

# Agenda

www.oxford.gov.uk



## City Executive Board

Date: **Thursday 19 January 2017**

---

Time: **5.00 pm**

---

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

---

For any further information please contact:

**Sarah Claridge, Committee and Member Services Officer**

Telephone: 01865 529920

Email: [executiveboard@oxford.gov.uk](mailto:executiveboard@oxford.gov.uk)

---

As a matter of courtesy, if you intend to record the meeting please let the Committee Services Officer know how you wish to do this before the start of the meeting.

# City Executive Board

## Membership

<b>Chair</b>	Councillor Bob Price	Corporate Strategy and Economic Development
	Councillor Ed Turner	Finance, Asset Management and Public Health
	Councillor Susan Brown	Customer and Corporate Services
	Councillor Alex Hollingsworth	Planning and Regulatory Services
	Councillor Pat Kennedy	Young People, Schools and Skills
	Councillor Mike Rowley	Housing
	Councillor Christine Simm	Culture and Communities
	Councillor Dee Sinclair	Community Safety
	Councillor Linda Smith	Leisure, Parks and Sport
	Councillor John Tanner	A Clean and Green Oxford

The quorum for this meeting is three, substitutes are not allowed.

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

### **HOW TO OBTAIN A COPY OF THE AGENDA**

In order to reduce the use of resources, our carbon footprint and our costs we will no longer produce paper copies of agenda over and above our minimum requirements. Paper copies may be looked at the Town Hall Reception and at Customer Services, St Aldate's.

A copy of the agenda may be:-

- Viewed on our website – [mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk)
- Downloaded from our website
- Subscribed to electronically by registering online at [mycouncil.oxford.gov.uk](http://mycouncil.oxford.gov.uk)

# AGENDA

## PART ONE PUBLIC BUSINESS

### Pages

- 1 APOLOGIES FOR ABSENCE
- 2 DECLARATIONS OF INTEREST
- 3 ADDRESSES AND QUESTIONS BY MEMBERS OF THE PUBLIC
- 4 COUNCILLORS ADDRESSES ON ANY ITEM FOR DECISION ON THE BOARD'S AGENDA
- 5 COUNCILLOR ADDRESSES ON NEIGHBOURHOOD ISSUES
- 6 ITEMS RAISED BY BOARD MEMBERS
- 7 SCRUTINY COMMITTEE REPORTS

a **SCRUTINY REPORT: DEVOLUTION PLANS FOR OXFORDSHIRE**

Report of the Scrutiny Devolution Review Group

Report to follow.

8 **COMMISSIONED ADVICE STRATEGY 2018-2021**

7 - 18

**Lead Member:** Councillor Brown, Board Member for Customer and Corporate Services

The Executive Director for Organisational Development & Corporate Services has submitted a report which proposes that a new model for funding advice services in Oxford is investigated in time to replace the current programme which ends on 31 March 2018.

**Recommendations:** That the City Executive Board resolves to:

1. **Agree** that work is undertaken early in 2017 to evaluate the current provision of advice services in Oxford, and to compare this with different models of provision in other parts of the country.

2. **Agree** to commission an independent evaluation of services which proposes a new funding model which ensures that the outcomes of the Council's Financial Inclusion Strategy are delivered.
3. **Agree** that all funding models should be considered in investigating the new approach, including competitive tendering, and retaining the current model.

**9 ESTABLISHMENT OF TRUST ARRANGEMENTS TO SUPPORT THE REDEVELOPMENT OF THE MUSEUM OF OXFORD.**

19 - 30

**Lead Member:** Councillor Simm, Board Member for Culture and Communities

The Head of Community Services has submitted a report which seeks the establishment of a development trust to support the redevelopment of the Museum of Oxford.

**Recommendations:** That the City Executive Board resolves to:

1. **Approve** the establishment of a Development Trust as a vehicle to raise funds to support the redevelopment of the Museum of Oxford.
2. **Delegate authority** to the Head of Community Services to commit up to £5,000 from existing resources in order to register the fundraising vehicle with the Charity Commission.
3. **Delegate authority** to the Head of Community Services to agree detailed arrangements relating to the Development Trust.
4. **Delegate authority** to the Head of Community Services to explore the future establishment of a full Charitable Trust to manage the long-term development of the Museum of Oxford.
5. **Instruct** the Head of Community Services to report back to City Executive Board at a future date on progress in relation to the establishment of a full Charitable Trust. The report should include the Trust remit, revised charitable aims (objects), and a draft business plan outlining proposals for staffing, financial management and other aspects of the Trust's future development.

**10 MINUTES**

31 - 40

Minutes of the meeting held on 15 December 2016

**Recommendation:** The City Executive Board NOTES the minutes of the meeting held on 15 December 2016 as a true and accurate record.

## **DECLARING INTERESTS**

### **General duty**

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

### **What is a disclosable pecuniary interest?**

Disclosable pecuniary interests relate to your\* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licences for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

### **Declaring an interest**

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

### **Members' Code of Conduct and public perception**

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

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

## **HOW OXFORD CITY COUNCILLORS AND MEMBERS OF THE PUBLIC CAN ENGAGE AT THE CITY EXECUTIVE BOARD**

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

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

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

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

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

### **Councillors speaking at meetings**

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

### **Councillors speaking on Neighbourhood issues (10 minutes in total)**

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

### **Items raised by Board members**

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

a)

b)

|

**To:** City Executive Board  
**Date:** 19 January 2017  
**Report of:** Executive Director for Organisational Development & Corporate Services  
**Title of Report:** Commissioned Advice Strategy from 2018

