight and South Wiltshire, is an independent company limited by guarantee, based on a partnership between local government, the commercial sector, SEEDA and, through it, Central Government. It is a membership organisation which exists to increase the economic and social benefits from tourism in the region whilst safeguarding the urban and rural environments on which much of it is based.

The objectives for which the Board is established are:-

1. in co-operation with local authorities, commerce and other bodies, to develop and maintain a co-ordinated strategy for tourism in the region;
2. to maintain close liaison with planning authorities on policies affecting tourism and to have regard to the pressures imposed by tourism upon the environment;
3. in association with local authorities and commerce, to stimulate the development of tourist facilities and amenities, in accordance with strategic planning objectives;
4. to represent the interests of tourism throughout the region;
5. to secure the provision of reception and information services for tourists to the region in association with local authorities and commercial interests where appropriate, including co-ordination of regional tourist information centres as part of the national network and to collect and disseminate tourist information relative to the region;
6. to advise SEEDA, Visit Britain and other government departments on major policy issues arising in the region.
7. to implement agreed schemes on behalf of Visit Britain;
8. to ensure the proper promotion of the region as an area for holidays, business travel and conventions, in co-operation with local authorities, other Regional Tourist Boards, Visit Britain and British Tourist Authority;
9. to carry out a continuous domestic public relations campaign with authorities, the travel trade and the public within the region with a view to ensuring that issues are understood and the regional and national objectives known. To create awareness of the need for tourism to be managed for the benefit of the community as a whole as well as tourists;
10. to enhance the status of tourism as a career through the provision and promotion of education and training programmes;

11. to encourage higher standards within the tourism industry and quality assurance for customers.

Contact: Malcolm Lane,
Company Secretary,
Tourism South East,
40 Chamberlayne Road,
Eastleigh,
Hants SO50 5JH.

Tel: 023 8062 5400
Email: enquiries@tourismse.com

Additional Contact: Val Goodfield, Executive Support Manager:
vgoodfield@tourismse.com

Councillor Commitment

The Council's representative is appointed to the Board's Tourism Council, which meets twice a year, within the region between 11.00 a.m. and 1.00 p.m.

Council Representative: One representative appointed annually by the City Executive Board to the Tourism Council to represent their Council's interests.

Expectations of Councillors attending

1. Invited to attend 1 or 2 meetings per year.
2. Could provide additional assistance in the form of support for local tourism campaigns, events and initiatives.

Updated March 2011

West Oxford Community Association

Aims

To promote the benefit of the inhabitants of the parishes of St. Frideswide, St. Thomas and Binsey and neighbourhood without distinction of sex, race or political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare, for recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants; and

Contact : Mr Keith Birnie
Administrator
West Oxford Community Centre
West Oxford Community Association,
Botley Road,
Oxford. OX2 0BT

Tel: 245761

Councillor Commitment

Council representatives are appointed to the management committee which meets regularly every month to suit members.

Updated, April 2011 – the organisation advises that technically, the two appointees are simply in attendance at the meetings and are not Committee members.

Council Representatives : Two representatives appointed annually by the Central, South and West Area Committee.

Updated – April 2011

Wood Farm Community Association

Aims

1. To promote the benefit of the inhabitants of Wood Farm and the neighbourhood without distinction of sex or of political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure-time occupation with the object of improving the conditions of life for the inhabitants.
2. To establish or secure the establishment of a Community Centre and to maintain and manage, or co-operate with any local statutory authority in the maintenance and management of such a centre for activities promoted by the Association and its constituent bodies.

Contact : Mrs. P. Clare,
Secretary,
15 Nuffield Road,
Wood Farm,
Oxford,
OX3 8RQ

Tel: 433035

Councillor Commitment

Council representatives are appointed to the management committee.

Council Representatives : Two representatives appointed annually by the North East Area Committee.

Updated – June, 2008

CHARITIES SHEETS

Alice Smith Trust and Sarah Nowell Educational Foundation

Aims

The Charities were set up to provide assistance for the poor in Cowley, Iffley, Blackbird Leys and Littlemore and has an income of approximately £6,500 per annum for each charity to use in pursuance of its aims.

Contact : Dr. Susan Morrison,
Clerk to the Trustees,
Alice Smith Trust and Sarah Nowell Educational Foundation
22 Abberbury Road,
Iffley,
Oxford, OX4 4ES

Tel: 01865 774810

Councillor Commitment

The trustees generally meet twice a year. The Annual General Meeting takes place in the Summer and the other meeting is usually held in early February, The meetings are generally held on a Monday afternoon.

Council Representatives : The South East Area Committee appoints two trustees and the Cowley Area Committee appoints one trustee each for a four year period. The current representatives are:-

Councillor Val Smith until the end of November, 2012

John Neville until the end of 31st July, 2013

Mr. Bryan Keen until the end of August, 2010

Expectations of Councillor Representatives

1. To attend meetings at least once a year. To take part in discussion about disbursements to the 4 parishes, both regarding the amounts to be given to each parish and the purpose for which the money is used.
2. The accounts will be presented at the AGM for discussion and approval.

Updated – March 2011

City of Oxford Charity

Aims

1. To supervise and maintain the almshouses in St. Clement's where there is a manager and twenty three residents.
2. To apply the Charities' surplus income for the relief in need or sickness of poor persons resident in Oxford city.
3. To make educational grants for the education and training of persons resident in Oxford City who are under the age of twenty five years.

Contact : Mr. D. Wright,
Clerk to the Trustees,
City of Oxford Charity,
11 Davenant Road,
Oxford.
OX2 8BT

Tel: 553043

Councillor Commitment

Councillors are appointed as trustees. The trustees meet quarterly on a Friday morning in the Town Hall. Most of the trustees are asked to sit on a Sub-Committee which normally meets a fortnight before the quarterly meeting, also on a Friday morning. In addition, the Charities now have a Grants Committee, meeting every 6 weeks, on which currently some Council representatives sit.

Council Representatives : The Council appoints six trustees who are nominated by the City Executive Board and serve for a four year period. The current representatives are:-

Mr. Van Coulter – until September 2012
Mrs D. Pope until December, 2012
Councillor Price until December, 2012
Councillor Sanders until December 2012
Councillor Armitage - until December 2013
Councillor Jean Fooks - until March, 2014

Expectations of Councillor Representatives

- (1) To fulfil the role and responsibility of trustees and attend quarterly meetings, and, if appointed to a Committee, that they will attend that committee.
- (2) Use knowledge of the people of Oxford to help the trustees in assessing the needs of those who apply for assistance

Updated – February 2010

Elder Stubbs Charity

Aims

The Elder Stubbs Charity is an amalgamation of two smaller charities, the Elder Stubbs Allotment for Inhabitant Householders, and the Allotment for the Labouring Poor. It owns two pieces of land in the Cowley area and applies the income from that land and other investments for the relief, either generally or individually, of people resident in Oxford City (and especially Hockmore Street, Cowley, Church Cowley, Temple Cowley and the Parish of Cowley St. John) who are in conditions of need, hardship or distress by making grants or paying for items, services and facilities which are calculated to reduce the need, hardship or distress.

Contact : Mr. Ian Honeyman,
Charity Manager,
Elder Stubbs Charity,
5 Winston Close,
Kidlington,
Oxford, OX5 1BP

01865 374298

Councillor Commitment

When appointed as trustees, Councillors have to sign a declaration of acceptance and willingness to act under the terms of the charity's operational scheme. Trustees will be asked to attend up to six meetings each year.

Council Representatives : The Council appoints six trustees who are nominated as set out below:-

East Area Parliament

Ms Nicola Chambers – until the end of November 2010 –
To be replaced by Councillor Nuala Young from end Nov 2010

County Councillor Chip Sherwood – until the end of November, 2013

Cowley Area Committee

Councillor Bryan Keen – until the end of April 2011

Ms Judith Harley – until the end of October 2011

Councillor Abbasi – until the end of October 2012

Ms Susan Heeks – until the end of September 2013

Updated – 9th May 2011

Headington Parish Charity

Aims

This Charity was formed from smaller Charities which were amalgamated with the concurrence of the Charity Commission and given the current name.

The Charity's aim is to relieve the poor in the ancient parish of Headington and, without prejudice to its generality, to have special regard to the needs of poor widows. In 2009/10 the Charity distributed £735 (to 21 recipients), being income gained from its investments, in pursuance of its objectives.

| | | |
|------------------|---|--|
| <u>Contact :</u> | Neil Bird, Secretary to the Trustees, Tall Trees, 195 Headley Way, Headington, Oxford OX3 7SU | Revd. Michael Brewin, Chair of the Trustees, The Vicarage, 33 St. Andrew's Road, Old Headington, Oxford. OX3 9DL |
| | Tel. Oxford 764149 | Tel: Oxford 761094 |

Councillor Commitment

Meetings are normally held once a year to verify the accounts of the preceding year and decide upon the distribution of the Charity's income. Meetings are held in the home of one of the Trustees, by prior arrangement.

Council Representatives : The Council appoints three representative trustees who are nominated by the North East Area Committee. The trustees serve for a four year period. Currently the representatives are Councillor Clarkson until 28th February 2011, Councillor Rundle until 31st July, 2013 and Councillor Wilkinson until 24th September, 2010

Updated – April 2010

Katherine Rawson Trust, Wolvercote

Aims

The original Charity was set up under a bequest of Katherine Rawson, made in her will of 1706, for the purchase of some nine acres of meadow land in Wolvercote, known as Poor's Plot, income from which was to be used for the benefit of the poor of the parish of Wolvercote. In 1815 the objects of the Charity were extended to include the education of the poor of the parish. Later bequests were made with similar objects, namely by Adam Knapp in 1829 and Mrs Mary Judge in 1862, and these were administered jointly with Katherine Rawson's Charity. In 1931 another bequest was made under the wills of Henry and Martha Middleton for the provision of coals and clothing for the poor of Wolvercote, which was likewise administered with Katherine Rawson's Charity. Residents of the parish were then enabled and encouraged to deposit savings with the Charity, which were returned with bonuses in the form of clothing vouchers or deductions against gas or electricity bills.

In 2005, with increased state provision of education, social services, benefits and allowances, the Trustees decided to concentrate their resources on financial support for school and educational activities for the children of Wolvercote families in particular need at Wolvercote Primary School. Also in 2005, in order to reduce and simplify the administration of the several charities, the Charity Commission approved their merger into a single charity to be known as the Katherine Rawson Trust.

Contact : Clive Williams,
Secretary,
10 Sunderland Avenue,
Oxford,
OX2 8DX

Tel: 436866

mcb.williams@ntlworld.com

Councillor Commitment

Councillors are appointed as trustees and, following the re-organisation outlined above, attend meetings in the normal course once a year to approve the accounts and the disbursement of funds.

Council Representatives : The Council appoints three trustees, nominated by the North Area Committee to serve for a four year period. The current representatives are Councillor John Goddard until 31st October, 2011, Councillor Mike Gotch until 31st October 2012 and Margaret Broadbent until 31st July, 2013

Expectations of Councillor Representatives

1. The Trustees expect the support and guidance of the Council's representatives in any matters pertaining to the business of the Trust, particularly matters locally in Wolvercote.
2. The Trustees are happy with the level of support currently provided by the representative.

Updated – March 2011.

Old Marston Charities Trust

Aims

The aim of the charity is to relieve either generally or individually persons resident in the area of the Ancient Parish of Marston who are in conditions of need, hardship or distress. This is done by making grants by way of vouchers for goods or money or providing or paying for items which will relieve the need.

Contact : Mrs. Kate Stratford,
Clerk to Old Marston Parish Council,
13 Fane Road, Marston,
Oxford, OX3 0RZ

Tel: 07717 476765
e-mail: clerk@oldmarston-pc.co.uk

Councillor Commitment

Councillors are appointed as trustees and are asked to attend one meeting per year, usually on a Tuesday in the middle of November, to distribute approximately 100 gift vouchers.

Council Representatives : The Council appoints two trustees, nominated by the North East Area Committee, to serve for a four year period. The current representatives are Councillor Hazell until 31st July, 2012 and Councillor Altaf-Khan until 31st October, 2013

Updated – January 2010

Non-Ecclesiastical Charities of St. Mary Magdalen
(Registration Numbers 203247, 810205)

Aims

The Charity consists of two funds which are used to:-

- (a) give relief either generally or individually to people in conditions of need, hardship or distress;
- (b) give assistance for people aged under 25 undertaking educational training (for example by making grants for books, equipment, course fees or travelling expenses).

Originally the beneficiaries of the charity had to be resident in the Parish of St. Mary Magdalen and preference is still given to such residents but the area of benefit has now been extended to cover the City of Oxford.

Contact : Dr. Harvey Chalmers,
Hampden Cottage,
Ramsden,
Oxon, OX7 3AU

Councillor Commitment

The Charity holds two regular meetings a year; in addition special meetings may be required to consider applications for grants. The parish trustees are active in managing the business, but papers for meetings are circulated to all trustees, and the responsibility for approving the accounts and making grants lies with the whole body of trustees.

Council Representatives : The Council appoints two trustees who are nominated by the City Executive Board and serve for a period of four years. The current representatives are Susan Brown until September, 2012 and Councillor Susanna Pressel until 27th February, 2014.

Update: April 2011 – Charity indicated that it does not wish to have a second appointee. One has failed to attend meetings and has therefore the appointment has been terminated, and they see no need to appoint a replacement

Updated – April 2011

Oxford Leon Trust

Aims

The Oxford León Trust aims to give aid to the people of the León Region in Nicaragua in the context of strengthening friendly relations between the people of Oxford and those of our twin city, León. "Aid" is limited to those activities which would be defined as "charitable" in British charity law.

The Trust is the body by which funds raised in Oxford, mainly by the Oxford-León Association, are passed for charitable purposes to people in León.

Contact : Marigold Best,
19 Buckingham Street,
Oxford, OX1 4LH
e-mail: marigold.best0@googlemail.com

Councillor Commitment

Councillors are appointed as representative Trustees for a period of four years. Meetings are held three or four times a year in the Town Hall.

Council Representatives : The Council appoints three trustees who are nominated by the City Executive Board. Trustees serve for a period of four years. Currently the Trustees are Councillors Tanner and Williams until the end of August 2011 and Councillor Van Nooijen until the end of July 2014

March 2011 – Ms Best notified that she is no longer involved and has stood down as a Trustee. Did not give me another contact. Need to chase.

Updated – March 2011

Parochial Charities of St. Clement

Aims

The Parochial Charities of St. Clement were originally funded to provide:-

- (a) fuel, clothing, food and allowances for the poor;
- (b) assistance for occupational training; and
- (c) assistance for alms houses and hostels for the elderly or infirm.

The Trustees now issue grants at Christmas to those aged 60 or over living in St. Clements' Parish who apply to the Clerk of the Charity.

Contact : Mrs. Rachel Edwards (Clerk)
c/o The Parish Office
St Clements Family Centre,
Cross Street
Oxford.
OX4 1DA

Tel: 246674

Email@ parish.office@stclements.org.uk

Councillor Commitment

Meetings are normally held on Monday at 5.30 p.m. in St. Clement's Family Centre. The meetings usually take place two or three times a year and last for approximately one hour.

Council Representatives : The Council appoints two out of the six trustees. The Council's representatives should be Councillors for the St. Clement's or St. Mary's Ward and they are appointed by the East Area Parliament. Each of the Council's representatives holds office until the ordinary day of his or her retirement as a Councillor after their appointment. Currently the Council's representatives are Councillors Councillor Young until May 2012 and Councillor Jones until May 2014.

Expectations of Councillor Representatives

1. That the Councillor attends the meetings. The meeting in September agrees the sum for distribution and receives the accounts from the previous year. The meeting in November approves the individual distribution of funds based on the number of applications, the age of the applicants, and whether they live alone or not. The Clerk is responsible for writing cheques and distributing these to applicants.
2. Other assistance: Approval may be sought in the cases of unusual or late requests, or for changes to banking such as new signatories. If the meetings have already been held, this can generally be done by email.

Updated – March 2011.

St. Aldate's Parochial Charity

Charitable Objectives

Application of the income of the Church Branch

- (1) the Church Branch share of the income of the Charity shall be applied for the following purposes and in the following order of priority:-
 - (i) in the payment of any charges properly incurred by them in the maintenance and repair of the fabric of the said Parish Church;
 - (ii) in or towards defraying the cost of alterations and additions to the said fabric;
 - (iii) for the maintenance of the services in the said Parish Church; and
 - (iv) for furthering the religious and other charitable work of the Church of England in the said ecclesiastical parish; and
- (2) the application of the Church Branch share of the income of the Charity in accordance with the foregoing provisions may be delegated by the Trustees to the Parochial Church Council of St. Aldates, Oxford. The Trustees must exercise reasonable supervision over the operation of any such delegated authority and the said Council must account to the Trustees each year for the application of the said share of income.

Application of the income of the Poor's Branch

- (1) the Trustees shall apply the Poor's Branch share of the income of the Charity in relieving either generally or individually beneficiaries who are in conditions of need, hardship or distress by making grants of money or providing or paying for items, services or facilities calculated to reduce the need, hardship or distress of such persons;
- (2) the Trustees may pay for such items, services or facilities by way of donations or subscriptions to institutions or organisations which provide or which undertake in return to provide such items, services or facilities for such persons;
- (3) in exceptional cases the Trustees may grant relief to persons otherwise eligible therefore who are resident immediately outside the City of Oxford but in the opinion of the Trustees ought nevertheless for sufficient reason to be treated as if resident therein or who are located for the time being within the City of Oxford.

In this scheme the expression "Beneficiaries" shall mean residents of the City of Oxford with a preference for residents in the area of the Ancient Parish of St. Aldates and subject thereto with a preference for residents in other parts of the said City who formerly resided in the said Ancient Parish.

Contact : Malcolm Taylor
Quince Orchard
31 Cumnor Hill
Oxford
OX2 9EY

01865 862165

malcolmanddianne@btinternet.com

Councillor Commitment

Trustees normally meet three times each year unless any special needs arise.

Council Representatives : The Council appoints two trustees who are nominated by the City Executive Board. The trustees serve for a period of four years and the current representatives are Councillors Hazell and Tanner until the end of June 2012

Updated – May 2011

Susan Kidd Charity Trust

(Formerly the Non-Ecclesiastical Charity of Handy and Others in the Ancient Parish of St. Giles)

Aims

The Charity's aims are to:-

1. make donations to hospitals for the provision of nurses;
2. support provident clubs and societies;
3. assist the education and occupational training of youth;
4. provide fuel, clothing, food etc. for the poor in the ancient parish of St. Giles;
5. support other similar charitable activities within the ancient parish of St. Giles.

Contact : Mrs. H. Hiorns,
Secretary,
524 Banbury Road,
Oxford.
OX2 8LG

Tel: 552639

Councillor Commitment

The Charity has a minimal income to distribute and its business is usually done by correspondence. The next meeting of the Charity has been arranged for Wednesday 16th November 2011

Council Representatives : The North Area Committee appoints two trustees who serve for a four year period. The current representatives are Councillor Armitage (until 31st October, 2011) and Mrs. C. Hilliard (until 27th February, 2014).

Updated – April 2011

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**EXECUTIVE BOARD
OUTSIDE AND OTHER BODY APPOINTMENTS**

| BODY | REPRESENTATIVE(S) 2011/2012 |
|---|---|
| AIR TRAINING CORPS - CITY OF OXFORD COMMITTEE | Councillor Humberstone |
| ASSOCIATION OF PUBLIC SERVICE EXCELLENCE (previously Association of Direct Labour Organisations) | <i>Vacant for opposition nominees</i> |
| CCTV INSPECTION TEAM | Councillors Campbell and Malik |
| CCTV MANAGEMENT COMMITTEE | Safer Communities Board Member |
| CHILDREN AND YOUNG PEOPLE'S BOARD | Regeneration and Community Development Board Member |
| CITIZENS ADVICE BUREAU | Councillors Brundin and Tanner. |
| COUNCIL OF RUSKIN COLLEGE | Councillors Brundin, Coulter and Pressel |
| COUNTY COUNCIL'S SCHOOL ORGANISATION STAKEHOLDER GROUP | Councillor Sinclair, Councillor Fooks as sub |
| ENGLISH HERITAGE SOUTH EAST REGION - HERITAGE CHAMPION | City Development Board Member |
| ENVIRONMENTAL PROTECTION UK | Cleaner, Greener Oxford Board Member & Head of Environmental Development |
| FOREST OF OXFORD STEERING GROUP | Councillors Fooks, Pressel and Morton |

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|---|---|
| FUSION – Advisory Steering Group | Councillor Campbell |
| GATEHOUSE | Councillor Sanders |
| HEALTH AND WELL-BEING PARTNERSHIP | Regeneration and Community Development Board Member & Val Johnson |
| LOCAL GOVERNMENT ASSOCIATION GENERAL ASSEMBLY | The Deputy Leader (Councillor Turner) |
| LOCAL GOVERNMENT ASSOCIATION URBAN COMMISSION | Councillor Darke |
| LOCAL GOVERNMENT INFORMATION UNIT | Councillor Darke |
| LOCAL STRATEGIC PARTNERSHIP STEERING GROUP | The Leader |
| MODERN ART OXFORD | Councillors Gotch and Lygo |
| MUSEUMS JOINT WORKING GROUP | Councillor Pressel |
| NATIONAL ASSOCIATION OF BRITISH MARKET AUTHORITIES (NABMA) | Councillor Clarkson |
| NIGHT SHELTER | <i>Currently Councillors Smith, Brown and Hazell</i> |
| OXFORD AIRPORT CONSULTATIVE COMMITTEE | Councillor Lloyd-Shogbesan |
| OXFORD AND DISTRICT SPORTS AND RECREATION ASSOCIATION FOR THE DISABLED (OXSRAD) | <i>Vacant for opposition nominee</i> |
| OXFORD ASIAN CULTURE ASSOCIATION | Councillors Pressel, Rundle and Young |

| | |
|---|--|
| OXFORD HUB ADVISORY BOARD | Councillor Mills |
| OXFORD IN BLOOM | Councillor Keen |
| OXFORD PLAYHOUSE TRUST | Councillor Darke |
| OXFORD PRESERVATION TRUST | Councillors Cook, Darke and Goddard (until April 2012) |
| OXFORD SAFER COMMUNITIES PARTNERSHIP (formerly Atmosphere) | Safer Communities Board Member |
| OXFORD SPORTS COUNCIL | Councillors Armitage and Timbs |
| OXFORDSHIRE BUILDINGS TRUST | Councillor Gotch |
| OXFORD COMMUNITY LOCAL STRATEGIC PARTNERSHIP STEERING GROUP | <i>Currently Councillor Price (with Peter Sloman)</i> |
| OXFORDSHIRE COMMUNITY AND VOLUNTARY ACTION | Regeneration and Community Development Board Member |
| OXFORDSHIRE ETHNIC MINORITIES ENTERPRISE DEVELOPMENTS LIMITED | Councillor Lloyd Shogbesan |
| OXFORDSHIRE LEADERS' GROUP | The Leader |
| OXFORDSHIRE MEMBERS AFFORDABLE HOUSING GROUP | Housing Board Member |
| OXFORDSIRE MUSEUMS COUNCIL | Councillor Pressel |
| OXFORDSHIRE SUPPORTING PEOPLE COMMISSIONING BODY | Housing Board Member with Councillor Smith as named deputy |

| | |
|--|-------------------------------------|
| OXFORDSHIRE THEATRE COMPANY | Councillor Lygo |
| OXFORDSHIRE WASTE PARTNERSHIP JOINT COMMITTEE | Cleaner Greener Oxford Board Member |
| OXPAT | Councillor Tanner |
| PEGASUS THEATRE TRUST LIMITED | Councillor Lygo |
| SOUTH EAST EMPLOYERS' ORGANISATION | HR Board Member |
| SOUTH EAST RESERVE FORCES' AND CADETS' ASSOCIATION | Councillor Morton |
| THE PORCH STEPPIN' STONES | Councillor Smith |
| TOURISM SOUTH EAST (FORMERLY SOUTHERN TOURIST BOARD) | Councillor Cook |

**SOUTH EAST AREA COMMITTEE
OUTSIDE BODY APPOINTMENTS**

| BODY | REPRESENTATIVE(S) 2010/2011 |
|---|--|
| BLACKBIRD LEYS ADVENTURE PLAYGROUND MANAGEMENT COMMITTEE | County Councillor Richard Stevens |
| BLACKBIRD LEYS NEIGHBOURHOOD SUPPORT SCHEME | Councillor Humberstone |
| LITTLEMORE COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillor Tanner |
| OXFORD CITY LOCAL POLICING BOARD | Councillor Sanders |
| PATHWAYS PROJECT | |
| ROSE HILL COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillor Turner and County Councillor John Sanders |
| ROSE HILL AND DONNINGTON ADVICE CENTRE MANAGEMENT COMMITTEE | County Councillor John Sanders |

These appointments have now expired and new appointments are needed.

**EAST AREA PARLIAMENT
OUTSIDE BODY APPOINTMENTS**

| BODY | REPRESENTATIVE(S) 2010/2011 |
|---|------------------------------------|
| DONNINGTON COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillor Williams |
| DONNINGTON DOORSTEP MANAGEMENT COMMITTEE | Councillors Benjamin and Williams |
| EAST OXFORD ACTION CHARITY | Councillor Morton |
| EAST OXFORD COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Morton and Young |
| OXFORD CITY LOCAL POLICING BOARD | Councillor Benjamin |
| ROSE HILL AND DONNINGTON ADVICE CENTRE MANAGEMENT COMMITTEE | Councillor Williams |

The appointments have expired and fresh appointments are needed.