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To propose that a new model for funding advice services in Oxford is investigated in time to replace the current programme which ends on 31 March 2018
<b>Key decision:</b>	Yes
<b>Executive Board Member:</b>	Cllr Susan Brown, Customer & Corporate Services
<b>Corporate Priority:</b>	An efficient and effective council, strong and active communities
<b>Policy Framework:</b>	Financial Inclusion Strategy.
<b>Recommendations:</b> That the City Executive Board resolves to:	
<ol style="list-style-type: none"> <li>1. <b>Agree</b> that work is undertaken early in 2017 to evaluate the current provision of advice services in Oxford, and to compare this with different models of provision in other parts of the country.</li> <li>2. <b>Agree</b> to commission an independent evaluation of services which proposes a new funding model which ensures that the outcomes of the Council's Financial Inclusion Strategy are delivered.</li> <li>3. <b>Agree</b> that all funding models should be considered in investigating the new approach, including competitive tendering, and retaining the current model.</li> </ol>	

<b>Appendices</b>	
Appendix 1	Risk Register
Appendix 2	Equalities Impact Assessment
Appendix 3	National Audit Office Principles of Good Commissioning

## Introduction and background

1. The City Council currently provides £518,379 of grant funding through its Advice and Money Management commissioning theme. This represents over a third of the Council's grant funding to community and voluntary organisations, as shown in Table 1 below. The grants programme is co-ordinated and monitored by the Communities and Neighbourhoods team in consultation with lead commissioning officers and their portfolio holders.

**Table 1**

<b>Funding Area</b>	<b>2016/17 Budget (£)</b>
Advice & Money Management commissioning theme	518,379
Homelessness commissioning theme	442,279
Inclusive arts and culture commissioning theme	235,262
Community Safety commissioning theme	61,082
Community & voluntary sector infrastructure commissioning theme	43,736
Inclusive leisure & play for disabled children and young people commissioning theme	15,000
Open Bidding	110,000
Small grants programme	5,232
<b>Total</b>	<b>1,430,970</b>

2. Although the Advice & Money Management funding is described as a commissioning theme, it actually represents grant funding. It currently provides core funding to four organisations who provide advice on a range of issues, but predominantly in relation to debt and benefit entitlement. The funding allocation for 2016/17 is shown in Table 2 below.
3. The current Advice & Money Management programme runs for three years in order to provide certainty to funded organisations. A priority area is agreed each year for which additional monitoring is undertaken. In the first year the priority area was debt, and this year it is households in low paid work. The current programme, which finishes at the end of 2017/18, aligned its outcomes with the objectives of the Council's Financial Inclusion Strategy, as this is the only funding source to achieve many of the Strategy's aims. In accordance with the Oxfordshire Compact, the Council needs to advise current providers of its broad intentions from 2018 onwards, as early as possible.
4. The demand for grants from the City Council continues to grow as other sources of funding are reduced reflecting the general tightening in public sector funding. The reduction in funding by the County Council of advice centres in Oxford is shown in Table 2 below. This has been replaced with a single contract worth £139,224 annually for the whole of Oxfordshire. We should expect increased demand across the Council's grants programme if the County Council reduces community and voluntary sector funding further. At the same time, demand for grant funded advice services is increasing due to the increasing unaffordability of housing in Oxford, ongoing reductions to benefits, and complexity within the



benefits system due to the migration to new benefits (e.g. Universal Credit and Personal Independence Payment). The advice sector has attempted to mitigate these factors by working more closely with each other, and other third sector organisations in the city.

**Table 2**

<b>Organisation</b>	<b>City Council funding 16/17</b>	<b>Loss of County Council funding</b>
Agnes Smith	£85,290	-£14,684
Citizens Advice Oxford	£200,000	-£25,000
Oxford Community Work Agency	£142,611	-£119,719
Rose Hill & Donnington	£90,478	-£14,360
<b>Total</b>	<b>£518,379</b>	<b>-£173,763</b>

5. The City Council has incurred costs and provided additional funding to a range of organisations in the last year as a result of these changes. This includes both the provision of advice and housing support services. The majority of additional support has been provided as one off funding, and this is not a sustainable way to ensure adequate delivery of services in the future. In respect of Advice & Money Management, the Council has an opportunity to rethink the way services are provided so that they are put on a secure footing, and deliver the aims of the Council's Financial Inclusion Strategy.
6. The current method of grant funding the advice sector does have a number of advantages for the organisations concerned, i.e. It protects the independence of organisations that are funded, it reduces bureaucracy for funded organisations by avoiding the imposition of targets, and it ensures the continued existence of community based organisations in the Council's regeneration areas. There is also a benefit to the Council in the existing model. This is that services are essentially demand led. This means that if a change in policy by the government creates a change in the nature of demand for advice, local organisations can more easily adapt to this, as compared to a model where specific outcomes are required as part of a contract for delivery.
7. However, given the funding constraints in the public sector, it is essential that the Council satisfies itself that expenditure on advice services delivers the best value for money for Oxford residents, and that the objectives of the Financial Inclusion Strategy are being met. As such it is proposed that current advice services are evaluated and compared with other models of delivery. This evaluation would consider the following issues, among others:
  - What is the best model for providing value for money advice services in Oxford? What is the impact of having a greater or fewer number of organisations involved in providing advice services, and are services better provided by larger or smaller sized organisations?
  - What is the best model for aligning the provision of advice services to the Council's priorities, and outcomes from its Financial Inclusion Strategy?