**CENTRAL, SOUTH AND WEST AREA COMMITTEE
OUTSIDE BODY APPOINTMENTS**

| BODY | REPRESENTATIVE(S) 2010/2011 |
|--|-----------------------------------|
| JERICO ST. BARNABAS' COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Cook and Pressel |
| OXFORD CITY LOCAL POLICING BOARD | Councillor Pressel |
| RADIO LINK STEERING GROUP | Councillor Brett and Pressel |
| SOUTH OXFORD ADVENTURE PLAYGROUND EXECUTIVE COMMITTEE | Councillors Price and Van Nooijen |
| SOUTH OXFORD COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Price and Van Nooijen |
| WEST OXFORD COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Cook and Pressel |

The appointments have now expired and fresh appointments are needed

Charity Representatives Expiry dates

APPENDIX 6

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| <u>CHARITIES</u> | <u>Number of Representatives</u> | <u>Role</u> | <u>Expiry dates</u> |
|---|---|--------------------|--|
| | | | (In brackets is appointing body) |
| Alice Smith Trust and Sarah Nowell Educational Foundation | 3 | Trustee | Councillor Smith (SEAC) - November 2012 |
| | | | Mr Neville (SEAC) - July 2013 |
| | | | Councillor Keen (CAC) - August 2014 |
| City of Oxford Charity | 6 | Trustee | Councillor Counter (CEB) - September 2012 |
| | | | Mrs Pope (CEB) - December 2012 |
| | | | Councillor Price (CEB) - December 2012 |
| | | | Councillor Armitage (CEB) - December 2013 |
| | | | Councillor Sanders (CEB) - December 2012 |
| | | | Councillor Fooks (CEB) March 2014 |
| Elder Stubbs Charity | 6 | Trustee | Councillor Young (EAP) - November 2014 |
| | | | Councillor Keen (CAC) - April 2011, reappointed until November 2015 |
| | | | Ms Harley (EAP) - October 2011 |
| | | | Councillor Abassi (CAC) - October 2012 |
| | | | Ms Heeks (EAP) - September 2013 |
| | | | Councillor Chip Sherwood (EAP) November 2013 |
| Headington Parish Charity | 3 | Trustee | Councillor Wilkinson (NEAC) - September 2014 |
| | | | Councillor Clarkson (NEAC) - February 2011, reappointed then until February 2015 |
| | | | Councillor Rundle (NEAC) - July 2013 |
| Katherine Rawson Trust, Wolvercote | 3 | Trustee | Councillor Goddard (NAC) - October 2011 |

| | | | |
|---|---|---------|--|
| | | | Councillor Gothc(NAC) - October 2012 |
| | | | Margaret Broadbent (NAC) - October 2013 |
| | | | |
| Old Marston Charities Trust | 2 | Trustee | Councillor Hazell (NEAC) - July 2012 |
| | | | Councillor Altaf-Khan(NEAC) - October 2013 |
| | | | |
| Non Ecclesiastical Charities of St Mary Magdalen | 2 | Trustee | Ms Susan Brown (CEB) - September 2012 |
| | | | Councillor Pressel (CEB) - term expired. |
| | | | |
| Oxford Leon Trust | 3 | Trustee | Councillor Tanner (CEB) August 2011 |
| | | | Councillor Williams (CEB) - August 2011 |
| | | | Councillor Van Nooijan(CEB) July 2014 |
| | | | |
| Parochial Charities of St Clement | 2 | Trustee | Councillor Young (EAP) - May 2012 |
| Must be Cllrs from Iffley Fields, St Clement's or St Mary's Wards | | | Councillor Jones (EAP) - May 2014 |
| | | | |
| St Aldate's Parish Charity | 2 | Trustee | Councillor Hazell (CEB) - June 2012 |
| | | | Councillor Tanner (CEB) - June 2012 |
| | | | |
| Susan Kidd Charity Trust | 2 | Trustee | Councillor Armitage (NAC) - October 2011 |
| | | | Mrs Hilliard (NAC) - February 2014 |

**NORTH AREA COMMITTEE
OUTSIDE BODY APPOINTMENTS**

| BODY | REPRESENTATIVE(S) 2010/2011 & 2011/2012 |
|--|--|
| CUTTESLOWE COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Fooks and McCready |
| NORTH OXFORD ASSOCIATION COUNCIL | Councillors Campbell and McCready |
| OXFORD CITY LOCAL POLICING BOARD | Councillor Gotch |
| ST. MARGARET'S INSTITUTE MANAGEMENT COMMITTEE | Councillor Royce |

131 These appointments were for 2 years and new appointments are not needed until May 2012

**COWLEY AREA COMMITTEE
OUTSIDE BODY APPOINTMENTS**

| BODY | REPRESENTATIVE(S) 2010/2011 and 2012/2013 |
|--|--|
| BULLINGDON COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Lloyd-Shogbesan and Timbs |
| FLORENCE PARK COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Keen and Khan |
| OXFORD CITY LOCAL POLICING BOARD | Councillor Timbs |
| REGAL COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillor Abbasi |

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These appointments were made for 2 years so new appointments are not needed until May 2012

**NORTH EAST AREA COMMITTEE
OUTSIDE BODY APPOINTMENTS**

| BODY | REPRESENTATIVE(S) 2010/2010 and 2011/2012 |
|--|--|
| BARTON COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillor Coulter |
| HEADINGTON COMMITTEE FOR DEVELOPMENT ACTION | Councillor Rundle |
| HEADINGTON COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Baxter and Sinclair |
| MORTIMER HALL MANAGEMENT COMMITTEE | Councillors Clarkson and Hazell |
| NORTHWAY COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Altaf-Khan and Darke |
| OXFORD CITY LOCAL POLICING BOARD | Councillor Sinclair |
| RISINGHURST COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillors Baxter and Sinclair |
| WOOD FARM COMMUNITY ASSOCIATION MANAGEMENT COMMITTEE | Councillor Lygo and McManners |

These appointments were for 2 years and new appointments are not needed until May 2012

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Appointments made by Parish Councils to Outside Bodies

1 Blackbird Leys Parish Council

Does not appoint to outside bodies

2 Old Marston Parish Council

Oxford City Council

Development Control User Group – No one serves

North East Area Committee, Mr. W. Cox, first reserve Mr. N. Bartleet,
second reserve Mrs. A. Tiwari

St. Nicholas School

Request that from next AGM of Governing body, Mrs. K. Stratford to be
appointed.

Nomination Rights

Old Marston Charities Trust

Two Trustees serving four years:

Mr. C. Haynes Appointment due October 2011

Mr. P. Sarac Appointment due June 2012.

Mortimer Hall Management Committee

Annual appointment

Mr R. Jones.

Courtesy Appointments

Oxsrade Committee

Annual Appointment

Mrs. G. Cox to be first reserve – new representative required.

Marston Saints Pavilion Committee

Joint Committee, three members each

Mr. C. Haynes, Mrs. G. Cox, Mr. M. Cadd and the Clerk as required

FoOMPA

Mr. R. Jones, Mr. D. Hatfield, Mrs. P. Hall.

The Chairman is ex-officio a member of all sub-committees, the Clerk will
attend as requested by the Chairman. To be reviewed December 2011.

3 Other Parish Councils

No response to date from Littlemore Parish Council and Risghurst and
Sandhills Parish council;

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CEB REPORT RISK REGISTER

Nominations to Outside Organisations

Risk Score **Impact Score:** 1=insignificant; 2=Minor; 3=Moderate; 4=Major; 5=Catastrophic **Probability Score:** 1=Rare; 2=Unlikely; 3=Possible; 4=Likely; 5=Almost Certain

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| No. | Risk Description Link to Corporate Objectives | Gross Risk | | Cause of Risk | Mitigation | Net Risk | | Further Management of Risk: Transfer/Accept/Reduce/Avoid | | Monitoring Effectiveness | | | | Current Risk | |
|-----|--|------------|---|---|---|----------|---|---|---|--------------------------|----|----|----|--------------|---|
| | | I | P | | | I | P | Action: | Outcome required: | Q1 | Q2 | Q3 | Q4 | I | P |
| 1. | Decisions challenged – resulting negative publicity | 3 | 3 | Elected Members fail to identify/declare conflicts of interest | <p>Mitigating Control:</p> <p>Advice note for elected councillors serving on outside organisations will be issued July 2011</p> <p>Level of Effectiveness (HML) H</p> | 2 | 1 | <p>Action: Reduce</p> <p>Owner: Democratic Services Manager</p> <p>Mitigating Control: Action owner:</p> | <p>Outcome required: Review appointments</p> | ☺ | ☺ | ☺ | ☺ | | |
| 2. | Elected member held to be personally liable for actions or decisions taken by them | 3 | 1 | Poor judgment and lack of indemnity/insurance from outside body | <p>Advice note for elected councillors serving on outside organisations will be issued July 2011</p> <p>Level of Effectiveness (HML) H</p> | 1 | 1 | <p>Reduce</p> <p>Owner: Democratic Services Manager</p> <p>Mitigating Control: Action</p> | <p>Outcome required: Review appointments</p> | ☺ | ☺ | ☺ | ☺ | | |

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To: Delegated Decision of the Leader of Council

Date: 8 August 2011

Report of: Head of Policy, Culture and Communications

Title of Report: Loan Guarantee to Arts at the Old Fire Station

Summary and Recommendations

Purpose of report: To consider a request for the Council to act as guarantor for a bank loan of up to £115,000 to Arts at the Old Fire Station (the company).

Key decision? No

Single member: Councillor Bob Price

Approved by: Nigel Kennedy and Lindsay Cane

Policy Framework: Corporate priorities:
Vibrant, sustainable economy.
Strong, active communities.
Regeneration Framework
Cultural Strategy

Recommendation(s): To agree:

1) that Oxford City Council will, in principle act as guarantor for a loan facility of up to £115,000 to be supplied by a social investment bank to Arts at the Old Fire Station.

2) that authority be delegated to the Corporate Director of Finance & Efficiency, to enter into an appropriate arrangement with the lender on terms that comply with the content of this report.

Appendices to report –

Appendix 1 – Revenue Business Plan for Arts at the Old Fire Station

Appendix 2 – Financial projections for Arts at the Old Fire Station

Appendix 3 – Risk Register

Background:

Establishment of Arts at the Old Fire Station.

1. Following CEB's recommendation in March 2010 to pursue the establishment of an Arts Company with charitable status to manage and programme the arts facilities in the OFS, the company was registered in September 2010 and 4 suitable candidates were notified and invited to become trustees of the Arts Company. Another three Trustees have since been appointed and two more are being interviewed this month. An executive Director, Jeremy Spafford was appointed in February 2011. An original revenue Business Plan was written, outlining a model based on mixed economy funding from subsidy, earned income and project funding.
2. The company has been set up as a limited liability company with charitable status. The company is wholly owned by the Council but it is a separate legal entity with independent trustees and a Director who is not an employee of the Council. The company determines its operational and financial decisions independently of the Council.
3. The company will operate alongside Crisis in the newly-refurbished building and will be directly responsible for the auditorium, studio, artist's creative workspaces, an art gallery and shop.

Progress to date on the Old Fire Station Arts Company:

4. Arts at the Old Fire Station is now actively planning for opening in October and in the process of firming up regular contracts, hires and programmed events. The Director, Jeremy Spafford has been working closely on the Business Plan (Appendix 1) and is following up several leads regarding funding and securing financial support through lenders specialising in supporting voluntary and charitable organisations.
5. The company has recruited a part-time General Manager, Becca Vallins to move the company forward in terms of finalising contracts and operational policies. The company has also appointed a shop/gallery Manager, Emily Alexander and is in the process of recruiting an Admin/Comms Assistant. This completes the small core staff team.
6. Negotiations between the Arts Company and CRISIS regarding joint management and fundraising for the project have begun and Jeremy Spafford is working closely with the Head of Crisis Skylight, Oxford, Kate Cocker to identify areas of overlap and opportunities for sharing resources to improve the Business Plan, which, in worse case scenario, is still showing considerable deficit in Years 1-3. Jeremy and Kate are working together to reduce the Arts Company's costs through sharing staff, resources and through creative financial planning.

7. Jeremy Spafford has therefore approached the City Council seeking a guarantee of up to £115,000 against a loan facility he has been discussing with CAF Venturesome and other social investment banks, to enable the company to support the cash flow of the business.
8. In order to continue to aim for the best case, the Company will be pursuing the following:

| | |
|---|---|
| Confirming contracts with regular hirers and establishing the web based shop as soon as possible. | The company |
| Increasing potential for cafe/bar income. | Finalise arrangements with CRISIS |
| Fundraising. | With help from CRISIS – primarily with trust applications and in joint public fundraising |
| Confirming arrangements around combined resources and service charges. | With CRISIS |
| Investigating innovative investment options. | The company is still pursuing a social investment model via the internet which aims to sell bonds to friends of OFS. This is based on models used elsewhere but requires considerable research. |
| Securing business interest in theatre based research and training. | In partnership with Oxford Brookes and expert theatre trainers working with business |

Risk

9. The company is seeking to minimise the risk of calling on the guarantee in the following ways:

The company will be working closely with the dedicated fund-raising team at Crisis to maximise income. The head of Crisis fund-raising estimated an income to the Arts at the OFS of between 35K and 55K. The Business Plan has worked to the lowest end of this estimate in order to minimise risk.

Project Fund-raising is likely to be a rich source of funds in the future, and already Arts at the OFS has secured an Arts Council Grant in partnership with Oxford Dance Forum, which will bring in an income of 13K in the first year. But again more project bids will take time to come to fruition.

Hire income from confirmed interest in Year 1 is already at £47K, and that is without any formal marketing of commercial hires taking place, so there is potential for this to increase.

The company's risk log is attached in Appendix 3.

Climate change / environmental impact

10. There are no further climate change / environmental impact implications in this report.

Equalities impact

11. There are no further equalities impact implications to this report.

Financial implications

The company's business plan sets out a significant cash shortfall in the early years of operation. Income from fundraising has been projected on a prudent basis but is subject to significant risk.

The company is seeking a third sector loan facility of up to £115,000. Current indicative terms are that this loan would be provided for a term of five years at a fixed interest rate of 6% and an arrangement fee of 1% of the facility. Drawdown arrangements have not been determined but the facility would not revolve (i.e., early repayments would not be available to be redrawn). Other loan terms and conditions are not yet available but would probably require the provision of regular management information to the bank.

The company has asked the Council to act as guarantor for the loan facility and it is unlikely that it would be able to obtain funding without this. The guarantee would only be exercised in the event of a default by the company and would be limited to the liability of the company under the agreement. This would be likely to include the principal amount outstanding, accrued interest and unpaid fees. No draft wording for the guarantee is yet available and this report's recommendation is that authority to negotiate the terms of a guarantee is delegated to the Director of Finance and Efficiency.

The company's business plan demonstrates financial viability if the underlying assumptions are valid. These have been reviewed by the Council's finance staff and they are reasonable. A loan or overdraft facility is required to support the company through its initial period of operation. The business plan indicates a peak funding requirement of £35k but this may be insufficient if fundraising income is less than expected. The proposed £115k facility is based on a failure to achieve fundraising targets.

The company will provide management accounts to its lender and expects to be required to explain any funding requirement above £35k. It has also agreed to provide management accounts to the Council and to discuss its financial performance on a regular basis.

Legal Implications

12. This report is presented on the basis that Oxford City Council holds the power to act as a guarantor of the loan facility referred to above. This

power would be derived from the Local Government Act 2000 s.2 (the Well-Being power), and all other enabling legislation, so to proceed on this basis the single executive member must be satisfied that by guaranteeing the loan facility to Arts at the Old Fire Station Limited the Council would be promoting the social and economic well-being of the area.. The commencement and operation of the Old Fire Station project has required the creation and recording of a number of legal relationships between the parties. These include a lease with Crisis, a sub-lease from Crisis to the Arts Company and a Management Agreement with Oxford City Council. Appropriate contracts have been drawn up by Oxford City Council's legal team.

13. An agreement would need to be entered into with the lender to give effect to these guarantee proposals. To ensure that the Council's interests are properly protected, the terms of any such agreement are first to be approved by the Corporate Director, Finance and Efficiency.

Name and contact details of author:

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List of background papers: None

Version number: 5.0

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A centre of excellence for creativity, participation and enterprise.

**Breaking down barriers between people and groups through
artistic expression.**

A place of change

Business Plan 2011 – 2016

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1 Executive summary

The Old Fire Station ('OFS') in Oxford has always been renowned for being a centre of cutting edge, innovative, alternative work; a place where artists from every discipline could showcase performance, present new work and provide the public with a chance to experience performers, directors and artists of the future, prior to their emergence on the bigger stage.

The launch of a brand new and exciting partnership project between Oxford City Council ('OCC') with Crisis, the national charity for single homeless people, has resulted in a major capital refurbishment for the Old Fire Station. The redeveloped Old Fire Station will be home to a new Crisis Skylight Centre and Café and offices for the social enterprise, Aspire, which helps vulnerable people into work. It will also accommodate Arts at the Old Fire Station ('Arts at OFS'), a new independent arts company with charitable status which will programme a range of flexible and inspirational spaces for artistic professional development and training and for community use. Arts at OFS will also work closely with Crisis Skylight to provide opportunities for homeless and vulnerable people to acquire skills and confidence through creative expression and practical work experience, and it will be breaking down barriers in a unique manner by bringing the public, artists and vulnerable people into the same public space.

Arts at OFS will provide a creative hub of high quality arts facilities providing continuing professional development, creative learning, community access and showcasing opportunities for artists across a range of art forms including dance, theatre, music and the visual arts. Facilities include:

- a flexible 141 seat theatre for rehearsal, training and performance use as well as corporate and other hires;
- a studio for rehearsal and classes focusing on dance;
- a flexible visual arts gallery to showcase new work for professional and emerging artists, selling exhibitions and the work of Crisis Skylight members;
- a shop selling 2D and 3D art and design objects – giving local makers a chance to exhibit and sell work;
- affordable workspaces for creative artists, designers and makers and a resource for a range of creative industries to build their businesses.

The 'new' Old Fire Station is scheduled to open in November 2011. Accordingly, this plan is based on the preparatory work that has taken place since the project was initiated and, more specifically, the work undertaken since the appointment of a director in February 2011. We envisage that the usage of the building will evolve over time. Prior to opening we have developed a programming strategy and income generation plan in response to research into local need (in consultation with local creative groups). But the Old Fire Station is a place of change and a place which can change. It needs to be flexible and respond to public demand and changing circumstances.

This is particularly important with regard to the financial position of Arts at OFS. As we move towards opening, the position will continue to become clearer, in particular with regard to actual and prospective bookings. For the purposes of this plan, a base case financial scenario has been produced, reflecting the best estimate of Arts at OFS' financial performance over the coming year and subsequent four years.

As with most new business ventures, it is anticipated that costs will exceed income in the initial phase. The business plan shows an in year surplus in Year 3 of operations and an overall surplus in Year 5. Arts at OFS therefore needs to attract working capital to protect cash flow and create capacity over the first five years.

The trustees and director are confident, however, that the rationale for establishing Arts at OFS and the opportunities for delivering social impact and a financial return are sound and that the organisation is well positioned to succeed over the medium term and beyond.

This business plan was approved by the Board of Trustees on 21st June 2011.

2 Vision, Values and Mission

Vision

We will be known nationally as a centre of excellence for creativity, participation and enterprise.

We will find ways of breaking down barriers between people and groups through artistic expression.

We will bring together people who are

- marginalised and vulnerable;
- from diverse communities;
- from business;
- from the cultural sector.

We will offer

- performances and exhibitions for everyone;
- challenging experimental art;
- support for emerging artists;
- opportunities for anyone to participate;
- enterprising ways to sustain and develop art as a business.

We aim to

- extend the cultural offer in Oxford;
- increase the potential for local artists to thrive;
- increase meaningful contact between people of different backgrounds;
- increase the skills and confidence of homeless and badly housed people;
- help to regenerate Oxford's West End.

Values

Inclusive

We will include anyone that wants to be inspired by or participate in artistic expression and will work hard to ensure people with low confidence or limited experience of the arts feel welcome and able to contribute.

Experimental

We will encourage artistic experimentation and constructive challenge and criticism in order to achieve excellence. We will give artists room to grow in confidence and competence.

Enjoyable

We will offer the public performances, exhibitions and workshops which will be life enhancing.

Enterprising

We will look for enterprising ways of making the business successful. Complex concepts – simple delivery.

Honest and transparent

We will be honest with all our partners and customers about what we can do and what we can't do. We will be open about how we make decisions and how we run our business.

Diverse

We will find ways of attracting diverse groups to use our facilities.

Collaborative

We will look for partners in all walks of life who share our values and ambition.

Mission

To help end homelessness in Oxford
To support excellence and participation in arts and culture
To bring people together to meet, learn, participate, create and move forward in their lives.
To be a place of change.

Crisis Skylight

An education, training and employment centre for people who are homeless, have been homeless or are at risk of becoming homeless.

The centre will provide:

- a range of practical and creative workshops together with formal learning opportunities that lead to qualifications and finding work;
- a range of workshops to improve physical health and well-being;
- a dedicated employment service to help people to prepare to find and keep jobs;
- a social enterprise café that will provide real on the job and accredited training and experience.

Arts at OFS

A creative hub of high quality arts facilities providing continuing professional development, creative learning, community access and showcasing opportunities for artists across a range of art forms including dance, theatre, music, visual arts and digital media. These include:

- a flexible 141 seat auditorium for rehearsal, training and performance use;
- a studio for rehearsal and classes;
- a flexible visual arts gallery;
- a shop for artists and makers to exhibit and sell work;
- affordable workspaces for creative artists, designers and makers and a resource for a range of creative industries to build their businesses.

Brought together under one roof and through interconnected spaces:

Two organisations - Two contributions

One building - One mission

3 Business discussion and social impact

In 2008, Crisis and Oxford City Council successfully applied for capital funding to the Department of Communities and Local Government, receiving £2.2m to refurbish. Designed by Fielden Clegg Bradley Studios, the development is striking. Additional funding has since been received and the overall scheme is now valued at £3.6m. Building work commenced in June 2010 and the project is due to open in November 2011. (The project was delayed by the need to replace the original building contractor who went into administration in November 2010).

Arts at OFS has been established with an initial grant of £65,000 from Oxford City Council to fund the company's costs up to the opening of the building. In addition, the City Council has committed to a grant to offset rent on the building for the first five years and has awarded a grant of £20,000 to deliver a participatory arts project involving homeless people collaborating with professional artists, resulting in a permanent artwork to be installed and exhibited in a prominent public area at the Old Fire Station and a further grant of £15,500 for visual arts development. There is no ongoing commitment to public subsidy other than the rent offset.

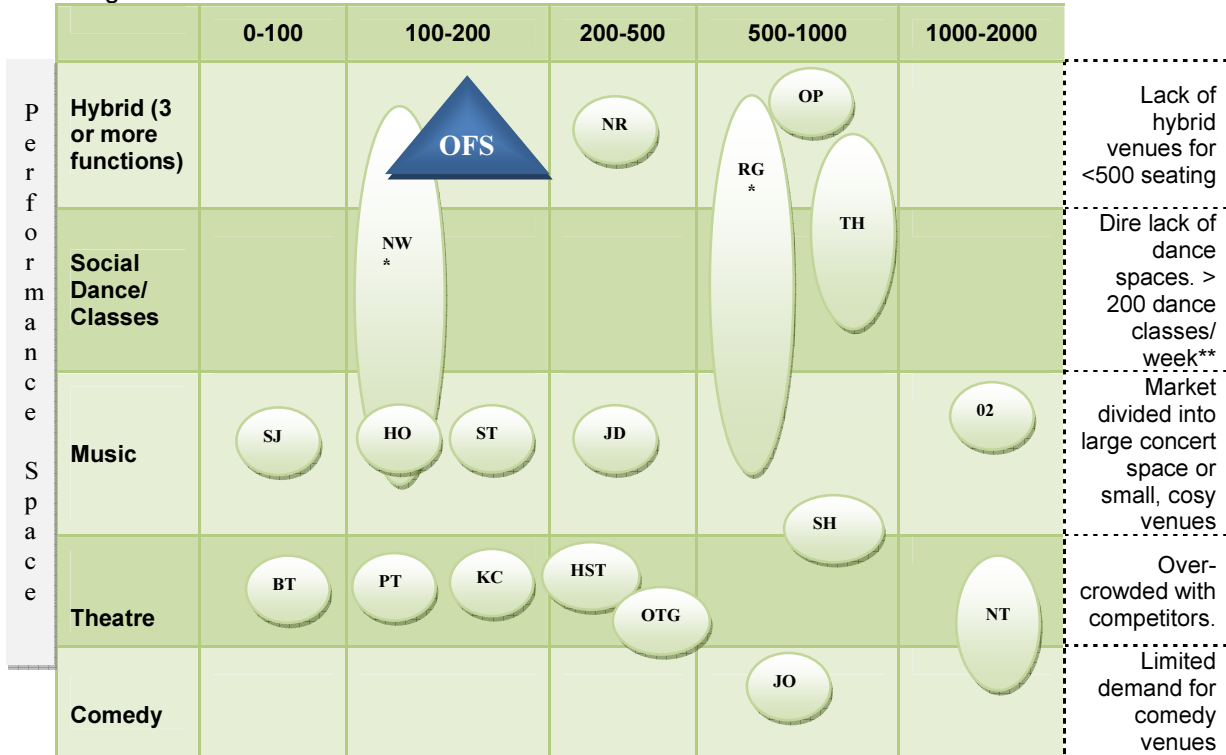
The operational approach will be primarily to generate a programme across all areas (performances, workshops, classes, rehearsals, professional development sessions, exhibitions) through other organisations and individuals hiring the spaces. This will be undertaken as a creative process with a range of criteria adopted to ensure the very best overall programme of activities. Hires will be developed through dialogue with the users in order to retain the artistic integrity and vision of the building and enable the participation of marginalised people. This means meeting the needs of the artists and arts groups, linking to Crisis Skylight and presenting opportunities to the wider public to participate in and/or view a regular and coordinated programme of activities and events. Marketing of Arts at OFS has begun through a blog based website, Facebook and Twitter with pro bono support from a social marketing expert. This will be developed further with the appointment of a communications officer in August. Examples of how this will operate include:

- Visual arts: workspaces will be available for emerging artists and exhibitions to the public which provide a platform for their work and that of other professionals and Skylight users. University of Oxford and Oxford Brookes University will contribute work placements and other support. The shop will offer local artists and makers opportunities to sell work and develop their business.
- Dance: emerging dance artists will be supported in their professional development and more opportunities will be generated for more people to experience dance – including Skylight members. Arts Council England and South East Dance have welcomed the Old Fire Station development as a major contribution to the development of dance.
- Theatre and music: amateur and professional theatre companies and musicians will have opportunities to create and showcase work as well as space to run workshops and share skills.
- Involving local artists: local artists will be offered a home where they can meet other artists, share ideas, make and showcase work.
- Involving Crisis Skylight members: Arts will ensure that users of Skylight, Aspire and other marginalised groups have opportunities to express themselves creatively and develop skills which help them to move on. It is intended to find opportunities for Skylight members and others to help in the running of the arts company in a variety of roles.
- Offering space to meet: provisional bookings have already been received from charities and local government to hire space for meetings. Theatre based business training events will be offered in partnership with Oxford Brookes University, Crisis and Dramatic Resources.
- Researching impact: Oxford Brookes University are submitting a bid to the Higher Education Funding Council for England to evaluate the social impact of artistic interventions at the Old Fire Station. Brookes has granted £3,000 to Arts to support development of the bid.