- What is the best model for encouraging innovation and collaborative working in the sector?
  - What model of provision would provide the best geographical coverage to ensure that all people requiring advice can access it easily, and the potential for unmet demand is limited?
8. In investigating a new model for the funding of advice services, it will be essential to consult widely on the issue in order to understand what generates demand, how to ensure high quality services are provided, and how users want to access the service. This will require a programme of engagement to be conducted during 2017 with providers of services, customers and stakeholders. This will include face to face meetings with the groups mentioned above, as well as an online and postal survey to obtain a broad range of views. The objective of the consultation would be to consider the following *inter alia*:
- the key outcomes required (which may see the advice and money management theme being expanded to better reflect identified needs);
  - how customers engage with services, including access for hard to reach customers;
  - how duplication of effort between services and agencies can be avoided;
  - opportunities for partnership delivery;
  - how to effectively monitor commissioned services.
9. This approach incorporates relevant elements from the National Audit Office's eight principles of good commissioning (these are shown at Appendix 3). The evidence obtained from this process would inform the design of a specification which would have regard to the following elements:
- type of services to be delivered (e.g. debt advice, benefits advice)
  - funding to be allocated to different services
  - way customers access the services (e.g. by phone, face to face etc.)
  - outcomes required from the services
  - monitoring information required from the services
10. It is intended that work to determine the most suitable funding model commence in early 2017 so that a report setting out the options and recommending a preferred option could be taken to CEB September 2017. This would allow time for the successful model to be put in place by 1 April 2018.

### **Financial implications**

11. The report proposes investigating a new approach to commissioning third sector support in relation to advice and money management, in order to increase the productivity derived from the available budget (£518,379). As stated above, Council grants are coming under increasing pressure, and so the effectiveness of available funds must be maximised, and their use must be linked directly to customer outcomes. However, there are no significant financial implications of this report.

**Legal issues**

12. There are no legal implications of this report.

**Level of risk**

13. A risk register is attached at Appendix one.

**Equalities impact**

14. An initial equalities impact assessment is attached at Appendix two.

<b>Report author</b>	Paul Wilding
Job title	Revenues & Benefits Programme Manager
Service area or department	Welfare Reform Team
Telephone	01865 252461
e-mail	<a href="mailto:pwilding@oxford.gov.uk">pwilding@oxford.gov.uk</a>

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

This page is intentionally left blank

Appendix 1 Risk Register

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Customer outcomes	Customer outcomes are reduced as funding of advice services are not aligned with Council policies	Opp	Current approach to funding advice services gives the Council little input into the nature of services delivered and outcomes to be achieved,	Theservices which are delivered do not deliver council objectives	3/11/16	Paul Wilding	3	3	2	2	2	2		Investigate how different funding models would better deliver the Council's onjectives	30/09/17		0	Paul Wilding
Provision of services	The provision of advice services do not meet customer needs	Opp	Customer needs not properly identified when designing service specification.	Reduced outcomes for customers	3/11/16	Paul Wilding	4	3	3	2	3	2		Clear process proposed to design specification following NAO commissioning guidelines	30/09/17		0	Paul Wilding
Pressure on Council resources	Cuts in funding to services in the city lead to additional demand for funding, and pressure on council funded services.		County Council cuts lead to organisations looking for additional funding from the city council.	City council budgets and/or services come under pressure	3/11/16	Paul Wilding	4	4	3	3	3	3		Investigate how different funding models would enable the Council to target funding where it is most needed.	30/9/17		0	Paul Wilding

This page is intentionally left blank

## Initial Equalities Impact Assessment

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The funding of advice services relates to services which are used disproportionately by people on low incomes, from ethnic minorities and people who have a disability or long term illness. However the proposals are aimed at strengthening the link between the provision of services and the outcomes for customers. As such there are no anticipated equality impacts.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

The proposed change is to investigate the best model for funding advice services. It is intended that greater outcomes will be achieved for customers by ensuring that any new funding model prioritises the ability to deliver high quality frontline services to customers who require them. In addition the outcomes to be achieved from these services will be more closely aligned to the outcomes of the Council's Financial Inclusion Strategy.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

Consultation will be undertaken with both providers and users of advice services, including people who are disabled.

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

There are no envisaged adverse impacts.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

Detailed monitoring is currently undertaken of existing advice services, and this will continue under any new arrangements agreed by CEB. This includes collecting data on protected characteristics of service users. As such any changes will be able to be easily identified. Data is collected on a 6 monthly basis from funded organisations, with an annual monitoring visit undertaken in person by the Revenues & Benefits Programme Manager.

Lead officer responsible for signing off the EqIA: Paul Wilding

Role: Revenues & Benefits Programme Manager

Date: 3 November 2016



## **Appendix Three – National Audit Office Principles of Good Commissioning**

The eight principles of good commissioning are:

- Understanding the needs of users and other communities by ensuring that, alongside other consultees, you engage with the third sector organisations, as advocates, to access their specialist knowledge;
- Consulting potential provider organisations, including those from the third sector and local experts, well in advance of commissioning new services, working with them to set priority outcomes for that service;
- Putting outcomes for users at the heart of the strategic planning process;
- Mapping the fullest practical range of providers with a view to understanding the contribution they could make to delivering those outcomes;
- Considering investing in the capacity of the provider base, particularly those working with hard-to-reach groups;
- Ensuring contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate;
- Ensuring long-term contracts and risk sharing, wherever appropriate, as ways of achieving efficiency and effectiveness; and
- Seeking feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

This page is intentionally left blank

**To:** City Executive Board  
**Date:** 19 January 2017  
**Report of:** Head of Community Services  
**Title of Report:** Establishment of Trust arrangements to support the redevelopment of the Museum of Oxford.

<b>Summary and recommendations</b>	
<b>Purpose of report:</b>	To ask the City Executive Board to authorise the establishment of Trust arrangements to support the redevelopment of the Museum of Oxford.
<b>Key decision:</b>	No
<b>Executive Board Member:</b>	Cllr Christine Simm, Culture and Communities
<b>Corporate Priority:</b>	Strong and active communities.
<b>Policy Framework:</b>	Culture Strategy 2015-18.
<b>Recommendations:</b> That the City Executive Board resolves to:	
1.	<b>Approve</b> the establishment of a Development Trust as a vehicle to raise funds to support the redevelopment of the Museum of Oxford.
2.	<b>Delegate authority</b> to the Head of Community Services to commit up to £5,000 from existing resources in order to register the fund-raising vehicle with the Charity Commission.
3.	<b>Delegate authority</b> to the Head of Community Services to agree detailed arrangements relating to the Development Trust.
4.	<b>Delegate authority</b> to the Head of Community Services to explore the future establishment of a full Charitable Trust to manage the long-term development of the Museum of Oxford.
5.	<b>Instruct</b> the Head of Community Services to report back to City Executive Board at a future date on progress in relation to the establishment of a full Charitable Trust. The report should include the Trust remit, revised charitable aims (objects), and a draft business plan outlining proposals for staffing, financial management and other aspects of the Trust's future development.