4 Income generation

4.1 The Market

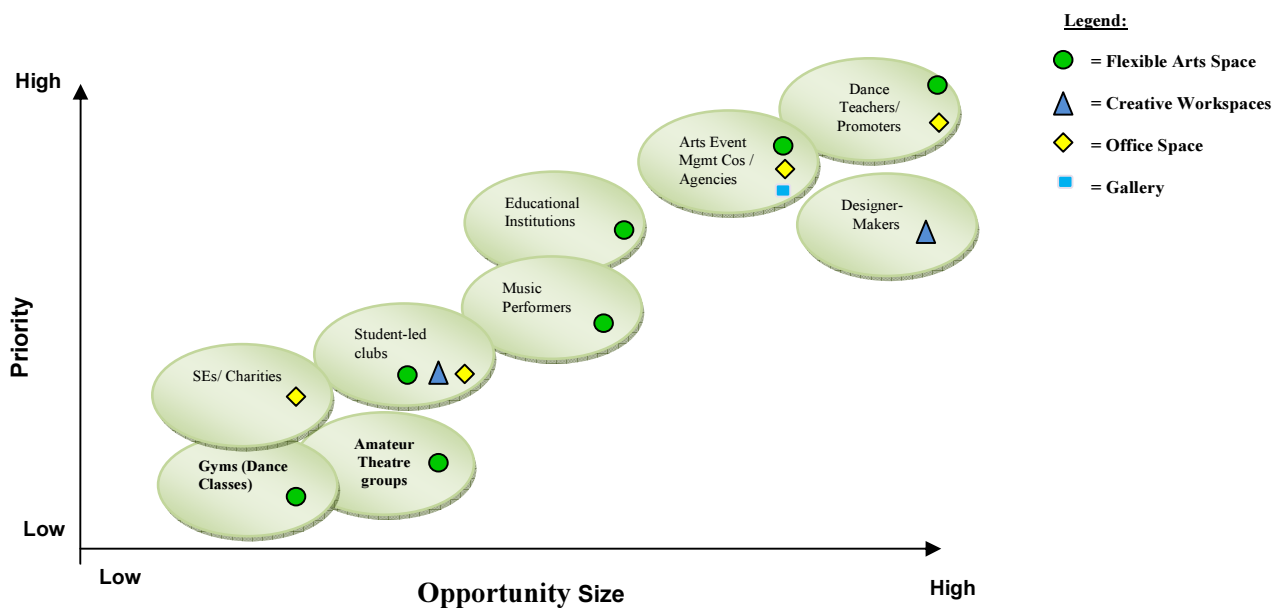
Our understanding of the current performance spaces locally is seen in the matrix shown in the diagram below.



BT: Burton Taylor, HST: Headington School Theatre, HO: Holywell, JD: Jacqueline du Pre Music Building, JO=Jongleurs, LC: Keble College (O'Reilly), NR: Newman Rooms, NT: New Theatre, NW: Northwall, O2: O2 Academy, OP: Oxford Playhouse, OTG: Oxford Theatre Guild, PT: Pegasus Theatre, RG: the Regal, SJ: Spin Jazz Club, SH: The Sheldonian, ST: St. Hilda's, TH: Oxford Town Hall; UT: Unicorn Theatre

** Source: www.odfonline.org.uk

The following diagram depicts the perceived opportunity and planned priority for our primary customer groups, as well as for other potential customer groups.



Arts at the Old Fire Station – Business Plan – June 2011

Extensive consultation led by Oxford City Council over the past few years determined that the most significant gaps in the market are

- space for dance classes and professional development of dance artists
- space for artists and makers to create work and develop their business
- flexible small scale venue with a community bias
- visual arts gallery promoting emerging artists.

In addition, the unique identity of the Old Fire Station will be the opportunity it presents for artists to work alongside vulnerable people and engage the public in the same space. It will provide bridges between the social and care sector, the cultural sector, the business community and the general public.

Although the Old Fire Station could be regarded as a competitor to other venues in the City, partnerships are developing with local providers to find ways of complementing and supporting each other's work. For example

- The opening dance show at the Old Fire Station, scheduled for October 2011, will be an intergenerational visiting dance company from Japan hosted and paid for by Pegasus Theatre.
- The opening Jazz night scheduled for December will be an internationally renowned artist paid for by Oxford Contemporary Music and promoted by Oxford's premier Jazz Club – The Spin.
- Theatre technical advice and support will be provided by Oxford Playhouse.
- The opening amateur dramatic performance will be hosted and paid for by Oxford Theatre Guild.
- The opening exhibition in the gallery will be curated by Oxford Brookes University Fine Art Department.

Arts at OFS is positioning itself as a resource available to other providers.

A rationale for the level of hire charges is provided in Appendix 3.

4.2 Income

Arts at OFS will generate income from the following activities:

- Events: programming theatre, music, dance and other events which will appeal to a wide range of people. Given the low capacity for marketing and front of house activity, most events will be on a for hire basis initially moving to box office splits as confidence and capacity grows and audience recognition develops
- Bar income: arrangements are in place with Crisis Skylight café to share net profits (50/50) from bar sales for theatre events. Pro bono advice from Benugo working with Crisis Skylight indicates a minimum income to Arts of £7,600 in year one.
- Regular class evening hire: the studio and theatre are provisionally booked from Monday to Thursday in term time by ten different dance classes generating a predicted annual income of £20,000
- Dance development daytime hires: there is high demand for space for professional dancers to create and showcase work. An invited bid by Oxford Dance Forum to Arts Council England under the Grants for the Arts scheme would pay for dancers to use space over two years. This would produce £13,900 per year for two years. A decision is expected in July.
- Corporate hires: space throughout the building will be available for hire to external bodies for conferences, meetings and training with hospitality refreshment available from Crisis Skylight Café. Marketing has not begun for this offer but we already have three provisional bookings for November.

- Six artist workshops for hire: two have been procured by Oxford Brookes University, a further two are let and we have interest in the remaining two. This will generate an annual income of £11,520.
- The gallery: this will be used for showcasing innovative work by emerging artists and Skylight members, selling exhibitions curated by Arts at OFS on a commission basis, selling exhibitions based on a hire fee plus commission and craft fairs. The opening season will consist of an urban art exhibition of internationally renowned artists, an exhibition by a local experimental artist, an exhibition of work by Skylight members from elsewhere in the UK and a Christmas Craft Fair in partnership with Oxfordshire Craft Guild.
- The Shop: a design/art led shop will invite people into the building and make a significant contribution to the local area. It will also be web based. A shop development manager is in post and is creating a discrete business plan. Early projections show a profit in year two.
- Business engagement: arrangements are in place to offer theatre based training to business leaders in presentation and negotiation skills. This will be offered on a pro bono basis initially by Dramatic Resources in partnership with the Director of Arts who has experience in this field.

4.3 Fundraising Unrestricted

Crisis will have a full time regional fundraiser based at the Old Fire station. Their primary task is to raise funds for Crisis. However, it is agreed with the Crisis Director of Fundraising that the overlap between Crisis and Arts provides major opportunities for seeking public and corporate support. A protocol is being developed to find ways of ensuring the work of Crisis fundraisers can support the contribution Arts at OFS will make to Crisis objectives.

'The Crisis national and regional fundraising team will be undertaking a focused fundraising campaign, starting 1 July 2010, that has the objective of attracting income from trusts and companies who have an interest in supporting projects at Crisis Skylight Oxford. There will be numerous occasions when these bids will become further enhanced by making partnership bids with Arts at The Old Fire Station. Crisis will become lead partner for these funding applications which will seek funding for Crisis homeless clients to participate in, and gain skills and development training, provided by our Arts partner. Taking the experience of Crisis partnership bids at other UK Crisis centres I would estimate income generated of between £35,000 - £55,000 for Arts at The Old Fire Station' – Andrew Page, Director of Fundraising (Crisis)

Foundations that could be interested in supporting our work include:

- Gulbenkian Foundation
- Clore Foundation (Vivien Duffield)
- Garfield Weston Foundation
- Leverhulme Foundation/Charitable Trust
- Max Rayne Foundation/Charitable Trust

Arts at OFS will also pursue general fundraising and social investment opportunities including a possible bond/debenture issue and/or friends scheme.

Oxford City Council remains very supportive and may, in future years, wish to invest further in the project depending upon economic circumstances. In the meantime, the Council continues to provide professional support from the legal, HR and cultural teams.

The company has been invited to submit a proposal via Ben Metz to the Sarah Dodds Fund for up to £20,000 to work with Said Business School MBA students to create an investment readiness plan to scale up the business.

Restricted

Project fundraising is potentially fertile ground. Once the business is launched, more attention will be paid to this area. Current opportunities include the Arts Council England bid mentioned above, a proposal to be involved in the Cultural Olympiad and a wide range of Trusts and Foundations that are sympathetic to the arts as an instrument of social change.

It is recognised, however, that it will take time for the OFS to be re-established as a venue and, therefore, to achieve the levels of occupancy and charging that will enable Arts at OFS to generate sufficient income to offset its largely fixed cost base. Accordingly, it will be necessary for Arts to obtain external finance to offset deficits in early periods prior to the achievement of annual surpluses. This could be through:

- Loan facility;
- Social investment;
- Fundraising.

5 Financial summary

Financial projections have been prepared at various stages of the OFS project, in particular to assess the viability of the proposed charitable arts company. Prior to formal approval for the establishment of Arts at OFS, a business plan was prepared by an independent consultant in January 2010 which assumed that break-even would be achieved in the second year of operation.

Subsequent to this there have, of course, been significant changes in the economic environment, in particular following the change of government and cuts to government spending. Oxford City Council has provided significant support in terms of funding and development support but further public subsidy from any source cannot be relied upon. Following the appointment of the Director of Arts at OFS, the financial projections have been revisited in detail. The quality of these projections is evolving with more contact with potential users of the facilities and provisional hires.

Assets

Fixtures, fittings and equipment for setting up the new building are being procured through the capital programme. On handover, ownership of these assets will be transferred to Arts. The value is currently estimated at **£201,910**.

Business Year and Building Delay

The company's first business year is to 30th September 2011 and this year is referred to as Year 0. Trading was expected to start in October 2011 (Year 1). However building works are delayed and very limited trading will be possible in October. This means that Year 1 only offers 11 months of trading potential (to 30th Sept 2012). Hence Year 2 is significantly better (aside from improved performance).

Income assumptions

The plan assumes a fundraising income of £35,000 which is at the lower end of the Crisis Director of Fundraising's forecast. It also assumes that Oxford Dance Forum is successful in its Arts Council bid. If the bid fails, the hire income will be more difficult to achieve.

| Year 0 | | Year 0 |
|--------------------------|-------------------|---------------|
| | | £,000 |
| Income | Initial grant | 65 |
| | Other fundraising | 28 |
| | Other | 3 |
| | | 96 |
| Costs | Staff | 41 |
| | Other | 39 |
| | | 80 |
| Surplus/(deficit) | | 16 |

The company expects to start Year 1 (October 2011) with a surplus of £16,000.

Projection

| | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-------------------------------------|-----------------------|---------------|---------------|---------------|---------------|---------------|
| Income | General Fundraising | 35 | 45 | 49 | 54 | 60 |
| | Project fundraising | 27 | 37 | 38 | 40 | 42 |
| | Hires/similar charges | 49 | 65 | 68 | 72 | 75 |
| | Workshop rents | 12 | 12 | 12 | 13 | 13 |
| | Shop & gallery | 29 | 46 | 50 | 54 | 59 |
| | Bar & catering | 10 | 17 | 19 | 20 | 21 |
| | Other | 14 | 27 | 30 | 32 | 34 |
| | | | 176 | 249 | 266 | 285 |
| Costs | Staff | 126 | 132 | 134 | 137 | 139 |
| | Service charge | 36 | 37 | 39 | 40 | 42 |
| | Other | 72 | 83 | 87 | 91 | 95 |
| | | 234 | 252 | 260 | 268 | 276 |
| Surplus/(deficit) | | (58) | (3) | 6 | 17 | 27 |
| Cumulative surplus/(deficit) | | (42) | (45) | (39) | (22) | 6 |

Detailed figures are available in Appendix 4 (attached). As general fundraising presents a high risk, the trustees have agreed that it would be wise to seek a loan facility to cover a total shortfall in fundraising in years 1 and 2 (£80,000) and the highest predicted cash flow imbalance which occurs in December 2012 (£32,600). A loan facility of **£115,000** would provide the necessary security.

6 Governance and management

Arts at OFS currently has seven trustees, of whom the first four were appointed in the summer of 2010 in advance of the legal establishment of the company in September 2010. All trustees are also directors of the company for the purposes of the Companies Act. All are independent with the exception of Keith Felton, who is director of corporate services at Crisis. Oxford City Council is currently the sole member of the company but has no representation on the Board. The company is limited by guarantee and was registered with the Charity Commission in February 2011.

The legal structure for occupancy of the OFS is that Crisis leases the whole building from OCC (an OCC stipulation) and Arts at OFS sub-leases from Crisis. In addition, both Crisis and Arts at OFS will enter into management agreements with OCC separately that cover aspects of the services and operation of the building, including the establishment of an OFS advisory board to assist in the event of any disagreements. Whilst the rents payable under the leases are at market rates, OCC will make a grant available to offset these rents in full for the five years following opening of the refurbished building. In addition, there will be other commercial arrangements between Crisis and Arts at OFS relating to the operation of the building and the café.

The trustees currently meet formally each month. Comprehensive papers are circulated before each meeting, including a monthly management report from the director, minutes are kept and a list of action points carried forward and monitored.

Arts at OFS' staff team currently comprises:

- Director (Jeremy Spafford), 0.8 fte moving to full time in September, is responsible for the overall direction of the company, including generation of a coherent programme through hires, artists in residence and specially created and separately funded projects. His role includes developing the links between the arts programme and the work of Skylight. He is responsible for OFS finances.
- General Manager (Becca Vallins), 0.8 fte from July, is responsible for all aspects of administration of the arts company. She will work on projects across the organisation, providing help and support to ensure the company is able to run smoothly in a first class manner. Administration and marketing (Miranda Laurence) is temporarily in post and covers admin functions and marketing.
- Shop and Gallery Manager (Emily Alexander) has been employed (freelance) to establish the shop in the OFS, including the development of an online capability, and develop the gallery. She becomes full time from August.
- Communications and Administration Officer, 0.6 fte, will be recruited by August.