<b>Appendices</b>	
Appendix 1	Equalities Impact Assessment
Appendix 2	Risk Register

## Purpose

1. This paper sets out proposals to establish Trust arrangements to support the redevelopment of the Museum of Oxford. The paper proposes that these arrangements are introduced in two stages:
  - a) the immediate establishment of a Development Trust to act as a charitable vehicle to enable the Museum to fundraise.
  - b) the subsequent transition of the Development Trust from a fund-raising vehicle into a full Charitable Trust which will manage the future development of the Museum.
2. The Head of Heritage Lottery Fund (HLF), South East England – the key funder of the Museum redevelopment project – has confirmed that HLF are happy with the approach set out in this paper.

## Background

- 3 In 2009/10, the City Council commissioned a study to appraise options for improving the Museum of Oxford and to ensure its sustainability. Significant investment in the Museum was not possible at that time so it was decided in 2011 that the old Museum spaces should temporarily close. The Museum of Oxford has continued its work on a reduced scale through the *Explore Oxford* galleries - two rooms housing imaginative and digitally enabled exhibitions – which were opened in June 2012. This strategy created space so that detailed creative and financial planning for a future large-scale redevelopment could take place.
- 4 The *Explore Oxford* galleries, although they are small and quite constrained, have been very popular. More than 75,000 people visit annually, and more than 100 trained local volunteers support visitors as they explore the galleries and Town Hall spaces. There is a Friends of the Museum of Oxford group in place. We have extensive outreach programmes in place and we currently work with around 25 community groups, including the Oxford Hindu Temple, Jewish Heritage Oxford, and the Memory Lane reminiscence groups.
- 5 In order to build on the success of the *Explore Oxford* galleries, we have embarked on a £2.4million scheme – *Oxford's Hidden Histories* - to refurbish and bring back into use the old museum space. In 2015, we applied to the Heritage Lottery Fund (HLF) for £1.6m. Our first round application was successful and HLF has awarded us £142,000 to fund the current development phase. The development team includes architects, exhibition designers and activity planning consultants. We will submit a Round 2 application to HLF in autumn 2017. Oxford City Council will contribute £315,000 to the capital development.
- 6 The Museum of Oxford is the only Oxford museum which tells the stories of the city and its people. The major redevelopment that we have launched will transform the Museum into a key resource for discovering, interpreting, and sharing the rich heritage of Oxford's diverse communities. The Museum's social history mission will be strengthened and we will give voice in particular to individuals and communities whose stories - *Oxford's Hidden Histories* - have often been overwhelmed by this great city's defining narratives.
- 7 In addition to HLF funding and support from the City Council, we are aiming to raise a minimum of £300,000 from other sources. HLF will require evidence at the time of submission that we have funding pledges to cover 80% of this amount.

- 8 If funding pledges to cover 80% of the required amount have not been raised before the second round bid is submitted in December 2017 then a further report to City Executive Board on whether to continue with the capital project will be required.

### **Fundraising and future museum development**

- 9 The need to raise funds from trusts and foundations and the need to ensure the ongoing sustainability of the Museum require fresh thinking about structures and governance.
- 10 The need to raise funds is urgent and our fund-raising consultant has advised us that the most effective way of enabling this is to set up a vehicle – a Development Trust - registered with the Charity Commission. This will enable us to access sources of funding not available to local authorities. These sources include:
  - a) Charitable trusts and foundations. The Museum Team’s strong track record in raising money from Arts Council England (ACE) Heritage Lottery Fund (HLF) and similar bodies means that they are well placed to write strong bids to these sources
  - b) Private and corporate donations. The team does not have extensive experience in this area. A strong and well-connected Board of Trustees, supported by advice from our fund-raising consultant, will be essential to success
  - c) Crowd-funding. Crowd-funding - raising finance by asking a large number of people each for a small amount of money - supported by a strong media campaign, will give local people the opportunity to have a personal stake in their Museum.
- 11 Once the fund-raising vehicle is in place and fundraising is underway we recommend that we explore the benefits, and what would need to be done, to modify the aims and objectives of the Development Trust so that it becomes a fully operational Charitable Trust managing and developing the Museum rather than just a fund-raising vehicle. .
- 12 The establishment of a full Charitable Trust responsible for managing and leading the development of what will become a major cultural organisation in Oxford has the potential to attract a powerful Chair with a national profile and expert Trustees. This in its turn will help attract continued funding which will ensure that the Museum is financially sustainable, generating a proportion of its costs from fundraising and commercial activity.

### **Stage 1 - Establishment of a Development Trust**

- 13 A Development Trust sits alongside the body for which it is fundraising – for example, a local authority museum - and is different from an operational Charitable Trust whose purpose is to run the service itself.
- 14 The sole purpose of the Development Trust is to provide a vehicle with charitable status through which funds can be raised. The Trust in this stage of development would not play an active role in running the museum. The museum would continue to be managed by the council and its staff. Staff would continue to be managed under city council arrangements. The museum project would be run through the current governance arrangements.

15 Development Trusts are an established part of local authority fundraising strategies and have, for example, successfully supported local authority museums in Cardiff and Cheltenham for several years. However, once established, they remain separate from and independent of the Council.