7 Resources

Whilst Arts at OFS has limited cash resources, it has a breadth of skills and expertise on which it is able to draw, including:

- Trustees with, inter alia, experience of arts production and programming across a variety of genres, business and financial management, links to Oxford Brookes and other universities;
- Staff with experience of a variety of arts business and other charitable organisations, including homelessness;
- Pro bono support from Critchleys accountants and consultants helping with social networking, social investment, design and management support as well as a range of volunteers from the artistic community;
- Working with the manager of OVADA, a local arts organisation, on the opening commission;
- Strong relationship with Crisis (see section 9.1);
- Strong support from Oxford City Council (see section 9.2);
- Other partnerships including Aspire (see section 9.3 and 9.4).

8 Risk and SWOT analysis

| Risk | Impact | Likelihood | Rating | Mitigation |
|---|--------|------------|--------|---|
| Lack of income: | | | | |
| • Fundraising | M | H | 8 | Work with Crisis where possible on joint bids. |
| • Hire of facilities | H | M | 9 | Extensive networking with suitable organisations; if necessary, refocus on professional and established organisations at higher charges. |
| • Events – unable to attract sufficient/suitable events. Knock on impact on bar takings | H | M | 9 | Marketing to large number of potential hirers. |
| • Gallery usage low | M | M | 6 | Extend potential client base to art schools and colleges to create different programmes |
| Loss of key staff | H | L | 6 | Trustee support for key staff |
| Financial loss | L | L | 2 | Limited use of cash. Bank with highly rated bank(s). Dual signatory for payments |
| Council exercises break clause in lease | L | L | 2 | Strong Council commitment at highest levels |
| Breakdown in relationship with Crisis | L | L | 2 | Strong working relationship with head of Crisis Skylight Oxford; Crisis representative on trustee board; OFS advisory board established under OFS management agreements with Council. |

SWOT

| | |
|--|---|
| <p>Strengths</p> <ul style="list-style-type: none"> • Well qualified, connected and committed staff team; • High quality building and facilities; • Strong Council support; • Strong relationship with Crisis; • Lack of comparable facilities locally; • Diverse operation with range of actual and potential income streams • Enterprise at the heart of the vision. | <p>Weaknesses</p> <ul style="list-style-type: none"> • No fundraising income secured; • Small staff team; • New organisation need to create customer base and systems from scratch; • Diverse activity risks lack of focus and attention to detail. |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Programme number of highly profitable events; • Increase occupancy rates; • Work effectively with Crisis members to demonstrate success of OFS vision; • Location on George Street and Gloucester Green. | <p>Threats</p> <ul style="list-style-type: none"> • Loss of key staff; • Recession/difficult economic conditions reduce demand; • Sharing OFS with homeless people discourages customers • Focus on income generation undermines attempt to deliver artistic vision. |

9 Partnerships

9.1 Crisis

The overall vision is for a redeveloped Old Fire Station which will retain its active role in the arts and cultural sector in Oxford whilst also providing a springboard for Oxford's most marginalised adults - making it a true 'place of change' for the whole community.

The success of the project relies on Crisis and Arts at OFS working together and translating the vision into a practical way of working that meets the aims of both organisations. The most unique aspect of the project is the way in which these aims overlap. For example, Arts at OFS intends that users of Crisis Skylight and other marginalised groups will have opportunities to express themselves creatively and develop skills which help them move on. This is likely to involve opportunities for Skylight members and others to help in the operations of the arts company in a variety of roles. Crisis will be providing opportunities for artists to work alongside vulnerable people and share skills and experience.

The two organisations will share responsibility for ensuring public space is properly managed, will share back office functions wherever possible and will collaborate on marketing and fundraising opportunities. Duty management will be shared and staff will cover for each other when appropriate. The Director of Arts at OFS will work closely with the Crisis arts coordinator and the Crisis facilities manager will supervise all building management including technical issues in the theatre.

This conceptual and operational partnership is the key to realising the ambition to create a unique arts centre for the public involving homeless people. See Appendix 2.

9.2 Oxford City Council

The OFS redevelopment is the result of a successful application under the Places for Change Programme of the Department of Communities and Local Government. Additional capital funding has been provided by OCC and Crisis. Legally, the grant was made to OCC and OCC is the contracting party with builders, contractors and other suppliers.

OCC regards this ground-breaking initiative as an exciting and unique opportunity for it to work in a fully integrated way with Crisis to bring the arts to marginalised sectors of the community, and in doing so, meet its corporate priorities of strengthening communities and improving the quality of life of its citizens. It will also make a significant contribution to the regeneration of the West Quarter of the City.

The OFS project addresses several of OCC's corporate and cultural objectives, including: Transforming Lives, Regenerating the West End, People and Participation – Strengthening local engagement, Places and Productivity – Supporting local talent & creative industries.

The project continues to enjoy firm and public support from members on all sides of the council and is being actively supported by both the leader of the council and the leader of the opposition. Officers in cultural, housing, HR and legal departments are actively involved in the project. The Council's Culture Team Leader leads on the artistic side of the capital project and the Dance Officer is leading on securing dance hires and programming dance in the theatre.

The Council is also supporting the company in its efforts to acquire a loan facility.

9.3 Aspire

Aspire will be renting office space from Crisis on the third floor of the building. Aspire supports vulnerable people into work through social enterprise and will work closely with Arts at OFS to provide volunteers and trainees to help run the arts company. Aspire will also adopt a shared approach, with both Crisis and the arts company, to the successful operation of the building.

9.4 Arts partners

Oxford Playhouse is offering theatre technical support to Arts and is open to supporting programming.

Pegasus Theatre has already provided technical and HR advice and is hosting (and paying for) the opening dance event at OFS.

Oxford Brookes University is submitting a bid to Higher Education Funding Council England to evaluate the social impact of arts interventions at OFS. In addition the Head of Fine Arts will curate the opening exhibition and has procured two workshops for use by Brookes graduates who will each be required to contribute a day a week to working at OFS to support the gallery and shop. Brookes will also be providing student work placements and has provided meeting room space during the building works.

Oxford University (Ruskin) will also be providing student work placements.

Magdalen Road Studios has advised on the artists workshops for hire and will share waiting lists with OFS seeking studio space.

Oxford Dance Forum has submitted a bid to Arts Council England which, if successful, will lead to a part time worker being based at OFS and a two year dance professional development programme.

Oxford Youth Dance Company will be a company in residence – hiring space for a weekly class and premiering shows at OFS and offering their members as volunteers for front of house etc.

Oxford Contemporary Music will programme music events at OFS.

The Spin – Oxford's premier jazz club – will act as jazz promoter for OFS.

Oxfordshire Craft Guild will run a craft fair in OFS at Christmas.

Oxford Theatre Guild will present the first amateur dramatic performance in December.

Oxford Inspires are providing marketing and networking support and, in partnership with **Children International Arts Organisation**, have invited OFS to be involved in a national Cultural Olympiad project.

10 Conclusion

Arts at OFS has firm foundations in its vision, mission, values and partnerships. It also has use of a stunning city centre building. There is huge potential to make a unique and transforming contribution to the lives of homeless people, artists and the general public. However the company does not yet have firm financial foundations and cannot develop these until it has tested the business model. To do this it requires working capital.

Appendices

Appendix 1 Biographies

Trustees

David James (chair) is Head of Corporate Affairs at Ealing Hospital NHS Trust in West London. He was previously a Lecturer in Further and Higher Education in Oxford and Hertfordshire. He has lived in Oxfordshire since the early 1980s has been a Non Executive Director of a local Primary Care Trust; between 2007 and 2010 he was Chairman of the University of Hertfordshire Students Union Trustee Board.

Tammy Bedford is an arts development professional with experience of arts education, public art commissioning, venue management and community arts. She has worked as a senior local authority arts manager and now works independently, currently managing an arts residency for the WOMAD festival.

Tom Betteridge is Professor of Early Modern English Literature and Drama at Oxford Brookes University and a published expert on Tudor literature. He also has extensive experience of stage management, theatre project management and working with community organizations.

Keith Felton is director of corporate services at Crisis. Following a 25 year career in the financial services industry, Keith joined Crisis in 2009. He is also a trustee of BlindAid and is a chartered accountant.

Sue Raikes OBE was Chief Executive of Thames Valley Partnership and has led numerous initiatives relating to criminal justice and social inclusion. She is active in the development of social enterprise related to low carbon and energy renewable.

Jennie Walmsley is a freelance media trainer/consultant and journalist. She worked for nearly twenty years at the BBC producing TV and radio across factual genres and formats, including the arts. She has published several short stories and developed writing programmes and online communities.

Sarah Whatley is Professor of Dance at Coventry University. Her research and practice brings her into collaboration with artists and cultural organisations, within and beyond the UK. She has lived in Oxford since the early 1980s when she worked at the Old Fire Station for several years, co-ordinating the volunteer network, programming dance events, teaching classes and was Chair of the Oxford Arts Committee.

Director

Jeremy Spafford has a background as a theatre and dance practitioner. He has worked as a community psychiatric nurse and advisor to young homeless people. He was Director of National Development at Centrepoint and for 12 years ran his own consultancy business supporting agencies from the social, care, health, housing and cultural sectors. He has been a board member at Pegasus Theatre for 10 years and is experienced in theatre based training in the corporate sector.

General Manager

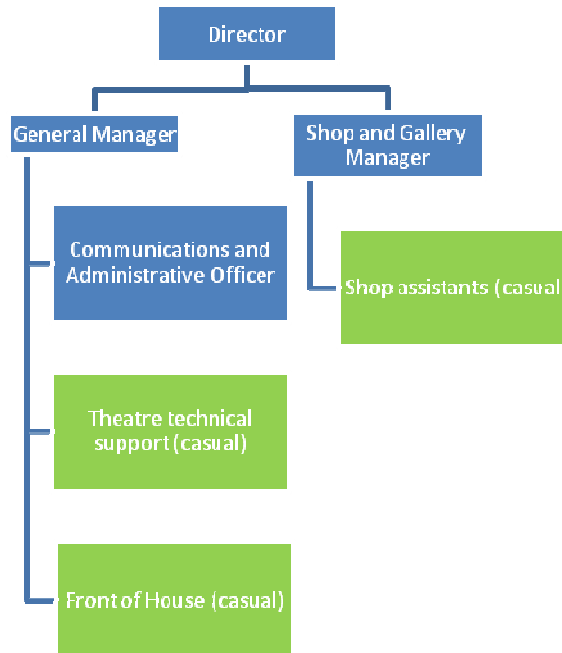
Becca Vallins has previously worked for the Almeida Theatre, the Barbican, the National Trust and English Heritage.

Shop and Gallery Development

Emily Alexander runs her own arts business - Launch Collaborative – and has previously worked for Common Purpose.

Appendix 2

Staffing Structure



Relationship to other staff in the building

Some services provided to partners will incur a cost. For example, Arts will pay a service charge to Crisis which will ensure that Crisis reception staff will be able to respond to Arts enquiries and the Facilities Manager will answer to the Arts Director regarding all aspects of building and technical management. Crisis will pay a charge to enable the Director of Arts to co-supervise the Crisis Arts Coordinator and link arts providers to Crisis and initiate arts projects that involve Skylight members.

Other exchanges will involve no exchange of money but will be crucial to successful operations. These include the sharing of duty management and back office functions and space when appropriate. The cafe, shop and gallery will support each other's businesses and the cafe will service theatre and other events. Staff training will be run jointly and staff from all teams will work closely together to ensure the building runs smoothly for all users. Aspire will support their members in volunteering for the Arts company.

Appendix 3 Rationale and assumptions underpinning the budget

A INCOME

A.1 Hires

Regular hires for dance classes in both the theatre and studio provide a secure predictable income and bring people into the building. However they also block the space for evening week long runs and other one off opportunities. Given the need to meet demand for local dancers and to introduce some level of security, we have decided to allow regular bookings of the theatre from Monday to Thursday during term time. This provides a guaranteed income of £20,000 in Year One. The theatre will be available for evening events on Fridays and Saturdays and during school holidays.

Corporate and Commercial

The conference market in Oxford is highly competitive and venues usually offer specific value added resources as part of the package. This includes everything from flip charts and free tea and coffee, to access to audio-visual equipment. Basic hire of an auditorium style venue is £500 per day. The return is much higher if you can offer catering, and hire on a delegate rate, anything from £25 - £75, with £35 being around average.

There may be more opportunities for the OFS in the half day meeting event, where average rates are between £30 and £40 an hour. There is an opportunity to exploit good will for the OFS to encourage commercial hire through company social responsibility policies and strong links to local authorities and charities.

Dance Classes

Extensive consultation with local dance teachers has led us to settle on hire charges which are higher than local community venues but which offer a better facility and remain affordable. Uptake is already strong.

Theatre Hire for events

There is great interest and demand in this sector, but the hire rates are low. Oxford University Drama students expect to hire a theatre of OFS size for £300 per week with a trainee technician included. Community Drama Groups expect to pay no more than £750 for eight days, again including technician.

Given the low in-house capacity for marketing, event producers will need to bring their own audiences and ticketing arrangements as well as a fee. This limits our ability to actively programme work which furthers the aims of the project. It also risks failing to establish artistic coherence and tone at the start of the new project.

Over time, we will look for box office splits and other arrangements which will attract a wider variety of groups but, in the first year, our focus will be on those producers who can pay a fee and fit within the limited periods of availability.