### **Purpose and Composition of the Development Trust**

16 The Development Trust will have two main charitable aims ('the objects'):

- a. To support for the benefit of the public the building, establishment and maintenance of the Museum of Oxford of artefacts, art, specimens, documents and other associated material in Oxford, including the collection, storage, research and conservation of all such material
- b. To advance the education of the public (in particular but without limitation to those living with the Oxford area and those geographic, ethnic and disabled communities who do not traditionally attend museums and galleries) in particular (but not limited to) by providing support to the provision and improvement of facilities, collections, exhibitions, formal and informal learning opportunities, public events and other educational activities, including in digital form, available to the public at the museum and within the communities of Oxford and across the internet

17 The Trust will consist of a relatively small number of Trustees (a minimum of three is required) who will lead initial fundraising efforts.

18 Trustees will liaise with the Museum staff and the Friends of the Museum of Oxford but at this stage will play no role in the management of either staff or the Friends organisation.

### **Stage 2- Transition to a full Charitable Trust**

19 Once the fund-raising vehicle is in place, officers will explore the legal, financial and other issues involved in the transition from a Development Trust to a full Charitable Trust. These include the development of revised charitable aims (objects), and a business plan outlining proposals for staffing, financial management and other aspects of the Museum's future development. A report addressing these issues will come to City Executive Board at a date of the Board's choice.

20 A key role of the founding Trustees during this period will be to lead the search for a suitably qualified Chair and full Board of Trustees to lead the Charitable Trust. This search will make use of the Museum's local partners on the Oxford University Museums Partnership, and partners from national organisations such as Heritage Lottery Fund, Arts Council England, and Historic England.

### **Financial implications**

21 The Development Trust will require Initial start-up funding. In order to register with the Charity Commission, the Development Trust must be able to demonstrate turnover of at least £5,000. This includes an initial 'sum' of money - £1,000 - for the trust deed to take effect. This amount could be later remunerated through fundraising.

22 Ongoing administration of the Development Trust will be carried out from existing resources within the Council's Culture and Events team in the form of benefit in kind.

- 23 The Development Trust will need a bank account separate from that of Oxford City Council so that it can accept funds from other trusts and foundations. This will be managed by the Trustees.
- 24 Financial implications of establishing a full Charitable Trust will be set out in a future report to CEB.

### Legal issues

- 25 A memorandum of understanding setting out the terms of the relationship between Oxford City Council and the Development Trust will need to be drawn up. These terms are set out in paragraphs 12, 13, and 14 of this report. The memorandum of understanding will state explicitly that funds raised by the Development Trust will be for the sole purpose and use of the Museum of Oxford.
- 26 Details of legal issues relating to the establishment of a full Charitable Trust will be set out in a future report to CEB.

<b>Report author</b>	Peter McQuitty
Job title	Corporate Lead: Culture and Events
Service area or department	Community Services
Telephone	01865 252780
e-mail	<a href="mailto:pmcquitty@oxford.gov.uk">pqcquitty@oxford.gov.uk</a>

**Background Papers:** None

This page is intentionally left blank



## Appendix 1

### Equalities Impact Assessment

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

The City Council wishes to refurbish and bring back into use the old museum space and is prepared to contribute £315k to the capital development

The primary purpose of the Development Trust is twofold, with the second element specifically to *advance* the education of the public (in particular but without limitation to those living with the Oxford area and those geographic, ethnic and disabled communities who do not traditionally attend museums and galleries) in particular (but not limited to) by providing support to the provision and improvement of facilities, collections, exhibitions, formal and informal learning opportunities, public events and other educational activities, including in digital form, available to the public at the museum and within the communities of Oxford and across the internet.

A successful Development Trust will enable the Council to increase opportunities for those ethnic and disabled communities who previously have not attended museums to increase their engagement and participation

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

In 2015, the Council applied to the Heritage Lottery Fund (HLF) for £1.6m. Our first round application was successful and HLF has awarded us £142,000 to fund the current development phase. The development team includes architects, exhibition designers and activity planning consultants. The Council will submit a Round 2 application to HLF in autumn 2017. In addition, we are aiming to raise a minimum of £300k from other sources, and have a strong track record on raising money from Arts Council England (ACE), but have been advised that setting up a charitable Development Trust, registered with the charities commission to enable this process will help to develop new funding approaches. Development Trusts are an established part of local

authority fundraising strategies. Development Trusts have worked successfully and supported local authority museums in Cardiff and Cheltenham for several years.

The Development Trust will require Initial start-up funding. It is a requirement that a *sum of money* is stated in the trust deed. The suggested amount is £1,000 which could be later remunerated in fundraising through the Development Trust.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

N/A as the Council has received advice from an independent fundraising consultant on the appropriateness of the Development Trust as the best option to ensure that future large-scale redevelopment of the old museum can take place

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

There are no anticipated negative impacts as part of this recommendation as the overall aim is to increase participation in accessing collections, exhibitions, formal and informal learning opportunities and other public events

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

The Development Trust will need a separate bank account from that of Oxford City Council so that it can accept funds from other trusts and foundations. There will need to be a clear agreement between Oxford City Council and the Development Trust that the money raised is for the sole purpose and use of the Museum of Oxford.

The Trust will consist of a relatively small number of Trustees (a minimum of three is required) who will reflect the expertise and professional commitment necessary to support our ambitions for *Oxford's Hidden Histories* and the sustainability of this important and exciting project.

Administration of the Development Trust will be carried out from existing resources within the Council's Culture and Events team.

The Council will monitor the success of the DT in leveraging additional funding and will analyse user data by the targeted groups as part of its responsibilities under the Culture Strategy

The proposal to set up a Development Trust does not require a full impact assessment as robust user monitoring is already undertaken by the Council's Culture and Events team

Lead officer responsible for signing off the EqIA:

Role: Corporate Lead: Culture and Events

Date: 1/12/16

This page is intentionally left blank

Appendix 2: Risk Register

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Trust membership	Inability to recruit and retain suitable trustees	T	Lack of availability of suitable trustees	Trust has low profile, unable to attract funder interest	5/1/17	Peter McQuitty	4	2	4	2	4	2		Approaches being made to suitable candidates through well- connected friends of the project	June 2017		10%	Charlotte Maciszonek
Staff capacity	Unable to write large number of high quality grant applications	T	Lack of staff capacity to write fundraising applications	Not all potential sources of funded applied to, applications not of high enough quality to succeed.	5/1/17	Peter McQuitty	5	3	5	3	5	3	Most staff part time,	Re-alignment of work loads of key staff, focus on fundraising as a priority.	December 2017		10%	Charlotte Maciszonek
Staff capacity	Unable to engage potential private donors	T	Lack of staff capacity and experience to fundraise from private sources.	Insufficient funds raised from private sources.	5/1/17	Peter McQuitty	5	3	5	3	5	3	Strong record on fundraising from HLF and ACE but staff inexperienced in approaching potential private donors.	Fundraising consultant appointed to advise. Fundraising strategy developed. Member of staff trained in fundraising. Support from influential friends of the project.	December 2017		10%	Charlotte Maciszonek
Fundraising targets	Inability to raise fundraising targets	T	Unsuccessful applications to trust and foundations, lack of support and donations from private individuals	HLF second round application would not be successful. Redevelopment project abandoned, reversion to current Explore Oxford galleries as museum site.	5/1/17	Peter McQuitty	5	3	5	3	5	3		Fundraising consultant appointed to advise. Fundraising strategy developed. Member of staff trained in fundraising. Initial support from influential friends of the project.	December 2017		10%	Charlotte Maciszonek

This page is intentionally left blank

## **Minutes of a meeting of the CITY EXECUTIVE BOARD on Thursday 15 December 2016**

www.oxford.gov.uk



### **Committee members:**

Councillor Price (Chair)  
Councillor Brown  
Councillor Kennedy  
Councillor Simm  
Councillor Smith

Councillor Turner (Deputy Leader)  
Councillor Hollingsworth  
Councillor Rowley  
Councillor Sinclair  
Councillor Tanner

### **Officers:**

Peter Sloman, Chief Executive  
Tim Sadler, Executive Director Community Services  
Jackie Yates, Executive Director Organisational Development and Corporate Services  
Caroline Green, Assistant Chief Executive  
Lindsay Cane, Acting Head of Law and Governance  
Nigel Kennedy, Head of Financial Services  
Dave Scholes, Housing Strategy & Needs Manager  
Fiona Piercy, Regeneration Programme Director  
Mairi Brookes, OxFutures Programme Manager  
Geoff Corps, Cleaner Greener Services Manager  
Jeff Ridgley, Waste Services Business Development & Fleet Manager  
Sarah Claridge, Committee Services Officer

### **Also present:**

Councillor Andrew Gant, Liberal Democrat Group Leader and Chair, Scrutiny Committee

## **94. Declarations of Interest**

None

## **95. Addresses and Questions by Members of the Public**

None received

## **96. Councillors Addresses on any item for decision on the Board's agenda**

Cllr Gant spoke on Item 14: Devolution (minute 107) during the discussion of the item.

## **97. Councillor Addresses on Neighbourhood Issues**

None

## **98. Items raised by Board Members**

None

## **99. Scrutiny Committee Reports**

### **a) Air Quality**

Cllr Gant presented the report. He said the Committee had had a very good discussion and had invited County officers to a future meeting to explain what the County Council was doing to improve air quality in the city.

Cllr Price suggested the Scrutiny Committee also invite the bus companies, and other transportation companies ie waste collectors to explain what they were doing to reduce emissions.

Cllr Tanner, Board Member for A Clean Green Oxford made the following comments on the report's recommendations:

Rec 3 – planned to review the issue further

Rec 6 – felt the recommendation needed to be more assertive about lobbying the County Council to explain how they are going to manage the expected increase of cars in and out of Oxford when Westgate opens.

Cllr Price said the City Council was planning to install signs which told driver whether the Westgate car-park was full on the outskirts of the park and rides.

### **b) Scrutiny Response: Treasury Management Performance: Annual Report and Performance 2016/17**

The Scrutiny Officer presented the report and welcomed the positive response to the recommendation.

Cllr Turner, Board Member for Finance, Asset Management and Public Health said that the Council was always prepared to look at housing investments when opportunities existed.



## 100. Quarterly Integrated Performance 2016/17 - Q2

The Heads of Financial Services and Business Improvement submitted a report which outlined the Council financial risk and performance as at 30 September 2016.

Cllr Turner, Board member for Finance, Asset Management and Public Health presented the report. He said that the financial performance was pleasing across the Council. He was very grateful to all officers. No services had been cut, expenditure keeps being reduced and Direct services continues to find new revenue streams.

He congratulated Direct Services for over-achieving their income generation targets and spending less than expected. This has meant more money is available to finance the capital programme.

The City Executive Board resolved to:

1. **Note** the projected financial outturn and current position on risk and performance as at the 30 September 2016;
2. **Agree** the transfer of the projected underspend on Corporate Contingencies of £1.5 million to the Capital Financing Reserve as set out in paragraph 12.

## 101. Budget 2017/2018

Cllr Turner, Board member for Finance, Asset Management and Public Health presented the report.

He made the following comments:

1. The Council has agreed with the government a multi-year financial settlement which deletes all of our grant by 2020
2. There are significant pressures post Brexit on business rate growth and uncertainty in the wider economic climate.
3. Reduced benefit cap have increased Council's financial obligations
4. The County Council has effectively stopped funding social services in the city and the City Council has been asked for more money to provide these services.
5. The City is safeguarding every penny we spend on homelessness.
6. Trading has helped pay for these additional costs but we have to make sure it is sustainable
7. The City continues to invest in housing and infrastructure eg £4m in community centres.