A.2 Occupancy

Overall we expect the following occupancy rates (bearing in mind that Year One is only 11 months due to delayed opening)

| | Year One | Year Two |
|---------|----------|----------|
| Theatre | 49% | 67% |
| Studio | 30% | 49% |

A.3 Artists' workshops

The six workshops are suitable only for artists and makers who do not make a lot of mess or noise. We offer a high quality environment with 24 hour access and opportunities to showcase work in the gallery and contribute to Crisis Skylight workshops. The hire policy was created in partnership with Magdalen Road Studios and an agreement is in place to share waiting lists. Charges are slightly higher than Magdalen Road to reflect the beneficial location and wider opportunities presented.

A.4 Gallery

Local market

| Gallery | Cost | Details |
|---------|--|---|
| A | £600 per week gives exclusive use of small gallery space. £600 per month +40% commission gives use if the wall space, but not exclusive use. | Facilities for selling Gives exclusive use of small gallery space |
| B | £245 per week +20% commission | No facilities for selling/marketing Need to provide invigilation. |
| C | £150 per week no commission | No facilities for selling/marketing. Need to provide invigilation. |
| D | 20% commission | Application process and exhibitions chosen by a panel Facilities for selling |
| E | 22% commission on selling shows (+VAT on that commission) and hire fee for non-selling shows | Press and Marketing support and invigilation of the works given. Foyer space, events are held around the work. |
| F | £250 for 3 days | Negotiable for 1 weeks hire but usually only over a weekend |
| G | 10% commission | Do not get exclusive use of the space; workshops and events held within the centre. Need to provide invigilation. |
| H | £200 per week no commission | No facilities for selling/marketing |

Feedback from local exhibitors suggests that undercutting these rates would attract significant interest. Given our location, marketing opportunities and invigilation service in conjunction with the shop it seems wise to be seeking commission whenever possible.

Exhibitions will normally be for 4 to 5 weeks.

OFS Gallery use will normally be divided between the following:

| | Duration | Number pa | Total weeks pa | Annual income |
|---|--------------|-----------|----------------|---------------|
| Hires + 40% commission | 4 weeks each | 5 | 20 weeks | £7,000 |
| Curated selling exhibitions 40% commission | 5 weeks each | 2 | 10 weeks | £8,000 |
| Curated non selling producing no income and paid for from OCC grant | 5 weeks each | 3 | 15 weeks | |

We are planning for one high selling exhibition per year aimed at national buyers (£18,000 turnover) and one lower selling more locally targeted sale (£2,000 turnover).

A.5 Shop

| | Worst case weekly sales (Year 1) | Best case weekly sales (Year 2) |
|-----------------------------------|----------------------------------|---------------------------------|
| Sale or Return commissions | | |
| Prints | 330 | 585 |
| Zines | 5 | 10 |
| Jewellery | 225 | 400 |
| Accessories | 60 | 110 |
| | | |
| Purchased wholesale | | |
| Cards and wrapping paper | 45 | 80 |
| Notebooks | 15 | 25 |
| Kids art | 30 | 55 |
| Lomo (Cameras) | 20 | 35 |
| Weekly turnover | 730 | 1,300 |
| Annual turnover (50 weeks) | 36,500 | 65,000 |
| Annual gross profit (45%) | 16,425 | 29,250 |

This will be made from a mixture of online and in-shop sales. The financial projections show adjustments for peak and low times and special promotions (eg. jewellery launches, 'meet the maker' events or shop exhibitions'). For example

| | |
|------------------------------|--|
| December | 15% above average in sales |
| January | 15% below average in sales |
| Feb and Sept | 10% below average in sales |
| March, April, May, June, Oct | average sales as predicted (any low sales off-set by targeted exhibitions) |
| July, August | 10% above average in sales (increased visitors to Oxford and feedback from Gloucester Green Market stall holders and organisers as a busy time for market) |

Break even (including shop staff) requires us to achieve Best Case sales of £1,300 per week which we aim to achieve by Year 2.

Figures have been developed in consultation with:

- Red Door Gallery Edinburgh
- Sanders of Oxford (rare print and map shop)
- Gallery Assistant, Creative Art Gallery, Woodstock
- Pod Gift shop, Oxford and previous gallery assistant at Meller Merceaux, Oxford and Modern Art Oxford
- Director of E-Media Colour & Business Angel

A.6 Summary of Standard Hire Charges

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-----------------------------------|---|--------------------------------------|------------|------------|------------|
| Theatre meetings | £40 per hour | £45 | £47 | £50 | £50 |
| Studio meetings | £30 per hour | £35 | £37 | £40 | £40 |
| Theatre classes (daytime) | £20 per hour £50 for 3 hours | £22 £55 | £22 £55 | £25 £60 | £25 £60 |
| Theatre classes (evening and w/e) | £25 per hour £60 for 3 hours | £27 £65 | £27 £65 | £30 £70 | £30 £70 |
| Studio classes (daytime) | £12 per hour £30 for 3 hours | £15 £35 | £15 £35 | £18 £45 | £18 £45 |
| Studio classes (evening and w/e) | £18 per hour £45 for 3 hours | £20 £50 | £20 £50 | £25 £60 | £25 £60 |
| Theatre week long run | £700 per week | £730 | £730 | £750 | £750 |
| Theatre one off gig | £200 per night | £210 | £220 | £230 | £230 |
| Gallery | £150 per week + 40% commission or £35 per day for short exhibitions | £160 + 40% commission or £40 per day | £165 | £170 | £170 |
| Artists workshops | £160 per month | £170 | £170 | £180 | £180 |
| Shop | 45% commission | 50% | 50% | 50% | 50% |

A.7 Cafe/Bar

The Cafe/Bar will be operated by Crisis Skylight and will work closely with the Arts at OFS shop and gallery to provide coherent customer service. For theatre events in the evening, Crisis will offer a bar and Arts will receive 50% of net profit. The manager of Benugo at the Ashmolean is advising on cafe development and has confirmed that the figures below are a reasonable starting place. He expects turnover to be higher than that described.

| Café Bar in support of performances and events | | | |
|--|-----------------|----------------------|------------------|
| Event: | Number of Event | Attendance per Event | Total Attendance |
| Music Gigs | 12 | 150 | 1800 |
| General one night stands | 12 | 85 | 1020 |
| week long runs (5 shows per week) | 30 | 85 | 2550 |
| 11 exhibition openings | 10 | 100 | 1000 |
| Other building Users | 80 | 10 | 800 |
| Total | 144 | | 7170 |

| Drinks Average spend | Drinks Total | Food Average Spend | Food Total |
|----------------------|--------------|--------------------|------------|
| £6 | £10,800 | £3 | £4,500 |
| £4.50 | £4,590 | £1.50 | £1,530 |
| £4.50 | £11,475 | £1.50 | £3,825 |
| £3.50 | £3,500 | £3 | £2,500 |
| £3.50 | £2,800 | £1 | £800 |
| £4.63 | £33,165 | £1.83 | £13,155 |

| | |
|--|---------------|
| Overall Café Bar income Evening & events | £46,320 |
| 33% profit | £15,286 |
| 50% to OFS | £7,643 |

A.8 Bonds/Debentures

Once the business model is secure, we will prioritise attracting individual investors or donors through a bond or friends scheme. We have put a modest target into the business plan but are ambitious to exceed this.

A.9 Theatre training for business

We will be offering training for business executives by experienced theatre practitioners (pro bono). Participants will be recruited through networks known to Crisis, Oxford Brookes and the trainers and will be charged £500 per head. All proceeds going to the company.

B EXPENDITURE

B.1 Service Charge to Crisis

At June 2011, this has not been finalised. Latest working figures are being used as follows;

| DESCRIPTION | Total | Arts Service Charge |
|--------------------------------|---------|---------------------|
| WASTE DISPOSAL | £1,474 | £663 |
| PEST CONTROL | £2,200 | £990 |
| RATES | £2,156 | £970 |
| WATER RATES | £1,135 | £511 |
| RENT | £0 | £0 |
| TELEPHONES | TBC | £1,500 |
| IT | TBC | £1,000 |
| ALARM/SECURITY | £1,980 | £891 |
| FRANKING, SCALES & INSERT EQP | £1,500 | £675 |
| HEALTH AND SAFETY | £2,750 | £1,238 |
| BUILDINGS INSURANCE | £2,255 | £1,015 |
| INSURANCE OF PLATE GLASS | TBC | £500 |
| FACILITIES MANAGEMENT RECHARGE | £35,940 | £17,970 |
| RECEPTION RECHARGE | £21,564 | £4,312 |
| REPAIRS AND MAINTENANCE | TBC | £1,000 |
| DIRECTOR OF ARTS RECHARGE | | -£10,482 |
| TOTAL | | £22,753 |

B.2 Theatre technician

Crisis Facilities Manager will be responsible for health and safety and maintenance of theatre technical equipment. Oxford Playhouse will provide technical supervision and train casual specialists who will in turn provide get in and get out support to visiting companies.

| | |
|--|-------------|
| Oxford Playhouse consultancy | 1750 |
| 1 day training x 5 casual technicians @£150 daily rate | 750 |
| 10 shows x half day get in and half day get out @ £100 half day rate | 2000 |
| Total | 4500 |

Theatrical Management Association (TMA) get out rates for a Saturday night are £40 an hour.

High quality Sound engineer day rate £250 - £350.

Basic scene shifters at £6.54 per hour for get ins.

Freelancer rates recommended by Playhouse on understanding that some skill with lights and sound will be required.

Hirers will be expected to pay for all technical input. This budget is to cover events where it is not possible to recharge.

B.3 Front of House

The budget combines all casual staff required to run public facing functions

| | Year 1 | | Year 2 |
|---|----------------|--------------------|----------------|
| 2 days a week shop/gallery assistant £433 a month | £4,763 | | £4,858 |
| Duty manager @ 7.50 per hour x 278 hours | £2,085 | Duty manager £7.65 | £2,662 |
| Ushers @ £6.08 an hour | £3,575 | Ushers £6.25 | £4,713 |
| Reception @ £6.08 an hour | £2,468 | Reception £6.25 | £3,438 |
| TOTAL | £12,892 | | £15,670 |

B.4 Depreciation

£201,910 worth of assets is expected to be granted to the company in the form of fixtures and fittings on handover of the building. Most of this will consist of long life items such as theatre lights and partition screens. Depreciation has been calculated at 10% of assets over 10 years. This figure will be reviewed, with specialist advice, once the nature and value of the actual assets are transferred and known.

B.5 On costs assumptions

Employer's on costs - 13.8%

Pension costs - 5%.

B.6 Inflation assumptions

Employment cost inflation - 2% pa

Other cost inflation - 4% pa

B.7 VAT

The company is not registered for VAT. Based on advice from accountants, much of its income is excluded and systems are in place to monitor income that could place the company in a position where it needs to register. This is not expected to happen in Year 1 of operations.

Appendix 4 Financial detail and assumptions – see attached spreadsheet



Arts at the Old Fire Station is registered as a Company Limited by Guarantee in England and Wales and as a Charity

CompanyNo: 7371445
Charity No: 1140525

Registered Office:
Old Fire Station, 40 George Street, Oxford, OX1 2AQ

www.oldfirestation.org.uk

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Arts at the Old Fire Station - DETAIL at June 2011

| INCOME | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-------------------------------------|-------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | To 30/9/11 | | | | | |
| Start up grant (OCC) | £65,000 | | | | | |
| Opening Commission (OCC) | £20,000 | | | | | |
| Visual Arts Development (OCC) | £7,750 | £15,500 | £15,500 | £15,500 | £15,500 | £15,500 |
| Dance prof development (ODF/ACE) | | £1,000 | £1,000 | | | |
| Other project fundraising | | £10,000 | £20,000 | £22,000 | £24,200 | £26,620 |
| Research (Oxford Brookes) | £3,000 | | | | | |
| Business training | | £10,000 | £15,000 | £16,500 | £17,325 | £18,191 |
| General fundraising | | £35,000 | £45,000 | £49,500 | £54,450 | £59,895 |
| Hires | | £49,580 | £65,030 | £68,282 | £71,696 | £75,280 |
| Gallery | | £14,425 | £16,690 | £18,359 | £19,277 | £20,241 |
| Shop | | £15,050 | £28,997 | £31,897 | £35,086 | £38,595 |
| Workshop Rents | | £11,520 | £12,240 | £12,240 | £12,960 | £12,960 |
| Catering and Bar | | £7,600 | £15,000 | £16,500 | £17,325 | £18,191 |
| Vending Machines | | £2,000 | £2,100 | £2,205 | £2,315 | £2,431 |
| Friends/Bond scheme | | £2,000 | £10,000 | £11,000 | £12,100 | £13,310 |
| Council contribution to Council Tax | | £2,238 | £2,328 | £2,421 | £2,517 | £2,618 |
| TOTAL INCOME | £95,750 | £175,913 | £248,885 | £266,403 | £284,752 | £303,833 |

EXPENDITURE

Staff:

| | | | | | | |
|------------------------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Director | £19,250 | £35,000 | £35,700 | £36,414 | £37,142 | £37,885 |
| General Manager | £6,250 | £20,000 | £20,400 | £20,808 | £21,224 | £21,649 |
| Shop gallery manager | £3,700 | £22,000 | £22,440 | £22,889 | £23,347 | £23,814 |
| Comms and Admin Officer | £1,800 | £10,800 | £11,016 | £11,236 | £11,461 | £11,690 |
| Front of House (kncl shop/gallery) | | £12,892 | £15,670 | £15,983 | £16,303 | £16,629 |
| Bookkeeper | | £3,000 | £3,060 | £3,121 | £3,184 | £3,247 |
| NI (13.8%) | £4,278 | £13,895 | £14,173 | £14,457 | £14,746 | £15,041 |
| Pension contribution (5%) | £0 | £4,390 | £4,478 | £4,567 | £4,659 | £4,752 |
| Technician | | £4,500 | £4,590 | £4,682 | £4,775 | £4,871 |
| Shop/gallery development | £2,880 | | | | | |
| Admin freelance | £3,040 | | | | | |
| Staff Sub Total | £41,198 | £126,477 | £131,527 | £134,158 | £136,841 | £139,578 |