The City is not going to implement the government's Pay to Stay housing policy, which charges council tenants' more rent if they earn over a certain threshold. Implementing the policy would cost a lot in bureaucracy.

The budget includes a substantial capital programme with no significant service reduction but there is still uncertainty in the HRA, as the government has not yet made a decision on whether to extend the right to buy scheme.

The budget will be out for public consultation until January 2017. Any changes to fees and charges are subject to consultation.

The Council received its grant settlement from the government today. The grant settlement is down and there has been a change to the way the government administers the new homes bonus. More work needs to be done to confirm how the changes will affect the Council but it could mean a reduction of £1m off the new homes bonus.

The Chief Executive made the following comments:

- The budget proposes £12.3m in efficiency savings over the next 4 years and is transforming itself into an enterprising council.
- Councils are feeling the effects of the government's austerity programme, especially the County Council which has made huge cuts to the most vulnerable social services.
- Social effects are being felt in the city from the reduction in funding for preventative care.
- Economic development was jointly funded by the County and City councils. However the County withdrew its funding and the posts are now fully funded by the City.
- the Grant budget continues to increase.
- The budget provides resources of £60m for use by the Housing Company over the next 4 years and the building of around 500 new homes.
- The capital programme contains £123m of projects this has been leveraged from direct services trading.

The Board noted that recommendation 5 related to the 16/17 budget. There is an error in paragraph 50, it should say March 2017 not March 2018 as written in the report.

The City Executive Board resolved to:

That the City Executive Board resolves to:

1. **Approve** the 2017-18 General Fund and Housing Revenue Account budgets for consultation and the General Fund and Housing Revenue Account Medium Term Financial Plan as set out in Appendices 1-9, noting :
  - a. the Council's General Fund Budget Requirement of £21.256 million for 2017/18 and an increase in the Band D Council Tax of 1.99% or £5.67 per annum representing a Band D Council Tax of £290.19 per annum
  - b. the Housing Revenue Account budget for 2017/18 of £44.285 million and a reduction of 1% (£1.06/wk) in social dwelling rents from April 2017 giving a revised weekly average social rent of £105.65 as set out in Appendix 4
  - c. the General Fund and Housing Revenue Account Capital Programme as shown in Appendix 6.

2. **Agree** not to implement the voluntary 'Pay to Stay' policy for Council house tenants (para 9)
3. **Agree** the fees and charges shown in Appendix 7
4. **Delegate authority** to the Section 151 Officer in consultation with the Board Member for Finance and Assets the decision to determine whether it is financially advantageous for the Council to enter into a Business Rates Distribution Agreement as referred to in paragraphs 20-21 below.
5. **Recommend to Council** an additional loan of up to £50,000 for working capital to Oxwed as highlighted in paragraph 50

**Recommend to Council** provision of a loan facility to Oxford City Housing Ltd of up to £60.850 million (para 48) subject to the provision of; and agreement to a business case by the Company. This replaces all previous recommendations agreed by City Executive Board.

## **102. Treasury Management Performance: Annual Report and Performance 2016/17**

The Head of Financial Services submitted a report which outlines the performance of the treasury management function for the 6 months to 30 September 2016.

Cllr Turner, Board member for Finance, Asset Management and Public Health presented the report.

The City Executive Board resolved to:

1. **Note** the performance of the treasury management function for the six months to 30 September 2016

## **103. Homeless Accommodation Property Investment and Retained Right to Buy Capital Receipts Qualifying Expenditure**

The Heads of Housing and Property Services; and Financial Services submitted a report which sought project approval for the purchase of temporary homeless accommodation in order to utilise retained capital receipts and deliver General Fund savings.

Cllr Rowley, Board Member for Housing presented the report. He explained that there was a lack of accommodation available for temporary accommodation in the city and the Council was currently paying £525,000 p.a. in rent to private landlords. The proposal is to acquire 39 units to house families on a temporary basis which will save money by replacing private sector tenancies. The Council's Right to Buy receipts need to be spent by March 2017 otherwise they have to be returned to the government. They can be spent on this programme.

He thanked the Housing Strategy and Needs Manager for all his hard work.

The Housing Strategy and Needs Manager said that the project had come out of an efficiency saving initiative. The current low interest rates made the proposal feasible. Owning the properties will allow the Council to do repairs on the houses which will improve the quality of life for the people residing in them.

Cllr Turner asked whether the properties will be in Oxford or surrounding areas. As the Council will get more for its money, if it buys outside of the city.

The Housing Strategy and Needs Manager said they would buy as close to the city as possible. The team has starting acquisitions, as we need to spend the money in the next 3 months. There are options beyond Oxford in Didcot and Bicester, and opportunities within the city include buying back former council owned stock and properties in tower blocks.

The Housing Strategy and Needs Manager said the properties would house families, many of whom have been evicted from the private rental sector.

Cllr Price said he had heard evictions had become a growing problem and he would like to see statistics on the number of people being evicted or having to leave their privately rented tenancies because of rising rents.

The Board noted that the programme would be front loaded so there would be significant progress in the next 6 months.

The City Executive Board resolved to:

1. **Note** the proposal set out in this report has informed the budget setting process and that the implications are contained within the Consultation Budget which appears elsewhere on the agenda;
2. **Give project approval** to the proposals, to purchase accommodation, as set out in this report, and within the allocated capital budget.

## **104. Transfer Station for Recycled Material**

Cllr Turner left the meeting

The Executive Director for Community Services submitted a report which proposed to create and operate a Council managed transfer station for co-mingled recyclate, green waste, street arisings and engineering works spoil.

Cllr Tanner, Board member for a Clean Green Oxford presented the report. He said the creation of a recycling station at the Redbridge Park and Ride should save the Council about £1m. Recycling collected in the city currently is taken to a transfer station in Culham. Having a transfer station at the Redbridge Park and Ride would significantly reduce the time a collection takes.