General Expenditure:

| | | | | | | |
|---------------------------------------|--------|--------|--------|--------|--------|--------|
| Payroll | £252 | £400 | £416 | £433 | £450 | £468 |
| Recruitment | | £1,000 | £1,040 | £1,082 | £1,125 | £1,170 |
| Staff, volunteer and trustee expenses | £1,600 | £2,000 | £2,080 | £2,163 | £2,250 | £2,340 |
| Marketing | £720 | £5,000 | £5,200 | £5,408 | £5,624 | £5,849 |
| General Administration | £2,000 | £2,000 | £2,080 | £2,163 | £2,250 | £2,340 |
| Postage | | £500 | £520 | £541 | £562 | £585 |
| Stationery | | £1,000 | £1,040 | £1,082 | £1,125 | £1,170 |
| Licenses | | £640 | £666 | £692 | £720 | £749 |
| Insurances | £550 | £2,000 | £2,080 | £2,163 | £2,250 | £2,340 |
| Equipment hire/technical expenditure | | £2,000 | £2,080 | £2,163 | £2,250 | £2,340 |
| Equipment maintenance | | £2,000 | £2,080 | £2,163 | £2,250 | £2,340 |

| | | | | | | |
|---------------------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Box Office Services | | | | | | |
| PRS and other fees | | £1,750 | £1,820 | £1,893 | £1,969 | £2,047 |
| Hospitality | | £500 | £520 | £541 | £562 | £585 |
| Audit and Legal Fees | £1,000 | £1,750 | £1,820 | £1,893 | £1,969 | £2,047 |
| Contingency | | £4,000 | £4,000 | £4,000 | £4,000 | £4,000 |
| Depreciation | | £20,190 | £20,190 | £20,190 | £20,190 | £20,190 |
| Gallery expenses | £410 | £7,947 | £8,910 | £9,266 | £9,637 | £10,023 |
| Shop expenses | £4,500 | £6,465 | £7,892 | £8,208 | £8,536 | £8,877 |
| Other Arts Projects | | £9,000 | £18,000 | £19,800 | £21,780 | £23,958 |
| Opening Commission | £18,000 | | | | | |
| Training | £1,000 | £1,000 | £1,040 | £1,082 | £1,125 | £1,170 |
| Launch costs | £4,000 | £1,000 | | | | |
| Company set up costs | £4,500 | | | | | |
| General Sub Total | £38,532 | £72,142 | £83,474 | £86,925 | £90,622 | £94,586 |
| Services: | | | | | | |
| Telephone and IT | | | | | | |
| Gas and Electricity | | £4,500 | £4,680 | £4,867 | £5,062 | £5,264 |
| Council or Business Tax | | £2,356 | £2,450 | £2,548 | £2,650 | £2,756 |
| Cleaning (contract) | | £6,000 | £6,240 | £6,490 | £6,749 | £7,019 |
| Crisis service charges | | £22,753 | £23,663 | £24,610 | £25,594 | £26,618 |
| Services Sub Total | £0 | £35,609 | £37,033 | £38,515 | £40,055 | £41,657 |
| TOTAL EXPENDITURE | £79,730 | £234,228 | £252,034 | £259,597 | £267,519 | £275,822 |
| Surplus/Deficit | £16,020 | -£58,315 | -£3,150 | £6,805 | £17,233 | £28,011 |
| Carried forward | | £16,020 | -£42,295 | -£45,445 | -£38,640 | -£21,407 |
| Balance | | -£42,295 | -£45,445 | -£38,640 | -£21,407 | £6,605 |

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at the Old Fire Station - NOTES at June 2011

Further explanation of rationale and assumptions is in Appendix 3 of the business plan

Guaranteed until March 2012 and will require renewal each year - assumed renewal but no increase

Application to Arts Council England (ACE) from Oxford Dance Forum (ODF) also secures £13900 towards hire for specific projects assuming 10% management charge and remainder is new spend in line 59

To support submission of a research grant to HEFCE with Oxford Brookes to examine social impact of arts into 20 participants at £500 per head in Year 1 with 30 participants in Year 2 and then rising with increased fees in Year 3. Based on lower end of professional fundraising advice but may be hard to achieve in Year 1. See section 4.3 of business plan. Year 1 is 11 months of trading. Year 2 allows for full year and improved performance. 10 dance class hires are included. See App 3 section A4 in plan. Year 1 is 11 months. Year 2 is modest increase to reflect full year then 10% increase in Year 3. See App 3 section A5 in plan. Year 1 is conservative and Year 2 shows ambitious growth based on advice followed. 6 workshops at £160 per month. 2 workshops are let. Brookes has made a firm commitment to let a further 2 workshops. See App 3 section A3 in plan. Modest target for Year 1 increasing significantly in Year 2 then 10% increase in Year 3. Decision on type of machine has not yet been made. Figure based on consultant's advice.

Aiming for an ambitious bond issue but no work yet undertaken so target low at present.

Reimbursement of most of council tax agreed with OCC

0.8 until 31 August and full time from 1st Sept. Assumes 2% increase each year.

0.8 from 1st July

Full time from 1st August

0.6 from 1st August

Incorporates all casual staff employed to deal with the public as duty managers, box office, ushers and shop assistants. 15 days @ £200 per day

Pays for specialist support from Oxford Playhouse and casual technicians for 10 shows. See App 3 section B2 in business plan. This and following lines assume 4% inflation

Maintenance is the responsibility of Crisis Facilities Manager

10% of assets per year over 10 years - most assets are long life (theatre lights, fixed partition screens). See Appendix 3. Excluding staffing which is within Shop Manager and Front of House

Ditto

90% of money raised through project fundraising is spent on delivery. If money is not raised, this will not be spent. Estimate

See note 14

Estimate - this may be rolled into Crisis service charge

Not yet finalised but latest figures are explained in App3 section B1 in plan

ees pa for 2 years incorporated into the hires total. Result of application due in July 2011.

rvention. If successful will result in space hire and capacity support but no further income included as b subsequent years

f plan.

secure and 3 performance hires are committed for the autumn. See Appendix 3 sections A1, A2 and A6 ease in year 3 and 5% in years 4 and 5.

ved by 10% further growth in following years

! and the remaining 2 are likely to go soon. Fees rise to £170 in years 2 and 3 and £180 in years 4 and 5. ear 3 and 5% thereafter.

ssistants. See App3 section B3

n plan.

up 3 section B4 in plan.

ent.

id not yet submitted.

5.

Arts at the Old Fire Station - CASHFLOW at June 2011

| Year One | Oct-11 | Nov-11 | Dec-11 | Jan-12 | Feb-12 | Mar-12 | Apr-12 | May-12 |
|-------------|----------|----------|----------|----------|----------|----------|----------|----------|
| b/f | £16,020 | £3,672 | -£3,951 | -£14,774 | -£6,612 | -£16,835 | -£19,818 | -£9,846 |
| income | £5,405 | £11,130 | £6,930 | £25,915 | £7,530 | £14,770 | £27,725 | £12,280 |
| expenditure | -£17,753 | -£18,753 | -£17,753 | -£17,753 | -£17,753 | -£17,753 | -£17,753 | -£17,753 |
| c/f | £3,672 | -£3,951 | -£14,774 | -£6,612 | -£16,835 | -£19,818 | -£9,846 | -£15,319 |

| Year Two | Oct-12 | Nov-12 | Dec-12 | Jan-13 | Feb-13 | Mar-13 | Apr-13 | May-13 |
|-------------|----------|----------|----------|----------|----------|----------|----------|----------|
| b/f | -£22,103 | -£25,268 | -£26,238 | -£32,608 | -£20,743 | -£28,658 | -£18,033 | -£22,483 |
| income | £16,155 | £18,350 | £12,950 | £31,185 | £11,405 | £29,945 | £14,870 | £13,455 |
| expenditure | -£19,320 | -£19,320 | -£19,320 | -£19,320 | -£19,320 | -£19,320 | -£19,320 | -£19,320 |
| c/f | -£25,268 | -£26,238 | -£32,608 | -£20,743 | -£28,658 | -£18,033 | -£22,483 | -£28,348 |

Income estimate Year One

| | | | | | | | | |
|-------------------|-------------|--------------|-------------|--------------|-------------|--------------|--------------|--------------|
| Workshop rent | 960 | 960 | 960 | 960 | 960 | 960 | 960 | 960 |
| Visual Arts Grant | 3875 | | | 3875 | | | 3875 | |
| Hires | 520 | 1000 | 2000 | 3000 | 4000 | 5000 | 5600 | 5660 |
| ODF | | | | | | | | 1000 |
| Other projects | | | | | | 5000 | | |
| Gen fundraising | | | | 15000 | | | 5000 | |
| Business | | | | | | | 10000 | |
| Gallery | | 7300 | 1500 | 30 | 450 | 1400 | 30 | 1400 |
| Shop | | 1370 | 1580 | 1160 | 1230 | 1370 | 1370 | 1370 |
| bar | 50 | 500 | 890 | 890 | 890 | 1040 | 890 | 890 |
| Council tax | | | | | | | | |
| Bonds | | | | 1000 | | | | 1000 |
| TOTAL | 5405 | 11130 | 6930 | 25915 | 7530 | 14770 | 27725 | 12280 |

Income estimate Year Two

| | | | | | | | | |
|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Workshop rent | 1020 | 1020 | 1020 | 1020 | 1020 | 1020 | 1020 | 1020 |
| Visual Arts Grant | 3875 | | | 3875 | | | 3875 | |
| Hires | 5420 | 5420 | 5420 | 5420 | 5420 | 5420 | 5420 | 5420 |
| ODF | | | | | | | | 1000 |
| Other projects | | | | | | 10000 | | |
| Gen fundraising | | | | 15000 | | | | |
| Business | | | | | | 7500 | | |
| Gallery | 1530 | 7400 | 1600 | 40 | 650 | 1490 | 40 | 1500 |
| Shop | 2200 | 2400 | 2800 | 2000 | 2200 | 2400 | 2400 | 2400 |
| bar | 1280 | 1280 | 1280 | 3000 | 1280 | 1280 | 1280 | 1280 |
| Council tax | | | | | | | | |
| Bonds | 830 | 830 | 830 | 830 | 835 | 835 | 835 | 835 |
| TOTAL | 16155 | 18350 | 12950 | 31185 | 11405 | 29945 | 14870 | 13455 |

| Jun-12 | Jul-12 | Aug-12 | Sep-12 | | |
|---------------|---------------|---------------|---------------|------------------|----------|
| -£15,319 | -£18,322 | -£23,120 | -£30,398 | | |
| £14,750 | £12,955 | £10,475 | £26,048 | £175,913 | £175,913 |
| -£17,753 | -£17,753 | -£17,753 | -£17,753 | -£214,036 | £214,038 |
| -£18,322 | -£23,120 | -£30,398 | -£22,103 | | |

| Jun-13 | Jul-13 | Aug-13 | Sep-13 | | |
|---------------|---------------|---------------|---------------|------------------|----------|
| -£28,348 | -£20,683 | -£24,833 | -£31,448 | | |
| £26,985 | £15,170 | £12,705 | £45,713 | £248,888 | £248,885 |
| -£19,320 | -£19,320 | -£19,320 | -£19,320 | -£231,840 | £231,844 |
| -£20,683 | -£24,833 | -£31,448 | -£5,055 | | |

| | | | | | |
|--------------|--------------|--------------|--------------|---------------|---------------|
| 960 | 960 | 960 | 960 | 11520 | 11520 |
| | 3875 | | | 15500 | 15500 |
| 5700 | 5700 | 5700 | 5700 | 49580 | 49580 |
| | | | | 1000 | 1000 |
| | | | 5000 | 10000 | 10000 |
| 5000 | | | 10000 | 35000 | 35000 |
| | | | | 10000 | 10000 |
| 830 | 30 | 1425 | 30 | 14425 | 14425 |
| 1370 | 1500 | 1500 | 1230 | 15050 | 15050 |
| 890 | 890 | 890 | 890 | 9600 | 9600 |
| | | | 2238 | 2238 | 2238 |
| | | | | 2000 | 2000 |
| 14750 | 12955 | 10475 | 26048 | 175913 | 175913 |

| | | | | | |
|--------------|--------------|--------------|--------------|---------------|---------------|
| 1020 | 1020 | 1020 | 1020 | 12240 | 12240 |
| | 3875 | | | 15500 | 15500 |
| 5420 | 5420 | 5420 | 5410 | 65030 | 65030 |
| | | | | 1000 | 1000 |
| | | | 10000 | 20000 | 20000 |
| 15000 | | | 15000 | 45000 | 45000 |
| | | | 7500 | 15000 | 15000 |
| 930 | 40 | 1430 | 40 | 16690 | 16690 |
| 2500 | 2700 | 2700 | 2300 | 29000 | 28997 |
| 1280 | 1280 | 1300 | 1280 | 17100 | 17100 |
| | | | 2328 | 2328 | 2328 |
| 835 | 835 | 835 | 835 | 10000 | 10000 |
| 26985 | 15170 | 12705 | 45713 | 248888 | 248885 |