The Cleaner Greener Services Manager explained that no sorting would take place on the site, apart from the removal of contaminated waste and plastic bags which shouldn't be recycled.

The Director of Community Services explained that the local service would be more efficient. The price for recycling has fallen and contractors are much stricter about accepting contaminated waste.

The Cleaner Greener Services Manager explained that the scheme requires planning permission from the Council and a permit from the Environment Agency.

The City Executive Board resolved to:

1. **Approve** the project to create and manage a recycling transfer station, as described in this report. Subject to approval of funding by council in the 2017/18 budget.
2. **Seek** planning approval and an environment permit for the proposed recycling transfer station. Authorise officers to incur the costs relating to the preparation of the application and permit.
3. **Delegate authority** to the Director of Community Services, in consultation with the Council's s151 and Monitoring Officers and subject to the receipt of satisfactory planning consent, to proceed with the creation of the recycling transfer station.
4. **Delegate authority** to the Director of Community Services to enter into a contract for the construction of the Recycling Transfer Station facility following a procurement process in accordance with the councils approved procedures

## **105. Sustainable Energy Action Plan (SEAP) for Oxford**

The Executive Director for Community Services submitted a report which sought approval for the publication and submission of Oxford's sustainable energy action plan ('Low Carbon Oxford: A Route Map to 2020') to the EU Covenant of Mayors scheme.

Cllr Tanner, Board member for a Clean Green Oxford presented the report. He explained that the Council is a member of the Covenant of Mayors, and is required to present them with this report on the city's progress in reducing its carbon emissions.

He believed the Council's target of 40% carbon reduction is in reach. He thanked people, businesses and institutions in Oxford for reducing their carbon emissions

Cllr Price asked if there are areas which could do more.

The Sustainable City Team Manager explained that the Council had done a good job of working with top employers of Oxford to reduce their carbon emissions.

Cllr Price asked if there was more we could do to disseminating knowledge and share what works well and what doesn't. He suggested promoting the Low Carbon Oxford website which includes a number of examples.

The City Executive Board resolved to:

1. **Approve** the 'Low Carbon Oxford: A Route Map to 2020' report and the accompanying Sustainable Energy Action Plan to the European Commission's Covenant of Mayors initiative.
2. **Delegate authority** to the Executive Director of Community Services to amend and agree the final text and design; and then submit the Low Carbon Oxford: A Route Map to 2020' report and the accompanying Sustainable Energy Action Plan to the European Commission's Covenant of Mayors initiative.
3. **Recommend that Council** notes that the submission of the Sustainable Energy Action Plan to the Covenant of Mayors fulfils the Council's decision of 20 July 2015 to sign up to the Compact of Mayors as these two initiatives are merging into a single global initiative.

## **106. Commercial Waste Collection Capacity**

The Head of Direct Services submitted a report seeking approval for investment to expand the commercial waste fleet collection capacity.

The confidential appendix containing the business case for an additional vehicle was noted.

The City Executive Board resolved to:

1. **Delegate authority** to the Executive Director, Community Services in consultation with the Head of Finance to:-
  - I. Add an additional refuse collection vehicle (RCV) to the vehicle replacement programme and place an order for this vehicle now.
  - II. Create two permanent posts, one driver and one loader, to crew the additional RCV.
2. **Recommend that Council** note the implications of this bid which will be considered as part of the Council's Consultation Budget proposals

## **107. Devolution Update – Combined Authority and directly Elected Mayor proposal**

The Assistant Chief Executive submitted a report which updated members on recent developments on devolution and makes a recommendation to Council to support in principle the submission of a devolution bid with a governance model based on the current two-tier structure for local government with a combined authority and elected mayor.

The Assistant Chief Executive presented the report. She explained that the government wanted to see devolution deals with robust governance arrangements and proof of commitment from affected local authorities. The government has linked growth funding

to areas that have agreed strong governance structures especially those with elected mayors.

This issue was discussed at the LEP last week and it was suggested that each council demonstrate commitment to devolution in Oxfordshire. Hence the need for the late report.

Future government funding for major infrastructural projects such as East West Rail is reliant on governance arrangements being agreed.

The County continues to push their single unitary proposal as well as this combined authority model (outlined in the report).

Cllr Price said that substantial elements of the devolution proposal aren't contentious and binds people together. There are issues around the functions of a combined authority and what an elected mayor would do, and how they would operate within the current local government structure.

Cllr Gant spoke as leader of the opposition. He welcomed the proposal but believed the people of Oxford needed more details on who would be democratic accountability. He felt the Board was wrong not to consider a re-organisation of local government in Oxford as a first step, as a combined authority would require additional money to operate

Cllr Hollingsworth said that a combined authority is to take power from government not from the councils. Re-organisation requires consensus. The danger is that the government perceives Oxfordshire as being more interested in talking about governance structures rather than focusing on outcomes. He suggested looking at Suffolk's devolution proposal and the approach they are taking. He believed it was better for re-organisation to be organic rather than forced.

Cllr Tanner said he favoured the proposal but was not sure the County Council was in favour of the scheme, given that they were still pushing for a single unitary.

Cllr Price said the government had made it clear that devolution from White Hall was key and they want an elected mayor to be responsible and to be held to account. Government money is desperately needed in the city and the county for transport and infrastructure. The County would be foolish to stand in the way of this proposal.

The City Executive Board resolved to

**Recommend to Council** that it approves the inclusion of the City Council in the submission of a devolution bid to government for a combined authority and a directly elected mayor

## **108.Minutes**

The City Executive Board resolved to APPROVE the minutes of the meeting held on 17 November 2016 as a true and accurate record.

### **109. Matters Exempt from Publication**

The Board did not go into confidential session.

### **110. Appendix 1\_ Commercial Waste Collection Capacity**

Appendix noted.

**The meeting started at 5.00 pm and ended at 6.11 pm**